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MISSION MATTERS: THE ROLE OF ORGANIZATIONAL MISSION OBJECTIVES
IN MEDIA SELECTION AND IMPLEMENTATION BY NGOS WORLDWIDE

by

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ABSTRACT OF THE DISSERTATION

Mission Matters: the role of organizational mission objectives in media selection and
implementation by NGOs worldwide

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The significance of transnational civil society has become undeniable over the last decade and Non-governmental organizations (NGOs) have been playing an increasingly prominent role in the public sphere. However, not much attention has been given to these organizations and their communication practices. The purpose of this study was to examine NGOs from a communicative perspective and shed light on their daily practices. To this end, the study began by exploring various areas of research, including political communication, organizational communication, voluntary sector research, new media theories, and diffusion of innovations. This exploration resulted in some propositions about the communication behavior of NGOs, which are: The main function of NGOs is to create social capital through networks, NGOs are driven by their missions rather than a desire for gaining profit, and in order to fulfill their missions NGOs must engage in social capital building activities for their constituents. A model of communication media adoption and use was also derived from this review of the literature.

A sample was selected from the NGOs associated with the United Nations' Department of Information and the Economic and Social Council. The study used a

mixed method approach to the subject and data was collected through an online survey with quantitative and qualitative items. Interviews were also conducted based on the sample. The quantitative data garnered from the survey was analyzed using statistical procedures including, frequencies, correlation analysis, and factor analysis. Qualitative data derived from the survey and interviews was analyzed using the grounded theory approach.

The analyses resulted in some conclusions, first, that there is variation in the use of new media in NGOs. Second, this variation is impacted by internal and external organizational factors. Third, the mission objectives of these organizations do impact their decisions regarding the communication practices they espouse. Fourth, that networking and social capital creation is indeed an important outcome of their work.

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Chapter 1

INTRODUCTION

The need for a closer examination of the role and functioning of transnational civil society has come to the fore of global politics over the last two decades as a convergence of circumstances, such as the emergence of globalization and advances in communication technologies, has led to the growing prominence of this phenomenon. Florini and Simmons write “The transnational agenda is becoming more urgent. Thanks to the information revolution, the growing integration of national economies, and the rapidly increasing number of people in the world, human activity is less constrained than ever by national borders” (2000, p. 3).

Florini and Simmons conceptualize transnational civil society as being constituted of three aspects: It includes only groups that are not governments or profit-seeking enterprises, it involves linkages across borders, and it takes a variety of forms (2000). The particular actors within transnational civil society this study seeks to investigate are generally known as non-governmental organizations (NGOs).

The thesis of this study is that NGOs exist to create social capital by engaging social networks (both at the geographic and individual level). To do this, the NGOs need to communicate their message through as many communication channels as needed to reach their targeted audiences. However, these organizations have limited resources and will focus on developing and using those media assets that are most effective to their communicating mission. In addition, the non-distribution characteristic of these organizations adds a new dimension, distinct from for-profit organizations, by changing

the focus from profit and growth to mission achievement. This significance of mission objectives to NGO then frames and motivates their media choices.

Specifically, this study approaches NGOs from a communication perspective. It seeks to address the need for a sustained examination of both the communication processes and the decision making of these organizations. To do so, the study looks at the media choices being made by NGOs around the world. This is relevant to the broader aim in that media choices in organizations, as other major structural decisions, are affected by the communication practices and needs of the organization.

The need for such an examination is necessitated by scholarly as well as pragmatic considerations. From the scholarly viewpoint, the communication discipline has engaged in the study of organizations, particularly in the organizational communication field. However, the majority of this focus has been on for-profit organizations. Another field in the communication discipline that we would expect to find literature on the civil society role and practices of NGOs is the political communication field. However, here also a dearth of literature is evidenced on NGOs. There have been extensive investigations on the practices of NGOs in specific movements such as those involved in the environmental movement and the World Trade Organization (WTO) protests. However, these do not offer much information on the general practices of NGOs. On the other hand, political communication studies tend to either focus on mass processes, such as elections and campaigns or individual perceptions such as voter behavior and individual political participation. However, the role of non-profit organizations, especially with the arrival of new communication technologies and

sustained movements such as the antiwar movement which are underpinned by NGOs, suggest the need for a focus on these organizations as self-contained entities.

From a pragmatic perspective, the financial and political influence of NGOs has grown exponentially over the last decade. Politically, organizations such as Human Rights Watch, World Wildlife Fund, and countless others have been instrumental in putting issues on both the international agenda, like women's rights, as well as national agendas, as in the case of the antiwar movement in the United States. In addition, a large influx of funding from prominent public figures, such as Bill Gates and Warren Buffet, have highlighted the ability of NGOs to offer credible alternatives to people trying to make contributions to local or international social projects. This incursion of money has also given these NGOs the ability to use this funding to lobby as well as influence the future of medical and social science research.

To address this need for the exploration of NGOs from a communication perspective, the study begins by exploring literature from various fields relating to NGOs, including political communication, organizational communication, and the voluntary sector literature. Subsequently, the study begins to ask some elementary questions about NGOs in the hope of connecting relevant literature and applying these theories in opening further avenues of research on NGOs. In particular, it seeks to understand the variables that impact the decisions NGOs make about their communication practices. To this end, a model of such variables and their relationships in the adoption of new media by NGOs is offered. This model of diffusion posits that the decision-making process for media adoption begins from the mission objective of these organizations. It is also affected by internal and external environmental factors as well as the characteristics of the media

themselves. This then results in the adoption or rejection of a medium. Three research questions that emerge from the model are explored in the study.

A multi-method approach is taken in exploring the answers to these questions. The investigation began by collecting quantitative and qualitative data on a sample drawn from NGOs associated with the United Nations Department of Information (UN DPI) and Economic Social Council (ECOSOC). The data was collected using an online survey as well as interviews. Quantitative data analysis was conducted on the multiple choice and Likerts scale items included on the online survey. Frequencies, crosstabs, and factor analysis were some of the procedures used. Grounded theory was used for the analyzing the qualitative data collected from the survey and the interviews. Data and results from both the quantitative and qualitative inquiries were used to answer each of the three research questions pertaining to media selection and use in these NGOs.

Chapter 2

LITERATURE

With the arrival of new communication advances we have witnessed the significance of the intersection of globalization, not-for-profit organizations and new technologies. For example, the world has been witness to global anti-war movement and the recent focus on global warming. Another instance that has been widely studied is the World Trade Organization (WTO) protest movement (Bennett, 2003b; Deluca & Peeples, 2002).

Such phenomena lead us to consider the evolving forms of communication and what role organizations have to play in the micro to macro communication spectrum on the transnational stage (Bennett, 2003a). This study takes a multidisciplinary approach in examining the evolution occurring in media communicated processes in Non-Governmental Organizations. It begins by exploring the two communication fields directly affecting the study of communication processes of NGOs: political communication and organizational communication. The study also considers another area that examines these organizations: nonprofit sector research. It will also take into account extant literature on new media technologies and organizations.

The study then postulates some questions that underpin innovation and adaptability in NGOs, particularly as this relates to culture and communication processes. To examine these questions, a model of adoption is offered which considers variables of organizational culture and mission, environmental constraints, and social and technological consequences of the new communication media.

Political Communication

The field of political communication covers a vast territory. Graber conceptualizes it as encompassing “the construction, sending, receiving, and processing of messages that potentially have a significant direct or indirect impact on politics. These senders or message receivers may be politicians, journalists, members of interest groups, or private, unorganized citizens” (2005, p. 179). Much of the research in the field focuses on the micro or the macro level. Bennett describes the micro level as being the individual in political communication (2003) and suggests that the macro level is the study of mass media processes and effects. Thus, much of the political communication literature has focused on micro or macro issues such as elections, media effects, civic learning and information processing while ignoring the middle of the spectrum.

However, recently, the political communication field has increasingly been turning its attention to new media (Graber, 2005). While addressing traditional avenues such as the impact of new media on elections, civic participation and information processes, this new perspective has put increasing focus on the middle ground between the micro and macro perspectives (Bennett, 2003; Bimber, 2001; Ryfe, 2002). This middle ground includes the use of new media by individuals seeking to create and mass distribute messages. Another area gaining significance in this middle ground is that of transnational organizing, such as the WTO protest (Bennett, 2004; Deluca & Peeples, 2002), which has opened up the discussion on the role of organizations in a rapidly evolving political communication landscape.

The impact of organizational factors on communication has been studied in this area largely in light of the news media. Here, scholars have called for considering the

impact of corporate culture, structure, and economic imperatives on the function and choices of the news media (Bagdikian, 1983, 2004; Cook, 1998). In particular, Cook (1998) has advocated the need to consider the impact of news organizations' cultures on their news choices. Bagdikian has also written extensively about the impact of economic imperatives and goals on the content and quality of news programming. Bagdikian emphasizes in both his books *The Media Monopoly* (1983) and *The New Media Monopoly* (2004) that the internal organizational dynamics of the megamedia conglomerates had a direct impact on the news and coverage that was available to the United States' public.

Hence, it is clear that there is an acknowledgement in the political communication field of the potential for culture and economic needs to impact the content and channels of an organization's political messages. Scholars like Ryfe and Bennett have also been considering the interaction between activist organizations and the adoption of new communication media. Ryfe (2002), in studying organizations trying to stimulate political debate, also emphasized the influence of the organizational culture and resources in the strategies they espoused. Bennett (2003) suggests that the adoption of new media can have internal and external consequences for politically motivated organizations themselves. This concept is worth exploring further since these consequences can lead to an alteration or evolution in the communication processes of these organizations. In further studying these concepts, Bennett has pointed out the need to expand the investigation of new media effects beyond just the Internet and to consider a broader range of "new technologies" as they affect organizations (2003).

The previous discussion then points to the need in the political communication field to further examine the role of organizations. The increasingly complex interplay of globalization and growing diversity, as well as multiplying transnational alliances necessitates a deeper consideration of organizational dynamics within political communication. This leads us to what is already known about organizations in relation to specifically their communication processes.

Organizational communication

The field of organizational communication itself has shown a gap similar to political communication in the study of not-for-profit organizations. In a 1993 article, Stohl pointed out the lack of research on international organizations and the processes specific to such organizations. This view was reiterated in her more recent chapter in the *New Handbook of Organizational Communication* on exploring the impact of globalization on organizational communication (Stohl, 2001). Stohl suggests that organizational communication scholars should study international organizations, especially not-for-profit organizations to extend and enhance the field (1993).

In her article on international organizing and organizational communication, Stohl (1993) defines international non-governmental organizations as “transnational voluntary associations covering the whole range of interests from sports, occupations, civic affairs, science, and commerce” (p. 378). Stohl presents four reasons emphasizing the necessity of considering the place of such organizations in organizational communication. First, INGOs represent relationships that encompass significant repercussions for society. Furthermore, the voluntary nature of the relationships maintaining these organizations

sets them apart from other international organizations such as international governmental organizations (IGOs) and multinational corporations (MNCs). Second, processes embedded within these organizations can present us with models of intercultural interactions that can be generalized to other forms of organizing encountering increased diversity. Third, INGOs can shed light on alternate ways of organizing, representing flatter structures and increased flexibility and responsiveness to a various publics necessitated by the variety of their stakeholders. Fourth, they give us an opportunity to explore organizations created by and for women. Two avenues of research of particular relevance to NGOs are culture and Identity.

Culture

Numerous conceptions and definitions of culture abound in the current literature (Stohl, 2001). In defining organizational culture for the communication scholar, Pacanowsky and Trujillo (1983) adopt Clifford Geertz's metaphor for culture as a web of significance. Hofstede sees culture as a mental program in the minds of members of a particular culture (2000). Stohl defines the variation in cultures as "the attitudes, values, beliefs, and ways of knowing and doing that are associated with different cultural identities" (2001, p. 325).

Speaking of the significance of studying culture in organizations, Pacanowsky and Trujillo suggest that it is not enough for organizational communication scholars to study processes as reflected in outcomes, but that it is equally significant to take a holistic view and study all aspects of organizational life including the cultural life of organizations (1983). In support of their argument, they suggest that looking at culture provides researchers with a new way of approaching organizational behavior not limited

by merely managerial concerns. Such an approach also puts the constitutive role of communication at the center of the research agenda for organization scholars.

Smircich points out that the intersection of organizational theory and culture theory has led to the emergence of five themes: cross-cultural management, corporate culture, organizational cognition, organizational symbolism, and unconscious processes in organizations (1983). The first two themes, stemming from the treatment of culture as a variable in the study of organizations, are particularly relevant to this paper. Smircich proposes that the underlying worldview of theorists in cross-cultural management is derived from the anthropological conception of culture as an instrument and organizational theory of organizations as instruments for the completion of specific tasks. Research within this theme focuses on differences in national cultures and treats culture as an independent variable describing macro or micro disparity between organizations. In other words, it is something that exists outside of the organization and is introduced into the organization by members. Smircich sees the corporate culture approach as deriving its theoretical leaning from the idea of culture from anthropology as something that binds individuals into social structure. Organizational theory is seen as contributing the notion of organizations as entities that are responsive to their environments. This research is seen as taking culture as an internal variable, something that an organization itself creates in the form of rituals, shared values and beliefs (1983).

Considering corporate culture from a communication perspective, Eisenberg and Riley (2001) conceptualize the research literature as taking six broad approaches: symbolism and performance, text, critique, identity, cognition, climate and effectiveness. Symbolism studies consider the role of verbal communication - such as narratives,

vocabulary, and stories - as well as nonverbal communication in the creation of culture. Performance research has focused on such phenomena as ritual, sociality, politics and acculturation. Culture as text scholars study not only the written texts of organizations but also treat verbal organizational narratives as text. This approach also analyzes narratives about organizational culture. The cultural critique approach considers the role of power in organizations and makes employees, not management, its focal point. Research focusing on identity and culture studies the effect of national cultures as well as “internal” organizational factors on organization members’ attempts to create an identity for themselves. The cognitive approach emphasizes the role of shared understandings, values and rules in the creation of an organizational culture. The climate literature has increasingly been considering the role of organizational culture in employees’ perceptions of climate. Many researchers have focused on culture as manageable processes that can promote organizational achievement.

Triandis and Albert (1987) in discussing the communication aspects of cross-cultural management reference five specific aspects: structural relationships, values, communication patterns, decision making, and conflict resolution. Triandis and Albert denote structural relationships as the association between head offices and subsidiaries in international organizations. The organization of such relationships usually reflects the attitudes of managers and leaders towards culturally different employees. Values are said to be culturally determined and can lead to different apprehensions of communication events and processes. Communication patterns refer to the culturally specific processes of interaction and can be seen as being determined by values. Decision making and communicating styles can also be seen as deriving from culturally specific contexts.

Different cultures can also be said to prefer different conflict resolution strategies including competitive conflict resolution and compromise.

Within this theme of cross-cultural management, Hofstede deserves a closer look due to the significant contributions he has made to the understanding of cultural variation. Hofstede speaks of dimensions of culture and mentions the existence of five such dimensions: power distance, uncertainty avoidance, individualism and collectivism, masculinity and femininity, and long-term versus short-term orientation. Power distance refers to the degree to which inequality is accepted within different cultures. Uncertainty avoidance refers to the extent to which cultures vary in their tolerance of ambiguity. The individualism and collectivism dimension characterizes the relationship of the individual with the collective. Masculinity and femininity refers to values exhibited by different cultures that can be placed on the continuum of traditionally masculine to traditionally feminine. The orientation dimension, a recent addition to the dimensions of culture, denotes the attitude of a culture towards goal achievement and whether immediate or long-term goals take precedence. Preferences in each of these dimensions can be seen as being programmed into organizational members and will influence their values, cognitions, and communication processes.

Stohl, in discussing organizational communication literature related to globalization, points to two broad approaches that have emerged: convergence and divergence. The convergence approach posits that organizations should establish uniform processes regardless of the national culture within which they exist. The divergence literature focuses on the abovementioned differences in national cultures and

sub-cultures and advocates taking these into consideration in developing processes for organizations.

The organizational culture literature, therefore, seems to place a particular significance on values, cognitions and processes. Globalization can be seen as impacting organizations at both the corporate culture and cross-cultural level. From the corporate culture point of view globalization introduces an element of the unknown. The intersubjectivity of all of the six categories of symbolism and performance - text, critique, identity, cognition, climate and effectiveness - becomes moot. Organizational cultural understanding now has to be negotiated anew. However, if we accept Hofstede's characterization of culture as a mental program, it is obvious that there will be limits to the extent to which culture can be negotiated. Some cognitive dissonance may be a part of the package of an international organization. This leads to the first assumption in this study:

A1: Globalization introduces significantly increased corporate cultural variability in organizations.

NGOs introduce another "unknown" into the cultural debate mix through the absence of a profit motive. So, to reach any level of cultural negotiation, first matters of identity and mission must be agreed upon.

Identity and Mission

The identity of an organization and how it is communicated is closely related to issues of culture. Recognizing this, Eisenberg and Riley emphasize the significance of this connection and situate it in the postmodern discourse of organizational culture. For them the concept of identity draws its significance from the modern situation and the

significance of work in an individual's self-conception (2001). Hofstede differentiates between culture and identity, where culture is a "mental program" learned over an individual's lifetime and identity is the individual's attempt to answer the question of "Where do I belong?" (2000, p. 10). Albert, Ashforth, and Dutton conceptualize identity along the same lines when they state that identity is the result of an entity's need for a situated sense of self (1999). Albert et al. thus extend the concept of identity to organizations. In defining identity, Albert and Whetten consider it that which is central, distinctive, and enduring about an organization (1985).

Concerning the impact of globalization, Albert et al. suggest that the significance of identity in today's literature draws from both organizational and cultural aspects. Organizations are becoming more organic and increasingly they are more about cognitions than mere structures. On the cultural side, organizations are becoming more diverse, both in members and geographically, necessitating a shared identity. Thus the concern with defining and maintaining an identity seems to permeate an organization's activities even when such is not the explicit goal (Cheney & Christensen, 2001).

The quest for identity for non-governmental organizations can take on particular significance in light of their need to establish trust to be able to perform their functions. Young has suggested that the identity of a non-governmental organization can affect it at the structural and strategic level and that an unclear identity can lead to decisions being driven by external pressures (2001). In establishing identity for non-governmental organizations he advocates the use of metaphors, which can give stakeholders a focal point for debate and deliberation (Morgan, 1997). These metaphors also supply organizational stakeholders with a common language with which to articulate their

understanding of the organization's mission (Young, 2001). So, an organization that sees itself as a grant making entity will behave differently than one that sees itself as a community for deliberating on political issues.

The particular developmental and societal roles of NGOs give a special dimension to the creation of identity for such organizations in that the mission statements of NGOs take on special significance. Since NGOs do not work towards profit goals, their mission statements serve to define these organizations and express their values (Brown & Yoshioka, 2003; Sawhill & Williamson, 2001). Mission statements can be understood to contain information on operational objectives, direct employee behavior towards specific goals, and enhance firm performance and firm survival (Smith, Heady, Carson, & Carson, 2001). Some researchers see the benefit of mission statements in motivating employees, guiding resource allocation behavior, and arbitrating the conflicting interests of stakeholders (Campbell & Yeung, 1991).

In their review of organizational communication with regards to mission statements, Fairhurst, Jordan, and Neuwirth identify two general conclusions. First, mission statements are not communicated nearly enough to either internal or external audiences. Second, leaders convey the significance of a mission statement by making it local and personally relevant to stakeholders (1997). The identity and mission statement literature then leads us to make two more assumptions:

A2: NGOs are driven by their mission objectives.

A3: Mission objectives impact the organizational culture of NGOs.

However, to arrive at a more comprehensive understanding of the role of NGOs and the processes and phenomena that impact these organizations, this paper will take into account the research on Nonprofit Organizations.

Nonprofit Organizations and Voluntary Action

One of the noticeable points of agreement in this field is the acknowledgement of “a global associational revolution” (Salamon, 1994). Scholars from all perspectives acknowledge that there has been a recognizable increase in the creation of private, nonprofit, and nongovernmental organizations (Salamon, 1994; Keck & Sikkink, 1999). This revolution is acknowledged as bringing forward a significantly revitalized global third sector. The third sector has been conceptualized by Salamon as “a massive array of self-governing private organizations...pursuing public purposes outside the formal apparatus of the state” (1994, p. 111).

Salamon (1994) suggests that there are three sources driving this increased rate of association: grassroots organizations, public and private institutions, and government policies. The conditions for such blossoming have been created by four crises and two revolutions. The four crises Salamon refers to are: the crisis of the modern welfare state, the crisis of development, a global environmental crisis, and the crisis of socialism. The two revolutions, Salamon claims, are the communication technology revolution and the steady global economic growth starting from 1960.

The accelerated growth of the nonprofit sector since the 1950s has given rise to a rich tradition of economic theories about this type of organization. Hansmann (1987) suggests that these theories can be divided between theories on the role and theories on

the behavior of these organizations. The role group of theories include: the public goods theory, contract failure theory, and the consumer control theory. The public goods theory (Weisbrod, 1964, 1977) states that nonprofits serve to supplement the surplus demand for public goods left over after the government provides these goods at the level of the average voter. Contract failure theory (Hansmann, 1980; Nelson & Kransinsky, 1973) states that nonprofits arise in situations where consumers feel unable to accurately assess the quality of the product or service being offered to them. In such cases, the nondistribution constraint (its lack of profit motive) means that the organization is less likely to take advantage of the consumer. In describing consumer control theory, Ben Nér (1986) argues that most nonprofits are created to give consumers collective control over the organization providing them with goods or services.

On the behavioral side of nonprofits theories are: optimizing models, productive inefficiency, and supply response. These theories are designed to predict and hypothesize about how nonprofits act. However, it should be noted that there does not appear to be a strong correspondence between the role and behavior theories.

The optimizing models suggest that nonprofits maximize the quality or quantity of the goods they produce (Newhouse, 1970; Hansmann, 1981). According to the productive inefficiency model, the nondistributive constraint on nonprofits leads to a tendency towards productive inefficiency (Alchians & Demsetz, 1972; Clarkson, 1972). The supply response theory suggests that nonprofits are slow to respond to changes in their environment. Some explanations for this behavior include constrained access to capital (Hansmann, 1987) and an absence of entrepreneurship (Ginsburg, 1970).

The evolution of political theories in this field has not been as straightforward as the economic theories, owing to the vast variety of goals espoused by voluntary organizations (Douglas, 1987). Among prominent political theories applied in this field are: the free-rider problem, diversity, experimentation, and social capital. The free-rider problem theory suggests that the optimum level of service cannot be reached by a voluntary organization as long as there are people who can take advantage of its services without contributing (Olson, 1971). Olson links this effect to size, where small organizations are better able to enforce equal contribution and increasingly larger organizations face greater challenges in avoiding this problem.

With regards to diversity, Douglas (1983) suggests that one of the reasons for the existence of NGOs is their ability to provide a greater diversity of goods and services than a government would be able to. This is so because governments are constrained by the will of the majority of its people, this means that there will always be some citizens whose needs or concerns go unaddressed. The experimentation theory suggests that voluntary organizations have a greater ability and freedom to conduct experimental programs as compared to democratic governments (Douglas, 1987).

However, there is one concept that seems to straddle both economic and political theories of nonprofits. This is the concept of social capital. On the economic side, the concept of social capital markets has emerged out of the philanthropy area of the nonprofit sector theories. The social capital market is considered to be all donors to charity and the receiving organizations. Meehan, Kilmer and O'Flanagan describe social capital markets as "the system that fills the gaps most nonprofits experience between the revenues they earn by providing services or selling products for a fee, and the total

outlay” (2004, p. 36). Here investors are seen as investing in social capital ventures by supporting particular nonprofit organizations. This ties in with the political theoretical conception of nonprofits as creators of social capital.

While the concept of social capital was first introduced by Coleman (1988), it was Robert Putnam (1993) who extended its definition, the definition that is applied to voluntary organizations. Social capital is gaining increasing prominence as a theory in political science, sociology and organizational studies (Adler & Kwon, 2000; Nahapiet & Ghoshal; 1998; Putnam 1993, 2000; Portes, 1998). Putnam has defined social capital as “connections among individuals – social networks and the norms of reciprocity and trustworthiness that arise from them” (2000, p. 19). The application of this theory has also gained recognition in the field of organizational communication (Taylor & Doerfel, 2003; Monge & Contractor, 1997). NGOs can be seen as creating social capital in three ways. First, the very existence of NGOs strengthens the public spheres by providing networking and information exchange opportunities (Taylor & Doerfel, 2003; Mercer, 2002). Second, by working with grassroots organizations, NGOs are said to widen the possibility of participation by individuals in a public sphere, marginalized citizens are given the means to be heard and seen. Third, by opposing established norms and proposing new ones, NGOs challenge the power of the state and the status quo (Mercer, 2002). This group of theories leads to the fourth assumption made in this paper:

A4: NGOs work toward building of social capital.

In understanding the theory of social capital as it applies to nonprofits, it is imperative to understand that it derives from social networks. Therefore, to clarify the application of the concept of social capital to nonprofits, this paper offers a brief

introduction to social networks theory. In conceptualizing social capital, it is very important to keep in mind that “social capital is captured from embedded resources in social networks” (Lin, 2001). Social networks themselves have been defined as “the set of actors and the ties among them” (Wasserman & Faust, 1994, p. 9). Social network analysis tends to focus on the resources available within networks and the position of actors within these networks (Wellman & Berkowitz, 1988).

Support for the significance of organizations in social networks is found spread throughout the social networks literature. Voluntary organizations have been credited with creating and reinforcing a significant number of ties among actors (McPherson, Smith-Lovin, & Cook, 2001). This significance of voluntary organizations to creating social capital through social networks has been demonstrated by Putnam’s use of “civic organizations” and their participation as a measure of social capital in the United States (2001). Nan Lin (2001) emphasizes that since social capital is embedded in social networks, this must be reflected in the measurement of social capital. To emphasize this connection, this study defines social capital as “the pool of resources available to any individual within a given network.”

Putnam emphasizes that social capital can take on various forms and that it is important to take into consideration this variability when applying this theory. This is quite a relevant concept when thinking of the way in which resources set in networks are mobilized. Since there are various types of social capital, there have been several ways in which resources can be mobilized in social networks. Some of the forms of this mobilization of resources have been theorized as the provision of or the receiving of:

emotional aid, small services, large services, financial aid, companionship, information, and a sense of belonging (Wellman & Wortley, 1990; Wellman & Frank, 2001).

New Media Use in Non Governmental Organizations

New Media is conceptualized in this study following Haythornthwaite's use of the term in context of diffusion of innovations in networks (2002). Here new media is not meant to signify merely recent developments in specific electronic communications, but "the implementation of any medium that is new to the adopting unit" (Haythornthwaite, 2002, p. 386). The advantage of this definition of new media is that it focuses on the impact of a medium on a certain network instead of just the characteristics of a medium. Such a conceptualization of new media is particularly useful for this study for three reasons: it accounts for the significance of social networks to nongovernmental organizations, it allows for the comparable analysis of a variety of media, and suits the diffusion of networks approach detailed further on in the paper.

New media technology use by nonprofit organizations has been a conundrum for scholars. At the beginning of the popularization of internet and the World Wide Web, there were many scholars that hailed the potential of the new media to revolutionize the way that nonprofits work. They insisted that new media technologies would break down the barriers of time and space and make things much easier for the organizations (Allison, 2002; Castells, 1996). However, there has been a significant and obvious lag in the uptake and implementation of these technologies by nonprofit organizations.

Previous theories on the use of media implementation in organizations, such as resource dependency and media redundancy theories, seem to leave a gap in the

explanation of the use of new media in organizations (Rice, D'Ambra, & More, 1998). However, this study contends that it is very important to look at an organization's mission objective, especially as it impacts its social capital role. That is, organizations will use new media technology only if doing so enhances their mission.

Many of the media use studies can be seen from the perspective of the competing theories of technical determinism and social shaping. Technical determinism posits that technology shapes social habits, whereas social shaping contests that it is society that dictates the development of technology. According to Nicholas Garnham in *Emancipation, the Media, and Modernity* the current optimism about the information revolution draws from the tradition of technological determinism. He suggests that these theories draw on traditions emerging from McLuhan and Walter Benjamin, and through him Marx. Garnham says that a "productivist romanticism now surrounds hypertext and the world-wide web and underpins the constantly forecast but constantly postponed death of the book" (Garnham, 2000). In the social shaping tradition "science, and thus the technologies built upon it, is like religion or ideology, simply a set of beliefs as to what counts as truth, that is developed, negotiated and sustained as part of the cultural repertoire of a given social group" (Garnham, 2000).

Both schools of thought have their limitations. Social determinism is limited by the fact that much of the trajectory of the development of most technologies is determined before the technology becomes widely available. So, "The key technological decisions in designing the system will have necessarily been taken before there is a single consumer. Thus, how those decision are taken and within what interplay of power and

interest becomes a crucial question” (Garnham, 2000). Thus before the social influence begins, certain features have already been locked into the capability of the technology.

One of the theories that highlight the limitations of technology determinism is the techno-economic paradigm. There are three salient aspects of this paradigm. First, according to this paradigm, technological innovation itself is driven by economic concerns. Second, it takes a while for the new technology to penetrate into the social system as it has to first overcome the inertia created by previous infrastructure investments. Finally, different societies may have varying suitability for a certain technology. Perhaps, the best approach to studying new media use is to “focus on the social – political, economic, cultural, and legal – factors that shape technology, and reflect the social and institutional context in which they emerge” (Docter & Dutton, 1999).

One of the theories utilized in the communication field that supports this attitude towards technology is the Diffusion of Innovations theory. The earliest example of the study of diffusion in political communication can be found in “The People’s Choice” by Lazarsfeld, Berelson, and Gaudet (1968). In this study, the authors refuted the hypodermic needle theory of media by offering the two step approach. This methodology emphasized the significance of opinion leaders in the spread of information from the mass media to the public. Recent studies have applied the diffusion of innovation theory to such aspects of media and political communication as elections, political campaigns, and general media effects (Swanson & Mancini, 1996; Valente & Davis, 1999; Bryant & Thompson, 2002).

The theory was formalized by Everett Rogers in 1962 and has found widespread application and acceptance across several fields of research. What Rogers states in this theory is that “Diffusion is the process in which an innovation is communicated through certain channels over time among the members of a social system” (2003, p. 5). He emphasizes the importance of considering the four elements of the definition: innovation, communication through channels, time, and the social system. Obviously the concept of social networks is once again at work here, as it is along the ties between the agents in social networks that the information about innovations is communicated.

Rogers (2003) points out that it is not desirable that all innovations go through the diffusion process. Also, it should be kept in mind that an innovation that is highly valuable in certain circumstances may not be useful in other situations. Another factor of particular theoretical and methodological significance is the concept of technology clusters. That is, often in innovations, it is difficult to clearly delineate the boundaries of a specific innovation. In some cases, innovation can lead to the occurrence of a package of closely related technologies. In such cases, it is key to study the diffusion of these interrelated technologies simultaneously, which lends support to Bennett’s suggestion that scholars should study new media technology rather than merely the internet.

The diffusion of innovations is also impacted by the positive or negative perceptions individuals have of new technologies. Rogers (2003) has enumerated five characteristics of innovations that can impact these perceptions: Relative advantage, Compatibility, Complexity, Trialability, Observability. Relative advantage refers to the perceived improvement an innovation offers over a previous technology. Compatibility impacts the perception of an innovation as to its good fit with the needs and values of

potential adopters. Complexity represents the extent to which an innovation is seen as being difficult to learn. Trialability is the opportunity for individuals to try out the innovation before having to adopt it. Observability refers to the transparency of returns on the adoption of an innovation.

When we consider the theory of the role of nonprofits delineated above in this light, we find that the diffusion of innovations approach has significant relevance for media adoption and use of new media in these organizations. We then have to consider that new media cannot be considered a monolithic innovation but a series of innovations (Mahler & Rogers, 1999). Thus, it makes sense to identify the various components of media used in organizational settings and to analyze the level of use of each of these components. Also, as the theory suggests, organizations and individuals are likely to variate in adoption of innovations based on the five characteristics of these innovations. Of these characteristics, this study focuses on relative advantage and compatibility.

In studying the impact of relative advantage and compatibility of media innovations on NGOs, this study relates the perceptions of these attributes to the mission objectives of nonprofits. The suggestion is that the perception of positive relative advantage is pertinent because NGOs will adopt those innovations which they feel will maximize their investment in terms of their mission objectives. That is, NGOs are not merely interested in any innovation, they are interested in investing in those technologies which help them accomplish their objectives with the least outlay of resources and time. However, investment of resources cannot be the sole criterion, NGOs must also determine whether the new technology is also compatible with their own and their stakeholders' needs. For example, it is ineffective for an NGO to invest in acquiring the

hardware and software for building and maintaining a website when the majority of its service recipients do not have access even to a telephone line. In such cases, the NGOs would rely on printed matter or audio recordings.

While this study is the first time these two attributes of innovations are being studied directly in relation to NGOs and their mission objectives, previous studies have shown an interaction between NGOs needs and the relative advantage and compatibility of an innovation. Goldman (1994) in conducting an study of the diffusion of a nationally developed health program to the local chapter of March of Dimes concluded that the two of the four most important attributes in determining adoption of this innovation were perceived compatibility with needs and relative advantage. Data was gathered by Goldman on five of the innovation attributes through a 24-item Likert scale she titled the Campaign Perception Survey (CPS).

Culture, Mission and Innovation in New Media Use in NGOs

This paper then is venturing to begin to address the absence of sustained, vigorous research into a significant sector of political and organizational communication: Non-Governmental Organizations. However, since hundreds and thousands of NGOs are operating at the global level, the researcher was faced with the task of finding a coherent sample. Such a sample is to be found in NGOs associated with the United Nations Department of Information NGO section (DPI/NGO) as well as the Economic and Social Council (ECOSOC).

In selecting this group of NGOs, it was taken into consideration that NGOs draw attention to their concerns by framing issues in “innovative ways and by seeking

hospitable venues” (Keck & Sikkink, 1999, p. 95). One of these “hospitable venues” for the NGOs has been the United Nations (UN). In fact, it has been suggested that the UN’s “‘Conference Decade’ of the 1990s accelerated the global associational revolution by affirming the right of nongovernmental actors to participate in shaping national and global policies on the environment, population, human rights, economic development, and women” (Batliwala, 2002, p. 394). NGOs themselves have been very active in lobbying to gain access to the U.N. system, especially since “agenda-setting in organizations such as the UN can be a tool for securing and extending power” (Joachim, 2003, p. 250).

Alger (2003) has identified four factors facilitating the growth of NGOs participation in the UN system. First, the parliamentary style of the UN allows NGOs easy access to meetings and representatives. Second, the growing global agenda of the UN and its increased international presence. Third, the technological revolution of the last few years which has contributed to better communication capacity of both the NGOs and the UN. Fourth, an increased demand by the masses to have input in the shaping of global policy issues.

NGOs are offered three basic ways of gaining access to the UN mechanism: Article 71, meeting publicity needs of the UN, and spread of NGO offices throughout the UN system (Alger, 2003). Article 71, in the UN charter, allows the Economic and Social Council (ECOSOC) to “make suitable arrangements for consultation with nongovernmental organizations which are concerned with matters within its competence” (United Nations). In an effort to create awareness of the UN and its various programs the General Assembly authorized the Department of Public Information (DPI) to engage

organizations around the world for this purpose. In consequence, “the UN Department of Public Information has engaged in an extensive program of outreach to NGOs and NGO Liaison Offices have been established throughout the UN system” (Alger, 2003, p. 409). The main site for outreach to NGOs has been the DPI’s NGO section. To facilitate the access of NGOs to the UN system’s 90 liaison offices have been created at the three main administrative centers located in New York, Geneva and Vienna.

Still, “Global civil society is a microcosm, in many ways, of the imbalances of power, resources, and access that characterize the world at large” (Batliwala, 2002, p. 397) and these imbalances are reflected in the NGO-UN relations. There are five basic impediments for NGOs seeking to access the UN system:

- lack of knowledge ‘about this complex and expanding universe’;
- inadequate Secretariat staff for relating with NGOs;
- failure to share within the Secretariat knowledge of best practices in NGO relationships;
- information and documentation is not received by NGOs in a timely fashion;
- Financial constraints (Alger, 2003, p. 420).

In addition to the above constraints, there is also the divide between geographical representation of NGOs, “only 251 of the 1,550 NGOs associated with the UN Department of Public Information come from the South, and the ratio of NGOs in consultative status with ECOSOC is even lower” (Edwards, 2000, p. 18).

As the above shortcomings suggest, information is at a premium. This situation is both ironic and pertinent since information is the currency of the transnational civil society. It is information that traditionally “binds network members together and is

essential for network effectiveness” (Keck & Sikkink, 1999, p. 95). More recently, “the unprecedented possibilities unleashed by new information and communication technologies have further accelerated the ‘globalization’ of civil society. Individuals and organizations can exchange information, network, forge transnational alliances, and respond to new challenges and developments with unprecedented speed and ease” (Batliwala, 2002, p. 395).

Many of the NGO Liaison offices at the UN are attempting to use the Internet to facilitate relations with the NGO community, “new relationships provided by the Internet are having a feedback impact on NGO participation at various UN headquarters. They have greatly increased the number of NGOs involved, broadened geographic representation and extended the array of policy issues on the agendas of NGOs at headquarters” (Alger, 2003, p. 420).

The DPI/NGO section has traditionally used three avenues for interacting with NGOs: The Annual Conference, weekly briefings, and the resource center. Every year, the DPI/NGO Section arranges an Annual Conference, which draws participants from within the UN and the nearly 1,400 NGOs associated with the Section. The weekly briefings give access to the UN Secretariat staff and focus on issues related to the NGOs. The Resource Center provides NGO representatives with Internet access, monthly mailings and archived publications.

A pilot study conducted by Talib (2005), written for the School of Communication, Information, and Library Studies, Rutgers University, and presented at the Association for Internet Researchers Annual Conference, showed that cultural factors were impacting not only the DPI/NGO section’s use of the Internet, but that cultural and

organizational factors emerging from the NGOs themselves were impacting the way in which technological innovations by the DPI/NGO were received. The present study turns the focus to the NGOs themselves, their cultures and their use of new technologies in communication.

The pilot study was conducted to study the use of media by the DPI/NGO in its efforts to reach out to and work with the NGOs associated with the department. The project focused on the development of the DPI/NGO Section website which serves as a repository of documents, makes available online the directory of associated NGOs, and updates on the activities of the Section. This paper reported on data collected to examine the use of the DPI/NGO website by associated NGOs. The perspective of the DPI/NGO Section itself was also sought to understand the Section's motivations and objectives in creating the website.

All the relevant DPI/NGO staff members were interviewed to elicit the intent and strategies of the Section. The interviews each lasted thirty minutes and followed an open-ended discussion format. NGOs were surveyed through a questionnaire administered to representatives attending a weekly meeting to evaluate the response of NGOs to the department's strategies. The questionnaire was largely quantitative, but opportunity for qualitative responses was also provided to the NGOs through items included in the questionnaire.

The results of the interviews and surveys showed that the implementation of the website and its subsequent use was not proceeding as had been envisioned and forecast by the department. A closer look at the data suggested that there were cultural elements, such as a strict hierarchy within the section that impeded the updating of the website. On

the side of the NGOs, there was a culture of preference for physical presence, printed media dependence, and a reliance on the resource center staff. The website required an adjustment of culture and behavior that was just not easily achieved.

Conclusion

In review, the previous examination of literature points to significant avenues of research open to investigation as well as approaches for pursuing such research. Thus, the previous literature review leads to certain conclusions. First, it is clear that from a political communication perspective there is a need to examine the evolution of NGOs and their evolving communication processes. Secondly, the organizational communication field displays a similar gap in research on not-for-profit organizations, especially as it relates to the what is unique about NGOs and the nondistribution constrain affects their communication behavior. Third, while the nonprofit research literature does shed light on the impact of the nondistribution constraint on nonprofit organizations, these theories are not examined in terms of their impact on the communication processes of organizations. Significantly, one theory in this literature bridges the divide between economic and political perspectives within the field: social capital. Finally, various theories have been used to explain the implementation of new practices and communication processes in organizations, of these the diffusion of innovation approach in particular has been broadly and fruitfully applied.

This study seeks to address this gap in the political and organizational communication fields by focusing on innovation and adaptability in the communication processes of these organizations. Drawing on the previous work, this research begins

from the perspective that nonprofits are distinctive in that they exist to create social capital. This activity is particularly significant for nonprofits as opposed to for-profit organizations because social capital is not only the means but also one of the outcomes of nonprofits reaching their objectives. This social capital is created by accessing social networks. This conception of NGOs working through networks is particularly conducive to the use of the diffusion of innovations approach. However, to adapt and specify the diffusion of innovations approach to NGOs, the study offers a model of adoption (Appendix A) which accounts for the distinctive nature of nonprofit organizations.

This model considers the interaction of various variables that are active in the implementation of new communication practices in NGOs. The model postulates that the process of adopting new media technologies begins with the particularized social capital mission of an NGO. This mission, operationalized as mission objectives, determines the communicative needs and strategies of the organizations. Therefore when an NGO encounters media innovation, in the form of an increasing number of Media Types, it contextualizes this innovation in terms of its communication needs as well as internal and external conditions. These internal and external conditions are operationalized in the model as Characteristics of organizations and Organizational Culture. These considerations then lead to the decision to adopt or reject the innovation.

To explore the applicability of this model, the study then asks:

RQ1: What is the rate of adoption of the media technologies by the sampled NGOs?

RQ2: What are the reasons for NOT adopting one or more of the new media technologies?

RQ3: Does the reason for NOT adopting the new media technologies vary with the mission objectives of the NGOs?

Chapter 3

METHOD

This study used a mixed methods strategy to approach the research questions stated earlier. Data for this study was gathered from a stratified sample of 500 UN associated NGOs by means of a survey and interviews. The survey was used to collect both qualitative and quantitative data. Statistical procedures were used to analyze the quantitative items on the survey. The qualitative items on the survey as well as the interviews were analyzed using the Grounded Theory method developed by Glaser and Strauss.

The mixed methods approach to research has been described as employing “strategies of inquiry that involve collecting data either simultaneously or sequentially to best understand research problems” (Creswell, 2003, p. 18). In enacting this approach, the underlying assumption is that there is more than one way of collecting information on a phenomenon. Also, that different data collection and analysis methods have the ability to highlight different aspects of the same phenomenon. The mixed method research can approach theory in the study from either the deductive and testing approach or from the emergent perspective. Of course, it can also be a combination of these two approaches, “A mixed method study can also use theory as a theoretical lens or perspective to guide the study” (Creswell, 2003, p. 136).

While combining methods in one study is not a recent approach (Staruss & Corbin, 1998, p. 28), it has recently been gaining a growing prominence and acceptance as a methodology. A growing amount of literature has become available in the last

decade in the form of journal articles and method books (Creswell, 2003, p. 208). More recently journals have been introduced focusing exclusively on the use and development of mixed methods.

There are various approaches that can be taken in a mixed methods study. This research project employed the Concurrent Triangulation Strategy. This is currently the most popular of the mixed methods approaches and has been applied in various contexts (Greene et al., 1989; Morgan, 1998). The advantage of this model is that it “generally uses separate quantitative and qualitative methods as means to offset the weaknesses inherent within one method with the strengths of the other method” (Creswell, 2003, p. 217). Both quantitative and qualitative data can be gathered concurrently in this method.

The quantitative data for this study was collected through a survey and was analyzed using various statistical methods detailed further in this chapter. The qualitative approach used was the grounded theory method and data was collected for this approach using interviews and the qualitative items embedded in the survey.

The Grounded theory approach was selected for this project because it particularly lends itself to the mixed methods design approach. In describing their methodology, Strauss and Corbin emphasized that their “version of analysis offers a cluster of very useful procedures – essentially guidelines, suggested techniques, but not commandments” (1998, p. 4). They say that they allow this flexibility in their methodology because grounded theory’s value lies in not only generating theory but in also grounding it in data. Strauss and Corbin put forward their conception of qualitative research as “any type of research that produces findings not arrived at by statistical procedures or other means of quantification” (p. 10). Their particular qualitative method,

grounded theory, is defined as “theory that was derived from data, systematically gathered and analyzed through the research process” (1998, p. 12).

Grounded theory was first introduced by Glaser and Strauss in their book *Discovery of Grounded Theory* (1967). In this book, the authors set forth an introduction to a methodology that sought to discover “theory from data systematically obtained from social research” (Glaser & Strauss, 1967). At the heart of grounded theory is the process of comparative analysis. By comparative analysis, Glaser and Strauss meant that the discovery of theory begins by the observation of data. These observations and the data are constantly revisited as the researcher seeks to create sense of the data in front of him or her. In enacting this comparative analysis, three basic elements of grounded theory are used: description, conceptual ordering, and theorizing (Strauss & Corbin, 1998).

The social scientist begins by describing what he or she sees in the data at hand. This activity then forms the basis of conceptual ordering., which is defined as the ‘organizing of data into discrete categories according to their properties and dimensions and then using description to elucidate these categories” (Strauss & Corbin, 1998, p. 19). The repetition of description and conceptual ordering then leads to theorizing which “entails not only conceiving or intuiting ideas (concepts) but also formulating them into a logical, systematic, and explanatory scheme” (Strauss & Corbin, 1998, p. 21).

Glaser and Strauss stress the need to collect data from multiple sources in studying a phenomenon (1967). To satisfy this need, qualitative data was collected in this study by using two methods, survey and interviews. The initial data sample is, of course, determined by the research situation. However, as the analysis proceeds, additional data is added until theoretical saturation is attained. To follow the plan described, the data

collection and analysis in this project was divided into three phases to be detailed further on.

In analyzing the data, two activities are of central importance theoretical memos and data coding. The theoretical memos satisfy the need for description in grounded theory. These memos continue through the entire process and serve to describe both the phenomenon under observation and the researcher's response to the data. Data coding underpins the conceptual ordering and theorizing stages of grounded theory. The coding proceeds through three stages: Open, Axial, and Selective coding. Open coding refers to the "analytic process through which concepts are identified and their properties and dimensions are discovered in data" (Strauss & Corbin, 1998, p. 101). Next, axial coding relates "categories to their subcategories" (Strauss & Corbin, 1998, p. 123). Finally, selective coding is undertaken to integrate the categories and form a theoretical framework. This process is repeated until theoretical saturation is reached.

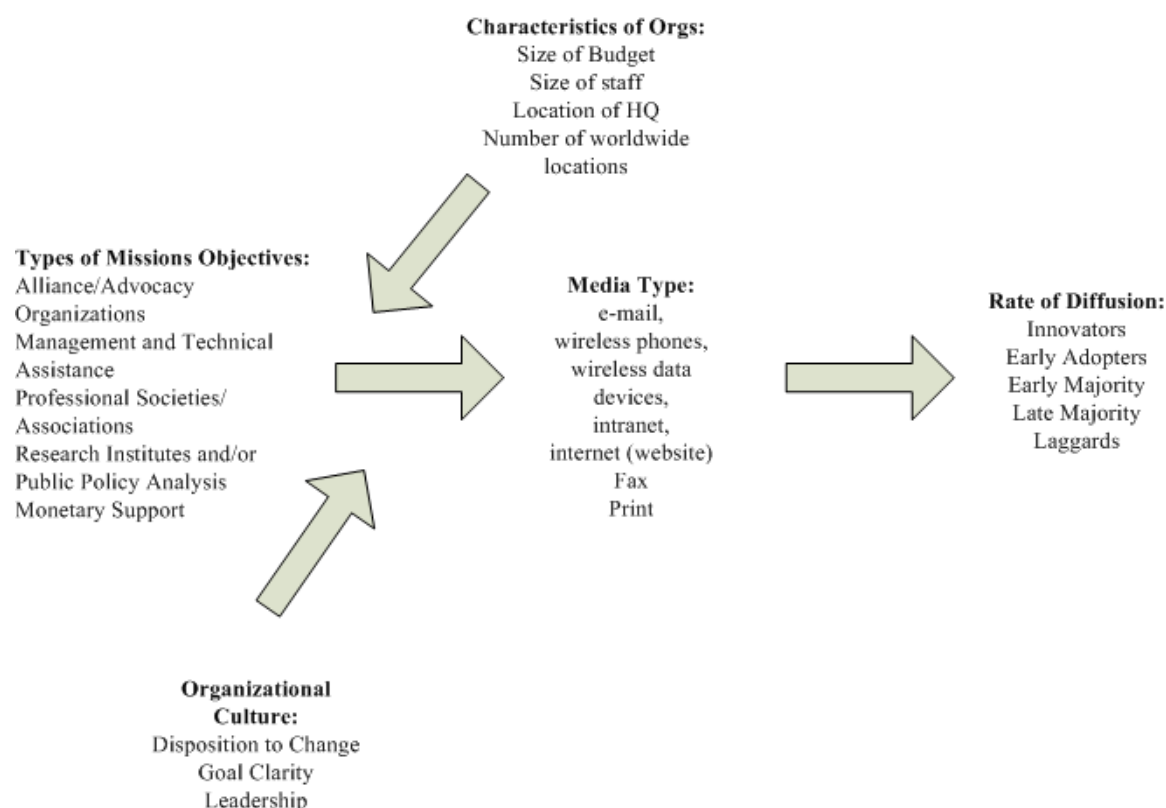
Strauss and Corbin suggest that a researcher can allow a theory to emerge without any prior reference or it can be used to understand a "cluster of conditions that seem to bear on a phenomenon" (1998, p. 32). Keeping this in mind, the data collection began by arranging the previously examined theories and assumptions on NGOs and media in a model (See Figure 1). Data was then collected using a concurrent strategy, a detailed timeline display of which is presented later in this chapter.

The model designed to consider this study was aimed at understanding the diffusion of media technologies in NGOs. The independent variable was titled "Types of mission objectives." These types of mission objectives follow The National Taxonomy of Exempt Entities (NTEE) classification system devised by The National Center for

Charitable Statistics (NCCS) in the 1980s. This classification system was modified in 1999 at the request of the IRS to the National Taxonomy of Exempt Entities - Core Codes (NTEE-CC). The NCCS states that “with its ease of use and consistent hierarchical logic, the new NTEE-CC will serve as the best instrument for tax-exempt status determination, NAICS linkage, and nonprofit organizational classification” (National Center for Charitable Statistics).

Figure 1

Proposed Model of Diffusion of Media Technologies in INGOs



This study used the “Common Codes” from the classification system as the basis of the types of mission objectives. Common codes have been defined by the NCCS “to represent activities of organizations, such as research, fundraising, and technical

assistance, which are common to all major groups” of organizations such as health, education, and human services (National Center for Charitable Statistics). The common codes were defined as: Alliance/Advocacy Organizations, Management and Technical Assistance, Professional Societies/Associations, Research Institutes and/or Public Policy Analysis, and Monetary Support. Alliance/Advocacy organizations are defined as “Organizations whose activities focus on influencing public policy.” Management and Technical Assistance organizations engage in “consultation, training, and other forms of management assistance services to nonprofit groups.” Professional Societies/Associations are “Learned societies, professional councils, and other organizations that bring together individuals or organizations with a common professional or vocational interest.” Research Institutes and/or Public Policy Analysis are “Organizations whose primary purpose is to conduct research and/or public policy analysis.” Monetary Support is seen as “Organizations existing as fund-raising entities.”

The intervening variable was titled “Media Types.” Since there has been a dearth of analysis on media use in nonprofits, this study turned to the general organizational communication literature in selecting relevant media for inclusion in the data set. The media types were compiled by drawing on previous literature on media adoption and its impact on organizations. Various studies have been conducted to date on the use of internet and email in organizations (Taylor, Kent, & White, 2001). The study of intranet use and its impact on intra-organizational information culture has been studied extensively in for-profit organizations (Ruppel & Harrington, 2001). While this is a relatively new technology, the consideration of the consequences of wireless organizational communication is becoming more common (Hurme, 2005; Gallant,

Boone, & Almquist, 2003). Therefore, the media types to be evaluated are e-mail, wireless phones, wireless data devices, intranet, and internet (websites). For each media type the respondent were queried along Eight Dimensions for NOT adopting, which are as follows:

1. Lack of reliable information about the technology
2. Low return on investment
3. Low rate of general acceptance of technology
4. Lack of sufficient standards
5. Low relevance for our goals
6. Organizational problems
7. Resistance by employees
8. Resistance by service beneficiaries

The model also presented two intervening variables: Organizational characteristics and Organizational culture. Organizational characteristics was said to consist of size of budget, size of staff, location of headquarters, and number of worldwide locations. Earlier studies of diffusion of innovations in organizations have shown a strong, positive correlation between budget and staff size and the earlier adoption of innovations. This study strove to tease out this Organizational characteristics variable and its impact on the adoption of media by the sampled NGOs. Also, digital divide studies have shown that the location or locations of an organization have an impact on adoption issues due to the impact of varying national infrastructures, especially between the north and south (Rogers, 2003).

The survey also endeavored to capture certain organizational culture elements including the organization's focus on its goals, its attitude to change, and Leadership. To this effect, the survey will include modules from the Organizational Culture Measure created by W. T. van de Post, Y. J. de Coning, and E. vd M Smit. The instrument consists of 97 questions in all and is divided into various modules. The modules this study uses are disposition towards change, organization focus, and Leadership. The definition and correlation coefficient for each module is stated by van der Post, W.Z et al. as:

Disposition towards change: "The degree to which employees are encouraged to be creative and innovative and to constantly search for better ways of getting the job done."

The reliability coefficient for this module was 0.855.

Leadership: "The degree to which the organization creates clear objectives and performance expectations." The reliability coefficient for this module was 0.932.

Organization focus: "The extent to which the organization is perceived to be concentrating on those activities which form part of the fundamental of the business."

The reliability coefficient for this module was 0.818 (1997). See Appendix B for module questions.

The dependent variable in the model was titled "rate of diffusion." This variable signifies the varying degrees to which the sampled organizations have adopted the different media types. Organizations were then classified into five categories according to the results: Innovators, Early Adopters, Early Majority, Late Majority, and Laggards (Rogers, 2003). The sampled organizations were assigned to each category by using Mahler and Rogers (1999) method of giving the innovations that were less widely diffused among NGOs a greater weight. This in turn led to NGOs using less diffused

media having higher scores. The organizations were then divided into the five adopter categories using Rogers (2003) method where the highest 2.5 % NGOs are Innovators, the next 13.5% early adopters, the next 34% early majority, the next 34% late majority, and the last 16% are categorized as laggards.

Using this model as a starting point, this study used the approximately 3000 NGOs associated with the United Nation's Department of Information's NGO Section (DPI/NGO Section) and Economic and Social Council (ECOSOC) as its population. Data was gathered on the Organizations from the publicly posted databases on each department's website. The DPI/NGO and ECOSOC share database management for these organizations and provided multiple levels of information including: Name of Organization, Head Office Locations, Fields of Activities, Phone numbers, and Fax numbers. In addition, email and website addresses were also provided for the organizations that maintain these forms of contact.

It should be noted that the NGOs are selected by the DPI/NGO and the ECOSOC for their communication competence. Communication competence is defined by the DPI/NGO section as "the NGO must have the commitment and the means to conduct effective information programmes with its constituents about UN activities" (UN DPI/NGO). A variety of criteria applied in addition to communication competence in selecting these organizations including: nonprofit status, continuing operations for at least three years, national or international recognition, transparency of operations, and successful collaboration with UN departments in the past. The communication competence focus ensures that this group of organizations is dedicated to and has invested in developing their communication instruments. Which means that, in analyzing

the data, the researcher was not capturing differences in communication competence itself, but was assured that the focus would remain on the diffusion of innovations as related to the culture and mission objectives of the organizations. Also, only those organizations were selected that already had email addresses. This was done so as to avoid capturing ‘digital divide’ issues that would precede this stage and to focus on organizations that have reached beyond this threshold level.

These organizations span the world and represented a wide variety of foci. However, there is a disproportionate representation of NGOs from the developed world (Batliwala, 2002). This meant that a random sampling would most likely have resulted in an oversampling of NGOs from the developed world which could have skewed the result, showing an overly favorable picture of adoption of new media technologies by the NGOs. Therefore, this study employed a stratified sampling using proportionate allocation of the organizations.

The basis for the stratification of the NGOs was the Country Classification system developed by the World Bank. The World Bank is one of the premiere banking institutions in the world and maintains branches in over a hundred countries. The bank categorizes each country in the world according to three criteria: Geographic region, income group, and lending category. The income group classification system was selected as the sampling measure in this study because the Geographic region and Lending category systems are not comprehensive to all the countries in the world. The World Bank’s “main criterion for classifying economies is gross national income (GNI) per capita” (World Bank, 2006). The categories of GNI are: low income, lower middle income, upper middle income, and high income (See Appendix C for listings of countries

according to the country classification system). Using these categories, each NGO in the sample was assigned to a GNI group based on the location of its main offices.

Proportional percentages were calculated to determine how many NGOs from each of the income groups were present in the database. Using these percentages, a random sample was drawn from each stratum: low income 17%, lower middle income 13%, upper middle income 18%, and high income 51%.

The two main forms of data collection employed in the study were an online survey and telephone interviews. The survey itself was composed of quantitative and qualitative sections (See Appendix D). The quantitative questions were used to inquire about the adoption of the media technologies, the reasons for not adopting these technologies, perceived fit of each technology with the mission objectives of the organization, the organization's attitude towards each new technology, and perceived general adoption of the new media technologies. The survey also endeavored to collect information on the existing communication (internal and external) capabilities of the organization.

The qualitative sections followed the focus of the multiple choice questions, but consisted of open ended questions and allowed the respondents to express their own opinions without the constraints of limited response options. One example of such open questions was "How do you see the current media choices available to you and your colleagues affecting your organization?" The responses from these questions were analyzed using the grounded theory approach (Strauss & Corbin, 1998) and were used to formulate the questions in interviews planned with a sub-sample of NGOs.

Part of the data collection was conducted through an online survey. The survey was deployed through the SurveyMonkey.com service. It was administered in two stages with each stage following the steps outlined by Don Dillman in his Tailored Design Method (Dillman, 2006).

The Tailored Design method is Dillman's recent update to his popular Total Design Method introduced almost 20 years ago. The Tailored Design Method is meant to "create respondent trust and perceptions of increased rewards and reduced costs for being a respondent" (Dillman, 2006, p. 27). The reason for using this approach was that it takes into account the unique opportunities that accompany online surveys and self-administered surveys. The Tailored Design Method also advances the concepts of social exchange and respondent behavior that underpin the original method.

Dillman suggests several steps in maximizing response rates for self-administered surveys. These include keeping the questionnaire short, easy to understand, user-friendly, and paying attention to the question order. Keeping this in mind, the survey was designed using skip logic to minimize the number of questions respondents encountered. In addition, randomized answer choices were used for multiple choice question items to avoid order bias.

The Tailored Design also recommends five contacts at specific intervals: pre-notice contact, questionnaire delivery, thank you and reminder, replacement questionnaire and final contact. The study followed these steps in each of the two stages with the exception of the replacement questionnaire. This was done because emails sent out through SurveyMonkey are automatically embedded with a personalized link to the survey that can be accessed only by the recipient and allows the completion of only one

survey by that recipient. This, in effect, fulfills the requirements for both steps three and four. Finally, Dillman suggests various measures for increasing response rates including: emphasize the importance of the study, show positive regard, say thank you, support group values, give tangible rewards, communicate scarcity of response opportunities, and minimize requests to obtain personal information. The text of each contact was designed with these suggestions in mind (See Appendices E to H for email texts).

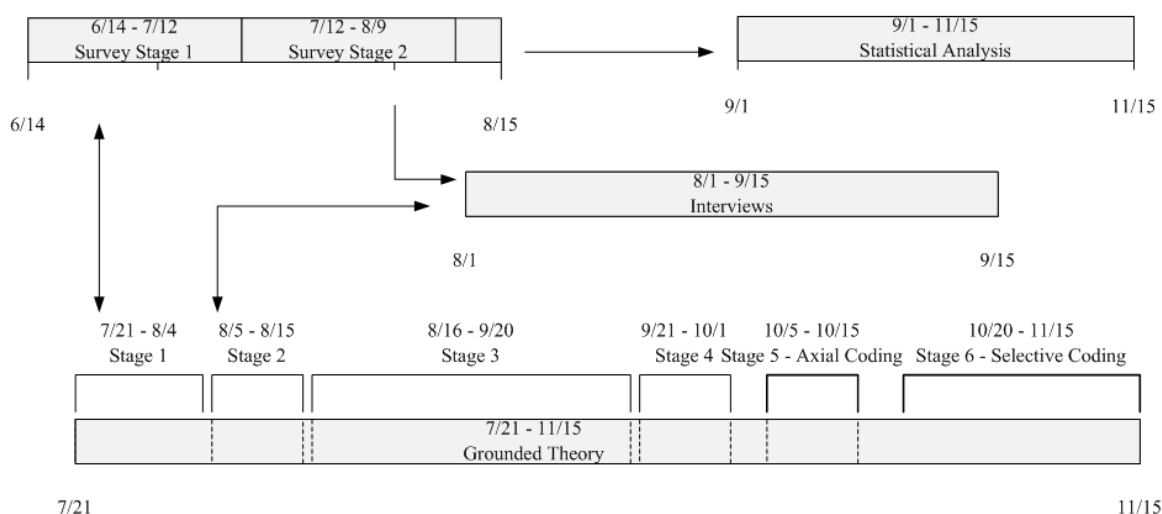
The reason for separating the data collection into two phases was, first, to separate the NGO sample for ease of maintenance and data culling. The second reason was to facilitate the use of grounded theory by breaking up the data collection into sequential phases. The grounded theory analysis was divided into six stages. In the first stage, the final step was to collect response data between 6/21 and 7/20 and analyze it to see what themes emerged to inform the foci and language of the interviews. Consequently an interview protocol was developed (See Appendix I) and interviews were scheduled on a rolling basis. The interviews were conducted by requesting participation through the four emails sent out to the NGO sample. The interviewing process commenced on August 1, 2006 and concluded on September 15, 2006. All interviews were conducted over the phone due to the variety of respondent location and each interview was recorded in digital format. In all 24 interviews were conducted with respondents located in 19 countries. The second step consisted of analyzing interviews conducted on August 1 and 2 first separately and then in conjunction with the survey responses. In the next step, the data from both stages 1 and 2 was analyzed together.

In stage 2, survey results from July 21 to July 30 were coded. This stage was also used to analyze interviews conducted on August 3 and 4. The next step in the grounded

theory process was to combine all the previous data and codes in order to analyze them as a whole and to prepare for the final stages of analysis. In stage 3, the final survey results from July 31 to August 15 were coded. The final batch of interviews was the analyzed.

Figure 2

Research Plan



The final step again was to consider this data in conjunction with all previous data and codes. Stage 4 consisted of once again going through all the memos and open codes to verify saturation.

At each stage, a process of writing theoretical memos and conducting open coding was undertaken. These memos and codes were recorded using Microsoft OneNote.

Another process undertaken through these stages was the refining of the interviews. As mentioned earlier, the question for the interviews were arrived at as a result of the first stage of memoing and coding. However, a few things were taken into consideration. First, that grounded theory discourages the strict structuring of interviews, since this restricts the data collected to the specific questions asked. Therefore, the interview

protocol consisted of only a few open-ended questions that addressed certain “themes.” The interviewees were allowed to lead the answering process to elicit as broad a variety of information as possible. In addition, the follow-up questions in the second and third interview stages were refined in light of earlier findings. Second, Glaser discourages the recording and transcription of interviews, instead advocating note-taking and memoing. However, for the purposes of verification, the phone interviews were recorded digitally. The analysis of the interviews was conducted by the suggested methods of summary notes and theoretical memos. Finally, the interviews were kept short because (a) qualitative data was concurrently being collected by the survey and (b) the expense of international calling. Often the interviewees were reachable only by cell phones and could not afford to talk at length over the phone.

The final stages of the grounded theory were to conduct axial coding and then selective coding. In other words, once the description and initial conceptual ordering was done, the theorizing phase was undertaken using NVivo. The program was used to textually as well as visually organize the data. Strauss and Corbin encourage this use of coding and diagramming in conjunction because these “help the analyst to gain analytic distance from materials” (1998, p. 218). In stage 5, NVivo was first used to move the categories resulting from open coding to the relational categories through axial coding. Finally, selective coding was used, in stage 6, to integrate these categories and subcategories into a theoretical framework. At this stage of analysis, Corbin and Strauss encourage creation of diagrams because “the very act of doing the final integrative diagram will help the analyst finalize relationships and discourage breaks in logic” (1998,

p. 225). To gain such clarity a diagram was created using the results of the selective coding.

To answer the research questions posited in this study, the statistical data garnered from the survey results was analyzed using SPSS and Microsoft Excel. The data was analyzed through correlation, frequencies, crosstabs, and factor analysis. Using SPSS, Correlations and Crosstabs were calculated for Organizational Characteristics – Head office, Home office, Staff, Budget, Branches (Appendices J to N) – and Organizational Culture (Appendix O) in relation to Rate of Diffusion. Crosstabs were also calculated for Mission Types and Diffusion (Appendices P and Q). Frequencies were calculated in Excel for: Media Types according to the Eight Dimensions, Media Types according Mission Objectives, and Media Types according to Country Classifications (Appendices R to AA). Factor Analysis was done, using SPSS, for the Eight Dimensions of adoption for Mission Objectives (Appendices BB to FF).

The first research question asks, what is the rate of adoption of the media technologies by the sampled NGOs? This question was answered through the analysis detailed above for the dependent variable of the model, rate of diffusion. The researcher also took into account the impact of the other variables in the model on the outcome of this variable.

The second research question asks what are the reasons for NOT adopting one or more of the new media technologies. To investigate the obstacles to adopting one or more of the technologies, the study used two avenues of analysis. First, each medium was considered in relation to the nine categories for non-adoption. Frequencies were calculated for each of the non-adoption categories in relation to e-mail, wireless phones,

wireless data devices, intranet, and internet. The researcher further extended this line of inquiry to doing a factor analysis of the non-adoption categories. The second course of investigation was through the organizational culture and characteristics of organizations variables. Here relationships between these variables and the reasons for not adopting were analyzed.

The final research question asks if the reason for NOT adopting the new media technologies varies with the mission objectives of the NGOs. The answer to this question encompasses the entire quantitative and qualitative dataset and analysis. Therefore, in answering this question, results and comparisons for the various statistical analyses was referred to. In addition, results of the grounded theory analysis were called upon in order to triangulate and weigh against the results of the quantitative analyses.

One of the limitations in this study results from the shortcomings of self-administered surveys and online instruments. The delivery of the survey consisted of an email contact, but to fill the survey participants would need to have at least a basic understanding of internet use. It is possible that there exists a discrepancy between the people who received the email and those who are competent in using the internet. This could have a biasing effect on the responses received. The second limitation of this study lies in its scope. This study does not endeavor to produce results generalizeable to all NGOs. It does strive to produce insights that stimulate debate and further research, but at this point the study does not have the scope or objective of broad generalizability.

Chapter 4

RESULTS

The data gathered through the survey and the interviews was analyzed using a combination of methods. The results are reported in this chapter according to the quantitative and qualitative analysis. The quantitative analysis begins with the reporting of the analysis of diffusion. In this section the NGOs are categorized according to the adopter categories of innovators, early adopters, early majority, late majority, and laggards. These adopter categories were then examined in the context of the variables of organizational characteristics and organizational culture. The second stage of the quantitative analysis was to examine the relationship of the media studied and the eight dimensions of non-adoption. The analysis began with examining media frequencies in each dimension. The next stage was to examine the media by dimension frequencies in terms of mission objectives, organizational characteristics and organizational culture. The final step in the quantitative analysis was factor analysis of the eight dimensions according to the mission objectives. The next section in the chapter reports on the result of the grounded theory analysis of the qualitative data in both the survey and the interviews. The grounded theory analysis resulted in the emergence of a central theme of Media Perceptions with three categories of social perspectives, technological perspectives, and socio-technical impacts. A diagram of the grounded theory findings is also presented.

The over 3000 NGOs associated with the DPI/NGO and ECOSOC represent the whole gamut of mission objectives, international locations and organizational resources

and practices. It was anticipated that this diversity would be reflected in the sample selected from the population and further in the data collected. The results were in keeping with this expectation. In terms of Mission Objectives, the responding NGOs represented in all five of the selected categories. Almost all the organizations indicated that they were involved in Alliance/Advocacy activities. However, a large percentage of these were also involved in one or more of the other four mission objectives. So, while 98% selected Alliance/Advocacy as their mission objectives, 19% also chose Management and Technical Assistance, 17% also chose Professional Societies/Associations, 23% also chose Research Institute/Public Policy Analysis and 7% also chose Monetary Support.

As to the Budgets of these organizations, they ranged from zero budgeted dollars to 6 billion dollars with the mean falling at \$82,964,147.81 with a standard deviation of \$ 636,996,224.51, the median at \$200,000.00 and the mode at \$100,000.00. The staff in these organizations varied from all volunteer (zero employees) to 23,000 employees. The mean was 335 employees, the median was 10 and the mode was zero paid staff. The branches ranged from zero, that is the organization was active only in the country it had its home office in, to 1000 branches. The mean for the sample was 35 branches, the median was one branch, and the mode was zero branches. Of the NGOs, 60 had five or fewer branches. The headquarters of these organizations were located in all four of the country classifications and represented countries in all the inhabited continents. This meant that there was great variability in the local technology levels and the resources available to them. For example, two of the NGOs are active in indigenous areas, one in India and the other in the Peruvian Andes. The media choices available to these

organizations were very different from those available to organizations operating in New York City or Toronto.

As to the organizational culture of these organizations, the culture characteristics were measured along three measures: Disposition towards change, Organization Focus, and Leadership. Each characteristic was defined as:

Disposition towards change: “The degree to which employees are encouraged to be creative and innovative and to constantly search for better ways of getting the job done.”

Organization Focus: “The extent to which the organization is perceived to be concentrating on those activities which form part of the fundamentals of the business.”

Leadership: “The degree to which the organization creates clear objectives and performance expectations” (Van der Post W. Z., 1997).

The lowest score possible, indicating a low disposition to change, a lack of organizational focus on its operational fundamentals, and lack of goal clarity, was 7. The highest possible score was 77. The mean for the sample was 62, with a standard deviation of 11.16. The median score was 60 and the mode was 66.

Each of the respondents were asked about the seven media types and their responses were as follows: 99% use email, 62% use wireless phone, 19% use wireless data devices, 58% have intranet at their organizations, 88% use the internet, 78% use print, and 73% use fax. Naturally, the frequency and mode of the usage of these media differ among the organizations based on their organizational and local realities and are discussed in detail below.

Quantitative Analysis

Analysis of Diffusion

In order to clarify much of the analysis that follows, it is useful to begin with the analysis of the rate of diffusion. The method of calculating for this variable was as follows: frequencies were calculated for each of the media types and then, according to these frequencies, each media type was ranked from most used to least used. The least used media types were given the highest weight and the most used were given the lowest weight. Once the weight for each medium was calculated, a score was calculated for each respondent based on the kinds of media they use. So, the lowest possible score was zero, where the organization does not use any of the media described regularly, and the highest was 56 for organizations that use all the media. Finally, adopter categories were assigned to each organization based on these scores. The highest 2.5 % NGOs were categorized as innovators, the next 13.5% early adopters, the next 34% early majority, the next 34% late majority, and the last 16% are categorized as laggards.

Various statistical tests were conducted to understand the relationship of these innovation scores with the other variables in the model. Crosstabs were created of Mission Objectives and the Diffusion categories using the Multiple Response option in SPSS. In looking at the data from the Mission Objective perspective (Appendix R), we see that in the Alliance/Advocacy organization type, 50% belong to the early majority, another 32% belong to the late majority, 12% belong to the Innovators group and 4% are in the laggards group. In Management and technical assistance organizations, 56% are in the early majority, 24% in the late majority, 14% are innovators and 5% are laggards. In professional societies/Associations, 50% are early majority, 30% are late majority, 8%

are innovators, and 7% are laggards. In Research Institutes and public policy analysis, 56% are early majority and 24% are late majority, 11% are innovators, and 6% are laggards. In Monetary support, 50% are early majority, 22% are later majority, 22% are innovators, and 5.5% are early adopters.

From the perspective of Diffusion categories (Appendix S), among the innovators: 57% are engaged in Alliance and Advocacy, 28% are in Management and technical assistance, 28% in Professional Societies, 23% are Research Institutes, and 19% are Monetary support. Among Early Adopters: 66% are Professional Societies, 33% are Alliance and Advocacy, and 33% are Monetary support. Among the early majority: 52% are Alliance and Advocacy, 37% are Professional Associations, 24% are Management and technical assistance, and 27% are Research Institutes. Finally, only 9% are Monetary support. Among the late majority, 56% are Alliance and Advocacy and 38% are Professional Associations. Of the rest, 17% are Management and technical Assistance and 19% are Research Institutes. Only 7% are from the Monetary Support category. In the Laggards category: 45% are Professional Associations, 35% are Alliance and Advocacy, 27% are Research Institutes, and only 18% are Management and Technical Assistance. None are from the Monetary Support category.

In analyzing the relationship between the rate of diffusion, each of the organizational characteristics – Home Office, Staff, Budget, Branches - measured were analyzed using frequencies and Spearman correlations. In observing the Diffusion in the context of home office locations (country classifications) (Table 2), in the Low Income category 16% of the NGOs were Innovators and Early Adopters, 73% were in the Early Majority, 0 in Laggards. In Lower Middle Income: 8% were Early Adopters, 41 were

Early Majority, 50 were Late Majority, and none in the Laggards category. In the Upper Middle Income category, 33% were innovators, 44% Early Majority, and 22% Late Majority. In the High Income category NGOs: 11% were innovators, less than 1% Early Adopters, 49% were early majority, 32% were Late Majority and 7% were Laggards.

As to the staff and diffusion rates (Table 3), the categories for staff were arrived at by using the SPSS variable categorization method. Here 1 is the least number of Staff and 4 signifies the largest number. In Innovators, we see that a full 50% of the organizations are in category 4 (the highest), 30% are in category 3, and Only 10% each are in the other 2 lower categories. In Early Adopters, 50% are in highest staff category and the other 50% are in 3. However, this has a small sample size and so the percentages should be approached with caution. In the Early Majority category, the staff sizes are distributed almost evenly, with category 4 still having the most. In Late Majority, we see a similar distribution to Early Majority BUT it is reversed, that is, the lowest staff level (1) has the highest percentage, and category 4 has the least percentage. In the Laggards, we further see this inverse relationship in which 60% are in category 1, 30% in category 3 and 10% in category 4.

The Budget of each organization was coded in the same way as the Staff characteristic by using SPSS variable categorization (Table 4). Once again, 1 would represent the bottom quartile of the budgets and 4, on the other end of the scale, represents the highest quartile of the budgets for the NGOs. The Organizational Category of Budget displays a pattern that is similar to Staff. In Innovators, 60% are in category 4, 10% each in Categories 2 and 3, and finally, 20% in Category 1. In early adopter categories, we have 66% in category 2 and 33% in category 3. Both early majority and

late majority are similar but inverse. In laggards, we have 50% in category 1, 13% each in 2 and 3, and 25% in category 4. Notice that laggards are almost inversely patterned to Innovators.

In analyzing the Branches category (Table 5), there was no strong trend visible here. However, there are some interesting observations that may be explained after looking at the qualitative data. In innovators, 40% were in level 4, 30% were in Category 3, and 15% each in 2 and 1. Interestingly, for early adopters, 66% were in category 1 and 33% were in category 2. In both early and late majority adopters there is no set pattern and they actually reflect each other. In laggards, 50% are in level 1, 30% are in category level 3 and 20% in category level 4.

Of the organizational characteristics, Home Office, Staff and Budget, were significantly correlated with diffusion at the .05 level. However, the correlation itself is quite weak: Home Office $r^2 = .027$ ($p < .05$), Staff $r^2 = .14$ ($p < .01$), Budget $r^2 = .08$ ($p < .05$). The Branches category did not display a significant correlation with Diffusion. These results are in keeping with the assumptions of the study, since it was suggested that these issues do have an impact on decision making but not to a large extent.

The variable of Organizational Culture was also examined in relation to the Rate of Diffusion through crosstabs (Table 6) and Spearman correlation. Once again, SPSS variable categorization method was used for purposes of the crosstabs. There are some interesting observations here. In the innovators: 28% have the highest scores, 48% have the level 3 scores, and 24% have level 2 score, and none are in the lowest quarter of the culture scores. In the early adopters, 67% are in the highest and 33% are in category 3. In early majority, the scores are almost evenly spread between the top three levels. Only 1%

are in the lowest quarter. In the late majority, the scores are mixed, with the highest scores in level 3. Level 2 and 4 have an almost equal percentage. Most significantly, in the laggards 64% fall in the lowest culture level. There are equal percentages again in levels 2 & 3. Finally, 18% are in level 4. In the correlation analysis, the Culture variable displays have stronger linear relationship with Diffusion, where $r^2 = .33$ ($p < .01$).

Media Types Analysis

The second phase in the statistical analysis was to look at the interaction between the Media Types measured in the survey and the reasons cited by the NGOs for not using each medium. The first step was to consider the frequency for each dimension in regard to each medium (Appendix T). For Email, there was only one person who did not have email and they chose dimensions 1, 3, 5, 6, & 8. So, all these categories have 20% of the total reason percentage. For Wireless, the percentage breakdown was highest for 5 (44%), following this were 1 and 6, then 2 and 7, and then 3 then 8. For Wireless Data Devices, the highest percentage of responses fell within dimension 5 (35%), 1 and 2 followed with 17%, then it was 11.3% in Dimension 4, this was followed in order by 8, 7, 6, and 3. For Intranet, again the highest percentage was in 5 (37%), after that was 2 (19%), followed by 6 (12%) and 1 (10%). The rest have fewer than 10%. For Internet, we have a tie (19%) between 5, 6 & 7. After that is a tie (13%) between 3 & 8. Finally, there is a tie between 1, 2, and 4. For Print, the highest (39 %) is in 2, after that is 6 (23%), followed by 5 (19%). Then is 4 (10%) and then there is a tie between 1, 3, and 8. None chose 7. For Fax, 50% answered 5, after which, about 20% chose 3. Then it was 15% in 2. Then it is 4, 1, and 7 with fewer than 10%.

The second step was to tease out these frequencies according to the Mission Objectives of the NGOs. In the Alliance/Advocacy category (Table 10, Appendix U), Email displays zero frequencies since every one uses it in this group of NGOs. In the Wireless phone variable, 40% of the NGOs selected 5, 18% chose 6, 10% cited each 2 and 3, 7 and less than 5% in 1, 2, 7 and 8. For Wireless Data Devices, 33% fell in category 5. At a lower level were 1, 2, and 3, with 16%, 14%, and 10%, respectively. Dimensions 6, 7, and 8 contained only single digit percentages. Within Intranet, 38% selected dimension 5, 25% chose 2, 11% picked 1. Single digit percentages were displayed in 3, 4, 7, and 8. For the Internet media type, 67 % were in 7 and 33 % in 3. None of the other reasons were cited. For Print, 33% cited reason 2 for not using the medium, 27% chose 5, and 20% chose 6. Less than 10% of the respondents cited 3, 4, and 8. Finally, for Fax, 60% were in 5, 20% in 3, and 10% in 4 and 7.

For the Management and Technical assistance NGOs (Table 11, Appendix V), all eight dimensions for email returned zero since all these NGOs use email regularly. For the Wireless Phone medium, 41% cited 5, and 11.8% chose 1, 6, and 7. Finally, 6% were in 2, 3, 4, and 8. When asked about Wireless Data Devices, 23% chose 5, 25% selected 1. The rest of the dimensions had 9% or less. For Intranet, 35% chose dimension 5 as their reason for not using the medium. 18% chose 2, 4, and 6. 12% chose 1. Internet response were divided between two responses: 33% in 6 and 18% in 3, 5, 7, and 8. When responding to Print, 30% chose 2 and 23% chose 5 and 6. Finally, 15% cited 4 and 7. For Fax, 50% selected dimension 5 and 25% cited 3 and 7.

For Professional Societies and Associations (Table 12, Appendix W), Email was selected by one respondent who cited 1, 3, 5, 6, and 8 as the reasons for not using it. As

to Wireless Phones, 42% chose 5. 15% of the respondents chose 6 and 11% chose 1. Less than 10% chose the other dimensions. For Wireless Data Devices, 33% respondents picked dimension 5 as their reason for not using this medium, 22% chose 2, and 13% were in 1. In responding to the eight dimensions for Intranet, 37% were in 5, 19% in 2, and 13% in 6. Within this mission objective category, Internet was not used regularly by 18% respondents due to 3, 5, and 7. 9% cited the remaining reasons. For Print, 50% selected 2, 30% said 5, and 21% mentioned 6. As for using Fax, 50% said 5 was the reason for not using the technology, 19% mentioned 3, 12.5% selected 2, and 6.3% said the reason was one of 1, 4, or 7.

The next Mission Objective on the list was Research Institute/ Public Policy Analysis NGOs (Table 13, Appendix X). Among these NGOs, all reported using email. Of those that do not use Wireless Phones, 50% cited 5 as the reason, 14% pointed to 6, 7. 5% cited the remaining reasons. For Wireless Data Devices, 43% chose 5, 13% chose 2 and 7 each. 5% of the NGOs cited 1, 3, and 7 each. For Intranet, 33% selected 5, 17% chose 1, and 11% chose 2, 4, 6, and 7 each. In responding to dimensions for Internet, 20% selected 3 and 7 each. 10% chose each of the other dimensions. In responding to questions about Print, 50% chose dimension 2, 33% chose dimension 6 and 17% selected 5. Finally, for Fax, 31% chose 5. 23% of the respondents chose 2 and 3 each. Another 7.7% selected 1, 4, and 7 each.

Finally, for the fifth Mission Objective Category (Table 14, Appendix Y), once again all NGOs use email. For Wireless Phones, 33% selected 5, 22% chose 1 and 6 each. 11% of the respondents chose 2 and 7 each. For Wireless Data Devices, 32% chose dimension 1, 17% chose dimension 3, and less than 10% chose dimensions 5, 6, 7, and 8

each. None cited dimension 2. For Intranet, 31% chose dimension 5 and 15% chose dimensions 4 and 6 each. 7.7% chose 1, 2, and 7 each. For Internet, 12.5% chose each one of the dimensions. For Print media type, 33% chose 3, 4, and 6 each. Finally, for Fax 29% chose 4 and 5 each. 14% chose dimensions 1, 2, and 3 each.

The next step consisted of looking at the interaction of the media types with the eight dimensions from the prism of home office or country classifications. In context of the low income NGOs (Table 15), all the respondents use email. Of those that do not use Wireless Phones, 33% mentioned 5, 22% selected 1 and 6 each, and 11% chose 2 and 7 each. Dimension 3, 4, and 8 were not mentioned. For those NGOs that do not use Wireless Data Devices, 32% chose dimension 1, 27% selected 4, and 18% chose 3. For the remaining dimensions less than 10% selected 5, 6, 7 and 8, and none chose 2. For Intranet usage, 31% selected dimension 5 and 15% chose 4, 6, and 8 each. Less than 10% chose 1, 2, and 7 and none mentioned 3. While responding on the dimensions for Internet, 13 % chose each of the eight dimensions. For Print, 33% chose 3, 4, and 6. Finally, NGOs not using Fax selected 29% in 4 and 5 each. 14% chose 1, 2, and 3 each.

For NGOs from Lower Middle Income countries (Table 16), all reported using email. Of those that do not use Wireless phones, 25% chose dimension 6 and 17% selected 1 and 5 each. Less than 10% chose the remaining five dimensions. In response to Wireless Data Devices items, 25% chose 4, 5, and 6 each. 13% chose 1 and 3 each. For Intranet, 50% responses were in 5 and the remaining 50% were split between 1 and 4. With regard to the Internet, 25% selected 3, 6, 7, and 8 each. For the Print media type, 40% chose dimension 6. 20% of the respondents chose 2, 4, and 5. Finally, for Fax, 33% of the respondents chose dimensions 3, 5, and 7 each.

Organizations belonging to the Upper Middle Income category (Table 17) also all reported using email. Among the NGOs that do not use Wireless phone all cited dimension 5 as their reason for not using this media type. In response to the Wireless Data Devices questions half also reported dimension 5 as the reason for not using this technology and 17% chose 1, 2, and 3. For questions regarding both the Intranet and the Internet, 50% chose 5 and 50% chose 6. All the NGOs in this category reported using print and fax.

The high income country classification (Table 18) had a more complicated picture of usage. One organization reported not using email and cited dimensions 1, 3, 5, 6, and 8 as their basis. For those that do not utilize Wireless phones, 55% chose dimension 5 and 10% chose dimension 1. 7% selected 2, 3, and 7 each. NGOs not using Wireless Data Devices most frequently cited dimension 5 (44%) as the reason for their choice. 24% cited dimension 2 and 12.7% chose 1. Less than 10% chose the remaining dimensions. Among the NGOs not using Intranet, 37% chose dimension 5, 25% chose dimension 2. Less than 10% chose the rest of the dimensions. For Internet, the scores were 50% between dimensions 5 and 7 each. As to NGOs not using Print, 45% chose 2, 23% chose 5, and 18% selected 6. Only 5% selected 1, 2, and 8 each. In responding to items on the non-usage of Fax, 62% cited dimension 5 and 19% chose 2 and 3 each.

The next organizational characteristic explored was the staffing levels, budgets, and branches and the interaction of each variable with the eight dimensions. Once again, SPSS 11 was used to categorize the continuous variables of staff, budget, and branches into four levels each, with Level 1 representing the lowest category. In the lowest level of staffing (Table 19), the leading reason for non-adoption for all the media except email

and print is dimension 5. Reasons for not using the internet were spread across dimensions 1, 3, 5, 6, and 8. Print was not used primarily due to dimension 3, which was closely followed by dimension 5. In the lower middle level of staffing (Table 20), the responses are quite similar to the lowest quartile of staffing with the exception that dimension 5 does not figure prominently for Print. The results for the upper middle quartile of staff levels (Table 21) are more varied. Wireless phone and data devices as well as fax are avoided due to dimension 5. Reasons for not using intranet are almost evenly distributed between all the dimensions except dimension 1. Internet is passed up due to dimensions 3 and 7. Once again, dimension 3 and 6 are the leading reasons that Print options are ignored by these NGOs. In the highest staffing level NGOs (Table 22), the picture looks quite different. Dimension 5 is the leading reason for Wireless phones, wireless data, and intranet. However, this remains at or below 33 %. The leading reason for not using print is dimension 6. Once again the reasons for not using Internet are evenly divided between dimensions 6 and 8. Finally, Fax is avoided equally due to dimension 1, 3, and 5.

In the lowest quartile of budget levels (Table 23) dimension 5 emerges as the most significant reason for Wireless phones, Wireless data devices, and Intranet. For print, this main reason is given as dimension 3. The reasons for not adopting Fax were equally distributed between dimensions 2, 3, and 5. In the lower middle quartile (Table 24), 40% of the respondents stated that they did not use wireless phones because of dimension 6. The main reason for not using both wireless data devices and fax was dimension 5. Dimension 2 accounts for over 66% of the responses to Intranet. Print is not used due to dimensions 2, 3, 6, and 8. In the case of upper middle levels of budget (Table

25) there is a great variety in the reasons for not using each of the media. Dimension 5 is the leading reason for wireless phones, wireless data devices, and intranet, but not by much. The main reason for not using the internet is dimension 7. Print is avoided mainly due to dimensions 2, 5, and 6. Fax is passed up primarily due to dimensions 3 and 5. In the highest level of budget, the pattern reverts to dimension 5 being the leading reason for not using wireless phones, wireless data devices, intranet, internet, and fax. Email is equally avoided due to dimensions 1, 3, 5, 6, and 8. Print reasons are spread evenly between dimensions 1, 2, and 5.

Finally, the eight dimensions were examined in relation to the number of branches each NGO had. At the lowest level of branches (Table 27) a great variety is apparent for not using the media. Dimension 5 figures prominently for wireless phones and data devices, and for the intranet. Internet is spread across all the eight dimensions, with dimensions 5 and 6 receiving a slightly higher emphasis. Dimension 2 figures overwhelmingly for print. Fax is mainly avoided due to dimensions 2, 3, and 5. The lower middle level of branches analysis (Table 28) results in quite a different picture than the previous analysis. Wireless phones are not used mainly owing to dimension 6. Dimension 5 is cited as the leading reason for not using wireless data devices. Intranet is avoided due to mainly dimension 2. All respondents cited dimension 5 as the reason for not using fax. In the upper middle level of branches (Table 29), there is again a variety of responses. Dimension 5 is again the reason for not using wireless phones, wireless data devices, and intranet. Dimension 7 is the leading reason for not using the internet. For print, it is dimensions 2 and 6 that figure prominently. Fax is passed up mainly due to dimensions 3 and 5. For the highest category of budget (Table 30), dimension 5 figures

prominently for all media except email and print. The reasons for not using print are almost evenly divided between dimensions 1, 2, and 5.

The final step in this stage of analysis was to look at the interaction of culture and the 8 dimensions. Culture was also categorized using SPSS 11.0. The lowest level of culture (Table 31) returned results only within wireless data devices and the percentages were split equally between dimensions 1 and 3. The lower middle level of culture (Table 32) provided more robust data. Once again there was a preference for dimension 5, with it being heavily cited for wireless phones, wireless data devices, intranet, and fax. The exception was print, where the emphasis was placed equally on dimensions 2, 5, and 6. The upper middle level of culture (Table 33) displayed a more diverse response. Dimension 5 led the reasons for the media types of wireless phones, wireless data devices, and intranet. For internet, the reasons were equally divided between dimensions 6 and 7. Dimension 2 and 6 scored highly for print. Whereas for Fax, emphasis was placed equally on dimensions 2 and 3. In the highest level of culture (Table 34) the responses were yet more diffuse. While dimension 5 was the leading reason for wireless phones, wireless data devices, intranet, and fax, dimension 2 also figured prominently for intranet and print.

Factor Analysis

The third and final stage of the analysis was to conduct a factor analysis of the Eight Dimensions based on the Mission Objectives of the NGOs. For the Alliance/Advocacy Mission Objective category two factors were computed (Table 35). The first factor includes dimensions 1, 2, 3, 4, 5, 6, and 8. Factor II is populated by dimension 7. Factor Analysis for the Management and Technical Assistance NGOs resulted in three factors

(Table 36). Factor I consisted of Dimensions 1, 3, and 5. Dimensions 2, 4, and 6 loaded on Factor II and Dimensions 7 and 8 Loaded on Factor III. Professional Societies/Associations also loaded on three factors (Table 37). Factor I consisted of dimensions 1, 2, 4, 5, and 6. Factors II contains dimension 3 and Factor III contains Dimensions 7 and 8. Mission Objective category Research Institute/Public Policy Institute loaded on two factors (Table 38). Factor I consisted of 1, 2, 3, and 4 and Factor II includes 5, 6, 7, and 8. Finally, Monetary Support factor analysis resulted in two factors (Table 39). The first factor loaded on dimensions 1, 2, 3, 4, 5, and 8. Factor II contained 6 and 7 dimensions.

Qualitative Analysis

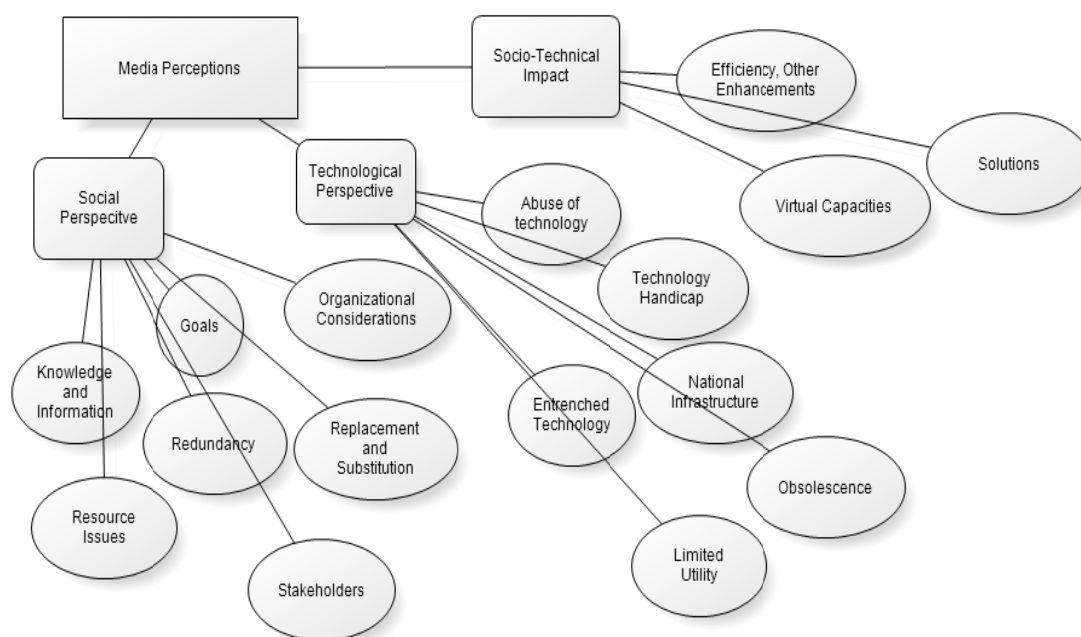
Grounded theory approach was used to analyze the qualitative data collected from the interviews as well as the surveys. The data analysis resulted in the emergence of a central category of Media Perceptions which is not unexpected since the main thrust of the study was to gather information on NGOs and the motivations behind their media use preferences. A model of the results was created to visually illustrate the findings from this course of analysis (Appendix YY).

The model shows that the analysis results in one major theme, three categories, and several tertiary level categories. The main category, as mentioned above, is Media Perceptions. Three main categories seem to impact Media Choices: Social perspectives, Technological perspectives, and Socio-Technical impacts. The theme of Social perspectives is further divided into seven groups: Knowledge and Information, Resource

Issues, Goals, Redundancy, Stakeholders, Organizational Considerations, and Replacement and Substitution.

Figure 3:

Grounded Theory Analysis



The Technological considerations category is comprised of six groups: Abuse of technology, Enriched technology, Technology handicap, National infrastructure, Limited Utility, and Obsolescence. The third theme, Socio-Technical impacts, is constituted of three groups of responses: Efficiency and other enhancements, Virtual Capacities, and Solutions.

Media Choices emerged as a complex and multifaceted theme from this study. When considering their motivations and the conditions that influence the different media that are used on a daily basis by these NGOs, respondents cited a wide variety of reasons ranging from personal health concerns to the impact of national infrastructural idiosyncrasies to the astounding organizational growth triggered by the use of certain

technologies. Some of these reports are rather obvious and have long since become a part of common knowledge such as the enhancement of virtual networking. Other responses were rather unexpected, such as the avoidance of certain technology to cultivate a more personal relationship with stakeholders. It should be noted that the complexity of the phenomenon under study meant that often the experiences and issues being reported were highly interactive as well as cyclical. This means that there would be a great deal of interaction between, for example, the entrenched technologies and the preferences of services recipients. This could lead to use of older technologies and a lack of knowledge gathering on possible alternatives.

Social Perspectives

The Social perspectives theme consists of responses that were concerned with choices and issues emanating from personal choices and considerations such as the preferences of stakeholders, perceptions of a certain medium's suitability to the goals of the organization, and lack of information available about a specific medium.

The Goals category reflects the respondent's concern with the fit of the media they use and the goals or foci of the NGOs. These included NGOs not using wireless phones because they are "not suited to organization's goals". Other organizations chose their menu of media because "they allow organization to work toward the mission."

Responses categorized in the Knowledge and Information category were related to issues of NGOs having the required information on specific media in order to make an informed decision on adopting the medium. The concerns included interviewees stating that they rarely used media other than the internet because their knowledge about these other media was inadequate. Another respondent said that she would have like to add a

forum to the organization's website, but that their organization included members from all over the world and many of them did not even know what a chat room was. Others stated that they experienced "a lack of clear information about technology" or that they "needed training and information on the usefulness" of the medium. Finally, respondents also expressed a desire to be able to access sources of training.

In the Redundancy category were coded statements to the effect that certain media were not used because they were just not considered necessary. In one instance, Henry from Toronto stated that his organization does not use wireless phones because there is just no need for them. The members of the organization meet twice a week, so there is no need for the use of the constant connectivity capacity of wireless phones. Other respondents stated that there was "lack of perceived additional usefulness over other media."

The organizational considerations category encompasses various concerns expressed by respondents regarding the access to and use of media technology. The global digital divide as evidenced in their organizations was one of the major concerns expressed. Claire declared that:

We are not too savvy with thing like conference calls or video conferencing or things like that, our projects in some of the developing world are just struggling to use and maintain email and some internet and sometimes they have to go an hour into town in order to be able to access.

Other concerns centered on the cultural preferences of the members. In one instance, Jody, who works for a women's issues NGO, stated that:

We still use conference calls because we found that despite the medium of internet that there are some things that don't communicate as quickly as phone call. So, in our work and in the way we communicate, especially as women we really want to talk to each other, it is important for us to do that, to talk to each other and to hear each other's inflections in our voices and our intonations about what we are saying.

This category can both positively and negatively impact the use of a certain technology. For example, in the case of wireless data devices, one respondent stated that though some people in the organization wanted these, they had held off on getting the devices because everybody could not get wireless data devices, especially those in Burkina Faso with little access to regular internet. However, another respondent reported widespread use of wireless data devices in her organization because many staff members travel often and extensively and these media are essential to keeping in contact where there are bad internet connections. Finally, other concerns include staff size, language barriers, and lack of leadership.

Replacement and Substitution is closely related to the category of organizational considerations and is also related to the selection of media based on the communication preferences of NGOs. These communication preferences are largely impacted by resource issues such as budget limitation and time constraints. The most frequent targets of substitution were print and fax. Both technologies have been largely replaced by email and posting of documents on the internet due to the savings in time, increased convenience, and savings on postage. In describing her experience, Becky said that "Fax is becoming much less used and needed, I find that we are very rarely using it and we

were using it a lot 10 years ago. I think print based materials are declining but I'm not sure in the education world how far they will decline." In some cases the substitution and replacement practices stem from using whatever is in working order.

Resource Issues basically translates to respondent's concerns "about using their limited sources" for the best purposes. However, this can appear to be deceptively simple, since this encompasses not only the lack of funding but also the impact of the abundance of funding on the possibilities. Certainly, many of the responses fell in the category of tight NGO budgets precluding the use of printed materials, wireless data devices, and wireless phones. This also impacts issues such as access to training for both the set up and use of technology as well as funding for the maintenance of technology. The resources also include such things as time and staff. Claire from New York described her encounter with this issue:

Like right now, one of my goals is to use Skype in the office here, but I haven't done it yet, it's been on my mind for six months. Some of it is to get to use this stuff, it's like you've gotta stop your daily work and backup and learn, install, implement and I am sure it's the same in all the nonprofits, doesn't happen, who's got time to do it. Because the daily communication keeps coming in.

An abundance of resources can have a converse effect and can allow an NGO freedom. Mariana is in just such a situation and explained that "because we are a design institution, we have a whole marketing and communication department and we have a pretty sophisticated network of communication outreach in place" However, this concern with resources has also encouraged many of the NGOs to turn to email and to use internet alternatives for the sake of lowered costs in terms of money, time, and personnel.

Stakeholders play a pivotal role in the decision making process of these NGOs. Many NGOs cited avoiding certain methods of communication because of the limitations experienced by their recipients as well as their organizational members. One such example is that of one of the respondents whose beneficiaries are located in the Peruvian Andes and he explained that “Internet and email are widely used in our office in USA, but our organization in Cuzco, Peru is not connected to Internet. Emails are read at Internet cafes. The telephone (wired) is still for us an important form of communication between heads of offices in these two countries.” In the case of other organizations, their membership is spread around the globe and this limits the NGOs in two ways: digital divide issues and language barriers. Alison, based in Austria, brought up this issue when she mentioned that “I would like to have a forum on our website but I am afraid that it’s not going to fly because of all the time zones and all the lack of media among most of our members. As a matter of fact our members in France, and France is an industrial country, have no email.”

Technological Perspectives

The Technological perspectives theme reflects issues relating to technology, which includes the large-scale absence of “back-bone” technologies, such as phone lines that make fax and internet possible, also issues such as network externalities and the costs of switching or even upgrading media use practices in these organizations.

The Abuse of Technology is one of the reasons cited for the avoidance of certain technologies. This includes spam messages sent to both fax machines and email accounts. For example several respondents cited spam as one of the main reasons for “turning off the fax machine.” Elly had a similar problem with her email and explained that “Mainly,

we do more e-mail than we do anything else, I normally have 2,500 emails in my email and you have to keep that well under control.” Speaking of abuse of fax, Martha shared her experience, “We did use fax at one time and that was good, it played an important role. What drove me away from fax was that we were receiving a lot of unwanted fax at the time.”

Respondents cited Entrenched technologies as one of the causes of inertia in adopting some of the media. This category relates to the fact that once an NGO invests its often limited resources in one technology, it is resistant to making another large investment required in switching technologies. As one respondent wrote in the survey “We are familiar with our current telephone system that easily handles conference calls, call forwarding, message forwarding, etc. Although all of the employees have personal cell phones, one system for work still seems easiest.” In other instances, respondents reported that “adaptation is a process” and requires “incremental steps.” Still others reported that they were adopting a “cautious approach” and were “waiting for evidence of usefulness before adopting a media.”

Limited Utility category encompasses those uses of the technologies that require only intermittent use, as one survey respondent put it “Some media are essential, others are used less frequently”. So, while an NGO would have a fax machine, it will probably just use it if it needs to transmit a signed document. This is also true of the various publication vehicles used by the organizations. In her interview, Becky pointed out this phenomenon when she said:

We have been shifting predominantly from mail to email, so we use email as major communication technique right now, we use our website as a

communication technique... We also deliver print based journals and print based newsletters to all of our members, and all of our library and institutional subscribers, so that print based still remains fairly strong area for us even though we are starting to go pretty heavily electronic.

Many organizations generally use email and e-publishing for the most part, but they will also print certain types of research or marketing materials. In other cases, an expensive technology might be used but will be limited to certain locations within the organization or be given to only certain staff members.

National Infrastructure relates to the vast differences in the services available in various countries. This can have a very basic and cascading effect. For example, if phone lines are not available or reliable, this in turn affects the working of internet and fax machines. Even more basic is the availability of electricity. In one instance, this was the main reason why Dr Mahanti from India said that her NGO was not able to use modern communication technologies in the field. So, while her NGO uses email, print, internet, and fax in the main offices, staff and volunteers in the field have to rely on drum signals and runners. This lack of infrastructure also has an interesting impact on the media selections in different countries. For example, interviewees in Nigeria and Gambia both were interviewed over their wireless phones because this was the only way to get around the lack of landlines in these countries. So, it would seem that these barriers are not absolute and some of them lend themselves to solutions.

Obsolescence is another factor that was mentioned by respondents as affecting their use of certain media. In particular, fax is seen as becoming increasingly obsolete as

more people make the switch to email. Email is also cited as offering a better alternative due to the bundled nature of its advantage. Nancy explained this phenomenon as:

The only way use fax is as a tool for signing, so I'll send in my fax information for registration to the UN conference, we used the fax back and forth when we needed to visit Siberia to get our visas done. So we use fax for communication that we can't use the internet for, more and more people attach documents. We may have something where someone will fax you a form to sign, but more and more organizations do accept electronic signatures, so we do that now.

Also, fax is being decreasingly used because stakeholders are moving away from the technology. A similar trend is also evident for print publications. However, this process of obsolescence was not perceived as entirely negative, respondents mentioned that email has replaced mail and phone "but they couldn't have done what they do now with the old technologies."

The Technology Handicap category encompasses respondents' concerns with the shortcomings or weaknesses in the current state of some of the technologies. Some respondents expressed concerns about email and security issues. Jeffrey, who works for a natural gas advocacy group, expressed particular concern about this issue:

Email has its limitations and some very very potent dangers inherent in its use, and I am not speaking of secrecy because we don't really have secrets. People say things about other people that are then forwarded in messages. We have some office email rules that basically if you are going to be using email, that imagine that everyone of every types, including the person you are speaking about is going to be reading that email, and that could be members, that could be car companies,

so you shouldn't say something nasty about a car company to the utility company because that may end up, if he copies it or cc's somebody ... it could fall into hands or fall upon eyes that you don't want to see it.

Others complained that email and the internet do not lend themselves to multi-lingual communication. In another instance, in talking about wireless data devices, a respondent mentioned that staff at the NGO widely use Palm but not the Blackberry because it was "limited in it's capabilities in sending receiving messages and viewing documents" (Linda).

Socio-Technical Impacts

The Socio-Technical impacts theme presents the participants' views on the social and technological impacts of the technologies on processes and capacities of the organizations. While this theme does not directly address the selection criteria for media used by NGOs, it does point to the kinds of impacts and outcomes these organizations are looking for in adopting media. It also includes instances of the creativity and resourcefulness of NGOs striving to find access to desired media technologies.

The category of Efficiency and other enhancements talks to the views expressed by the respondents about the improvement in work practices and results that these NGOs have experienced as a result of adopting certain technologies. One of the main pluses associated with email and internet is the ability to communicate with large audiences with relative ease and little expense. Of course, this perception of expense seems to depend on the location of the NGOs. Others reported gaining "multiple benefits" from the adoption of these newer technologies, including improved services offered, empowerment of employees, enhancement of public image, and even experimentation with new work

structures. Other than the communication and organizational productivity enhancements, respondents also cited better information processing in that they were not only able to give out faster and more accurate information about their NGO, but that they were also able to gather better data with greater speed. To quote one respondent, “Email is essential, Wireless technology is convenient, Website revenues are crucial, website also saves us from having to give the same information over and over again.” This impact on efficiency also seems to have a cascade effect, as one respondent reported adopting media has led to “effective communication, organizational growth, faster decisions, easier information sharing, and improvement in management’s ability to deal with issues.”

Another category occurring within the Socio-Technical impacts is the virtualization of work or Virtual Capacities. Several respondents reported that one of the major impacts of the later technologies has been the increased capacity to forge and maintain virtual networks. This networking impacts both within organization networks and between organization networks. For within organization virtual connections, respondents mentioned that they were now able to coordinate over long distances, that media constituted the main form of contact with their 500 members, media enabled their global operations, and “provide avenues for members to connect daily” (Michelle). For between organization networking, respondents mentioned that they were able to increase networking with other NGOs, gain access to experts in their fields, it allowed NGOs in remote areas to connect with the outside world and enables them to contact government officials and NGOs. Other respondents linked the rapid growth and positive public image of the organization due to the astute use of media such as email, internet, and wireless phones.

The Solutions category addresses the various creative ways in which NGOs have been able to get around the Social and Technical shortages to gain communication capacities. One interviewee stated that “Don’t underestimate what the organization ‘can.’ Most organizations say that they can’t do this or that. This is true of technology” (Nancy). This interviewee herself belonged to one of the oldest NGOs included in the sample and yet they were using the whole menu of media as a means of working around issues of a small, part-time staff. This attitude was also evidenced in other NGOs. The head of an NGO in Nigeria enlisted the help of his US-based friend’s son to develop their website. He was also able to recruit local “techies” to provide free services. Others used services like Skype to get around high international call bills as well as using a “mix and match” strategy to reach their targeted audiences. Still other NGOs benefit from their staff using their own cell phones in support of the organization’s work and by using “open standard” software to reduce technology expenses.

Research Questions

So what does this mean for the research questions? This analysis aims to first look at what NGOs are using as media, and what the differences are underlying these varying rates of adoptions mean. After that the data is looked at from the perspective of the media types and how the media themselves and their distinctive attributes attract or inhibit use by NGOs. Finally, a factor analysis of the eight dimensions seeks to simplify the picture according to the mission objectives of the NGOs. While this data gives much more than a simple, binary yes or no answer to the questions asked, that is what the aim of the study is. It is acknowledged in the design and conduct of the research that media adoption as

part of an overall communication strategy is a complex process for most NGOs. Also, it acknowledges that organizational decision making process in an NGO is complex and that there are many factors that underlie it.

The first research question asked about the rate of adoption of the media technologies by the sampled NGOs. This question was answered by examining results from both the qualitative and quantitative modes of analysis. From the quantitative analysis was derived the rate of diffusion analysis to arrive at the adoption rate of media within the sampled NGOs. These results were examined in the context of the other organizational variable measured through the Analysis of Diffusion stage of analysis. From the qualitative stream a general overview of the analysis was used to look at the broad issues underlying the adoption choices being made by the NGOs in light of their organizational and environmental characteristics. This part of the analysis sheds light on the kinds of returns these organizations are seeking from their technology adoptions, such as enhanced efficiency and virtualization.

The second research question asked about the reasons for not adopting one or more of the new media technologies. Once again the results used to analyze this question encompass both the qualitative and the quantitative streams of inquiry. Here, the quantitative results examined included the Media Types in relation to the mission objectives, organizational characteristics, and organizational culture. The qualitative data examined includes the social reasons category as well as the technological category.

The third research question asked whether the reasons for not adopting the new media technologies vary with the mission objectives of the NGOs. To answer this

question the analysis drew on the data covered for both the previous research questions and then added the factor analysis to specify the results to the mission objectives.

Chapter 5

DISCUSSION

In looking at the issue of diffusion of media, the study drew on multiple bodies of literature to propose a model theorizing on the process of media adoption in NGOs. The model follows the suggestion by political communication scholars that the organizational mission, culture, and economic realities of an organization be taken into account. In keeping with the organizational communication theories, culture was approached from both the cross-cultural management and corporate culture perspectives. That is, culture was seen as something that varies both with external factors and is also generated internally. The qualitative analysis also lends credence to this approach, especially as seen from the social perspectives and socio-technical impacts themes.

Research Question I

In studying the media diffusion process in the sampled NGOs, the study was concerned with the continued disparity in NGO media. Thus, the first research question asks what is the rate of adoption of the media technologies by the sampled NGOs. In considering the question of adoption from the point of view of the grounded theory findings, it is important to consider the category and components of social-technical impact. This is where we get a glimpse of what it is that these NGOs are looking for, in the way of results and returns, when they approach the media being evaluated in this project. As stated earlier, this theme reflects the view of responding NGOs on the fruits of their

investment in media technologies. It also highlights the availability of alternatives and workarounds that are created by NGOs precluded from these media.

The categories that arise within this theme were: Efficiency/Other enhancements, Virtual Capacities, and Solutions. As mentioned earlier, Efficiency encompasses the respondent's views on the contribution the media have made to the organization. It is obvious from the responses that efficiency may mean different things in various organizations. From the analysis we find that to some organizations the value of adding a medium of communication lies in communicating with a large number of people at a low cost. Respondents stated that especially using the internet has increased productivity. One respondent stated that it has a "cascading effect on productivity." The media is also credited with enhancing communication by increasing the volume of contact; others say that the effectiveness is enhanced. Internal communication is also improved. This is said to be a ripple effect within the organization, leading to increased growth, better information sharing, and faster decision making. Organizational growth is repeatedly cited as a significant side-effect of this enhanced communication capacity. This is accomplished through enhancing of public image, a more professional image, increasing access to people and organizations, and making the NGO more visible. Media are also seen as improving and enhancing the services provided, improving research processes, as well as leading to better information sharing. It also increases collaboration and speed.

Another impact that figured prominently was the creation of or enhancement of virtual capacities. Once again, the utility of this ability and its direction was different for different NGOs. For one respondent, this meant that his one-person project has gained international attention, though he was quick to point out that this did not result in much

monetary benefit. Another aspect emphasized was the ability to “reach” and “link” with individuals and organizations. The virtualization is both internal and external. In internal organizational virtualization, members are able to keep in daily contact, staff and volunteers are accessible through cell phones while travelling and away from the office, and it allows NGOs to globalize their operations:

These facilities allow us to communicate to a wide range of people, from activists of Japan, India, Latin America, West and Central Africa, on a regular basis. It allows us to lead common actions without seeing each other. Time and distance are shorter. It has a direct impact on our internal procedures and organization.

Finally, networking is an important aspect of the virtual capacities theme. Respondents stated that the media has increased their networking with other NGOs, as well as allowing them to reach a wider range of partners. Another aspect of this is the ability to transcend geographic limitations. The emergence of these categories and the variety witnessed within them support Bennet’s (2000) suggestion that the adoption of new media by an organization has the capacity to modify the communication processes of the organizations. Therefore, the decision to adopt or not use a medium leads to expected and unexpected results. Also, the analysis suggests that investment in media technologies is not a singular event, rather it is part of a cyclical process where this decision then impacts the culture, economics, and future media choices of the NGO. For example, one survey respondent stated “we are becoming more and more and internet based organization. Previously, we published quarterly reports on paper and now all is done through our website. Our organization is expanding (staffwise) and current media choices have facilitated staff communication.”

As the results chapter details, both quantitative and qualitative approaches were used to answer the research questions posited in this study. From the quantitative analysis was derived the rate of diffusion analysis to arrive at the adoption rate of media within the sampled NGOs. These results were examined in the context of the other organizational variable measured through the Analysis of Diffusion stage of analysis. The first stage of analysis regarding the results of the rate of diffusion data was to look at how the NGOs varied in adoption of the media according to their mission objectives. Table 7 shows that The Alliance and Advocacy NGOs fall mostly within the early majority and late majority diffusion categories.

This is not surprising because this mission objective encompasses a wide range of NGOs, so it is quite logical that its scores should fall within the majority categories. However, there are 12% of these NGOs that are innovators. The rest of the mission objectives follow a similar pattern and display the highest percentages in the majority diffusion categories. Considering the wide variety of NGOs sampled, these results are in keeping with expectations. Only the Monetary Support organizations, those typically with a larger budget, are the ones that include no laggards and show a leaning towards the higher end of the spectrum.

Table 7:

Mission Objectives and Innovation

Mission Objectives	Innovation					Row Total
	Innovators	Early Adopters	Early Majority	Late Majority	Laggards	
Alliance/Advocacy	12	1	50	32	4	99/52.7
Management and Technical Assistance	6	0	23	10	2	41/21.8
Professional Societies/Associations	6	2	36	22	5	71/37.8
Research Institute/Public Policy Analysis	5	0	26	11	3	45/23.9
Monetary Support	4	1	9	4	0	18/9.6
Column Total	21/11.2	3/1.6	96/51.1	57/30.3	11/5.9	188/100

The next stage was to look at the NGOs according to their home office country classifications and their diffusion categories. In table 2, we see that now the adoption patterns do not approximate a normal curve. There are distinct variances based on the location of a NGOs headquarters. For Low Income NGOs, we see that the vast majority, over 75%, are in the Early Majority and a significant number are Innovators. When we look at the qualitative data it is obvious that this is because they cannot afford to lag. In the absence of solid national infrastructure, these NGOs are highly motivated to spend on media that will help them connect with partners in the field as well as international donors.

Table 2:

Home Office and Innovation

Country Classification	Innovation					Total
	Innovators	Early	Early	Later	Laggards	
		Adopters	Majority	Majority		
Low Income	4	1	22	3	0	30
	13.3%	3.3%	73.3%	10.0%	0%	100.0%
Lower Middle	0	1	5	6	0	12
Income	0%	8.3%	41.7%	50.0%	0%	100.0%
Upper Middle	3	0	4	2	0	9
Income	33.3%	0%	44.4%	22.2%	0%	100.0%
High Income	14	1	65	43	9	132
	10.6%	.8%	49.2%	32.6%	6.8%	100.0%
Total	21	3	96	54	9	183
	11.5%	1.6%	52.5%	29.5%	4.9%	100.0%

In a compelling example, Pastor Peters who is the head of a Nigerian NGO, revealed in his interview that:

The internet services have tremendously helped our activities, because what would have been done in a month before the advent of the internet, can be done in a few minutes. In fact, I must let you know that when we were registering our NGO in the United States of America, you won't believe it, the entire application was done online. So that is one reason how much importance that we attach to the internet.

Interestingly, a short time after the interview was conducted, Pastor Peter's work was showcased on CNN in a documentary about AIDS in Africa.

Interestingly, it is only the High Income NGOs that have almost 7% appearance in laggards. Throughout the interviews, many respondents suggested that people in countries like France and Canada do not use email. Some of this could be due to the strong infrastructures of High Income countries as well as their significance as centers of business and research. For example, an NGO staffer in New York City can afford to just take a subway over to the United Nation Headquarters or just pick up the phone and make a local phone call to several NGOs in its fields. This would not at all be possible for an NGO based in a low income country.

Also interestingly, it is the upper middle income organizations that have the highest percentage of innovators among their ranks. This could be that the conditions here are optimal for the adoption of new media, because here we have a balance of strong infrastructure, abundance of technical knowledge, as well as comparative affordability of equipment. These NGOs then are free to adopt newer technologies, but are more motivated than the high income NGOs.

The next step in this stage was looking at the Staff levels within the NGOs and the diffusion categories (Table 3). The results of the staff and diffusion rates are not entirely unexpected. We see that 50% of all innovator NGOs have the highest quartile of employee numbers. On the flip side, 60% of all laggard NGOs have employee levels in the lowest quartile. Early Adopters do not have any NGOs in the lower two quartiles of the staff levels. Both early and late majority NGOs have quite dispersed staff levels.

Table 3:

Staff and Innovation

Innovation	Percentiles of Staff				
	1	2	3	4	Total
Innovators	2	2	6	10	20
	10.0%	10.0%	30.0%	50.0%	100.0%
Early Adopters	0	0	1	1	2
	0%	0%	50.0%	50.0%	100.0%
Early Majority	18	23	26	29	96
	18.8%	24.0%	27.1%	30.2%	100.0%
Late Majority	24	13	11	6	54
	44.4%	24.1%	20.4%	11.1%	100.0%
Laggards	6	0	3	1	10
	60.0%	0%	30.0%	10.0%	100.0%
Total	50	38	47	47	182
	27.5%	20.9%	25.8%	25.8%	100.0%

However, the early majority shows a leaning towards higher staff levels whereas the late majority shows an inclination towards the lowest staff levels. These results are clarified by the qualitative data gathered. Staff levels are repeatedly cited as a reason for not adopting one or another medium. During the interviews, respondents suggested that most NGOs are constrained by the fact that they have limited staff with high multi-tasking demands. This tends to have a cascading effect, where the staff is too overburdened to take on the task of finding information about a new technology, acquire training, get the

equipment, and then learn how to use the new technology. Still, it is important to keep in sight the fact that 30% of laggards are in the middle upper quartile and an additional 10% fall within the top quartile of staffing levels, indicating that high staff levels do not automatically guarantee innovation in media use.

Results of the Budgets analysis for the NGOs and rate of diffusion are quite close to those of the staff levels. 60% of Innovators have the highest quartile of budgets. Again, 50% of laggards are within the lowest quartile of budget levels. Early adopters are divided between levels 2 and 3, with two-thirds at level 2. Both of them have similar results in the correlation analysis. This issue has been previously identified and studied in theories such as resource dependency. So, as the political communication scholars had conjectured, economics do have a bearing on the media choices of an organization. The qualitative results from the interviews and the surveys also showed an emphasis on return on investment as well as issues of resources related to budgetary concerns. As one respondent put it “Our biggest problems are: (1) the paucity of cheap broadband availability in Africa; (2) the unreliability, poor quality, and tremendous cost of long distance telephone to and from Africa and many other less developed regions of the world.”

The analysis for branches and innovation did not show a definite user pattern. However, we do see that 70% of innovators have their branches at level 3 and 4. On the other hand 50% of laggards have branches in the lowest quartile. But also, laggards have 50% in the top two levels of Branch numbers. Early adopters remain towards the lower half of branches. Majorities are quite widely spread. The reason for this is that those with no branches can customize their experiences, they are not held back by differences in

Table 4:

Budget and Innovation

Innovation	Percentiles of Budget				
	1	2	3	4	Total
Innovators	4	2	2	12	20
	20.0%	10.0%	10.0%	60.0%	100.0%
Early Adopters	0	2	1	0	3
	0%	66.7%	33.3%	0%	100.0%
Early Majority	17	20	31	24	92
	18.5%	21.7%	33.7%	26.1%	100.0%
Late Majority	17	18	8	7	50
	34.0%	36.0%	16.0%	14.0%	100.0%
Laggards	4	1	1	2	8
	50.0%	12.5%	12.5%	25.0%	100.0%
Total	42	43	43	45	173
	24.3%	24.9%	24.9%	26.0%	100.0%

language and other regional realities. For the largest, it is quite likely that network externalities are at play, that the advantage of being in the network is enough to find solutions like, for example, walking to find internet connections. Or they encompass so many different realities that they are forced to maintain the highest level of technology.

In the analysis of culture and diffusion, what is noticeable is that 67% of laggards scored lowest on the culture scale. For innovators, we see that two-thirds have the highest culture scores. In early adopters, 100% of the organizations have high functioning cultures. Once again, in the majorities we see a wide spread. The correlation analysis

shows that it does have a measureable impact on the organization. We repeatedly see in the qualitative survey that people bring up lack of leadership or absence of incentives as barriers to the adoption of new media. For example, a participant responding to the lack of use of wireless media in her NGO suggested that “If the organization's leader set the example of using wireless media” others would follow. This is especially true because the initial use of new media requires an input of time and money. With the absence of cultural motivation these first steps are never initiated. This would be especially true of such things as email and internet.

The correlation analyses of the organizational characteristics as well as organizational culture give us further insight into the diffusion process. The model suggests that both organizational characteristics and organizational culture are moderating variables and not the deciding factors, as sometimes suggested in previous studies. Organizational culture shows a greater level of correlation, though it is quite low. The qualitative analysis also bears out the value attached by organizational communication literature to values, cognitions, and processes. The initial results also support the line of reasoning offered in the model that the organizational characteristics as well as organizational culture are issues that have a secondary implication. This leads to the second research question and the search for the reasons that undergird the choices made by these sampled NGOs. Once again, both quantitative and qualitative approaches were used to investigate the question.

Table 6:

Culture and Innovation

Innovation	Percentiles of Culture				Total
	1	2	3	4	
Innovators	0	6	8	7	21
	0%	28.6%	38.1%	33.3%	100.0%
Early Adopters	0	0	0	3	3
	0%	0%	0%	100.0%	100.0%
Early Majority	1	31	31	33	96
	1.0%	32.3%	32.3%	34.4%	100.0%
Late Majority	7	16	21	13	57
	12.3%	28.1%	36.8%	22.8%	100.0%
Laggards	7	1	2	1	11
	63.6%	9.1%	18.2%	9.1%	100.0%
Total	15	54	62	57	188
	8.0%	28.7%	33.0%	30.3%	100.0%

Research Question II

This project emphasized the significance of an organization's mission objective, particularly in relation to its social capital role. The reason for this emphasis was to underscore the significance of mission in the cultural constitution of organizational decision making of NGOs. However, the reviewed literature also points to other elements to be considered emerging from what Triandis and Albert (1987) termed aspects of cross-cultural management, structural relationships, values, communication patterns, and

decision making. So the second research question asks regarding the reasons for not adopting one or more of the new media technologies.

When we look at this question from the perspective of grounded theory, there are two main types of reasons for not adopting media; social and technological. It was mentioned earlier that the social perspective on the perception of media consists of seven categories which are Knowledge and Information, Resource Issues, Goals, Redundancy, Stakeholders, Organizational Considerations, and Replacement and Substitution. The technological perspective consists of six categories: Abuse of Technology, Entrenched Technology, Technology Handicap, National Infrastructure, Obsolescence, and Limited Utility. The emergent theory here is that the reasons for not adopting media can be divided between reasons embedded within the users and their organizational contexts, or in the case of technological perspectives, existing as features of the media themselves.

The social perspective issues are related to the literature from organizational communication, particularly with regard to culture and organizations. Here we see the reverberations of culture in the perceptions of and attitude towards new media. As mentioned earlier, the categories derived do not appear to be discrete entities, but are interdependent and most likely reflect similar sources. The technological perspective, on the other side, is reflected mainly in the networking literature as well as in resource dependency theories. It should be noted that media are essentially tools used to transmit information and as such are also subject to the constraints of information production economies.

Hence, when we look at the underlying reasons for not choosing media from the social perspective we come across issues of organizational culture. In examining the

goals category, there are three main ways that these impact the choices NGOs make in the media they use. For some organizations certain media are beyond the scope of the limited needs of their goals. For others, it is a matter of perception and the suitability of the medium to their goals. Finally, respondents mentioned that they find that media aid them in reaching their goals, suggesting that media are also selected for their ability to positively impact the NGOs - “New media clashes with organizational goals; not personal enough”.

In the matter of knowledge and Information category, the issue has to do with a lack of access to information about media. These limitations come in various forms, one of which is a generalized lack of knowledge which leads to the assumption that the media are too expensive or too difficult to use. Another way that this plays out is that organizations may be aware of technology but are not able to find the technical “know-how.” Finally, some people were aware of functionalities they needed but did not know what medium would be able to provide this functionality.

The redundancy category reflects the belief that even in media sometimes more is just more. These issues are related to the fact that so many NGOs are staffed by volunteers or part-time staff. With caps on the number of people and/or the amount spent on tasking for the NGO, some media are just not considered necessary. For example, one respondent stated that in a three person office, there was really no need for cell phones or the intranet. However, this is categorized in the social perspectives theme because it was observed that other respondents in similar organizational situations stated quite the opposite, at least for wireless phones and wireless data devices.

As to organizational considerations that affect this decision making process, one of the main factors involved here is that NGOs often have to take a creative approach to organizational structure and this seems to have a direct impact on the media they use. For one thing, there is a high level of multitasking involved, which limits the time and opportunity to learn or even use more than one medium. In other cases, NGOs have decentralized fundraising with each office securing its own funds; this also results in variance of media use. This issue came up in an interview with Tanya:

Tanya: A few [staff] have wireless blackberry devices, but again it's all dependent on the funding for the particular project whether they do have the funds to buy that.

Interviewer: So it's on a project to project basis, also it varies?

Tanya: Yes, and some of the offices, and office to office basis as well. Sometimes some of the offices are more successful or stronger than others and have a larger funding base to work with and then they can then afford to buy those tools for their staff.

Another factor in this category is organizational culture. One reason encountered was that there was a lack of leadership and/or culture that would stimulate the new media use. On the other hand are examples of respondents that state that the influx of newer, more "tech savvy" staff stimulated a new approach to media. In this case, Becky revealed that:

We have actually a new staff member and also have recently an intern, an undergraduate student intern, and the new staff person has just finished college past May, so the two of them have been discussing at one of our staff meetings that they feel that we have too much paper.

The final aspect of organizational culture is that in some organizations there is a deliberate and conscious decision to remain low-tech; this is especially the case of one respondent who stated that “communication is relationship, it is not technology” and that they preferred to limit communication to phone contact and personal contact.

In the case of replacement and substitution, this is the coming together of various factors in the form of constraints on resources as well as cultural disposition. Another factor is that the media functionalities overlap in today’s available options. So, you can print a hard copy of a report or you can post it on a website. This same report can then either be emailed or it can be faxed. This has led to the phasing out of certain technologies, especially print and fax, where NGOs are using the more expedient and lower cost options of email and websites. Another factor that comes into play is that this strategy is necessitated by undependable technology. Chinelo, an interviewee in a low income country, stated:

Well the ones [media] that we don’t use very often are not because they are not necessary, but whose services are not atrophied. Right now our lines are not working, our internet and email are connected to this line phone and our fax is connected to this line. Right now the utilities people are not so efficient.

So he actually gets better service through the wireless phones.

Resource issues come in many forms, both tangible and intangible. Of course, the most obvious are the constraint of lack of funding and staffing shortages. There are, of course, other kinds of issues, including lack of equipment and software. Another kind of resource issue is the lack of skills available to the NGO to adopt and implement a

medium. A more intangible lack of resources occurs in the form of lack of cognitive space, in that the medium is considered too time consuming or too complex to learn.

Finally, within the Social perspective, stakeholders figure prominently. NGOs have to take into account what is available and accessible to their members and/ or beneficiaries. This leads to many questions such as the digital divide in access to internet and email. It is also affected by the preferences of the stakeholders, one of the respondents, an international youth organization, felt compelled to invest in its web presence and email capabilities because these were the avenues that appealed to their beneficiaries. It is also interesting that a global membership for some organizations is a reason not to invest in some technologies because these media do not lend themselves very well to multilingual needs.

In the technological perspective, the weaknesses of existing technologies come into focus. In the Abuse of technology category are to be found opinions that have become familiar to everyone who has been spammed. This is a problem that exists also for faxes. One respondent stated that this kind of abuse had caused them to “turn off the fax machine.”

Another source of inertia is entrenched technology. In such cases, the NGOs stated a preference for using previously available technologies. One respondent stated that he was familiar with the current phone system and would rather keep using it. Others state that using new media was an “adaptation process” and something they were approaching incrementally. Some NGOs even expressed being in a state of “shock” over the technology revolution of the previous years.

National infrastructure is another source of inertia for NGOs. In some countries, there is an utter lack of supporting capacities available to the NGOs. In other countries, where more media are available, the service and support are not very dependable. There also seems to be quite a few quirks in many country infrastructures that interrupt the smooth experience of using certain media. Of course, the lack of infrastructure increased the resource cost.

Obsolescence is yet another reason for not using certain media. This is particularly true of printing and fax. Though obsolescence can also be a motivating factor as many respondents stated that their NGOs had to switch over to email from fax, which is due to the increasing popularity of email and because fax is being used by so few people. Print is also going through a similar cycle and is being replaced in organizations by website postings and dissemination through email lists. Other technologies have limited utility for the NGOs studied here. One of the examples of such limited utility is of wireless phones which are only useful in offsite visits or during travel for certain organizations. This again is true of printed materials since NGOs reported using print for only particular purposes such as publishing period reports or journals.

Other technologies, though more generally useful still have handicaps that give NGOs pause. One of the most significant drawbacks mentioned are security risks associated with email. In the case of other technologies, they are not developed enough to be useful in their present state. For example, one respondent mentioned that while palm devices are widely used in her organization, Blackberries were avoided because they were perceived as limited in their capabilities in sending messages and viewing

documents. Other NGOs also stated that particular media were avoided because they were not developed enough to be viable for the organizations in their present form.

What particularly stood out in the grounded theory analysis was the good fit it created with the techno-economic paradigm discussed by Garnham (2000). In this case the paradigm can be said to be true of NGOs and can be modified to focus on these organizations. The analysis supports the three aspects of the paradigm in that 1) the technological innovation in these organizations is guided by economics, 2) new technology experiences lag in adoption due to the inertia created by previous technology investments, and 3) different organizations have varying suitability for certain technologies.

A concurrent, quantitative analysis was conducted using the survey data to explore the interaction of the variables posited in the model and the reason for not using media. The analysis was separated into various stages to explore these reasons in the context of: media types, mission objectives, organizational characteristics, and organizational culture.

The first stage of analysis looks at media types from the perspective of the eight dimensions for not adopting media. From this table, it is quite apparent that dimension 5, low relevance for goals, is predominant. It is the leading reason, by percentage, for rejecting a media in the wireless, wireless data devices, Intranet, and fax media types. In the Internet analysis, Dimension 5 is tied with dimensions 6 and 7 for the first place. In print, dimensions 2 and 6 are cited as bigger problems. If we look at the grounded theory analysis, we see that respondents repeatedly state that they would like to use printed materials, but find this medium just too expensive. This is probably because they need to

hire people, printout costs, as well as postage for mailed printed materials. It is noticeable that print is different than others because it has a high sustained cost of usage, whereas the other technologies have a high initial input and then have lower per-usage cost.

The second stage of the analysis to answer this research question consisted of analyzing the eight dimensions according to NGO mission objectives. When looking at the breakdown for the Alliance/Advocacy mission objective it should be kept in mind that 98% of the responding NGOs reported this among their mission objectives. So, it is likely that this can be viewed as representing the majority view of the organizations. Once again, we do see a large percentage of response for the media types being related to dimension 5, relevance to goals. Similar to the simple media types frequency analysis observed earlier, we see that relevance to goals is the leading reason for not using wireless, wireless data devices, and Intranet. For Internet media types two-thirds chose 7 and one-third chose 3, low rate of general acceptance. For print again most cited dimension 2, low return on investment, but this is closely followed by dimension 5. If we can look at the reasons for not using the internet, we notice a similar connection. In areas where a technology is not widely accepted, the incentives for staff to put in the considerable time and effort to learn a new technology are greatly reduced when they do not see people around them using these.

For organizations involved in Management and Technical assistance, again the number one reason for not using wireless phones, wireless data devices, intranet, and fax was dimension 5. For print, dimension 2 was the leading reason. Dimensions 5 and 6 come in tied for second position. In the case of Professional societies and associations one organization reported not using emails. The results for these NGOs were similar to

management and technical assistance organizations except for internet. Here, Professional societies and association NGOs said that the reasons were equally about dimensions 3, 5, and 7.

Regarding organizations describing themselves as Research Institute/Public Policy Analysis of the dimensions, “lack of relevance for goals” was again the top reason for Wireless, Wireless Data Devices, Intranet and fax. For Print, in this case, half chose dimension 2, low return on investment. A third chose dimension 6, organizational problems and 17% selected 5.

In the monetary support category, in this case, dimension 5 was the leading cause for wireless phones and intranet. For wireless data devices, 32% chose dimension 1, lack of reliable information. Dimensions 3, 5, 6, 7, and 8 were listed as minor reasons. For Internet, it was spread across all the dimensions. Lack of sufficient standard seems to be a major source of non-adoption here. It is noticeable that these organizations are quite well funded, yet they are not doing too well on the innovation front. If we look at the laggards, who are most likely represented in the reason section, we see that they are all located in low income countries, except one NGO which is in the U.S. It could be that in this is reflected the lack of national infrastructure.

The next step was to explore the eight dimensions according to the organizational characteristics variables. Country classifications analysis of the NGOs observed the interaction of headquarter locations in low income, lower middle income, upper middle income, and high income countries with the eight dimensions. In the first classification, Low Income, all the NGOs reported using email. It is interesting, however, that not all of them use internet. Of those that do not use wireless phones, most of them cited dimension

5. For the rest of the media, dimension 1, lack of reliable information about technology, and dimension 4, lack of sufficient standards, are particularly important. Also, dimensions 3, low rate of general acceptance, and 6, organizational problems, play a significant role. The qualitative analysis results show that these problems fall within the technological problems category.

For the lower middle income NGOs, dimensions 1, 6, 4, and 5 emerge as being of significant concern. This is not surprising because these areas, even though they are more advanced than the low income countries, still lag significantly in infrastructure from the upper income and high income categories. In such a case, information standards, relevance to goals and organizational suitability become salient issues. So we see a combination of factors from both the social and technological aspects of the grounded theory analysis.

In the upper middle category, all the NGOs reported using email, print, and fax. Also for wireless phones, all the organizations chose dimension 5, low relevance for goals. For the rest of the media – wireless data devices, intranet, and internet – 50% chose dimension 5. However, dimension 6 also figured prominently for Intranet and Internet. If we look at the grounded theory analysis, we see that staff size and resources are a major issue when it comes to organizational problems.

In the high income category NGOs, dimensions 5 and 2 figure prominently. Lack of relevance for goals is the leading reason cited for wireless phones, wireless data devices, intranet, and, overwhelmingly, for fax. However, dimension 2, low return on investment, is the leading reason for print.

In the lowest quartile of the budget variable, dimension 5 was cited as the primary reason for not adopting wireless phones, wireless data devices, and intranet. For Internet dimensions 5 and 6 were equally important and for print dimension 2 again dominates. Finally, dimension 1, lack of information about media, and dimension 4, sufficient standards, are also taken into consideration. So we can see that while newer technologies are most affected by relevance to organizational goals, earlier media are also weighed heavily for their return on investment.

For those organizations in the lower middle quartile of the budget variable, the main concern again is dimension 5 or relevance of a medium to the achievement of their goals. Once again, return on investment is the runner up for these organizations. Also dimension 1, lack of reliable information, is cited for wireless media. In the upper middle quartile NGOs, while dimension 5 still remains a leading reason for not adopting media, dimension 3 and dimension 6 emerge as increasingly significant explanations across the board also. To a lesser extent, resistance from employees as well as beneficiaries is also stated to have an impact on the decision making process. Results for the upper quartile still show a leaning towards dimension 5. However, there is also a consideration for availability of reliable information and return on investment. To a lesser extent dimension 3, rate of general acceptance of a technology, as well as dimension 6, organizational problems, play a role.

The analysis for staff and its interaction with the eight dimensions was conducted along the same lines as the budget analysis. In the lowest quartile NGOs, dimension 5, lack of relevance to goals, and dimension 6, organizational problems, emerge as the two most significant reasons for not adopting certain media. Resistances by employees,

dimension 7, and Low return on investment, dimension 2, also emerge as factors leading organizations with this level of staffing to avoid certain technologies.

In the lower middle quartile of staffing levels, again relevance to goal is cited as a primary concern. However, in the case of these NGOs return on investment, dimension 2, and dimension 4, lack of sufficient standards, are more significant issues than organizational problems or stakeholder resistance. Dimension 1, lack of reliable information, and dimension 3, low rate of general acceptance, are also concerns that make an impact.

In the upper middle quarter of these NGOs, there is a more diffuse response to the eight dimensions. Many organizations cite dimension 5 as a reason for not using certain media, but almost as many cite return on investment, dimension 2, as being an issue. Dimensions 3 and 6 once again are other leading concerns for these organizations.

For the upper quartile staffing NGOs, relevance to goals, dimension 5, plays a major part in the adoption of less frequently used media such as wireless phones, wireless data devices, intranet and fax. However, for the internet as well as for print, dimension 6, organizational problems, emerge as the leading reason. In addition, lack of sufficient standards, dimension 4, is cited as a reason for holding off on investing in media.

Finally, for the analysis involving branches, the NGOs with the lowest levels of branches, dimension 5 is again predominant. Following this is once again dimension 2, low return on investment, and dimension 6, organizational problems. Also, of importance are dimensions 3 and 4. For NGOs belonging to the lower middle level of the branches variable, again dimension 5 leads. Organizations in this level also cited dimension 2, and organizational problems, dimension 6. For those belonging to the upper middle level, the

results were quite a bit more diverse and encompassed all the dimensions. Once again, dimension 5 again leads, though ranging only between 29% and 40% of the responses. Organizational problems, dimension 6, and stakeholder resistance, dimensions 7 and 8, also figure quite prominently. Finally, for those NGOs that fall in the top quartile of staff, dimension 5 is obviously the leading reason for not adopting new media. Dimension 2, low return on investment, is also cited but remains a distant second behind dimension 5.

There is an understandable representation of reasons for not adopting when media adoption is examined from the perspective of the organizational characteristics variable. As the model suggests, environmental factors and organizational realities dictate access to the media themselves. However, when access is easy, then more and more attention seems to be turned to the fit of a particular medium with the organization's objectives and the likely return on investment from using that medium. Also, the literature talks about the North/South divide in NGOs, we can also see that this could be evident in the media and communication flow. We do see more and more low and middle income organizations investing in internet and email to reach out to the larger world.

In the next stage, analysis of the culture variable was conducted to look at its effect on the eight dimensions. In the NGOs belonging to the lowest quartile of the culture scales, there were only reports of not using wireless data devices and for these lack of reliable information and low rate of general acceptance was cited. This category showed only a small number of entries and therefore should be considered with caution.

For the lower middle quartile in culture, NGOs predominantly selected dimension 5 again. However, dimension 2, low return on investment, dimension 6, organizational problems, and dimension 7, resistance by employees are also important for wireless

phones, Internet, and print. It is not unexpected, of course, to see organizational problems and resistance by employees occur in the same category, since culture exerts a direct pressure on organizational practices.

In category 3, upper middle level, we see a more varied pattern. Dimension 5 is prominent for wireless phones, wireless data devices and intranet. However, for the internet we see organizational issues and resistance by service beneficiaries are the limiting factors. Low return on investment, dimension 2, is again a major concern for print among these NGOs. Fax is avoided due to the low return on investment and low general acceptance.

For NGOs scoring in the highest quartile of the culture scale, one respondent reported not using email and chose dimensions 1, 3, 5, and 6. Once again, of those NGOs not using wireless phones, wireless data devices, intranet, and fax, dimension 5 constituted between 37% and 55% of the responses. Dimension 6 was also important for wireless phones and internet. For wireless data devices dimensions 1 and 2 were also reported to be important. For print, we again see that organizations avoid this medium due to dimension 2, low return on investment, dimension 5, low relevance for goals, and dimension 6, organizational problems.

The above analysis returns the discussion to the question of relative advantage and compatibility of the media to the sampled NGOs. It is evident that the various NGOs are attempting to achieve a balance between the relative advantage offered by the media with the compatibility of these same media with their circumstance. Some conclusions can be made thus far:

1. There is variation in the adoption of technologies by the NGOs surveyed.

2. Different reasons for not adopting technologies come into play as we look at this phenomenon through the prism of mission objectives, organizational characteristics, and organizational culture.
3. That efficiency and outreach are an important facet for all NGOs and virtualization is significant as this increases the network and social capital resources available to the organizations.
4. The reasons emerging from the NGOs themselves tend to divide into social and technical reasons. Of course, it is the interaction of these factors that create the particular circumstances of each organization.

Research Question III

The study emphasizes the significance of mission to NGOs because, as the nonprofit literature stresses, in the absence of a profit motive, mission statements serve to create an identity for the NGOs. The significance of developing an identity is, according to the organizational literature, central to an NGO and can affect it both at a structural and strategic level. The mission objectives of NGOs serve to define the identity that an NGO gives itself. Given the significance of mission objectives to NGOs, the model suggested that these are the driving force behind the media adoption decisions of NGOs. Other factors are acknowledged and taken into account. However, the model suggests that these only come into play once the objectives of an NGO have been determined.

The previous analyses have revealed that NGOs do indeed perceive the suitability of media to their objectives to be of great importance. However, the study wanted to isolate the variable of mission objectives and see if this indeed was the case. That is, the

NGOs might say that goals were important, but did this really make a difference in practice. So, the third research question asks whether the reasons for not adopting the new media technologies vary with the mission objectives of the NGOs. To take a deeper look at the particular case of mission objectives and the reason behind adoption of various new media, a factor analysis was conducted for each mission objective category.

The Alliance/Advocacy objective category was defined as “Organizations whose activities focus on influencing public policy.” The factor analysis of this objective category and the eight dimensions loaded on two factors. The first factor, which accounts for 70.8% of the variation, contains dimensions 1 through 6, and dimension 8. Factor 2 accounts for 19.4% of the variation and contains dimension 7, resistance by employees. This results in an interesting picture, with all but one dimension loading heavily on a single factor. The first factor looks a lot like the media perceptions theme that emerged from the grounded theory analysis. It should, once again, be borne in mind that this objective category encompasses the majority of the respondents and could almost be seen as representing the overall choice patterns of these organizations. The prevalence of this category also highlights the significance of networking and social capital building to NGOs. It is through building alliances that these NGOs are trying to effect change in the geographical and topical areas of their activities. Of course, the survey suggests that many NGOs also do have other objectives in mind as evidenced by the remaining objective categories.

As to the Management and Technical assistance NGOs, which are engaged in “consultation, training, and other forms of management assistance services to nonprofit groups,” three factors were returned. The first factors accounts for 37.4% of the variation

and consists of dimensions 1, 3, and 5. This is a pattern that has emerged earlier where the lack of information, low rate of general acceptance, and relevance to goals occurred in similar contexts. The second factor, which represents 30.8% of the variation, is formed by low return on investment, lack of sufficient standards, and organizational problems. The final factor is made up by dimensions 7, resistance by employees, and dimension 8, resistance by service beneficiaries and accounts for 27% of the variation.

Factor I can be labeled “Network acceptance,” where the lack of adequate information about using the medium and a low rate of general acceptance points to a lack of penetration in the NGO’s environment by this technology. Since the organizations in this category are concerned with working with other nonprofits, this lack of penetration would lead to diminished utility of the medium to the NGO. Factor II could be seen as representing “organizational suitability.” Respondents have repeatedly mentioned in the grounded theory analysis that it is important for any medium to create enough of an advantage, financial or otherwise, to justify its acceptance. Lack of sufficient standards and organizational problems can be seen as being linked in that the absence of standards leaves an organization without a context as to how to use a medium. This can be seen in the grounded theory analysis in the form of a connection between Knowledge and information linking to organizational considerations. Factor III can be termed “Stakeholders” and bears an obvious similarity to its namesake in the grounded theory analysis. The factor analysis suggests that stakeholder preference is a distinct consideration for NGOs engaged in management and technical assistance.

Professional societies and associations were defined as “Learned societies, professional councils, and other organizations that bring together individuals or

organizations with a common professional or vocational interest.” In this part of the analysis, the eight dimensions load on 3 factors. Factor I, which explains 38.9% of the variance, is composed of dimensions 1, 2, 4, 5, and 6. Factor 2 explains 27.9% of the variance and contains one variable, low rate of general acceptance. Factor 3 explains 27.7% of the variance and is composed of factors 7 and 8. It should be noted that “lack of reliable information about technology” has a split loading on factors 1 and 2.

Factor I, in this case, can be labeled “Network Maturity,” since the lack of information and standardization of the technology makes it less wieldy and an uncertain investment for the organization. This lack of network maturity in turn makes the medium less suitable to the organization’s goals which are focused on connecting and sharing with other individuals and organizations. Factor II can be typified as “Media acceptance” and in this case it is important to note that it accounts for almost as much variance as Factor III, “Stakeholders.” The significance of both factor II and factor III are obvious for professional societies and association since they are so member focused. If a medium is not widely accepted or encounters resistance from stakeholders, it loses its utility as a networking tool.

The factor analysis for NGOs reporting their objectives as Research institute and public policy analysis, “Organizations whose primary purpose is to conduct research and/or public policy analysis,” results in 2 factors. The first factor explains 40.8% of the variance and is composed of dimensions 1, 2, 3, and 4. Factor II explains 39.6% of the variance and is composed of dimensions 5, 6, 7, and 8. Factor I, named “Media Feasibility,” shows that these NGOs are concerned with the practicability of a medium in how well established it is and how well it can produce for them. Almost, equally

important for these organizations is Factor II, “Organizational Acceptance.” It is significant that in this case dimension 5, relevance for goals, is not grouped with the medium’s characteristics as it was for the previous two mission objective types, but rather it is associated with other organizational considerations. This would suggest that in this case the choice of the medium does not depend so much on the wide acceptance of a medium as it does on the direct goals of the NGOs, research and analysis. Obviously, these organizations are information centered rather than community oriented, which is not to say that they do not still need to interact with individuals and organizations to conduct their research and analysis. Thus the preferences indicated by the factor analysis would be quite suited to these NGOs.

Analysis regarding the monetary support organizations, which are defined as “Organizations existing as fund-raising entities,” also results in two factors. The first factor explains 67.7% of the variation and is composed of dimensions 1, 2, 3, 4, 5, and 8. Factor 2 explains 16.2% of the variation, and is composed of dimensions 6 and 7. It seems that a greater weight is given to technological consideration as well as the suitability to beneficiaries and their goals. It would seem that for these NGOs these are closely related factors since the service beneficiaries are the direct goal. Organizational resistance is a secondary factor for these organizations. Factor I and Factor II can be characterized as “External Concerns” and “Internal Concerns” respectively. In the case of these organizations there seems to be a clear dichotomy between the external pressures of media maturity, infrastructure issues, and beneficiary acceptance, and the internal pressures of organizational fit and employee acceptance. It is also noticeable that the

external considerations account for a much larger portion of the variation than the internal concerns.

The analysis leads us to two conclusions, first that Alliance/Advocacy is a central attribute for the majority of NGOs. This gives validation to the thesis of the study that NGOs seek to create social capital through networks. Of course, this emphasis on networks and alliances is evident throughout the grounded theory analysis. The second conclusion is that the reasons for not using media do vary with the mission objectives of the responding NGOs. There are also other variables that do impact these choices and these variables were explored in detail through the first and second research questions. However, Mission Objectives was given particular significance due to its role in creating an identity for NGOs to organize themselves around.

Chapter 6

CONCLUSION

Civil society is playing a larger role in people's lives. Contributions are skyrocketing, and our lives are touched on a daily basis by NGOs. NGOs encompass a broad range of activities from the universities we attend, to the environmental groups we join to protect our local wildlife reserves, to groups that jostle over the immigration policy of our country, to our national political action committees. However, there is little research being done on these organizations in the communications discipline. Thus this study looks at NGOs from a communicative perspective and asks questions about the very nature of NGOs.

In the political communication field, we see that NGOs were traditionally overlooked and the research mostly focused on the macro level, such as mass processes, or at the micro level, for example, individual voting decision-making. However, NGOs provide an important bridge between these two levels. They "make visible" to the mass media the individual and they contextualize and personalize the mass processes to the individual. The power and significance of NGOs has become only too obvious in the last decade in the United States on both sides of the aisle in Washington. We see powerful and efficient NGOs, or nonprofits as they are more commonly known in the U.S., supporting candidates, creating campaigns, organizing voter turnouts, and conducting research on all aspects of the political scene, including the media. This study contributes to the political communication field by introducing information and theory from other fields that discuss what goes on within this influential population.

The study highlights the applicability of social capital theory and its contribution to networking activities which form the lifeblood of the political process. These theories were then applied in the analysis of the NGOs. The study emphasized the fact that mission objectives have a special significance for the spreading of new information and behaviors through NGOs. It is also pointed out that networking is indeed a major activity for NGOs and a fact that NGOs themselves are conscious of. It was also revealed that the NGOs have quite a sophisticated understanding of the impact of goals, social capital building and networking in their decisions.

An analysis of the organizational communication field also showed that scholars in this field are aware of the need to examine NGOs as a particular kind of organization. This study began its analysis of the organizational communication field by highlighting the relevance of the concepts of culture and identity to NGOs. It was then considered that identity building would be of special significance to NGOs due to the absence of profit motives. This theory was then used to analyze the decision-making within the NGOs. The results prove the utility of this approach to studying NGOs. The study also showed that traditional organizational characteristic variables, such as budget, staff, and geography, are relevant to NGOs as are culture concepts studied mainly in the context of for-profit organizations. From a method point of view, this study contributes to the growing store of studies using mixed methods as well as qualitative methods in researching organizations.

This project also contributes to the study of new media by using diffusion and applying it to the adoption of new media in a broad and varied context. We see that the socio-technical features of media are particularly relevant to the adoption process in

organizations. We also see that the adoption of media themselves have repercussions and is a cyclical process.

Finally, the contribution of this study to the nonprofit and voluntary research sector is in its highlighting the communication aspects of NGOs. As the study shows, social capital building through networking and other activities is important to NGOs. The NGOs themselves testify to the impact of communication practices and tools in these NGOs. So, the study highlights the fact that research and theory building in this field need to take into consideration the fact that in addition to services, fundraising, and other activities, communication practices are also a significant piece of the puzzle.

This research project also has pragmatic significance for NGOs. First, it undertakes a systematic research of a very important area of practice for NGOs and their stakeholders: the kinds of media an organizations using to communicate and why. This practice is studied from multiple aspects of media attributes, organizational variables, and cultural impact. The response from NGOs contacted for the study was strong and over eighty of them requested a copy of the final report. The results also offer a chance for self-examination to NGOs, so that they can see what trends are occurring in their fields, geographic locations, and funding levels. It also highlights the challenges shared by NGOs as well as the different ways of dealing with these issues.

There are some conclusions that can be made from this research study. First, there was a correspondence between the statistical results and the grounded theory analysis conducted in the course of the study. This outcome serves to triangulate and validate the results of the respective analysis. Further, a variation in the diffusion levels of media was also evident among the sampled NGOs. This diffusion was impacted by the variables

posited in the model, including the different media themselves. The different media displayed different adoption patterns and highlighted two aspects of the media: first, that the media studied are at different stages of acceptance, and second, different media also vary on inherent attributes such as upfront investment and maintenance costs that affect their adoption in NGOs.

As to the reasons for not using one or more of the media, two approaches were taken: grounded theory and statistical analysis. As a result of the quantitative analysis, we saw that isolating different variable attributes leads to differences. Sometimes these variations were not great, but in other cases the difference was quite noticeable. There are many reasons for not adopting and are reflected in both the quantitative and qualitative analysis.

Regarding the impact of mission objectives on media use, there was variation associated with the mission objectives. Throughout the survey, suitability to goals was repeatedly cited as the reason for not using certain media. However, the sampled NGOs had a multitude of goals and there is no standardized format accepted among them in assessing progress towards goals. So, this study sought to explore if these NGOs would act differently if they were pursuing different types of objectives. There are two parts to the answer to this question. First, it was evident from the data that Alliance/Advocacy is an objective shared by almost all of the organizations. Secondly, there was variation in adoption strategies of the remaining four mission objectives espoused by these organizations. The first part of the answer underscores the theory put forth by the study that social capital building and networking are an important facet of NGOs. It is a facet that is shared by NGOs with varying cultures, countries of location, budgets, and sizes.

The main contribution to future research by this study is with the presenting of the model of adoption for NGOs. It suggests a decision making framework for NGOs when faced with new information or resources. It would be interesting to see the model applied to other areas of inquiry, especially development communication. Some questions that could be asked are if it remains static or are the relationships between the variable modifiable.

The study also presents other areas for further research. In the case of the quantitative aspects of the study, it would be useful to look into the impact of the various organizational variables in depth by themselves. From the organizational culture perspective, a deeper exclusively qualitative study would be enlightening. Also, a researcher could further investigate the findings of the grounded theory investigation. One useful approach would be to look into the relative importance of the categories arrived at. Finally, future studies into NGOs could benefit from taking into consideration mission objectives of the organizations as well as study how these mission objectives are arrived at and/or sustained over time.

In conclusion, the study is an initial step at looking at NGOs from a holistic outlook by bringing together the different theories about these organizations from various research areas and combining them into an eclectic whole. To create this understanding, the study used this research on mission objectives and media as a means of examining the dynamics at play within NGOs. So, while the project starts with the results that specifically pertain to the media diffusion issue, along the way it sheds light on other aspects of the NGOs as well. For example, it illustrates the complexity of the choices being made, the various kinds of challenges that confront the NGOs, as well as the great

variety and opportunity for creativity available to NGOs as they are freed from the necessity of turning a profit. Finally, it highlights the importance of people in civil society. That perhaps is the most important factor; the thousands of volunteers and staff devoting their time and effort to making a change in one little area they have selected.

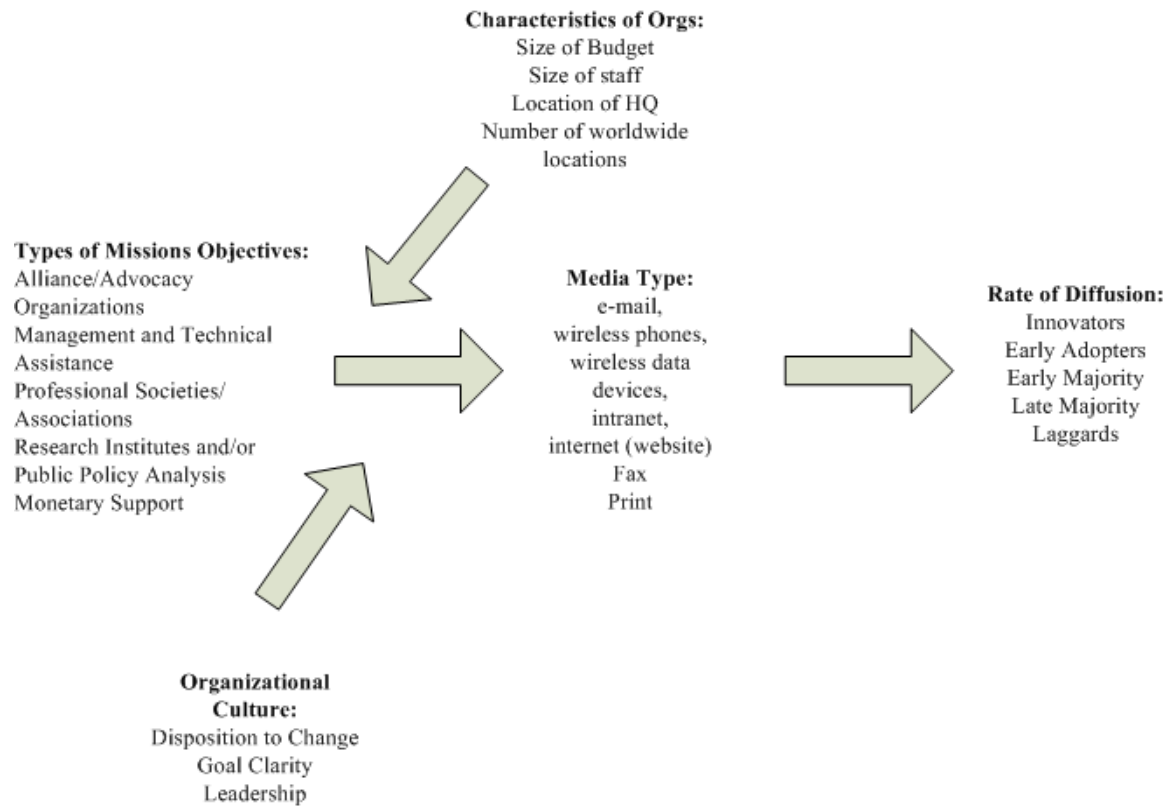
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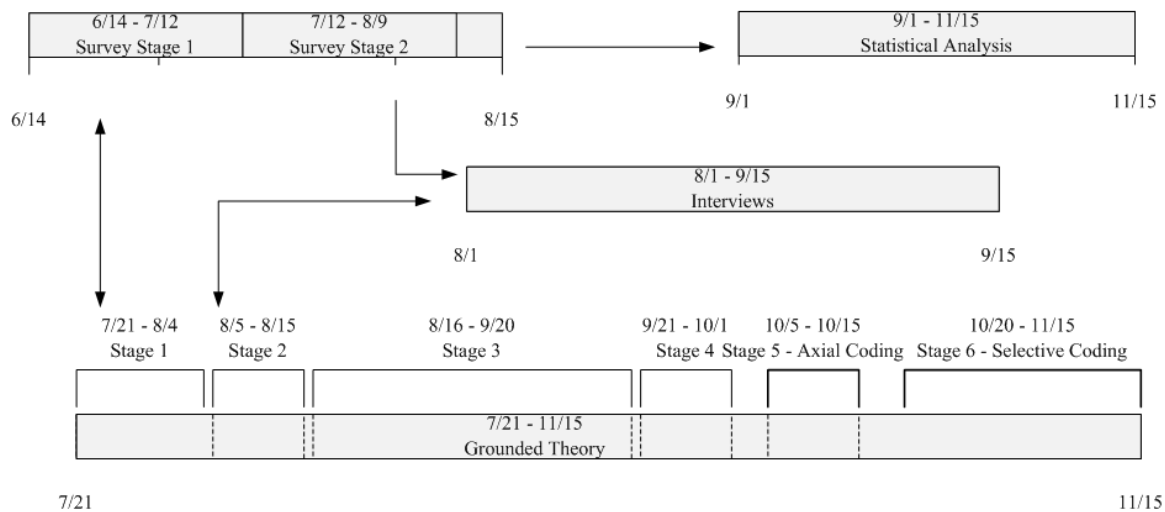
Appendix A

Figure 1. Model for Diffusion of Media Technologies in NGOs



Appendix B

Figure 2: Research Plan



Appendix C

Organizational Culture Modules

Questionnaire: Disposition towards change

- Managers in this organization provide clear communication, assistance and support to their Subordinates.
- In this organization there is an informal atmosphere which helps employees to get the job done.
- This is not an innovative organization and new ideas are generally discouraged.

Questionnaire: Organization Focus

- In this organization there is a strong emphasis on the customer.
- Differing views are encouraged in this organization.
- Employees in this organization are not allowed to get on with their jobs because they have to double check all decisions with their bosses.

Questionnaire: Goal Clarity

- In this organization support across work group and departmental boundaries is strongly encouraged.
- Everything that employees do in this organization is directed at accomplishing the organization's goals.
- This organization consistently makes employees aware of how they are expected to behave at work.
- Employees in this organization have a clear understanding of what its values and philosophies are.
- This is a focused organization which knows how to get the basic things right.

Appendix D

Country Classifications

Low-income economies (54)

Afghanistan	Haiti	Papua New Guinea
Bangladesh	India	Rwanda
Benin	Kenya	Sao Tome and Principe
Bhutan	Korea, Dem Rep.	Senegal
Burkina Faso	Kyrgyz Republic	Sierra Leone
Burundi	Lao PDR	Solomon Islands
Cambodia	Liberia	Somalia
Central African Republic	Madagascar	Sudan
Chad	Malawi	Tajikistan
Comoros	Mali	Tanzania
Congo, Dem. Rep	Mauritania	Timor-Leste
Cote d'Ivoire	Mongolia	Togo
Eritrea	Mozambique	Uganda
Ethiopia	Myanmar	Uzbekistan
Gambia, The	Nepal	Vietnam
Ghana	Niger	Yemen, Rep.
Guinea	Nigeria	Zambia
Guinea-Bissau	Pakistan	Zimbabwe

Lower-middle-income economies (58)

Albania	El Salvador	Namibia
Algeria	Fiji	Nicaragua
Angola	Georgia	Paraguay
Armenia	Guatemala	Peru
Azerbaijan	Guyana	Philippines
Belarus	Honduras	Samoa
Bolivia	Indonesia	Serbia and Montenegro
Bosnia and Herzegovina	Iran, Islamic Rep.	Sri Lanka
Brazil	Iraq	Suriname
Bulgaria	Jamaica	Swaziland
Cameroon	Jordan	Syrian Arab Republic
Cape Verde	Kazakhstan	Thailand
China	Kiribati	Tonga
Colombia	Lesotho	Tunisia
Congo, Rep.	Macedonia, FYR	Turkmenistan
Cuba	Maldives	Ukraine
Djibouti	Marshall Islands	Vanuatu
Dominican Republic	Micronesia, Fed. Sts.	West Bank and Gaza

Ecuador	Moldova	
Egypt, Arab Rep.	Morocco	
<hr/>		
Upper-middle-income economies (40)		
American Samoa	Hungary	Romania
Argentina	Latvia	Russian Federation
Barbados	Lebanon	Seychelles
Belize	Libya	Slovak Republic
Botswana	Lithuania	South Africa
Chile	Malaysia	St. Kitts and Nevis
Costa Rica	Mauritius	St. Lucia
Croatia	Mayotte	St. Vincent and the Grenadines
Czech Republic	Mexico	Trinidad and Tobago
Dominica	Northern Mariana Islands	Turkey
Equatorial Guinea	Oman	Uruguay
Estonia	Palau	Venezuela, RB
Gabon	Panama	
Grenada	Poland	
<hr/>		
High-income economies (56)		
Andorra	Germany	Netherlands Antilles
Antigua and Barbuda	Greece	New Caledonia
Aruba	Greenland	New Zealand
Australia	Guam	Norway
Austria	Hong Kong, China	Portugal
Bahamas, The	Iceland	Puerto Rico
Bahrain	Ireland	Qatar
Belgium	Isle of Man	San Marino
Bermuda	Israel	Saudi Arabia
Brunei Darussalam	Italy	Singapore
Canada	Japan	Slovenia
Cayman Islands	Korea, Rep.	Spain
Channel Islands	Kuwait	Sweden
Cyprus	Liechtenstein	Switzerland
Denmark	Luxembourg	United Arab Emirates
Faeroe Islands	Macao, China	United Kingdom
Finland	Malta	United States
France	Monaco	Virgin Islands (U.S.)
French Polynesia	Netherlands	

Appendix E

Survey Instrument

Welcome to this survey of Non-Governmental Organizations and their media practices. The objective of this survey is to understand the media choices being made on a daily basis by NGOs around the world. Your participation is greatly appreciated.

The survey should take between 5 to 10 minutes. The free and frank expression of your opinion will be most helpful. If you have any questions or comments, please direct them to stalib@eden.rutgers.edu.

1. Of the descriptions listed below, which one best characterizes your organization? You can select more than one option below. Detailed descriptions of the mission categories follow the answer choices.

- Alliance/Advocacy Organizations
- Management and Technical Assistance
- Professional Societies/Associations
- Research Institutes and/or Public Policy Analysis
- Monetary Support

Below are the definitions of each of the mission statements:

Alliance/Advocacy Organizations: Organizations whose activities focus on influencing public policy

Management and Technical Assistance: Consultation, training, and other forms of management assistance services to nonprofit groups

Professional Societies/Associations: Learned societies, professional councils, and other organizations that bring together individuals or organizations with a common professional or vocational interest

Research Institutes and/or Public Policy Analysis: Organizations whose primary purpose is to conduct research and/or public policy analysis

Monetary Support: Organizations existing as a fund-raising entity for a single institution

Answers to questions 2 through 6 are required. Please use approximate numbers if exact figures are not available to you.

Thank you.

2. What is the size of your organization's annual budget in US dollars?
(Please enter numbers only)

- Open Ended (Continuous)

3. What is the size of the organization's entire staff?
(Please indicate only full time paid and unpaid staff)

- Open Ended

4. What is the location of the organization's Head Office?

(Please enter city and country information only)

— Open Ended

5. What is the number of the organization's worldwide branches?

(Please do not include organization's headquarters in the count)

— Open Ended

6. What is the location of your office?

(Please enter city and country information only)

— Open Ended

7. Does your organization use E-mail regularly (as part of its daily communication routine)?

— Yes

— No

8. a. If your organization does not use e-mail as part of its daily communication routine, which of the following best describe your reasons for not adopting the technology:

(You may choose more than one option)

Lack of reliable information about the technology

Low return on investment

Low rate of general acceptance of technology

Lack of sufficient standards

Low relevance for our goals

Organizational problems

Resistance by employees

Resistance by service beneficiaries

Other (please specify)

8.b. What could happen that would encourage the daily and routine use of this media in your organization?

9. Does your organization use wireless phones regularly (as part of its daily communication routine)?

— Yes

— No

10.a. If your organization does not use wireless phones as part of its daily communication routine, which of the following best describe your reasons for not adopting the technology:

(You may choose more than one option)

Lack of reliable information about the technology

Low return on investment

Low rate of general acceptance of technology

Lack of sufficient standards
 Low relevance for our goals
 Organizational problems
 Resistance by employees
 Resistance by service beneficiaries
 Other (please specify)

10.b. What could happen that would encourage the daily and routine use of this media in your organization?

11. Does your organization use wireless data devices (blackberry, PDA, etc.)?

- Yes
- No

12.a. Does your organization use wireless data devices (blackberry, PDA, etc.) regularly (as part of its daily communication routine)?

Lack of reliable information about the technology
 Low return on investment
 Low rate of general acceptance of technology
 Lack of sufficient standards
 Low relevance for our goals
 Organizational problems
 Resistance by employees
 Resistance by service beneficiaries
 Other (please specify)

12.b. What could happen that would encourage the daily and routine use of this media in your organization?

13. Does your organization use Intranet regularly (as part of its daily communication routine)?

- Yes
- No

14.a. If your organization does not use intranet as part of its daily communication routine, which of the following best describe your reasons for not adopting the technology:

(You may choose more than one option)

Lack of reliable information about the technology
 Low return on investment
 Low rate of general acceptance of technology
 Lack of sufficient standards
 Low relevance for our goals
 Organizational problems
 Resistance by employees
 Resistance by service beneficiaries

Other (please specify)

14.b. What could happen that would encourage the daily and routine use of this media in your organization?

15. Does your organization use Internet (website) regularly (as part of its daily communication routine)?

— Yes

— No

16.a. If your organization does not use internet as part of its daily communication routine, which of the following best describe your reasons for not adopting the technology:

(You may choose more than one option)

Lack of reliable information about the technology

Low return on investment

Low rate of general acceptance of technology

Lack of sufficient standards

Low relevance for our goals

Organizational problems

Resistance by employees

Resistance by service beneficiaries

Other (please specify)

16.b. What could happen that would encourage the daily and routine use of this media in your organization?

17. Does your organization use Print (newsletters, magazines, other print materials) regularly (as part of its daily communication routine)?

— Yes

— No

17.a. If your organization does not use print as part of its daily communication routine, which of the following best describe your reasons for not adopting the technology:

(You may choose more than one option)

Lack of reliable information about the technology

Low return on investment

Low rate of general acceptance of technology

Lack of sufficient standards

Low relevance for our goals

Organizational problems

Resistance by employees

Resistance by service beneficiaries

Other (please specify)

17.b. What could happen that would encourage the daily and routine use of this media in your organization?

18. Does your organization use Fax regularly (as part of its daily communication routine)?

— Yes

— No

18.a. If your organization does not use Fax as part of its daily communication routine, which of the following best describe your reasons for not adopting the technology:

(You may choose more than one option)

Lack of reliable information about the technology

Low return on investment

Low rate of general acceptance of technology

Lack of sufficient standards

Low relevance for our goals

Organizational problems

Resistance by employees

Resistance by service beneficiaries

Other (please specify)

18.b. What could happen that would encourage the daily and routine use of this media in your organization?

This section of the questionnaire contains a number of statements about the organization in which you work. You are requested to respond to each of the statements by selecting the one which most accurately fits the extent to which you agree that the statement describes the organization in which you work.

There are no right or wrong answers to any of the items in this questionnaire. It is your opinion on each of the statements that matters.

After you have read each statement, please decide the degree to which the statement accurately describes your own situation and your own feelings:

Completely disagree

Mostly disagree

Slightly disagree

Undecided

Slightly agree

Mostly agree

Completely agree

21. Administrative staff in this organization provide clear communication, assistance and support to their staff members

22. In this organization there is an informal atmosphere which helps staff members to get the job done.
23. This is not an innovative organization and new ideas are generally discouraged
24. In this organization there is a strong emphasis on the service recipients.
25. Differing views are encouraged in this organization.
26. Staff members in this organization are not allowed to get on with their jobs because they have to double check all decisions with their bosses.
27. In this organization support across work group and departmental boundaries is strongly encouraged.
28. Everything that staff members do in this organization is directed at accomplishing the organization's goals.
29. This organization consistently makes staff members aware of how they are expected to behave at work.
30. Staff members in this organization have a clear understanding of what its values and philosophies are.
31. This is a focused organization which knows how to get the basic things right.
32. How do the current media choices available to you affect your ability to do your job?
— Open Ended
32. How do you see the current media choices available to you and your colleagues affecting your organization?
— Open Ended

Appendix F

Pre-Notice Contact

Dear Sir/Madam,

I am writing to request your participation in a worldwide survey of NGOs and their media use. Your organization is among a group selected from NGOs working with the United Nations in various capacities. This study will gather and share valuable data on how NGOs across the world are using communication technologies. The objective is to arrive at future strategies for the effective use of media by such organizations.

The survey should only take between 5 to 10 minutes and can be completed online by following the link below:

<http://www.surveymonkey.com/s.asp?A=137022051E1703>

You may have to cut and paste this link into a web browser.

As a gift for taking the survey, your organization can choose one of two options. The first is an option of receiving a survey report with a personalized section highlighting your organization. The second option is of entering your organization into a random drawing for a \$200 donation. You will be given the opportunity to choose one of these options on the survey website.

Finally, I will be conducting follow up interviews with a few organizations. If you are willing to participate in a 15 minute interview, please reply to this email with the word "Interview" in the subject line or the body of the message. Your participation will be crucial in telling the stories behind the numbers.

I previously conducted a study to measure media use in the NGOs associated with the UN DPI/NGO section. The results from this study were presented both at the DPI/NGO Communication Workshop and at the 2006 Annual Conference of the Association of Internet Researchers. This present project seeks to widen the inquiry to a wider variety of NGOs.

Best Wishes,
Saman Talib
Rutgers University, USA

Please note: If you do not wish to receive further emails from us, please click the link below, and you will be automatically removed from our mailing list.

<http://www.surveymonkey.com/r.asp?A=137022051E1703>

Appendix G

Questionnaire Delivery

Dear Sir/Madam,

I contacted you last week with a request for your participation in a survey of NGOs and their media use. The survey is designed to measure and compare how NGOs adapt communication technologies to their particular needs. The survey should only take between 5 to 10 minutes and can be completed online by following the link below:

<http://www.surveymonkey.com/s.asp?A=135571298E905>

You may have to cut and paste this link into a web browser.

A couple of gifts are being offered for participation in this survey. You will have the opportunity to choose your preferred gift at the outset of the survey. In addition, I would like to encourage you to sign up for a follow up interview. The interview will last only 15 minutes and will be very important in understanding the realities that lie beneath the survey numbers.

Finally, I would like to thank everyone who has expressed their interest in participating in the survey and/or the interview.

Best Wishes,
Saman Talib
Rutgers University, USA

Please note: If you do not wish to receive further emails from us, please click the link below, and you will be automatically removed from our mailing list.
<http://www.surveymonkey.com/r.asp?A=135571298E905>

Appendix H

Reminder/Redelivery of Questionnaire

Dear Friends,

Early this month, I sent you an email requesting your participation in a survey on the media practices of NGOs worldwide. The survey is an integral part of my dissertation and is designed to measure and compare the various ways in which NGOs are creatively adapting communication technologies to their own needs. There is much need for such a study, since most media related search is focused on profit seeking organizations.

The survey will only take between 5 to 10 minutes to complete. You or a representative can fill out and submit the survey from any computer by following this link.

<http://www.surveymonkey.com/s.asp?A=135571299E847>

Note: You may have to cut and paste this link into a web browser.

Also, please remember that I am offering a choice between two gifts for participation in this survey. The first is a personalized report and the second is a random drawing of a \$200 donation to your organization. Finally, please do sign up for the interview. It will not be more than 15 minutes and is very important in revealing the stories behind the numbers.

Thank you for your time and consideration, Saman Talib, Rutgers University, USA

Please note: If you do not wish to receive further emails from us, please click the link below, and you will be automatically removed from our mailing list.

<http://www.surveymonkey.com/r.asp?A=135571299E847>

Appendix I

Thank you Email

Dear Friends,

I contacted you earlier this month requesting your participation in a survey of NGOs and their media use. I would like to thank those of you who have so generously contributed your time to complete the survey. I am also grateful to everyone who has offered to be interviewed, I look forward to talking to you in the near future.

For those who have not yet had the opportunity to fill out the survey and would like to do so, it will be available online till August 15. The survey takes between 5 to 10 minutes to complete and can be accessed online by following the link below:

<http://www.surveymonkey.com/s.asp?A=137022051E8459>

A couple of gifts are being offered for participation in this survey. You will have the opportunity to choose your preferred gift at the outset of the survey. In addition, you can sign up for the interview by replying to this message with the word "interview". The interview will last only 15 minutes and will be very important in understanding the realities that lie beneath the survey numbers.

Once again, warmest thanks and best wishes, Saman Talib Rutgers University, USA

Please note: If you do not wish to receive further emails from us, please click the link below, and you will be automatically removed from our mailing list.

<http://www.surveymonkey.com/r.asp?A=137022051E8459>

Appendix J

Interview Protocol

Institutions: _____
Interviewee (Title and Name): _____
Interviewer: _____
Date/Duration: _____

Introduction

Hello _____ (appropriate greeting). My name is Saman Talib. I am calling to interview you for the NGO Media Use Survey. As I mentioned earlier, the interview will last about 15 minutes. Also, I would like to have your permission to record the interview for storage and future analysis.

To begin with, could you tell me something about your organization and its goals?
Follow-up, what are some typical processes that take place in your organization regularly. For example, networking, fundraising, media releases.

The survey asks questions about a list of media used in organizations. The list includes phones, print, fax, wireless phones, internet, email, intranet, and wireless data devices, like PDAs and Blackberries. Which of these are the most important for your organization? Why?

Now out of the same media, which are the ones that your organization uses the least? Why?

Is there some technology or functionality that you would like to have added to your organization? Why?

Appendix K

Table 1

Objectives by Country Classifications

Objectives	Country Classifications				
	Low	Lower	Upper	High	Totals
1	15	8	6	69	98
%	15.3%	8.2%	6.1%	70.4%	100%
2	8	4	5	69	86
%	9.3%	4.7%	5.8%	80.2%	100%
3	10	3	3	54	70
%	14.3%	4.3%	4.3%	77.1%	100%
4	9	5	1	30	45
%	20.0%	11.1%	2.2%	66.7%	100%
5	4	3	1	10	18
%	22.2%	16.7%	5.6%	55.6%	100%

Legend: Mission Objectives: 1= Alliance/Advocacy Orgs, 2=Management/Technical Assistance, 3=Professional Societies/Associations, 4=Research Institute/Public Policy Analysis, 5=Monetary Support.

Appendix L

Table 2

Home Office and Innovation

Country Classification	Innovation					Total
	Innovators	Early	Early	Later	Laggards	
		Adopters	Majority	Majority		
Low Income	4	1	22	3	0	30
	13.3%	3.3%	73.3%	10.0%	0%	100.0%
Lower Middle	0	1	5	6	0	12
Income	0%	8.3%	41.7%	50.0%	0%	100.0%
Upper Middle	3	0	4	2	0	9
Income	33.3%	0%	44.4%	22.2%	0%	100.0%
High Income	14	1	65	43	9	132
	10.6%	.8%	49.2%	32.6%	6.8%	100.0%
Total	21	3	96	54	9	183
	11.5%	1.6%	52.5%	29.5%	4.9%	100.0%

Appendix M

Table 3

Staff and Innovation

Innovation	Percentiles of Staff				
	1	2	3	4	Total
Innovators	2	2	6	10	20
	10.0%	10.0%	30.0%	50.0%	100.0%
Early Adopters	0	0	1	1	2
	0%	0%	50.0%	50.0%	100.0%
Early Majority	18	23	26	29	96
	18.8%	24.0%	27.1%	30.2%	100.0%
Late Majority	24	13	11	6	54
	44.4%	24.1%	20.4%	11.1%	100.0%
Laggards	6	0	3	1	10
	60.0%	0%	30.0%	10.0%	100.0%
Total	50	38	47	47	182
	27.5%	20.9%	25.8%	25.8%	100.0%

Appendix N

Table 4

Budget and Innovation

Innovation	Percentiles of Budget				
	1	2	3	4	Total
Innovators	4	2	2	12	20
	20.0%	10.0%	10.0%	60.0%	100.0%
Early Adopters	0	2	1	0	3
	0%	66.7%	33.3%	0%	100.0%
Early Majority	17	20	31	24	92
	18.5%	21.7%	33.7%	26.1%	100.0%
Late Majority	17	18	8	7	50
	34.0%	36.0%	16.0%	14.0%	100.0%
Laggards	4	1	1	2	8
	50.0%	12.5%	12.5%	25.0%	100.0%
Total	42	43	43	45	173
	24.3%	24.9%	24.9%	26.0%	100.0%

Appendix O

Table 5

Branches and Innovation

Innovation	Percentiles of Branches				
	1	2	3	4	Total
Innovators	3	3	6	8	20
	15.0%	15.0%	30.0%	40.0%	100.0%
Early Adopters	2	1	0	0	3
	66.7%	33.3%	0%	0%	100.0%
Early Majority	35	9	28	19	91
	38.5%	9.9%	30.8%	20.9%	100.0%
Late Majority	18	7	13	16	54
	33.3%	13.0%	24.1%	29.6%	100.0%
Laggards	5	0	3	2	10
	50.0%	0%	30.0%	20.0%	100.0%
Total	63	20	50	45	178
	35.4%	11.2%	28.1%	25.3%	100.0%

Appendix P

Table 6

Culture and Innovation

Innovation	Percentiles of Culture				
	1	2	3	4	Total
Innovators	0	6	8	7	21
	0%	28.6%	38.1%	33.3%	100.0%
Early Adopters	0	0	0	3	3
	0%	0%	0%	100.0%	100.0%
Early Majority	1	31	31	33	96
	1.0%	32.3%	32.3%	34.4%	100.0%
Late Majority	7	16	21	13	57
	12.3%	28.1%	36.8%	22.8%	100.0%
Laggards	7	1	2	1	11
	63.6%	9.1%	18.2%	9.1%	100.0%
Total	15	54	62	57	188
	8.0%	28.7%	33.0%	30.3%	100.0%

Appendix Q

Table 7:

Mission Objectives and Innovation

Mission Objectives	Innovation					
	Innovators	Early	Early	Late	Laggards	Row
		Adopters	Majority	Majority		Total
Alliance/Advocacy	12	1	50	32	4	99/52.7
Management and Technical Assistance	6	0	23	10	2	41/21.8
Professional Societies/Associations	6	2	36	22	5	71/37.8
Research Institute/Public	5	0	26	11	3	45/23.9
Policy Analysis						
Monetary Support	4	1	9	4	0	18/9.6
Column Total	21/11.2	3/1.6	96/51.1	57/30.3	11/5.9	188/100

Appendix R

Table 8

Innovation and Mission Objectives

Diffusion Categories	Mission Objectives					Row Total
	1	2	3	4	5	
Innovators	12	6	6	5	4	21/11.2
Early Adopters	1	0	2	0	1	3/1.6
Early Majority	50	23	36	26	9	96/51.1
Late Majority	32	10	22	11	4	57/30.3
Laggards	4	2	5	3	0	11/5.9
Column Total	99/52.7	41/21.8	71/37.8	45/23.9	18/9.6	188/100

Legend: Mission Objectives: 1= Alliance/Advocacy Orgs, 2=Management/Technical Assistance, 3=Professional Societies/Associations, 4=Research Institute/Public Policy Analysis, 5=Monetary Support.

Appendix S

Table 9

Media Types Frequencies and the Eight Dimensions

Media	Dimensions								Total
	1	2	3	4	5	6	7	8	
Email	1	0	1	0	1	1	0	1	5
%	20%	0%	20%	0%	20%	20%	0%	20%	100%
wireless phone	8	5	4	3	29	8	5	3	65
%	12%	8%	6%	5%	45%	12%	8%	5%	100%
wireless data	27	27	14	18	56	10	4	3	159
%	17%	17%	9%	11%	35%	6%	3%	2%	100%
Intranet	7	14	3	5	27	9	3	4	72
%	10%	19%	4%	7%	38%	13%	4%	6%	100%
Internet	1	1	2	1	3	3	3	2	16
%	6%	6%	13%	6%	19%	19%	19%	13%	100%
Print	1	12	1	3	6	7	0	1	31
%	3%	39%	3%	10%	19%	23%	0%	3%	100%
Fax	1	4	5	2	13	0	1	0	26
%	4%	15%	19%	8%	50%	0%	4%	0%	100%

Appendix T

Table 10

Mission Objectives and Eight Dimensions: Alliance/Advocacy Organizations

Media	Dimensions								Total
	1	2	3	4	5	6	7	8	
Email	0	0	0	0	0	0	0	0	0
%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Wireless Phones	3	4	4	2	16	7	2	2	40
%	8%	10%	10%	5%	40%	18%	5%	5%	100%
Wireless Devices	16	14	10	12	31	8	2	2	95
%	17%	15%	11%	13%	33%	8%	2%	2%	100%
Intranet	4	9	3	1	14	3	1	1	36
%	11%	25%	8%	3%	39%	8%	3%	3%	100%
Internet	0	0	1	0	0	0	2	0	3
%	0%	0%	33%	0%	0%	0%	67%	0%	100%
Print	0	5	1	1	4	3	0	1	15
%	0%	33%	7%	7%	27%	20%	0%	7%	100%
Fax	0	0	2	1	6	0	1	0	10
%	0%	0%	20%	10%	60%	0%	10%	0%	100%

Appendix U

Table 11

Mission Objectives and Eight Dimensions: Management and Technical Advocacy

Media	Dimensions								Total
	1	2	3	4	5	6	7	8	
Email	0	0	0	0	0	0	0	0	0
%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Wireless Phones	2	1	1	1	7	2	2	1	17
%	12%	6%	6%	6%	41%	12%	12%	6%	100%
Wireless Devices	8	3	4	4	11	2	0	0	32
%	25%	9%	13%	13%	34%	6%	0%	0%	100%
Intranet	2	3	0	3	6	3	0	0	17
%	12%	18%	0%	18%	35%	18%	0%	0%	100%
Internet	0	0	1	0	1	2	1	1	6
%	0%	0%	17%	0%	17%	33%	17%	17%	100%
Print	1	4	0	2	3	3	0	0	13
%	8%	31%	0%	15%	23%	23%	0%	0%	100%
Fax	0	0	1	0	2	0	1	0	4
%	0%	0%	25%	0%	50%	0%	25%	0%	100%

Appendix V

Table 12

Mission Objectives and Eight Dimensions: Professional Societies/Associations

Media	Dimensions								Total
	1	2	3	4	5	6	7	8	
Email	1	0	1	0	1	1	0	1	5
%	20%	0%	20%	0%	20%	20%	0%	20%	100%
Wireless Phones	3	2	1	1	11	4	2	2	26
%	12%	8%	4%	4%	42%	15%	8%	8%	100%
Wireless Devices	7	12	4	6	18	5	2	1	55
%	13%	22%	7%	11%	33%	9%	4%	2%	100%
Intranet	2	6	0	3	12	4	2	3	32
%	6%	19%	0%	9%	38%	13%	6%	9%	100%
Internet	1	1	2	1	2	1	2	1	11
%	9%	9%	18%	9%	18%	9%	18%	9%	100%
Print	0	7	0	0	4	3	0	0	14
%	0%	50%	0%	0%	29%	21%	0%	0%	100%
Fax	1	2	3	1	8	0	1	0	16
%	6%	13%	19%	6%	50%	0%	6%	0%	100%

Appendix W

Table 13

Mission Objectives and Eight Dimensions: Research Institute/Public Policy Analysis

Media	Dimensions								Total
	1	2	3	4	5	6	7	8	
Email	0	0	0	0	0	0	0	0	1
%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Wireless Phones	1	1	1	1	11	3	3	1	22
%	5%	5%	5%	5%	50%	14%	14%	5%	100%
Wireless Devices	3	5	3	4	17	4	3	1	40
%	8%	13%	8%	10%	43%	10%	8%	3%	100%
Intranet	3	2	1	2	6	2	2	0	18
%	17%	11%	6%	11%	33%	11%	11%	0%	100%
Internet	1	1	2	1	1	1	2	1	10
%	10%	10%	20%	10%	10%	10%	20%	10%	100%
Print	0	3	0	0	1	2	0	0	6
%	0%	50%	0%	0%	17%	33%	0%	0%	100%
Fax	1	3	3	1	4	0	1	0	13
%	8%	23%	23%	8%	31%	0%	8%	0%	100%

Appendix X

Table 14

Mission Objectives and Eight Dimensions: Monetary Support

Media	Dimensions								Total
	1	2	3	4	5	6	7	8	
Email	0	0	0	0	0	0	0	0	0
%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Wireless Phones	4	1	2	3	3	1	2	2	18
%	22%	6%	11%	17%	17%	6%	11%	11%	100%
Wireless Devices	4	3	3	4	3	1	1	1	20
%	20%	15%	15%	20%	15%	5%	5%	5%	100%
Intranet	1	1	1	0	0	0	0	1	4
%	25%	25%	25%	0%	0%	0%	0%	25%	100%
Internet	0	0	1	0	0	0	2	0	3
%	0%	0%	33%	0%	0%	0%	67%	0%	100%
Print	0	1	1	0	1	2	0	0	5
%	0%	20%	20%	0%	20%	40%	0%	0%	100%
Fax	0	0	1	0	1	0	1	0	3
%	0%	0%	33%	0%	33%	0%	33%	0%	100%

Appendix Y

Table 15

Country Classification and Eight Dimensions: Low Income

Media	Dimensions								Total
	1	2	3	4	5	6	7	8	
Email	0	0	0	0	0	0	0	0	0
%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Wireless phone	2	1	0	0	3	2	1	0	9
%	22%	11%	0%	0%	33%	22%	11%	0%	100%
Wireless Data Devices	11	0	6	9	3	3	1	1	34
%	32%	0%	18%	26%	9%	9%	3%	3%	100%
Intranet	1	1	0	2	4	2	1	2	13
%	8%	8%	0%	15%	31%	15%	8%	15%	100%
Internet	1	1	1	1	1	1	1	1	8
%	13%	13%	13%	13%	13%	13%	13%	13%	100%
Print	0	0	1	1	0	1	0	0	3
%	0%	0%	33%	33%	0%	33%	0%	0%	100%
Fax	1	1	1	2	2	0	0	0	7
%	14%	14%	14%	29%	29%	0%	0%	0%	100%

Appendix Z

Table 16

Country Classification and Eight Dimensions: Lower Middle Income

Media	Dimensions								Total
	1	2	3	4	5	6	7	8	
Email	0	0	0	0	0	0	0	0	0
%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Wireless phone	2	1	1	1	2	3	1	1	12
%	17%	8%	8%	8%	17%	25%	8%	8%	100%
Wireless Data Devices	1	0	1	2	2	2	0	0	8
%	13%	0%	13%	25%	25%	25%	0%	0%	100%
Intranet	1	0	0	1	2	0	0	0	4
%	25%	0%	0%	25%	50%	0%	0%	0%	100%
Internet	0	0	1	0	0	1	1	1	4
%	0%	0%	25%	0%	0%	25%	25%	25%	100%
Print	0	1	0	1	1	2	0	0	5
%	0%	20%	0%	20%	20%	40%	0%	0%	100%
Fax	0	0	1	0	1	0	1	0	3
%	0%	0%	33%	0%	33%	0%	33%	0%	100%

Appendix AA

Table 17

Country Classification and Eight Dimensions: Upper Middle Income

[illegible]

Appendix BB

Table 18

Country Classification and Eight Dimensions: High Income

Media	Dimensions								Total
	1	2	3	4	5	6	7	8	
Email	1	0	1	0	1	1	0	1	5
%	20%	0%	20%	0%	20%	20%	0%	20%	100%
Wireless phone	4	3	3	2	23	2	3	2	42
%	10%	7%	7%	5%	55%	5%	7%	5%	100%
Wireless Data Devices	14	26	6	6	48	5	3	2	110
%	13%	24%	5%	5%	44%	5%	3%	2%	100%
Intranet	5	13	3	2	19	5	2	2	51
%	10%	25%	6%	4%	37%	10%	4%	4%	100%
Internet	0	0	0	0	1	0	1	0	2
%	0%	0%	0%	0%	50%	0%	50%	0%	100%
Print	1	10	0	1	5	4	0	1	22
%	5%	45%	0%	5%	23%	18%	0%	5%	100%
Fax	0	3	3	0	10	0	0	0	16
%	0%	19%	19%	0%	63%	0%	0%	0%	100%

Appendix CC

Table 19

Staff and Eight Dimensions: Level 1

Media	Dimensions								Total
	1	2	3	4	5	6	7	8	
Email	1	0	1	0	1	1	0	1	5
%	20%	0%	20%	0%	20%	20%	0%	20%	100%
wireless phone	3	2	2	1	7	2	1	2	20
%	15%	10%	10%	5%	35%	10%	5%	10%	100%
wireless data	7	11	2	4	19	3	2	2	50
%	14%	22%	4%	8%	38%	6%	4%	4%	100%
Intranet	3	7	1	0	11	3	0	2	27
%	11%	26%	4%	0%	41%	11%	0%	7%	100%
Internet	0	0	0	0	2	1	1	0	4
%	0%	0%	0%	0%	50%	25%	25%	0%	100%
Print	0	4	0	0	3	2	0	1	10
%	0%	40%	0%	0%	30%	20%	0%	10%	100%
Fax	0	1	1	0	7	0	0	0	9
%	0%	11%	11%	0%	78%	0%	0%	0%	100%

Appendix DD

Table 20

Staff and Eight Dimensions: Level 2

Media	Dimensions								Total
	1	2	3	4	5	6	7	8	
Email	0	0	0	0	0	0	0	0	0
%	0%	0%	0%	0%	0%	0%	0%	0%	0%
wireless phone	0	0	1	0	8	3	0	0	12
%	0%	0%	8%	0%	67%	25%	0%	0%	100%
wireless data	6	5	2	2	15	2	0	0	32
%	19%	16%	6%	6%	47%	6%	0%	0%	100%
Intranet	2	4	1	2	10	2	0	0	21
%	10%	19%	5%	10%	48%	10%	0%	0%	100%
Internet	1	1	1	1	1	1	1	1	8
%	13%	13%	13%	13%	13%	13%	13%	13%	100%
Print	1	2	0	1	1	0	0	0	5
%	20%	40%	0%	20%	20%	0%	0%	0%	100%
Fax	1	1	2	2	3	0	0	0	9
%	11%	11%	22%	22%	33%	0%	0%	0%	100%

Appendix EE

Table 21

Staff and Eight Dimensions: Level 3

Media	Dimensions								Total
	1	2	3	4	5	6	7	8	
Email	0	0	0	0	0	0	0	0	0
%	0%	0%	0%	0%	0%	0%	0%	0%	0%
wireless phone	2	2	1	1	10	2	2	1	21
%	10%	10%	5%	5%	48%	10%	10%	5%	100%
wireless data	9	4	5	7	11	2	0	0	38
%	24%	11%	13%	18%	29%	5%	0%	0%	100%
Intranet	0	2	1	1	1	1	1	1	8
%	0%	25%	13%	13%	13%	13%	13%	13%	100%
Internet	0	0	1	0	0	0	1	0	2
%	0%	0%	50%	0%	0%	0%	50%	0%	100%
Print	0	3	1	0	1	2	0	0	7
%	0%	43%	14%	0%	14%	29%	0%	0%	100%
Fax	0	1	1	0	2	0	1	0	5
%	0%	20%	20%	0%	40%	0%	20%	0%	100%

Appendix FF

Table 22

Staff and Eight Dimensions: Level 4

Media	Dimensions								Total
	1	2	3	4	5	6	7	8	
Email	0	0	0	0	0	0	0	0	0
%	0%	0%	0%	0%	0%	0%	0%	0%	0%
wireless phone	3	1	0	1	4	1	2	0	12
%	25%	8%	0%	8%	33%	8%	17%	0%	100%
wireless data	5	7	5	5	11	3	2	1	39
%	13%	18%	13%	13%	28%	8%	5%	3%	100%
Intranet	2	1	0	2	5	3	2	1	16
%	13%	6%	0%	13%	31%	19%	13%	6%	100%
Internet	0	0	0	0	0	1	0	1	2
%	0%	0%	0%	0%	0%	50%	0%	50%	100%
Print	0	2	0	2	1	3	0	0	8
%	0%	25%	0%	25%	13%	38%	0%	0%	100%
Fax	0	1	1	0	1	0	0	0	3
%	0%	33%	33%	0%	33%	0%	0%	0%	100%

Appendix GG

Table 23

Budget and Eight Dimensions: Level 1

Media	Dimensions								Total
	1	2	3	4	5	6	7	8	
Email	0	0	0	0	0	0	0	0	0
%	0%	0%	0%	0%	0%	0%	0%	0%	0%
wireless phone	1	2	1	0	14	3	2	0	23
%	4%	9%	4%	0%	61%	13%	9%	0%	100%
wireless data	8	9	6	7	21	2	1	1	55
%	15%	16%	11%	13%	38%	4%	2%	2%	100%
Intranet	3	5	1	2	12	3	0	0	26
%	12%	19%	4%	8%	46%	12%	0%	0%	100%
Internet	1	1	1	1	2	2	1	1	10
%	10%	10%	10%	10%	20%	20%	10%	10%	100%
Print	0	3	0	1	1	1	0	0	6
%	0%	50%	0%	17%	17%	17%	0%	0%	100%
Fax	1	3	3	2	3	0	0	0	12
%	8%	25%	25%	17%	25%	0%	0%	0%	100%

Appendix HH

Table 24

Budget and Eight Dimensions: Level 2

Media	Dimensions								Total
	1	2	3	4	5	6	7	8	
Email	0	0	0	0	0	0	0	0	0
%	0%	0%	0%	0%	0%	0%	0%	0%	0%
wireless phone	1	1	0	0	1	2	0	0	5
%	20%	20%	0%	0%	20%	40%	0%	0%	100%
wireless data	3	3	0	0	5	0	0	0	11
%	27%	27%	0%	0%	45%	0%	0%	0%	100%
Intranet	0	2	0	0	1	0	0	0	3
%	0%	67%	0%	0%	33%	0%	0%	0%	100%
Internet	0	0	0	0	0	0	0	0	0
%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Print	0	1	1	0	0	1	0	1	4
%	0%	25%	25%	0%	0%	25%	0%	25%	100%
Fax	0	0	0	0	3	0	0	0	3
%	0%	0%	0%	0%	100%	0%	0%	0%	100%

Appendix II

Table 25

Budget and Eight Dimensions: Level 3

Media	Dimensions								Total
	1	2	3	4	5	6	7	8	
Email	0	0	0	0	0	0	0	0	0
%	0%	0%	0%	0%	0%	0%	0%	0%	0%
wireless phone	4	2	2	2	9	3	1	2	25
%	16%	8%	8%	8%	36%	12%	4%	8%	100%
wireless data	9	6	6	4	14	5	2	2	48
%	19%	13%	13%	8%	29%	10%	4%	4%	100%
Intranet	4	3	1	3	9	5	2	4	31
%	13%	10%	3%	10%	29%	16%	6%	13%	100%
Internet	0	0	1	0	0	1	2	1	5
%	0%	0%	20%	0%	0%	20%	40%	20%	100%
Print	0	6	0	2	4	5	0	0	17
%	0%	35%	0%	12%	24%	29%	0%	0%	100%
Fax	0	0	2	0	2	0	1	0	5
%	0%	0%	40%	0%	40%	0%	20%	0%	100%

Appendix JJ

Table 26

Budget and Eight Dimensions: Level 4

Media	Dimensions								Total
	1	2	3	4	5	6	7	8	
Email	1	0	1	0	1	1	0	1	5
%	20%	0%	20%	0%	20%	20%	0%	20%	100%
wireless phone	2	0	1	1	4	0	2	1	11
%	18%	0%	9%	9%	36%	0%	18%	9%	100%
wireless data	5	8	2	6	13	2	1	0	37
%	14%	22%	5%	16%	35%	5%	3%	0%	100%
Intranet	0	3	0	0	4	1	1	0	9
%	0%	33%	0%	0%	44%	11%	11%	0%	100%
Internet	0	0	0	0	1	0	0	0	0
%	0%	0%	0%	0%	100%	0%	0%	0%	100%
Print	1	1	0	0	1	0	0	0	3
%	33%	33%	0%	0%	33%	0%	0%	0%	100%
Fax	0	1	0	0	3	0	0	0	4
%	0%	25%	0%	0%	75%	0%	0%	0%	100%

Appendix KK

Table 27

Branches and Eight Dimensions: Level 1

Media	Dimensions								Total
	1	2	3	4	5	6	7	8	
Email	0	0	0	0	0	0	0	0	0
%	0%	0%	0%	0%	0%	0%	0%	0%	0%
wireless phone	1	2	1	0	14	3	2	0	23
%	4%	9%	4%	0%	61%	13%	9%	0%	100%
wireless data	8	9	6	7	21	2	1	1	55
%	15%	16%	11%	13%	38%	4%	2%	2%	100%
Intranet	3	5	1	2	12	3	0	0	26
%	12%	19%	4%	8%	46%	12%	0%	0%	100%
Internet	1	1	1	1	2	2	1	1	10
%	10%	10%	10%	10%	20%	20%	10%	10%	100%
Print	0	3	0	1	1	1	0	0	6
%	0%	50%	0%	17%	17%	17%	0%	0%	100%
Fax	1	3	3	2	3	0	0	0	12
%	8%	25%	25%	17%	25%	0%	0%	0%	100%

Appendix LL

Table 28

Branches and Eight Dimensions: Level 2

Media	Dimensions								Total
	1	2	3	4	5	6	7	8	
Email	0	0	0	0	0	0	0	0	0
%	0%	0%	0%	0%	0%	0%	0%	0%	0%
wireless phone	1	1	0	0	1	2	0	0	5
%	20%	20%	0%	0%	20%	40%	0%	0%	100%
wireless data	3	3	0	0	5	0	0	0	11
%	27%	27%	0%	0%	45%	0%	0%	0%	100%
Intranet	0	2	0	0	1	0	0	0	3
%	0%	67%	0%	0%	33%	0%	0%	0%	100%
Internet	0	0	0	0	0	0	0	0	0
%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Print	0	1	1	0	0	1	0	1	4
%	0%	25%	25%	0%	0%	25%	0%	25%	100%
Fax	0	0	0	0	3	0	0	0	3
%	0%	0%	0%	0%	100%	0%	0%	0%	100%

Appendix MM

Table 29

Branches and Eight Dimensions: Level 3

Media	Dimensions								Total
	1	2	3	4	5	6	7	8	
Email	0	0	0	0	0	0	0	0	0
%	0%	0%	0%	0%	0%	0%	0%	0%	0%
wireless phone	4	2	2	2	9	3	1	2	25
%	16%	8%	8%	8%	36%	12%	4%	8%	100%
wireless data	9	6	6	4	14	5	2	2	48
%	19%	13%	13%	8%	29%	10%	4%	4%	100%
Intranet	4	3	1	3	9	5	2	4	31
%	13%	10%	3%	10%	29%	16%	6%	13%	100%
Internet	0	0	1	0	0	1	2	1	5
%	0%	0%	20%	0%	0%	20%	40%	20%	100%
Print	0	6	0	2	4	5	0	0	17
%	0%	35%	0%	12%	24%	29%	0%	0%	100%
Fax	0	0	2	0	2	0	1	0	5
%	0%	0%	40%	0%	40%	0%	20%	0%	100%

Appendix NN

Table 30

Branches and Eight Dimensions: Level 4

Media	Dimensions								Total
	1	2	3	4	5	6	7	8	
Email	0	0	0	0	0	0	0	0	0
%	0%	0%	0%	0%	0%	0%	0%	0%	0%
wireless phone	2	0	1	1	4	0	2	1	11
%	18%	0%	9%	9%	36%	0%	18%	9%	100%
wireless data	5	8	2	6	13	2	1	0	37
%	14%	22%	5%	16%	35%	5%	3%	0%	100%
Intranet	0	3	0	0	4	1	1	0	9
%	0%	33%	0%	0%	44%	11%	11%	0%	100%
Internet	0	0	0	0	1	0	0	0	0
%	0%	0%	0%	0%	100%	0%	0%	0%	100%
Print	1	1	0	0	1	0	0	0	3
%	33%	33%	0%	0%	33%	0%	0%	0%	100%
Fax	0	1	0	0	3	0	0	0	4
%	0%	25%	0%	0%	75%	0%	0%	0%	100%

Appendix OO

Table 31

Culture and Eight Dimensions: Level 1

[illegible]

Appendix PP

Table 32

Culture and Eight Dimensions: Level 2

Media	Dimensions								Total
	1	2	3	4	5	6	7	8	
Email	0	0	0	0	0	0	0	0	1
%	0%	0%	0%	0%	0%	0%	0%	0%	0%
wireless phone	0	0	0	0	2	0	0	0	2
%	0%	0%	0%	0%	100%	0%	0%	0%	100%
wireless data	0	2	0	0	3	1	1	0	7
%	0%	29%	0%	0%	43%	14%	14%	0%	100%
Intranet	0	1	0	0	2	0	0	0	3
%	0%	33%	0%	0%	67%	0%	0%	0%	100%
Internet	0	0	0	0	0	0	0	0	1
%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Print	0	1	0	0	1	1	0	0	3
%	0%	33%	0%	0%	33%	33%	0%	0%	100%
Fax	0	0	0	0	1	0	0	0	1
%	0%	0%	0%	0%	100%	0%	0%	0%	100%

Appendix QQ

Table 33

Culture and Eight Dimensions: Level 3

Media	Dimensions								Total
	1	2	3	4	5	6	7	8	
Email	0	0	0	0	0	0	0	0	1
%	0%	0%	0%	0%	0%	0%	0%	0%	0%
wireless phone	2	1	0	1	5	0	2	0	11
%	18%	9%	0%	9%	45%	0%	18%	0%	100%
wireless data	4	6	4	6	11	1	1	2	35
%	11%	17%	11%	17%	31%	3%	3%	6%	100%
Intranet	3	1	0	1	6	3	2	2	18
%	17%	6%	0%	6%	33%	17%	11%	11%	100%
Internet	0	0	0	0	0	1	0	1	2
%	0%	0%	0%	0%	0%	50%	0%	50%	100%
Print	1	4	0	2	1	3	0	0	11
%	9%	36%	0%	18%	9%	27%	0%	0%	100%
Fax	0	1	1	0	0	0	0	0	2
%	0%	50%	50%	0%	0%	0%	0%	0%	100%

Appendix RR

Table 34

Culture and Eight Dimensions: Level 4

Media	Dimensions								Total
	1	2	3	4	5	6	7	8	
Email	1	0	1	0	1	1	0	1	5
%	20%	0%	20%	0%	20%	20%	0%	20%	100%
wireless phone	4	3	3	1	20	7	2	2	42
%	10%	7%	7%	2%	48%	17%	5%	5%	100%
wireless data	21	19	8	11	41	7	2	1	110
%	19%	17%	7%	10%	37%	6%	2%	1%	100%
Intranet	4	12	3	4	19	6	1	2	51
%	8%	24%	6%	8%	37%	12%	2%	4%	100%
Internet	1	1	1	1	3	2	2	1	12
%	8%	8%	8%	8%	25%	17%	17%	8%	100%
Print	0	5	1	1	3	2	0	1	13
%	0%	38%	8%	8%	23%	15%	0%	8%	100%
Fax	1	3	3	2	11	0	0	0	20
%	5%	15%	15%	10%	55%	0%	0%	0%	100%

Appendix SS

Table 35

*Mission Objective and Eight Dimension Factor Analysis: Alliance/Advocacy**Organizations*

Reasons for Not Adopting	Factor 1	Factor 2
Lack of Reliable Information About Technology	<u>.908</u>	.298
Low Return on Investment	<u>.953</u>	.041
Low Rate of General Acceptance	<u>.887</u>	.421
Lack of Sufficient Standards	<u>.883</u>	.279
Low Relevance for Our Goals	<u>.922</u>	.344
Organizational Problems	<u>.869</u>	.304
Resistance by employers	.235	<u>.967</u>
Resistance by Service Beneficiary	<u>.841</u>	.247
Eigenvalues	5.7	1.5
Percentage of Variance Explained	70.8%	19.4%

Extraction Method: Principal Component Analysis. Rotation Method: Equamax with Kaiser Normalization.

Note: Underlining indicates the clear factorloadings on each factor.

Appendix TT

Table 36

Mission Objective and Eight Dimension Factor Analysis: Management and Technical Assistance

Reasons for Not Adopting	Factor 1	Factor 2	Factor 3
Lack of Reliable Information About Technology	<u>.935</u>	.284	-.184
Low Return on Investment	.231	<u>.848</u>	-.427
Low Rate of General Acceptance	<u>.961</u>	-.091	.030
Lack of Sufficient Standards	.628	<u>.667</u>	-.381
Low Relevance for Our Goals	<u>.858</u>	.452	.033
Organizational Problems	.055	<u>.981</u>	.104
Resistance by employers	-.003	-.206	<u>.924</u>
Resistance by Service Beneficiary	-.061	.033	<u>.966</u>
Eigenvalues	2.9	2.5	2.2
Percentage of Variance Explained	37.4%	30.8%	27.0%

Extraction Method: Principal Component Analysis. Rotation Method: Equamax with Kaiser Normalization.

Note: Underlining indicates the clear factorloadings on each factor.

Appendix UU

Table 37

Mission Objective and Eight Dimension Factor Analysis: Professional Societies/Associations

Reasons for Not Adopting	Factor 1	Factor 2	Factor 3
Lack of Reliable Information About Technology	<u>.648</u>	.623	.329
Low Return on Investment	<u>.946</u>	.225	-.055
Low Rate of General Acceptance	.066	<u>.988</u>	-.125
Lack of Sufficient Standards	<u>.693</u>	.581	.352
Low Relevance for Our Goals	<u>.720</u>	.445	.427
Organizational Problems	<u>.871</u>	-.083	.429
Resistance by employers	.128	.446	<u>.830</u>
Resistance by Service Beneficiary	.157	-.272	<u>.924</u>
Eigenvalues	3.1	2.2	2.2
Percentage of Variance Explained	38.9%	27.9%	27%

Extraction Method: Principal Component Analysis. Rotation Method: Equamax with Kaiser Normalization.

Note: Underlining indicates the clear factorloadings on each factor.

Appendix VV

Table 38

*Mission Objective and Eight Dimension Factor Analysis: Research Institute/Public
Policy Analysis*

Reasons for Not Adopting	Factor 1	Factor 2
Lack of Reliable Information About Technology	<u>.755</u>	.422
Low Return on Investment	<u>.902</u>	.032
Low Rate of General Acceptance	<u>.722</u>	.228
Lack of Sufficient Standards	<u>.821</u>	.518
Low Relevance for Our Goals	.621	<u>.702</u>
Organizational Problems	.409	<u>.740</u>
Resistance by employers	.357	<u>.892</u>
Resistance by Service Beneficiary	.027	<u>.915</u>
Eigenvalues	3.3	3.2
Percentage of Variance Explained	40.8%	39.6%

Extraction Method: Principal Component Analysis. Rotation Method: Quartimax with Kaiser Normalization.

Note: Underlining indicates the clear factorloadings on each factor.

Appendix WW

Table 39

Mission Objective and Eight Dimension Factor Analysis: Monetary Support

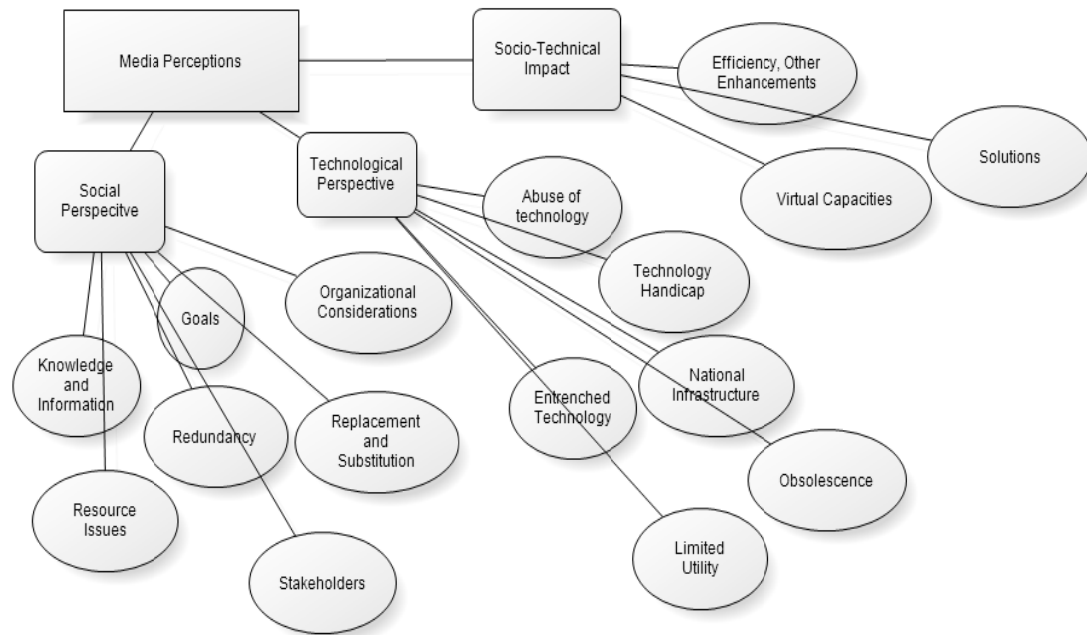
Reasons for Not Adopting	Factor 1	Factor 2
Lack of Reliable Information About Technology	<u>0.97</u>	-0.09
Low Return on Investment	<u>0.82</u>	0.43
Low Rate of General Acceptance	<u>0.95</u>	0.03
Lack of Sufficient Standards	<u>0.97</u>	-0.03
Low Relevance for Our Goals	<u>0.95</u>	0.04
Organizational Problems	0.46	<u>0.68</u>
Resistance by employers	0.44	<u>-0.76</u>
Resistance by Service Beneficiary	<u>0.80</u>	-0.22
Eigenvalues	5.4	1.3
Percentage of Variance Explained	67.7%	16.2%

Extraction Method: Principal Component Analysis. Rotation Method: Quartimax with Kaiser Normalization.

Note: Underlining indicates the clear factor loadings on each factor.

Appendix XX

Figure 3: Grounded Theory Analysis



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Curriculum Vita

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Education

- 09/01 – 05/07 Rutgers University, NJ
PhD. in Communication, Information and Library Studies
- 09/97– 05/99 The New School University, NY
MA in Media Studies
- 01/96 – 05/96 Emerson College, MA
MA in Communication Industries Management
- 09/93 – 05/95 Hastings College, NE
BA in Business and Communication

Professional Experience

- 03/00 – 04/01 Fox News Channel, NY
Online Business News Editor
- 07/99 – 03/00 FOXNews.com, NY
News Producer
- 11/98 – 06/99 UN Department of Information
Intern to the NGO section
- 05/96 – 08/96 CNNfn, NY
Production and Research Intern

Publications

- 2004 Smokers Take It Online: Using Offline Strategies In An Online Environment, by Saman Talib and Kiku Dasgupta, Presented at the 2004 National Communication Association Annual Convention, Chicago
- 2004 E-Government: Promise to Reality, by Saman Talib, Presented at the 2004 National Communication Association Annual Convention, Chicago
- 2005 Negotiating Justice Online in Progressive Islamic Movement, by Saman

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- 2005 Cyber Power? Anti-Iraq War Networks and News Agendas During the Lead-up to War in Iraq, by Montague Kern and Saman Talib, Presented at the Midwest Political Science Association Annual Conference at Chicago
- 2005 Setting the Stage: Attempts by Anti-Iraq War demonstrators to set the press agenda, by Montague Kern and Saman Talib, Presented at the 2005 New Jersey Communication Association Annual Conference at Trenton
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- 2005 President George W. Bush and the rhetorics of fear, by Saman Talib, Presented at the 2005 Eastern Communication Association Annual Convention at Philadelphia
- 2005 The Biases of Media: Infotainment's impact on Issue Cognition and Engagement, by Saman Talib, Presented at the 2005 Media Ecology Association Annual Conference at New York
- 2005 Deliberative Democracy and the Framing Biases of Media, by Saman Talib and Montague Kern, Presented at the 2005 Media Ecology Association Annual Conference at New York
- 2005 Raising Democracy: Differential Political Socialization of American Youth, by Saman Talib, Presented at the 2005 American Political Science Association Annual Conference at Washington
- 2005 Getting the message out: Internet at the United Nations to work with NGOs, by Saman Talib, Presented at the 2005 Association of Internet Researchers Annual Conference at Chicago
- 2005 Globalization and International Non-Governmental Organizations: Organizational Communication Implications of Economic and Political Theories of NGOs, by Saman Talib, Presented at the 2005 National Communication Association Annual Conference at Boston
- 2005 Hollywood Protestors: Press Coverage of Celebrity Protestors, by Montague Kern and Saman Talib, Presented at the 2005 National Communication Association Annual Conference at Boston

- 2007 Equality and the Muslima, by Saman Talib, Published in Journal of Global Media Journal, Fall 2007
- 2007 Book Review, by Saman Talib, Published in Journal of Nonprofit and Public Sector Marketing, 2007, 19(2)
- 2007 Presidency and the Press 8: Nixon to Carter, by Saman Talib, forthcoming in the *Encyclopedia of American Journalism History*, 2007
- 2007 Advertising and Journalism, by Saman Talib and Montague Kern, Forthcoming in the *Encyclopedia of American Journalism History*, 2007
- 2007 Mission Matters, by Saman Talib, to be presented at the 2006 Annual iSchools i-Conference at Michigan
- 2007 Organizational Communication Review article, Forthcoming in *The Review of Communication*, 2007