Social Media – Driver or Bummer?
A qualitative analysis of the relationship-building on Social Media between student non-profit organizations and volunteers

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Abstract

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The non-profit sector is reliant on volunteers and strong relationships with volunteers help retain them. These relationships with volunteers always need to be built and maintained. Organizations use Social Media to inform the stakeholders, build a community, and activate volunteers, but the dialogue is often hardly reached. The understanding that communication constitutes organizations allows the exploration of all communication in an organizational setting This research focuses on the relationship between student organizations and student volunteers, as students use Social Media heavily. The Organisation-Public Relationship (OPR) is researched by four dimensions: control mutuality, trust, commitment, and satisfaction. The cultivation of the relationship outcomes is explored in the context of Social Media through interviews with volunteers and management of two student organizations in Lund, Sweden. The OPR model is extended with the relationship outcome belongingness. The results show that the social group aspect of belongingness is a relevant dimension to the OPR and can be strengthened through Social Media Communication. Facebook Groups seem to be especially helpful in building a community and dialogue online. Social Media can be utilised to inform the public, organise the volunteering, raise expectations, increase accessibility, and to support leisure communication, which strengthen the OPR in return.

Keyword: Social Media, OPR, non-profit, volunteering, relationship-cultivation

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1. Introduction

In the early 2000s the focus in organisational communications started to change from a uni-directional way of communicating to cultivating relationships with their stakeholders instead (Cheney, Christensen, Zorn Jr., & Ganesh, 2010; Waters, 2008). The PR research of relationship cultivation with their stakeholders has identified four main positive relationship outcomes: the mutuality of power, trust, commitment, and satisfaction (e.g. Bortree & Waters, 2008a; Hon & Grunig, 1999; Ledingham & Bruning, 1998; Waters & Bortree, 2007). There are several communication-based strategies to build relationships with stakeholders such as providing access and open communication, value assurances, networking with other organisations, sharing a task or a goal and several stewardship strategies to maintain the relationships (e.g. Bortree & Waters, 2008a; Grunig, 2002; Harrison, Xiao, Ott, & Bortree, 2017; Hon & Grunig, 1999; Pressgrove, 2017; Waters & Bortree, 2007) The communication constitutes organisations theory explains how communication is not merely a tool that exists within an organisation but instead constitutes the organisation (Cooren, Kuhn, Cornelissen, & Clark, 2011; Heide, von Platen, Simonsson, & Falkheimer, 2018; Putnam & McPhee, 2008). This constitution of organisations is dependent on the communication of all their members (Cooren et al., 2011; Heide et al., 2018). Meaning, not only formal communication within the context of an organisation, but also the communication between e.g. the employees and their families. If communication constitutes, it also constitutes the relationships within an organisation (Craig, 1999). Thus, all relationships, including the relationship between organisation and public, are constituted by communication and influence the processes and performance of the organisation (based on Heide et al., 2018).

Non-profit organisations rely highly on the engagement of volunteers for several critical functions such as fundraising, promoting public awareness, and leading programs (Grimm et al., 2007; Hovey, 2010). Thus, building relationships with their stakeholders keeps the non-profit sector functioning (Waters & Bortree, 2007).

Amongst most research in Sweden, volunteering is defined as "time and effort that is freely given, unforced and unremunerated, by individuals to voluntary and public organisations" (Volunteering in the European Union, 2010, p. 2). With voluntary work the willingness and motivations of individuals vary over time and there is no guarantee for volunteers to be available (Hayton, 2015). Actively creating a good relationship with the volunteer can increase their involvement (Harrison et al., 2017) and can predict positive behaviour towards the organisation (Ki & Hon, 2007), for instance, volunteering regularly.

Within strategic communication research communication practices are often differentiated with the traditional minds of communicating either externally or internally (Cowan, 2014). Volunteers seem to blur the difference between internal and external communication, as they are targeted by external communication (Bortree & Waters, 2014; Pressgrove & McKeever, 2016) but also communicate as representatives of the organisation, as the CCO proposes. This thesis will follow the perspective of the CCO and will not differentiate between internal and external communication.

With the rise of Social Media (such as Facebook, Twitter, and Instagram) researchers have questioned its usefulness as a tool for communication to recruit and retain stakeholders (Armstrong & Butcher, 2017; Lovejoy & Saxton, 2012; Waters, Burnett, Lamm, & Lucas, 2009). "Social Media are networked database platforms that combine public with personal communication" (Meikle, 2016, p. 6). The aspects of connection (network) and combination of public and personal communication might influence the OPR and their possible opportunities can also be seen in the users' preferences: The most used features of Facebook used in Sweden are the messenger, events, and groups (Internetstiftelsen, 2019). According to the national research of Swedish online behaviour, 90% of Students in Sweden use Facebook, which makes it the most used Social Media by students (Internetstiftelsen, 2019, p. 112). Social Media promises the wide reach of communicative messages and higher levels of interactivity and community-building than other communication channels, which might support especially smaller organisations to build relationships (Waters et al. 2009). Former research indicates how Social Media is used by non-profit organisations (NPOs) to generate donations (Waters, 2008; Waters et al., 2009; Waters & Feneley, 2013) but also engage volunteers (Armstrong & Butcher, 2017; Hovey, 2010; Lovejoy & Saxton,

2012). Social Media does offer many options for engaging volunteers, for instance keeping them informed online, building an interactive community, and activating the volunteers through online postings of volunteering opportunities (Lovejoy & Saxton, 2012). The former research indicates that non-profit organisations do not utilise Social Media as much as they could (Hovey, 2010; Pang, Shin, Lew, & Walther, 2018; Waters et al., 2009; Waters & Feneley, 2013).

Student volunteering needs to be studied with different expectations than regular volunteering, as students do not only have different motivations (Handy et al., 2009; Hayton, 2015), but also a less structured daily life. The social benefits of increasing their network and finding a new place of home could play a bigger role than they do in regular volunteering (Bortree, 2010). Based on their Social Media usage and motivations, students are a valuable group to explore the relationship building of organisations with their (student) volunteers online.

1.1 Problematisation

Due to their dependability on volunteers, non-profit organisations always need to recruit more volunteers and actively try to retain the volunteers that they already have recruited (Bortree & Waters, 2008a; Harrison et al., 2017). Social Media can play an important role in both processes: it can be the first part of the organisation that the volunteer comes in touch with and it can help maintain a relationship built on trust, control mutuality, commitment and satisfaction (Hovey, 2010; Lovejoy & Saxton, 2012; Padua, 2012). Research indicates that organisations utilise Social Media to inform, build a community and activate volunteers (Armstrong & Butcher, 2017; Lovejoy & Saxton, 2012), whilst other research on relationship building suggests no such incorporation of Social Media (Waters et al., 2009; Waters & Feneley, 2013). The research has been conducted in different years, and Social Media usage has been rising for the past 10 years, with Facebook still being the most used Social Media (Internetstiftelsen, 2019). For non-profit student organisations, the university dynamic means that every year (or sometimes even every semester) with new students, new potential volunteers arrive (P. Hagen[1], personal communication, 05.02.2020). As students are also leaving every year and

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[1] Qurator of Kalmar Nation, Lund

semester, at least at the very beginning of the year a lack of volunteers needs to be filled. With this dynamic flow of new incoming students (potential members and volunteers for the organisations) and people finishing their studies, the organisations don't only need to maintain their relationship with existing volunteers but especially build new relationships every semester and in the following process maintain (or even strengthen) the relationship for at least the duration of the volunteers' studies.

Lund has a particularly interesting student life as it is influenced by large student societies "nations", the academic society and student unions who "created many long-standing student traditions and their combined activities form the heart of student life in Lund" (Lund University, 2020, paragraph 2). Students are often motivated by different reasons than other target groups and might need different activating communication (Bortree, 2010; Handy et al., 2009; Hayton, 2015). The nations have several ways to stay in touch with volunteers online (e.g."Engagera dig," n.d.; "Get involved," n.d.) and it is necessary to look at the perception of the communication on all channels and through all features. This case study of the student volunteering in Lund can gain insight for student-organisations into the relationship cultivation through Social Media with their volunteers.

1.2 Aim and research questions

This thesis aims to explore the role of Social Media communication in the relationship-building of student-organisations with volunteers. Students are heavy users of Social Media (Internetstiftelsen, 2019) and the communication practices on Social Media might influence the OPR of organisation and volunteers. Theoretically, it aims to extend the view of relationship cultivation being dependent on the communication activities of the organisation. The CCO perspective explains communication as a foundation of an organisation, that integrates all communication in an organisational setting (Cooren et al., 2011; Heide et al., 2018; Putnam & McPhee, 2008). It expands internal strategic communication research into a holistic approach of organisational communication in the non-profit sector. This research combines PR with internal communication which advances strategic communication with the understanding that all communication needs to be addressed as they all together constitute an organisation and can gain greater

scientific insight. The OPR framework of Hon and Grunig (1999) has been adapted to several organisation-public relationships (e.g. Muthuri, Matten, & Moon, 2009; Rogelberg et al., 2010; Waters & Bortree, 2007), this study focuses on the relationship of organisations and student volunteers and how it is influenced by Social Media-communication. The influence of the communication and relationships amongst the volunteers has largely been overlooked or identified as difficult to translate to the OPR, therefore, this research explores the four relationship outcomes of Hon and Gruning (1999) and proposes the socially influenced outcome belongingness (Baumeister & Leary, 1995) as influential for the OPR. This research does not only examine the perception of different channels but also the opportunities of different features to understand how Social Media can support the OPR.

Therefore, the following research question shall be explored:

RQ1: How can Social Media drive relationship building between non-profit student organisations and volunteers?

1.3 Background: Student nations in Lund

"Ett medlemskap. Hela studentlivet" – One membership. The entire student life, is the motto of Studentlund ("Studentlund.," n.d.). Once the student becomes a member, they also join a nation (with few exceptions), which offers social and cultural activities for the students' wellbeing - to meet new people, attain new skills, and build character ("Studentlund.," n.d.). The nations offer a range of events with differing regularity (catering, pubs, theatre, sports…; ("Om nationerna," n.d.see Appendix A for an overview of Studentlund and the nations' purpose). The non-profit organisations rely on their members to engage ("Om nationerna," n.d.). The qurator is the representative of the nation and the head of the executives – the quratel. (Kalmar Nation Stadgar, 2018). The positions in the quratel differ amongst the different nations, but all nations have a qurator position (e.g. "The nation," n.d.; "Quratelet," n.d.). The nations offer different tjänstemän/foremen positions that entail more responsibility, e.g. as a PR foreman, supporting the management with their online-communication ("Foremen and Committees," n.d.; "Kalmar Nation Stadgar," 2018). Foremen are often responsible for the different events (sections)

of the nation. The volunteers and members would appear on the bottom of the hierarchy outlined, but as they can take part in the nation meeting, they are part of the highest decision-making power ("Kalmar Nation Stadgar," 2018). Due to the dynamics in student life, every semester the nations lack members. But there are also incoming students, that are potential volunteers (P. Hagen, personal communication, 05.02.2020). The nations have several ways of getting in touch with their members and volunteers, e.g. forms on their websites and links from their websites to their Facebook page and groups, open to everyone (e.g."Engagera dig," n.d.; "Get involved," n.d.). The student organisations serve as an example to explore the role of Social Media in organisation-public relationship-building further, as they use different Social Media channels to engage with volunteers and need to consistently rebuild or maintain relationships with them.

2. Literature Review

(Student) volunteers often have different motivations, that could influence their intentions to volunteer and build a relationship with an organisation (e.g. Bortree, 2010; Handy et al., 2009; Hayton, 2015). Therefore, the motivation of volunteers will be outlined briefly before the OPR and former research of relationship building with volunteers will be discussed. Followed by a review of research exploring the utilisation of Social Media by non-profit organisations.

2.1 Motivation of volunteers

The motivations for student volunteering are often analysed according to whether the motivations are more intrinsic or extrinsic, more altruistic or utilitarian (Hayton, 2015; Kwok, Chui, & Wong, 2013). Extrinsic motivation, according to Kwok et al. (2013), did not lead to an increase in well-being, nor did the simple participation on its own. Intrinsic motivation and need satisfaction are required as mediators to enhance one's well-being.

The literature suggests that students often volunteer to develop skills that could be helpful in a potential workplace (Handy et al., 2009). People who volunteer for employability reasons often prefer volunteer work that demands less time-commitment, responsibility, and less emotional involvement (Handy et al., 2009), indicating that their motivation might influence relationship building and vice versa.

Other research indicates that extrinsic reasons motivate a volunteer first but to maintain the involvement, personal and social reasons are more important (Asah & Blahna, 2012). Even if the initial motivation was for extrinsic reasons, it may change into more intrinsic motivations over time (Hayton, 2015). Jansson and Nordqvist (2016) find that the social aspects of solidarity become less important for volunteers and suggests that volunteers become motivated by other reasons when the need for social relatedness becomes fulfilled.

Cultural, political, religious, and social contexts can determine the norms and values in society (Grönlund et al., 2011). Students are especially sensitive to following and adjusting to these norms and values when building their career and qualifying for prospects (Grönlund et al., 2011). Their research showed that countries that value individualism highly (for instance Canada, USA, and UK), experience more volunteering participation and rate higher in the extrinsic motivations regarding building a resumé (Grönlund et al., 2011). Students coming from countries that value egalitarianism highly, were more driven by altruistic motives (Grönlund et al., 2011). Whilst the motivation of volunteers will not be in the focus of this research, they might play a role in how a relationship is built (based on expectations and how they are fulfilled).

2.2 Organisation's relationships with volunteers

When the focus in communication scholarship shifted to a relationship-building centred view, the organisation-public relationship (OPR) needed to be defined (Waters, 2008). Bruning and Ledingham (1999) defined the OPR as a state in which all parties are influenced by each other's actions economically, socially, culturally, and politically. Relationship management research offers several different approaches to measuring the OPR (Waters, 2008). With the OPR-Theory, management aspects are added to PR communicative practices to support managing the relationships. Within this management function, organisations need to "utilise communication strategically" (Ledingham & Bruning, 1998, p. 56). On a more general level, Hon and Grunig (1999) introduced two different types of relationships: communal relationship and exchange relationship. The former is more focused on genuinely acting with the other party's intentions in mind, whilst the latter is based on the reward that oneself could receive (Hon & Grunig, 1999). Which one of them is more useful for the organisation depends on the organisation, stakeholders, situation, etc. (Hon & Grunig, 1999; more information in Chapter 3.2). The relationship type influences behaviour (Hon & Grunig, 1999; Ki & Hon, 2007), thus also communicative behaviour. Both of them are based on the relationship outcomes: (1) trust – the confidence and willingness of one party to open up to another; (2) commitment – how much effort and time the volunteering is worth; (3) satisfaction – how satisfied are the parties with the relationship, based

on how expectations are (not) reached; and (4) control mutuality- there's always a level of power in interactions, a horizontal power balance is beneficial for a relationship (power balance; see chapter 3.2 Relationship Types and Outcomes). Waters and Bortree (2008a) found the four dimensions are valuable assets when applied on the OPR for managers of non-profit organisations to measure the relationship perception of their volunteers.

Bortree and Waters (2008a), investigated further the quality of relationships between volunteers as stakeholders and non-profit organisations and identified admiration as a 5th dimension to be especially relevant in the non-profit sector (Bortree & Waters, 2008a). Volunteers choose an organisation that they admire and is worth investing their time in (Waters, 2011). Antecedents can also influence the volunteering behaviour, however, good OPRs and relationship management can minimize their influence (Bortree, 2010). Research finds different relevance levels of the outcomes to define the quality of the relationship, depending on the stakeholders explored (Waters, 2011; Bortee, 2010; Waters & Tindall, 2013). The research successfully applied the model of organisation-public relationships (OPR) to volunteer-non-profit relationships and first looked at the relationship from a PR-perspective. It shows the importance of communication in building relationships, but it lacks explanatory power in how organisations build these relationships offline and online based on these dimensions.

The four OPR dimensions lead the analysis of different organization-public relationship types ranging from communal to exploitative (Waters & Bortree, 2012). The relationships discussed were NGO-volunteer, retailer-consumer, and political party-member. The evaluation of the relationship by the stakeholders differed a lot amongst the three different relationships (Waters & Bortree, 2012). Furthermore, the influence of organizational inclusion has been explored and has been found to affect the relationship quality and volunteering intentions (Bortree & Waters, 2008b; Bortree & Waters, 2014) The quality of the relationship can influence the future volunteering intention of the volunteers, making relationship management essential for the non-profit sector (Ki & Hon, 2007). Whilst research looked at the employee-employer-relationship (Waters, Bortree, & Tindall, 2013) and the employee-volunteer-relationship (Rogelberg et al., 2010) the influence of relationships amongst volunteers has been largely ignored but might matter in strengthening the relationship with the organisation.

To cultivate a relationship, organisational research suggests six strategies: access, positivity, openness, assurances, networking, sharing of tasks, and stewardship (Grunig, 2002; Hon & Grunig, 1999; more information on the cultivation in chapter 3.4 Relationship Cultivation Strategies). Communicating assurances shows the members how valuable they are and can increase the engagement of supporters (Waters, 2011; Lovejoy & Saxton, 2013). Waters' (2011) research also touches upon networking to show the openness of the organisation towards new approaches to an issue. This could in return improve the perception of control mutuality of the volunteer, who might feel more heard and able to influence how an organisation operates.

More recent research focused on the opportunities of stewardship strategies. These strategies are focused on maintaining an already established relationship but can also give an insight into the recruitment of volunteers.

Stewardship strategies have been recognised as having a significant impact on keeping a relationship with donors as many non-profit organisations are dependent on donations to sustain themselves (Waters, 2010, 2011). The strategies are a combination of reciprocity, responsibility, reporting, and relationship nurturing (Hon & Grunig, 1999; Kelly, 2001; Waters, 2010). For instance, reciprocity has been found to sustain relationships with important donors, though the strength and importance of stewardship strategies are perceived differently by donors and practitioners (Waters, 2009).

These strategies were first intended to assure that donors stay engaged and continue donating to the organisation, but can also help retain volunteers (Pressgrove & McKeever, 2016); Bortree, 2010.1 Exploring Adolescent). Waters (2008) also indicates strategies to enhance the relationship between organisations and donors: openness, sharing of tasks, access to decision-makers, positivity, assurances, and networking. Stewardship strategies can also be helpful in relationship management with their volunteers (Pressgrove & McKeever, 2016). How these strategies relate to volunteers has often been explored with surveys and more research is necessary to explore how stewardship strategies can maintain a relationship with the volunteers (Hovey, 2010). Furthermore, Pressgrove (2017) points out that the measurement instrument of stewardship needs to be unified for further development of the field.

The cultivation strategies can be very helpful in maintaining the relationship outcomes of control mutuality, trust, commitment, and satisfaction; and strengthen the volunteer-organisation relationship (e.g. Waters, Bortree & Tindall, 2013; Bortree, 2010; Waters et al. (2009), Pressgrove, 2016; 2017).

2.3 Utilisation of Social Media to build relationships

Whilst the research of NPO's building relationships mostly focuses on offline communication, there is a huge lack of research on the utilisation of Social Media by non-profit organisations to recruit and engage volunteers (Hovey, 2010; Lovejoy & Saxton, 2012). Brinckerhoff (2007) showed that non-profit organisations can engage especially millennials as donors, employees, and volunteers via Social Media. But, more importantly, it offers new ways for organisations to communicate with their stakeholders and customers – and, hence, new ways of building relationships with them. David Miller (2010), notably already a decade ago, argues for the potential of Social Media for non-profit organisations. His study identified the following benefits of Social Media: Informing and educating members on policy issues, updating members on the organisation's activities; informing followers of advocacy and volunteer opportunities and soliciting donations. The barriers of utilizing Social Media are the lack of time to update the Social Media Site , as well as people's online access, dissemination of false information, the generation gap, and finally, that Social Media are no substitute for personal interaction in actual life (Miller, 2010). Social Media has become easier to access and use for everyone over the past ten years. In 2018 98% of the Swedish population had internet access at home (Internetstiftelsen, 2018). Miller's (2010) research indicates that Social Media might not be a substitute for personal interaction, but it can add an extra level to the interaction of volunteers and non-profit organisations. Non-profit organisations seem to only use Facebook for basic information but miss the opportunity to engage more in a dialogue with the volunteers and supporters (Bortree & Seltzer, 2009; Lovejoy & Saxton, 2012; Pang et al., 2018).

Lovejoy & Saxton (2012), analysed how non-profit organisations used twitter with a content analysis. Their findings suggest that Social Media offers new opportunities to engage the public more. The non-profit organisations in the US benefit from three different functions on the platform: information, community, and

action. A lot of the tweets were informational, however, a majority of the organisations analysed by Lovejoy and Saxton (2012) also showed efforts of dialogue, community-building, promotion, and mobilization in their analysed tweets. Most posts (informational level) give the supporters control over the level of information received. They can either read the message, only the start of the message, or completely dismiss it. The next level would be the dialogue – the supporters are now to be engaged more in the organisation and networks can begin to build in which users can join the conversation and provide feedback (Lovejoy & Saxton, 2012). The last stage is "action" in which the organisation promotes and mobilizes the volunteers. This last level especially differentiates non-profit organisations from other organisations, as they are mostly focused on information and dialogue (Lovejoy & Saxton, 2012). Non-profit organisations, on the other hand, are very dependent on the activation of their supporters and volunteers. The functions have been applied in further Social Media research in Nigeria (Armstrong & Butcher, 2017) and China (Zhou & Quanxiao, 2016). Even though the countries show distinct differences in culture and especially Social Media cultures (e.g. lack of online access in Ghana and censorship in China), non-profit organisations used Social Media to inform their followers and volunteers, build a community and activate them (Armstrong & Butcher, 2017; Lovejoy & Saxton, 2012; Zhou & Quanxiao, 2016). The organisations that did utilise Social Media in Nigeria managed to have a reciprocal character and engaged their followers (Armstrong & Butcher, 2017). Social Media hence provide the opportunity to build a relationship with the people. It is yet to be discovered how big the influence of Social Media is on the relationship. Furthermore, the perspective of the volunteers is not included in this research, as it is a content analysis of the organisation's utilisation and one cannot understand the perception of volunteers or the.

Krüger, Linh, Schneider, and Stieglitz (2013) approached the potential of Social Media for organisations from a stakeholder management perspective. According to the researchers, Social Media can enable organisations to open multilateral channels. Organisations often utilised a mix of their website, Social Networking Sites, forums, and sometimes even a wiki-page (Krüger et al., 2013). Similarly to former research, the organisations primarily used their website to inform their stakeholders (Krüger et al., 2013). The researchers compared for-profit companies and NGOs' usage of Social Media to strengthen the relations to their stakeholders.

NGO's used several platforms to express themselves and reach their stakeholders. The usage mostly differs in the way their stakeholders are informed, involved, and addressed (Krüger et al., 2013).

Waters and Feneley (2013) also analysed how non-profit organisations utilised Social Media in the context of stewardship strategies and relationship building with a content analysis. The research found that non-profit organisations miss out on using the features of Social Media to a full extent and mainly try to engage Stakeholders on their website (Waters & Feneley, 2013). However, the question remains, if this might only be the case in American non-profit organisations or if maybe the size of the organisation matters. Smaller organisations might not have the resources for other tools (such as a website) to keep their supporters informed (Waters & Feneley, 2013). Research suggests that especially millennials and younger people can be reached over Social Media (Brinckerhoff, 2007), which would mean that organisations engaging mostly volunteers from that age group have a higher potential with utilizing Social Media, making Social Media an important asset for student non-profit organisations.

Hovey (2010) analysed qualitatively how a non-profit community dance centre uses Social Media to build relationships with its volunteers. His analysis takes a management perspective and his findings suggest that the success of Social Media usage was highly dependent on four factors: how the public valued the online versus offline interaction; if the content was of public interest; whether people knew about the site and the accessibility to the sites (Hovey, 2010). Based on these factors, using Social Media to build relationships can have positive or negative outcomes. Hovey (2010) does not discuss, however, how these factors play together. Whether volunteers engage in a project depends on many different factors, but a good relationship-building strategy could help to recruit and retain volunteers. Based on the content analysis of Lovejoy and Saxton (2012), the informational utilisation of Social Media could help build the relationship and help recruit people. Reliable information increases the trust of followers in the organisation and could hence be a first step. Trust is a strong element of the volunteer organisation-relationship (Padua, 2012), and hence how to build trust via online and offline communication, should be of interest to researchers. Even though his research was a case study, the results are at least valid in the context of 2010.

Social Media Sites are based on relationships and connections. To build relationships with stakeholders, it is not enough to only be transparent, but one must also offer a degree of interactivity (Waters et al., 2009). Interactivity online is of low cost and effort and could be very beneficial for building relationships with stakeholders (Pang et al., 2018; Waters et al., 2009). With its interactive environment, unconventional communication, and a wide reach, Social Media could help establish a 2-way dialogue between the two parties (Padua, 2012).

The literature review indicates that many different factors influence the Social Media usage of volunteers and non-profit organisations. Several global and national studies regarding the internet and Social Media usage shows that the usage of the public changes every year. As volunteers are part of the public, their Social Media usage is just as diverse and ever-changing. Even in previous research, the functionality of Social Media has varied, with a change of media usage in general – the way volunteers use Social Media and the Social Media of the non-profit organisation might have changed, as well.

3. Theory

The metatheoretical standpoint of communication constitutes organisations (CCO) will be explained as an overarching framework that guides the perspective of this research. After the relationship outcomes according to the OPR by Hon and Grunig (1999) are defined the proposed outcome belongingness is introduced. Finally, the cultivation strategies to build and maintain relationships with volunteers are explained.

3.1 Communication Constitutes Organisations (CCO) as a metatheory

Strategic communication researches how organisations communicate purposefully to achieve their goals (Hallahan, Holtzhausen, van Ruler, Vercic, & Sriramesh, 2007; Heide et al., 2018). It has mostly focused on how communication professionals act as communicators, but it is necessary to also focus on how managers and co-workers communicate in an organisational setting (Heide et al., 2018). Research suggest the metatheoretical standpoint that communication constitutes organisations (CCO)[2] for a more holistic view of communication (Heide et al., 2018). The main assumption is that communication underlies all processes of an organisation and is constitutive of it (Cooren et al., 2011; Heide et al., 2018; Putnam & McPhee, 2008; Weick, 1979). Without communication, an organisation is non-existent, as the dialogue and communication of the organisational members produce and reproduce the organisation (Heide et al., 2018). The dialogue helps create meaning and sense in an organisation (Carramenha, Cappellano, & Mansi, 2019). According to the researchers, dialogue is necessary to strengthen relationships that are established amongst group members (Carramenha,

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[2] This research does not aim to explore the different schools or flows of CCO, but rather the meta-theoretical standpoint looking at the main assumptions of communicative constitution of organizations.

Cappellano, & Mansi, 2019). The CCO perspective is in line with the theory of relationship building and relationship outcomes: communication creates and recreates relationships which indicates how important the communication of all organisational members is. Internal communication has moved from a top-down approach to looking at dialogues of all members (Cowan, 2014). This also blurs the line between internal and external communication. "This is because each individual in your organisation is a communicator, and they communicate with each other and to the outside world. This communication is both formal and informal." (Cowan, 2014, p. 9). The relationship with an organisation is an ongoing process that is expressed and initiated via communication of both parties (Cheney et al., 2010).

All communication affects the organisation and its members (Cooren et al., 2011; Heide et al., 2018; Putnam & McPhee, 2008). In the context of volunteering, this seems especially relevant, as without constant communication between all members of the non-profit organisation, and without building relationships with them, the organisation would not have any volunteers and would simply cease to exist.

The internet offers new opportunities for organisations to engage their stakeholders by opening new dialogues and offering spaces for peer-to-peer conversations (Padua, 2012). Information and knowledge exchange are important when building trust and a relationship (Padua, 2012). This exchange is possible through communication, making communication essential in building relationships. The old and new forms of communication enable organisations to create social ties with their stakeholders (Padua, 2012) and hence affect and constitute the organisation.

3.2 Relationship Types and Outcomes

The OPR-Model by Grunig (1999) suggests symmetry between the Organisation and its publics that is established through a "process of continual and reciprocal exchange" (Ledingham & Bruning, 1998, p. 56). Hon and Grunig differentiated between two essentially different types of relationships:

A communal relationship (1) is based on both parties showing concern for each other's interests. Both parties will act in favour of the other party's interest, without expecting a reward in return. An exchange relationship (2) is based on an exchange. One party will only give benefits to the other, because rewards have been passed between them before, or are expected in the future. In both relationships an

interaction process is assumed that influences both parties (Grunig, 2002; Hon & Grunig, 1999). A relationship from which both parties gain benefits is more productive than relationships that only benefit one party in the long term (Hon & Grunig, 1999).

Hon and Grunig (1999) suggest four relationship outcomes, that have been adapted to the relationship between non-profit organisations and volunteers. The outcomes often influence each other.

Trust conceptualises the confidence and willingness of the parties to be open to another. It is defined by three different dimensions. Integrity refers to the perception of a public that an organisation is fair; Padua (2012) explains how integrity in the stakeholder relationship means that highly engaged stakeholders must feel that they are valued and appreciated. Dependability means the belief that an organisation stays true to its word. If the organisations' actions are incongruent with their mission or if promises to the volunteers are not kept, dependability might decrease. And competence refers to the belief, that "an organisation has the ability to do what it says it will do" (Hon and Grunig, 1999, p. 3). A further definition by Padua (2012, p.83) emphasizes how trust is based on expectations for the other party showing its relation to satisfaction. On the more rational side is information - a key to building trust. Furthermore, trust is on the baseline of loyalty. Loyalty is important as loyal relationships with stakeholders lead to a long-term relationship with them and it is easier to create engagement (Padua, 2012; Pressgrove & McKeever, 2016).

Commitment is the extent to which volunteers and the organisation think the relationship is worth spending time and energy on (Hon & Grunig, 1999). A committed volunteer is more likely to invest more time into voluntary work and the relationship with the organisation, it is often related to loyalty (Pressgrove, 2016). The other way around, a committed organisation invests time and effort into a long-term relationship.

Satisfaction is the degree to which expectations of either party are met. In a relationship that is defined by satisfaction, parties see the benefits higher than the costs (Hon and Grunig, 1999). Volunteers that are happy with the outcome of their voluntary work and see the benefits it provides for them as worth the time they spent on it are more likely to engage further.

Control mutuality refers to the power relations between the involved parties (Hon and Grunig, 1999). It is often assumed that in an organisation-volunteer

relationship, the volunteer has all the power, as they can just walk away (Waters & Bortree, 2007). However, that is a limited view of the relationship. Volunteers also get a lot of benefits from non-profit organisations that they desire and that might motivate them to volunteer in the first place (Waters & Bortree, 2007). There is always a form of power relation in any relationship and it is important to investigate it, as it can predict volunteering behaviour (Hon & Grunig, 1999; Waters & Bortree, 2007).

3.3 Proposed Outcome: Belongingness

Individuals are always looking for a place to belong and are eager to cultivate interpersonal relationships (Baumeister & Leary, 1995; Nifadkar & Bauer, 2016). The need to belong has been identified as being a strong behavioural motivator and having strong effects on an individual's emotions as well as cognitive processes (Baumeister & Leary, 1995). For instance, individuals seek more information from people they feel close to (Nifadkar & Bauer, 2016). To satisfy a need to belong, a person must believe that the other cares about their well-being, and the belief must be reciprocal (Baumeister & Leary, 1995). Furthermore, the belongingness hypothesis accounts that individuals try to preserve relationships rather than end them, meaning a person that experiences belongingness with an organisation is reluctant to leave the organisation (Baumeister & R. 1995). Based on the concept of Social Capital, strong, advantageous relationships can make the public or organization more efficient. The shared trust and norms in relationships can "improve the efficiency of society by facilitating coordinated actions" (Putnam, 1993, p. 167) Communities can be built, and the connections can help build cohesiveness (Maak, 2007; Padua, 2012). The cohesiveness comes through a feeling of belonging to a community and can be strengthened if members decide to play an active role in it (Padua, 2012).

The feeling of belongingness is a result of the interaction and is only built amongst all involved parties (Padua, 2012), whilst the other relationship outcomes also exist in individual relationships (Waters & Bortree, 2007).

3.4 Relationship Cultivation Strategies

After looking at the main possible outcomes that give insight into the quality of a relationship and help identify expectations and to make predictions about future behaviour (from organisation and public), several strategies have been identified as being helpful with influencing the perception of the relationship outcomes3.

The **access** strategy means to make individuals available. The members of the board shall be available to the volunteer and vice versa (Hon & Grunig, 1999). The organisation can engage the volunteers better and can build more trust when being in direct contact (Hon and Grunig, 1999). With the **openness** strategy, the organisation must communicate openly and both sides should be comfortable communicating their thoughts and feelings about the relationship (Waters, 2011). **Assurances** of the organisation can show to its members and volunteers how valuable and important they are to the organisation. This strategy can enhance the commitment of donors (Waters, 2011), and might do the same with volunteers. **Positivity** relates to any action of either party that makes the relationship more enjoyable (Bortree, 2010). It can be a form of positive social behaviour that can predict not only the quality of friendship but also further affective behaviour and influences how the parties perceive their relationship regarding conflict solving, companionship, and helping.

Kelly (2001) introduced stewardship strategies which were mostly examined to investigate the donor-organisation relationship (Kelly, 2001; Waters, 2010). Further research has expanded the strategies into the non-profit-volunteer relationship and found that the stewardship strategies can improve the relationship with volunteers (e.g. Asah & Blahna, 2012; Pressgrove, 2017; Pressgrove & McKeever, 2016; Waters & Feneley, 2013).

Reciprocity refers to organisations being grateful for the work and time that volunteers invested in the cause, project, or organisation (Kelly, 2001; Waters et al., 2013). Organisations can offer special events or small gifts for their volunteers as well as (public) appreciation. Reciprocity is similar to assurances, in this research the difference between the two lies in assurances being acts of gratefulness when initiating a relationship and reciprocity for maintaining a relationship. On a very

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[3] For a better text comprehension only those cultivation strategies are explained, that were found in the interview contents.

basic level **responsibility** refers to a company keeping its word. In a broader sense, the organisation should act socially responsible to the publics that supported them (Kelly, 2001). Volunteers might come into an organisation with certain expectations that must be met to keep these volunteers engaged. **Reporting** their actions can increase the perceived accountability of the non-profit organisation and leads to supportive attitudes and behaviours (Kelly, 2001; Pressgrove, 2017; Waters, 2009). Keeping the public informed about the developments of one's organisation and projects as well as events can build trust with the volunteers. Kelly (2001) argues that reciprocity, responsibility, and reporting are not enough strategies to properly foster a relationship. As non-profit organisations are dependent on their stakeholders, keeping the relationship beneficial for both sides is of utmost importance. Therefore, she offers an additional strategy: *relationship nurturing*.

Relationship nurturing refers to the need to continuously build and attend to a relationship (Kelly, 2001; Pressgrove, 2017; Waters, 2009). The volunteers need to always be valued and their importance needs to be accepted by the organisation (Kelly, 2001; Lovejoy & Saxton, 2012). There are numerous ways for organisations to nurture a relationship, for instance sending newsletters and birthday cards to supportive members (Kelly, 2001).

An overview of the theoretical framework can be found in image 1 below.

Image 1: Overview of Theoretical Framework

4. Methodology

This study approaches the phenomenon of organisational relationship building online with a qualitative methodology as relationships are complex and the perception of the parties of the relationship is of interest. Phenomenology understands that relationships are constructed via communication (Craig, 1999) and follows the CCO-perspective of Communication being constitutive and is, therefore, the ontological and epistemological perspective of this research. The tradition will be described first, then the chosen methodology, the selection of cases and interviewees, the interview guide, the analytical process, and lastly the ethical considerations are explained.

4.1 Phenomenology

This research follows the phenomenological tradition which understands communication as "dialogue or experience of otherness" (Craig, 1999, p. 138). This also includes the experience of commonness (Alase, 2017). It sets nicely with the CCO as an overarching framework, that explains dialogue as essential to constitute an organisation (Heide et al., 2018; Putnam & McPhee, 2008). Allowing the conclusion that the relationships built through dialogue influence the dialogue itself (Craig, 1999) and hence the constitution of the organisation. The most authentic communication is the personally experienced unmediated contact with others and sometimes intentional communication can inhibit dialogue (Craig, 1999). Phenomenologists generally believe that honesty can lead to more authenticity and supportive relationships are essential for the well-being of humans. Relationships that lead to the biggest satisfaction are relationships with mutual power dynamics and reciprocity (Craig, 1999). Phenomenology acknowledges that dialogue is the ideal of communication, but it can be hard to sustain (Craig, 1999). The intersubjective understanding of people manifests a difficulty in communication, especially with subjects that have a different point of view or are influenced by different cultures (Craig, 1999). The research regarding relationship building based

on PR theories has been focused on surveys that only give limited insight into how the relationship is built (e.g. Bortree & Waters, 2008a; Waters & Bortree, 2007, 2012).

4.2 Methodological approach: Semi-Structured Interviews

The interpretative phenomenology tries to understand the context of the experiences as well as it creates meaning out of the lived experiences of the people (Alase, 2017). A case study will help gain insight into the phenomenon of OPRs in the context of the participants' everyday life (Flick, 2018). For the exploration of the relationship-building process via Social Media, semi-structured interviews will be sufficient. The interviews will make it possible to hear the lived experiences of the subjects undistorted and uninfluenced and make it possible for the researcher to find common experiences in the narratives as well as allow an interpretation of the many different factors that influence a relationship (Alase, 2017). This research is interested, in the participants' perception of Social Media in their interaction with the organisation, and interviews are a good way to gain insights into the life experience of the interviewee (Kvale, 2007). Phenomenology might disagree with mediated communication being authentic, mediated communication is part of our experiences and extends the direct dialogue to online communication (Alase, 2017). To answer the research question, it is necessary to consider the individual's perceptions of the communication and relationship rather than the limited insight a content analysis would give. Within interpretative phenomenology, the researcher makes sense of the explained experience by the subject, who made sense of their own experience first (Alase, 2017). The interview focuses on the subjects' experiences of a phenomenon (Flick, 2018); in this case, building relationships with a non-profit organisation.

This case study can advance the findings of former quantitative research by finding out how the interviewee became engaged and why they (do not) stay involved as well as identifying values of Social Media as a form of interaction with the organisation. The replies of the interviewer are much less restricted and the evaluation of a new relationship outcome as well as identifying possible new cultivation strategies in the specific context expands the explanatory power of surveys.

4.3 Case and Recruitment of Interviewees

For a case study, it is necessary to find a case in which the phenomenon is likely to take place (Flick, 2018). Lund's nation system was chosen as an appropriate case to analyse how student organisations can cultivate relationships with their volunteers on Social Media, as the student city has volunteering ingrained in its culture and student life (University, 2020). Moreover, 90% of the Students in Sweden use Facebook (Internetstiftelsen, 2019, p. 111) and the nations provide Facebook and Instagram pages on which they share information, additionally, most of them have a Facebook group to activate the volunteers (e.g. "Engagera dig", n. d.; Helsingkrona Nation, n. d.; Kristianstads Nation, n. d.; Sydskanska, n. d.). Studentlund emphasizes how students gain a community and make memorable experiences ("Om nationerna," n.d.). The organisations use Social Media as an important information outlet, thus their online communication seems likely to influence the relationship with their volunteers and serve as an example of how student organisations can build relationships online.

To gain insights into different levels of the hierarchy and the engagement, interviews of a range of workers, foremen and quratel members of two student nations were conducted until a point of saturation was reached. Workers are considered the lowest level of involvement in this research, going over foreman which have more responsibility and a higher level of involvement with the student nation and the quratel members as the executives, having the highest level of involvement.

Purposeful sampling was chosen as adequate to gain insight into the relationship building with the non-profit organisation, to interview subjects that are information-rich (Flick, 2018). The selection followed the criteria-based strategy: The specific nation was chosen on 5 factors: (1) having a Social Media page, (2) having a Facebook group for potential volunteers, (3) advertising volunteering opportunities online (Social Media), (4) lack of workers at times, (5) availability of the qurator. Criteria 4 & 5 were added, as many other nations also fit the first three criteria. I consider the qurator (as a person with a lot of experience in the organisation) very information-rich, and an elite, that is eventually hard to reach (Kvale & Brinckmann, 2015), therefore it was important to line up the other interviews when the qurator had agreed to an interview. The nations are very similar in their

functions and their operations; therefore, the selection of the specific nations seems to be less important than the selection of the specific interviewees. The interviewees are selected according to (1) their position in the nation, (2) how much contact they have to new volunteers, (3a) recent volunteering experience, or (3b) having been very active. As I wanted to have an insight of volunteers with different levels of involvement with the organisation, the interviews were limited to two nations for the practical reason of not having an unbearable amount of data to collect, but still several voices on different levels that are representative of many student organisations. The recruitment of the quratel members was a combination of personal conversation and writing e-mails.

The foremen that mostly get in touch with (new) volunteers and experience a lack of volunteers are foremen of the regular events. The foremen were also recruited personally during their volunteering shifts in the nation.

The workers are volunteering at the nation during the regular events, they were recruited personally or by messaging them on Facebook. The selection of workers was less targeted than the other's and more random, based on which event I attended and who was working during that. Random sampling needs to be considered critically and I argue that every worker still has experience and insight to share. For this study to have a wide range of information, weaker relationships need also be explored. Through personal conversations with the subjects, I selected a range of new workers and workers who are longer involved.

4.4 Interview Guide

A phenomenological interview aims to gather detailed descriptions of the participant's experience by asking open questions and following up with more detailed questions if certain topics have not been touched upon.

The interview questions are asked with a funnel system, starting very broad and going more into detail, when the interviewee feels more comfortable talking (Boyle, 2015). The information on the socio-demographic background is collected first, as that might influence the interviewee's experiences (Kvale, 2007). Included were age, sex, education, current program, occupation, and membership and position in the nation. The thematic outline of the Interview guide is as seen in the image 2 (p. 25); find full Interview Guide in Appendix C).

Image 2: Thematic Outline of Interviewguide

After the collection of the socio-demographic data, the interviewees are first asked about former volunteering experience. These contextualise the later replies by identifying if the interviewee is an experienced volunteer that is also familiar with problems the organization or volunteers face.

Following Kvale (2007) the questions are formulated openly to encourage the interviewee to describe their own experience and achieve exact descriptions rather than speculative explanations of why something happened.

Semi-structured interviews allow the interviewer to ask follow-up questions if more detail is required or the topic addressed by the interviewee is of interest (Boyle & Schmierbach, 2015; Kvale, 2007). The follow-up questions are a tool to address necessary topics (derived from theory) if the former explanation did not touch upon those. After asking about former experience, the questions lead to volunteering experience in Lund, asking the interviewee to describe their first encounter and volunteering experience with the organisation. The interviewee sets the agenda of the important parts of the experience and can give insight into how the relationship is built and if Social Media played a part in it. This question is later repeated by referring to the last volunteering experience. "Do you remember the last time you volunteered for XX Nation? Please describe the full experience in detail to me".

The follow-up questions lead more into the theoretical framework if the description of the interviewee does not touch upon those. The aim is to gain insight into relationship outcomes control-mutuality, trust, commitment, and satisfaction. The

questions are derived from Grunig (2002) but have been adapted to a more descriptive endeavour that allows the researcher to analyse the dimensions from the description of the experience. For instance, control mutuality regards the level of control that both parties have over each other, which can be expressed in broad questions asking about a description of the experience (Grunig, 2002). If not touched upon by the interviewee, it is approached by asking if the interviewee perceives the volunteering helped the nation. The analysis will show if levels of control mutuality are expressed in replies to other questions. Questions regarding trust – divided into its three parts integrity, dependability, and competence -, satisfaction of the volunteering experience and commitment are asked similarly (find a detailed description of the changes made to the questions proposed by Grunig, 2002 in Appendix B).

The interview questions are guided by the role of Social Media in the cultivation of relationships if the interviewee does not include Social Media earlier, the last part of the Interview guide regards the Social Media usage of the volunteer. As there are different levels of involvement the interview questions needed to change slightly based on the interviewee's position in the nation. For instance, instead of asking "how has the nation advertised the opportunity" (worker) it will ask "how did you advertise the opportunity to find workers" (foreman). I decided to keep direct questions regarding the cultivation strategies out of the interview as the ones mentioned naturally by the interviewees are of the biggest importance in the relationship cultivation (Grunig, 2002) and parallel to phenomenology of keeping an open mind to the interviewees' experiences. I accept that the analysis might lack depth regarding the cultivation strategies when defined questions are left out.

As the interview is semi-structured the exact wording of the questions was recorded, and the questions were adjusted to the interviewees' narrative and rephrased to the interviewees' needs.

4.5 Reflections on the interviews

For nearly three weeks 14 interviews were carried out with three quratel members, six foremen, and five workers. The interviews are between 13 and 45 minutes, depending on the amount of experience the interviewees had with the organisation. (table 1: Overview of the interviews on p. 27).

Position	Nation	Date/Time	Duration of Interview
Foreman	Organisation 2	21.02.2020	13 min
Worker	Organisation 2	24.02.2020	25 min
Foreman	Organisation 1	25.02.2020	45 min
Worker	Organisation 2	26.02.2020	14 min
Foreman	Organisation 1	26.02.2020	29 min
Foreman	Organisation 1	26.02.2020	17 min
Foreman	Organisation 2	26.02.2020	33 min
Worker	Organisation 2	27.02.2020	16 min
Foreman	Organisation 2	02.03.2020	35 min
Worker	Organisation 1	04.03.2020	28 min
Worker	Organisation 1	04.03.2020	22 min
Quratel member	Organisation 2	05.03.2020	34 min
Qurator	Organisation 2	05.03.20202	40 min
Qurator	Organisation 1	10.03.2020	34 min

Table 1: Overview of conducted Interviews

The interviews with (new) workers are often shorter, as they do not have as much experience to share but give more reliable information about how the relationship was established at the beginning (volunteers that have been active for longer might have forgotten some details).

The interviewees and the interviewer have different nationalities therefore the interviews were conducted in English. There are only two participants that are English natives, but the English level of all participants was at least B2 (requirement of LU to study in Lund). Limited vocabulary to express themselves could lead to misunderstandings and was considered during the analysis.

To have the interviewees as comfortable as possible, the interviews were carried out in rooms of the nation, or a university group room which offered a level of familiarity and maybe more confidence for the interviewees. Some interviews needed further explaining for a thorough interpretation and contextualisation, therefore the interviewees were sometimes contacted afterward.

After a first practice interview, some questions were rephrased, as the concept of "commitment" was too vague to understand. The question "how does the nation show its commitment to its volunteers" was changed to questions regarding the nation's actions to keep its volunteers engaged. The change was not big enough to distort the reply given in the interview, therefore the interview stayed as part of the analysis.

After conducting the first interviews it was apparent that the organisations mostly used Facebook for their communication, therefore this analysis focusses on Facebook.

Knowing the nation volunteering life was of great help, as the questions could be developed based on knowledge of the organisation's functions, and the interviewees often felt easy to explain circumstances with a person that can likely relate to their experience.

4.6 Data Analysis

The interviews were transcribed directly after the conduction if possible and were complemented with field notes. This allowed for an adaption of the interview guide towards topics that deemed more of interest. For qualitative research, it is essential to keep an open mind and allow an element of surprise (Kvale, 2007). As theory

already exists for analysing OPR's, the first round of analyses of the interviews after they were first transcribed follows a deductive approach but is open for inductive elements.

After the first five interviews, the interviews showed an aspect that was not grasped by any of the other outcomes but seemed to be essential to understand the OPR. Therefore, the relationship outcome "belongingness" was added. Kvale (2007) emphasizes the importance of adapting the interview guide if necessary to reveal new understandings, the analysis hence started before the interviews were conducted by asking questions related closely to theory and later on adapting those to newfound patterns amongst the different empirical cases within the case (e.g. asking specifically about unofficial Facebook groups).

The further analysis follows a deductive approach of finding patterns of the theory of belongingness (as well as the other outcomes) in the cases. The interpretative phenomenology analysis (IPA) offers the option to give meaning to the common themes in the given text and common experiences amongst the subjects regarding relationship building (Alase, 2017). The CCO gives the interpretative framework of communication being constitutive.

Furthermore, are the interviews analysed for different cultivation strategies. The analysis identified patterns amongst different interview-material to find cultivation strategies that were used. The cultivation strategies cannot always be differentiated in the communicative action described. To allow the reader a comfortable reading flow, without too many repetitions, they are sometimes combined.

4.7 Ethical considerations

During the interview inquiry, there are several ethical considerations to discuss (Brinkmann & Kvale, 2015; Flick, 2018; Kvale, 2007). As the researcher is a very active member of the nation community herself, she is very aware of her position during the inquiry. During a qualitative approach, the researcher should always reflect on their position in the research and how they might influence the exploration (Kvale, 2007). The topics touched upon are about the volunteers' own experience and some volunteers might have had a bad experience with the organisation. The interviewees being aware of the researcher's role might feel more confident offering criticism, but it could also have the opposite effect of replies

influenced by social desirability. To counteract that effect as much as possible, the questions were asked very broadly and have the interviewee talk about topics they feel most comfortable about and only touch upon more difficult questions later in the interview and when the interviewees brought up the problem themselves.

The interviewees are informed about the rough topic "volunteering experience with the nation" and were assured that there are no wrong replies, of the confidentiality of the information, and of the anonymity of their person.

The names of the nations selected are edited out of the transcribed interviews. This assures the individuals with the position of a worker a high degree of anonymity (Berger, 2016). However, the level of anonymity decreases for positions that are more involved in the organisation. As there are only 13 nations, and only two qurators interviewed, the level is low. The interviewees are informed about it before the interview and consent to the interview as well as to the sound recording of it. As some of the interviewees might be aware that the researcher is active in the student life, they are asked to explain their experiences in much detail, even if they might suspect the interviewer to have certain knowledge. The interviewer can ask for more detail and further questions according to the experience shared. Following the phenomenological approach, the experiences of the interviewee gain meaning through the interaction with the researcher, therefore the gained knowledge is influenced by the interviewee and the researcher (Alase, 2017; Kvale, 2007).

5. Analysis

The nations, organisation 1 (O1) and organisation 2 (O2) are very similar, thus they were not compared but rather serve as a context for the specific information if necessary.

The organisations used several Social Media (Facebook, Instagram, Snapchat) but the interviewees focused on Facebook as the main communication outlet. Therefore, Facebook seems to especially offer options for relationship-building and is the focus of this analysis. The interplay of online and offline communication cannot be ignored and is also addressed.

The different hierarchical positions did not show a difference in the relationship, but rather the timespan that the volunteers have been involved with the organisation. Therefore, the hierarchical positions are not further addressed and only serve as a context of the quotes.

The nations use several online and offline options to communicate with their publics. Whilst Bortree and Seltzer (2009) found that non-profit organisations prefer utilizing their website as their main outlet, the student-organisations do the opposite. The organisations used Facebook more than their website as their main outlet to communicate with their publics and engage volunteers. One interviewee describes the combination of communication outlets as following:

> "Well, eeh, all of it, I mean, we have a webpage as well, but eeh (laughs), it's eeh It's not in good shape right now, eeh, but we're working on it. Eeeh, but it's mostly Facebook and Instagram is more, kind of showing our activities mainly" (Qurator, O1)

The following analysis is parted in the 4 relationship outcomes identified by Hon and Grunig and how these are developed through Facebook Communication and different Facebook channels of the organisations. The outcome "belongingness" is added, as the interviews showed, that the social relations the volunteers developed with other members, volunteers, and employees are the main motivation for volunteering repeatedly, e.g one interviewee motivates their decision to become a foreman as:

"A-a-a-at first, I wasn't really up for it [becoming a foreman]. Because I, people, some other foremen just kind of insisted like, yeah you'd be a great foreman, you should be a foreman, you have advantages and all, and eeh also because these people are all friends, and I – I guess yeah I meant to spend some time with them also and share this activity." (Worker, O1).

Finally, based on the descriptions of the interviewees and analysis of the outcomes the nature of the relationship is analysed (Grunig, 2002).

5.1 Control mutuality

In every relationship, power relations can be identified (Grunig, 2002; Hon & Grunig, 1999; Waters & Bortree, 2007). The results show that these relations can change on different channels of Facebook Communication and by different cultivation strategies.

5.1.1 Reporting

Organisations use Social Media to inform their publics (Lovejoy & Saxton, 2012; Waters et al., 2009) and Kelly (2001) explains how reporting regularly to a public can increase trust. In this case, it is the main Facebook page that serves the purpose of reaching as many people interested in the organisation as possible. The control lies with the organisation as volunteers only have limited opportunities to influence the information that is posted on the page. When communicating their different volunteering positions, organizations can offer control to the volunteer and strengthen their relationship. Currently, the foremen positions are hardly advertised on Social Media by the organisation and most information is found by word of mouth. The nations are missing out on communicating openly about all the options for volunteers to become further involved and gain more control in the nation.

"[…] I still don't really know a lot about different foremen positions, like there, there are a lot of them. […] But like, if you tell me 'do you want to be a hovmästare' I'll be like, what, what does that exactly entail, yeah." (Worker, O1)

The page could also be used to advertise the individual volunteering tasks to activate volunteers (Lovejoy & Saxton, 2012). But in this case the organizations choose to have a Facebook group for the activation of potential volunteers (workers' group). This is valuable for an organisation as volunteers know where to look for

opportunities and whom to contact directly. However, the foremen act as representatives of the nation in this group and are generally the ones that post in those groups keeping them in control when and what and how they are communicating. Yet, the organisation is dependent on the volunteers and the volunteers stay in control, by choosing time and date when to reply as well as offering their service in general, as one volunteer mentions:

> "Uhm, I don't, check it [the workers' group]. It's on my feed. I barely, I dunno, I rarely say that I can work when I see it on my feed. I usually wait and am like, okay, I'll keep it in mind and then if I want to work, I'll message the foreman directly or comment on the post after […]." (Foreman, O2).

5.1.2 Positivity

Whilst research suggests that it is the volunteers that are in control of the relationship (Waters & Bortree, 2007), the organisation is not completely powerless and can influence the power relationship by indicating what volunteering job is offered and how it is presented. The positivity expressed in a post can often lead to a positive mindset regarding the organisation and a higher awareness of the volunteering offer and can be even more important than assurances offered which gives the organisation still some control over how they build a relationship:

> "[…] I see the more laughs in the post, the more workers you get " (Foreman, O2)

> […]Uhm, so yeah, I try to always keep the mood up 'cause I noticed that when it's 'who wants to join me in the kitchen on Friday, you get food tickets', nobody joins eh seeing other people's posts in the start, I was like, yeah I see why".(Foreman, O2)

A positively written post that makes the foremen accessible can lead to a higher amount of reactions, which in return pushes the post up to be seen by more people. Whilst positivity includes actions that make the relationship more enjoyable, negatively constructed posts do not seem to make the relationship less enjoyable. Expressing desperation might assure the volunteer of how valuable they are for the organisation and showing them, how much control they have got which can trigger people's willingness to help. A now very active worker from organisation 2, for example, worked once and did not enjoy it much. However, giving the volunteer a sense of control seems to be a way to motivate and engage them to volunteer:

"It was the first pub of the semester, and I remember he wrote a post about it, and I remember here he posted like five times because he couldn't find anyone and it was after a while okay, this du- this dude needs help. And maybe it's time for me to help and then that's how I then decided to work".

5.1.3 Openness

For a strong relationship, it is advised for the organisation and public to have a degree of control over each other (Hon & Grunig, 2002). The volunteers seem to be consent with the control mutuality expressed by the communication on Facebook. But mutual control can be achieved by the parties being comfortable to communicate openly with each other. Interactivity is essential to build relationships online and organisations often ignore features of Social Media to endorse it (Waters et al., 2009). The qurator of organisation 2 recognizes a gap to build more interaction and that a platform more open to horizontal communication and that implies an even control relationship might be necessary to strengthen the relationship from helping sporadically to taking responsibility and becoming a foreman.

"But uh, but (chuckles) the short answer is, there's not really much in the way of official channels at the moment for people who are volunteering at the nation. Which I think is uh, is a bit of an oversight because that means that it's larger uhm, there's a larger gap to bridge uh between being someone who volunteers at the nation and uh becoming like a foreman […]."

Facebook helps to build a community by building dialogue (Lovejoy & Saxton, 2012). A smaller group specifically for volunteers with a position (Foremen group) can help build this open dialogue more than a group that is seen as a pinboard of volunteering opportunities.

"But a lot of conversations in the foreman Facebook group are also about […] foremen talking with each other, switching shifts, because some things come up. So there's quite a bit talk in that group."

5.2 Satisfaction

Satisfaction describes how fulfilled the parties are with the relationship, during this analysis it was operationalised as how expectations matched the outcome or if

rewards matched the costs and how that decides if one is satisfied or not (Grunig, 2002; Waters et al., 2013).

5.2.1 Accessibility

Social Media can build a base for more complex interaction and can build accountability of the organisation which can lead to a positive perception of the organisation (Kelly, 2001; Waters, 2009). The volunteers mostly go on the Facebook page to see what events and menu are offered for a specific week. This parallels the results by (Waters et al., 2009; Waters & Feneley, 2013), in which reporting is the most found activity of non-profit organisations to engage with their publics. The public seems to rely on the availability (time and channel of the post) of certain information and is generally satisfied. If that information is not available, a high level of accessibility seems to be able to act as damage control as the public relies on the Facebook function of messaging the organisation directly and receiving a fast reply. The Qurator of organisation 2 explains:

> […] [We] do get regular questions about like uhm if for example the menu is late, we'll have three people asking oh, is the pub open this week?[…] People tend to send moore detailed and specific questions via e-mail, and more general uhm kind of more general and more trivial questions come through Facebook, just because it's you know, those kinds of questions, that someone just wants something sent off and yeah hopefully get a response as quickly as possible." (Qurator, O2).

Hon and Grunig (1999) emphasize how the accessibility of senior members of an organisation can increase the perceived reliability of the organisation and enhance the relationship. Through Social Media the management is easily contacted and can even diminish the formerly mentioned effect of mistrust through lack of information online. Messenger is the most used feature of Facebook in Sweden (Internetstiftelsen, 2019, p. 114), and contacting the organisation via messenger is, therefore, convenient, fast, and simple.

5.2.2 Openness

In the group, the organisation has a chance to advertise the volunteering task. The posts have the function of informing the volunteers of the task and motivating them

to help by often also offering benefits. Open communication and more information on a task can build more reliable expectations and can prevent dissatisfaction.

> "And then I remember [the] cleaning part which is the most annoying part, to be fair, eh I didn't know we had to clean in the end. I was like, oh okay, it's only cooking, cleaning is not my task, but I remember I was cleaning that day and that was frustrating […]. " (Worker, O2)

A messenger chat with the volunteers for a specific event is helpful to increase satisfaction as it does not only offer a chance to gather more information directly from the foreman but can also show more consideration for the volunteers' needs, by allowing flexibility and more dialogue with e.g. time negotiations, which can increase their satisfaction with the organisation.

> "[E]eeh I [(worker)] was like: 'okay how does this work?' And he [(foreman)] was like: 'okay from nine to three, uuh but if you want to come a little later, eh it's fine.' Aaand then he also told me: 'bring a Tupperware because usually we have more and you can take it home' so I was like that's really good news and today he wrote me: 'see you tomorrow' (Worker, O1)

5.2.3 Reciprocity

Showing appreciation and thanking the volunteers is the most influential factor for leaving a person satisfied (Waters et al., 2013). Via messenger, the organisation has a chance of expressing their appreciation of the volunteers' efforts directly, which can strengthen the relationship (Hon & Grunig, 1999). As the quratel member of organisation 2 points out:

> "[…] [U]sually, if, you know, they've done a good job cleaning, which they almost always have, I send a text, you know, good job cleaning yesterday […]".

Messenger chats simplify the accessibility and reciprocity of the volunteers and the organisation and can increase satisfaction, but it can also decrease it. Several groups can develop over time, which makes it difficult for the organisation to keep track of the messages and requests they get sent. The division between "work" and personal life is blurred and it might lead to more dissatisfaction with the organisation, as they might not reply to a request. The quratel has hence decided to open another communication channel for the internal official communication

between foremen and the quratel specifically which gives them more control of how the volunteers and the management communicate with each other and might lead to higher satisfaction on both side:

> "[…] [W]e wanted to go from Facebook to get [a] more professional kinda view and uhm to make the quratel's job easier to like, put borders[…]" (Qurator, O1).

The satisfaction with that communication channel will have to be seen soon. Facebook can predict the level of satisfaction by increasing the availability of all parties as well as setting certain expectations with the given information. The expectations might motivate people to volunteer, but more importantly, these expectations need to be met in the actual volunteering and interaction. Social Media have, therefore, the option to start the relationship-building by building motivation, but the outcome will be decided during the actual task. The convenience of the messenger making volunteers and organization openly available has its perks in building satisfaction through availability and fast replies. Thus, the messenger might be useful for quick requests and negotiation of simple things (such as setting a specific meeting time). However, as the qurator of O1 emphasizes: an organisation needs another communication channel to keep track of more important information and to be able to set communication rules.

5.3 Commitment

Satisfaction with the experience and the communication can lead to higher commitment (Waters et al., 2013). The organisation can show commitment towards its public by keeping the public informed- it holds the organisation accountable and can lead to a positive view of the organisation (Lovejoy & Saxton, 2012; Waters, 2009).

5.3.1 Responsibility / Assurances / Reciprocity

Acting responsibly has ethical implications that can be linked to organisational commitment (Waters et al., 2009). Showing responsibility can be done by keeping promises towards the volunteers. One interviewee summarizes how the Organisation shows commitment as:

"[…] the workers when they come in they sign a little folder thing and then they get an invite to the [thank-you] event once it's like, been published. Oh you've worked, come to this. It's a public event but like in the event it says like if you've worked and you've been invited to this." (Foreman, O1)

I argue that this quote shows how the organisation has a chance of keeping their promise of a thank-you event to the volunteers as a reciprocity strategy, but also by reminding the volunteers that and when it is happening by inviting them to the event online acting responsibly. Facebook can help distribute the information about assurances, to assure that every volunteer is aware of the specific event happening. The nation can show their commitment towards the volunteers by posting the assurances, as the assurances identify the appreciation for the volunteers. And showing appreciation can be a great motivator to become more involved. This requires the volunteer to be satisfied with the benefits, if the benefits do not match the effort put into the task, the volunteer might need more motivational factors to commit to the organisation:

"Uhm well the rewards, even though I said like they're not, it's questionable whether they are enough […] but I think it's good, getting food tickets is pretty good because it saves me a lot of time like cooking and what am I gonna eat for lunch today, so that's even if it's small, it's good. But also the, I think the biggest one is the social response you get by working, how you bond more with people, they tell you explicitly that they appreciate you and for them." (Foreman, O2)

Another assurance that the volunteers do not achieve immediately after volunteering is the trip from organisation 2. To "earn" that trip, one needs to have worked 3 times before the trip starts and it does not only serve as a motivator, but the information can also build commitment, as the volunteers will have to come back to work in a limited time frame. The Workers Facebook Group can be a point of access to information about the volunteering and its benefits for new volunteers. It is the assurance that would build the motivation of the volunteer to be more committed, but Facebook makes the information accessible to the volunteers which can also already build commitment, as the Qurator of O2 explains their strategy of assurances and reciprocity:

"Hmm, I think one thing that's important is that we offer a broad eeh range of eh events, so like uhm, you know it's like the workers party, workers trip uh and then the foremen trip in

the spring, uhm, like. the plan goes like, workers trip in the fall to get more people engaged and then foremen trip in the spring to like keep people you know".

These assurances need to be communicated transparently as the lack of transparency can lead to a weaker relationship (Grunig, 2002). One interviewee had just recently joined the nation and was interested in volunteering. She mentioned that she saw a free trip being offered if one had worked three times, however, the volunteer was not aware that the workers' trip was a benefit only offered in the autumn term to engage the workers more.

The assurances are a form of saying thanks to the volunteers, that form of reciprocity is a way of building commitment with the volunteers (Waters, 2009). Through the workers' group, the volunteers can find out about the assurances, therefore if the organisation would communicate the assurances for taking a position at the organisation, the volunteers might be motivated to engage more and strengthen the relationship. An interviewee explains their motivation to take a position as follows:

> "[…] you get perks of being a foreman like discounts and stuff…that was in the middle, in the middle or end of October I believe, so I knew that there were gonna be some upcoming sittningar, so like getting discounts here and there I remember, I bought my songbook last minute before a sittning or at the sittning so I would get that 20 crowns discount. Uuhm, so it's about the small perks here and there." (Foreman, O2).

However, the exchange of goods seems to only build commitment if the motivation for volunteering is based on these goods. If the motivation for volunteering changes with experience or is based on e.g. social factors, communicating these in the Facebook Group or the Main page, might not be as helpful. The volunteers explain that their commitment is often a combination of these goods with a bigger impact of social implications:

> "[…] So if you like want the benefits, to get to know people and you just talk and actually it's more feeling for me than food tickets." (Worker, O2, but found in several interviews).

5.3.2 Relationship nurturing

Relationship nurturing has been connected to stronger relationships as it helps to stay on the other parties' minds as well as showing the other party that they are in

their conscience (Kelly, 2001; Waters et al., 2013). A volunteer can make the Facebook groups a priority which leads to its posts appearing on their feed more regularly and the organisations staying on people's minds.

Another way to show and increase commitment is direct contact (Kelly, 2001), which translates to messenger groups online. Once a volunteer has agreed to volunteer, the person feels a commitment to show up. A volunteer explains how this effect might be increased in a group chat through peer pressure and social desirability, making the individual adapt to the behaviour of others in the same chat

> "For you to get prepared and it's always, it's always easier to have a group chat, because then yeah it's less stressful, like uh, you feel like you're already included and someone is waiting for you."(Foreman, O1)

The foremen can also ask the volunteers directly if they wanted to volunteer again for the organisation. However, a foreman from O1 pointed out how this can be a difficult task, as one does not want to spam the same people repeatedly and end up pushing them away rather than building commitment.

Once a relationship in which both parties are committed to one another is developed, the relationship is also strengthened with commitment. Volunteers that have invested in one organisation see this investment as valuable building upon:

> "[…] I have no beef with the other nations, uhm, it's mainly just that, if I've got energy to put in, I'd rather put it in a nation I've already invested in, I guess." (Foreman, O1).

Facebook can build commitment through its affordances (posts on the site and group, messenger, priorities on timeline etc.), as it keeps the volunteers informed, valued, and in touch with the organisation without the volunteer having to put extra effort in. The direct communication via messenger, especially in a group, can make the volunteer feel a higher responsibility. However, with a growing commitment to the organisation, the materialistic benefits become less significant to the volunteer. Many volunteers mentioned how they do not volunteer for the benefits offered by the nation, but more for social benefits (more about that in chapter 5.5 Belongingness). Interestingly, when the volunteers were asked if they wanted to volunteer at a different nation, the benefits played a role again. This indicates that the benefits are especially important for first inducing commitment and increasing it in the same organisation by offering benefits of foremen. But once a relationship

is built, other factors become more important and need to be considered in the activation communication. One volunteer stated how their motivation now to volunteer with O2 is because of the "nice work environment" and "getting closer to people, but when asked about volunteering at another nation they replied:

> "[…] definitely the volume of rewards, as in like, how much, how many food tickets I will be getting, but also uuhm I mean work-working hours are really important […]" (Foreman, O2).

5.4 Trust

Many of the relationship outcomes influence each other, and as Padua (2012) claims: trust is the basis of building any relationship. Trust in a relationship is built and shown by indicating to each party that their time and effort is valuable and increasing their integrity, showing reliability and competence (Grunig, 2002; Hon & Grunig, 1999).

5.3.1 Reporting / Openness

On the main page, the followers trust to get all the important information of the organisation accurately. Kelly (2001) and Waters et al. (2009) found that disclosing information increases the trust as it can increase the perceived reliability and competence and enhance a positive image of the organization. By communicating openly about their mission and activities, the organisations show that they are competent to organise certain activities and keep their integrity high.

> "Uuhm, I guess based on the events they do. So for example I really like clubbing, so that's why I follow like Gothenburgs, VGs and Sydskånska aaand Lund's nation […] aaand yeah, for example, I'm not really interested in pubbing, yeah that's another reason why I didn't join for example Kalmar. 'Cause I wanted a nation that had a club, so yeah, that's pretty much what, eh why" (Worker, O1)

The volunteer obtained her information about the nation's activities through Facebook and it indicated to them that the activities are in line with their own needs and wishes of the organisation.

The information posted by the foremen in the workers' group is also helpful to increase trust, as the posts can indicate if it is volunteering work or if people get

paid for their work. One interviewee mentioned that they followed another nation's workers page that offered payment for the ad hoc work. The volunteer would lack confidence and feels increased pressure on their competence in those posts. The task itself being completely voluntary seems to already increase the trust that a person has in the organisation, as one volunteer explains:

> "I think [organisation 1] is more a family group, it's more cozy, because in Lund's nation they actually pay you to work […] So, I don't know how I'd feel about working, there, I don't know because if, I mean, if they pay you, I'm afraid that they will take somehow advantage of you or like they would expect much more about you, like from you. So, like, really, I'm not confident enough" (Worker, O1)4

The volunteers only feel competent taking up a position with more responsibility when they have had several experiences with the nation and are already involved, however, some positions might need different expertise. Reporting information can build trust (Padua, 2012) and an increased image of competence can help activate and retain volunteers (Hon & Grunig, 1999). The organisation can increase its competence by finding people that are competent to help. Without transparent communication about these positions (on the main page and the public Facebook Groups), the volunteer is dependent on other sources, such as their social connections for more information. One volunteer explains how they are dependent on interactions for information:

> "People, and uh I think that's kind of bad, because there, I don't remember seeing like an official statement online, like do you want to become a foreman, this is what it means, this is what you do. But more like, someone comes up to you and says, do you want to be a foreman? Yeah, but what iis that?" (Worker, O2).

5.3.2 Positivity / Relationship nurturing

Dialogue and positive interaction are necessary to build trust (Kelly, 2001; Padua, 2012), this can also be done by unconventional communication (Padua, 2012). Unconventional communication seems to be an act of positivity that makes the relationship more enjoyable for both parties. Whilst Hovey (2010) found that

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[4] All the nation's in Lund are idealistic, no payments are involved. The interviewee mistook Lund's nation in Uppsala for the one in Lund. The volunteer was made aware of that fact after the interview. This example stayed in the analysis as it shows the influence of Social Media nicely.

people would engage more in discussions online if they were more topic related to the volunteering, this case indicates that informal communication develops more dialogue in the foremen groups than formal communication. Cowan (2014) explains that both forms of communication matter and influence an organisation. In organisation 1 the foremen are very interactive in the Facebook Group for foremen and blend formal and informal communication. Staying in touch and having a high level of interactivity is a form of relationship nurturing that can increase the foremen's satisfaction and trust in each other and in the organisation overall (more in chapter 5.5 Belongingness).

Another option for unconventional communication practices (Padua, 2012) is the messenger: Giving the volunteer more information and being able to answer all their questions can increase the perceived competence of the organisation, but the foremen also have a chance of showing their trust in the volunteers' competence. Many non-profit organisations include a feedback-form on their virtual spaces and indicate that they respect their volunteers' opinions and wishes (Waters & Feneley, 2013), the organisations in this case revert to personal communication:

> "Because a lot of the time, people will notice stuff while working, that I won't. Bringing it up, or due to prior experiences working in similar situations, they eh bring up ideas which is very useful." (Quratel member, O2).

Trust in people's competence might have been built by either knowing the person beforehand or through a volunteering experience but as Kelly (2001) points out, personal communication acknowledges the volunteer. This could increase the trust in the organisation, maybe transferring the peer-to-peer relationship to an organisation-volunteer relationship.

> "Hmm ehm, so we use the Facebook [workers] group, but at first you try to find like, some, some people you already know who have already been working for you and people you can trust actually." (Foreman, O1)

Messenger groups seem to have less formal communication, even if it is still about nation related tasks. A volunteer describes the development of trust in the group chat of the theatre group of the nation, that included everyone that is involved in the theatre of the nation as following

> "Like the Facebook group is usually for the foremen to tell us what we will be doing on the next rehearsals also like, if you have anything to share, like uhm, I don't know like any

information or any discussion you want to bring up, you can do that there, too. But then like for the group chats it's eeh, it's like pretty chill, like it was more down to earth, like once you get that, you get comfortable with everybody and you get that trust it becomes just like a friends group chat. Like, anybody could just write about anything." (Foreman, O2)

This also indicates how the peer-to-peer relationships developed in the context of the organisation are a relevant factor to increase trust and involvement of the volunteers through positive experiences with the organisation.

The increased trust in the messenger group chats leads to high engagement of the members in the chats which could, however, also decrease the reliability of all participants. A few interviewees mentioned that they might mute it, which decreases the likelihood of them seeing the information in time and with a lot of interaction, important information can get easily lost:

> "[…] [using discord] is primarily to like supplement the use of Facebook messenger, which, you know, is heavy for chatting with friends but can be kind of chaotic when you have larger groups of people […]. [Discord is] more direct that isn't just, you know, … a group chat that someone's going to mute anyways" (Qurator, O2).

5.3.3 Assurances / Reciprocity

The main page and volunteer groups can be platforms to show the volunteers how valuable they are for the organisation through showing appreciation (Lovejoy & Saxton, 2012; Waters et al., 2009) and in return improve trust (Waters & Feneley, 2013). Facebook offers a low effort way to ensure all volunteers receive the information:

> "[we] post generally both on our main [organisation 2] page but it [the volunteer event] would also be posted in the workers group, since a lot of people who have worked are in there, but [..] maybe they won't follow the [organisation 2] Facebook page." (Quratel member, O2)

Organisations can assure the volunteers of their worth by explicitly expressing it (directly), but also by appreciating their work publicly or engaging in meaningful conversation (Kelly, 2001; Waters & Feneley, 2013). Kelly (2001) explains that the acknowledgment of a volunteer can take many forms and can positively change the relationship with them, but a lack of appreciation can also lead to the opposite and damage the relationship. One interviewee explains their experiences as:

"Well, I really like photography, and eeeh I thought it's a great way of getting experience iin club photography." (Worker, O1)

"[But] I quit because, well, first of all, the pictures I took, they were never posted, because the PR foreman was too busy. So I felt like my work was kind of unappreciated. And then also for more personal reasons, because I don't really do well in huge crowds of people. [..] [A]nd I was the only photo foreman as well, so I had to be there every Saturday evening. And finding workers was really difficult. And I was like, it's too much pressure." (Worker, O1)

The posting of the pictures would show appreciation for the volunteer's efforts, and not acting upon it played a significant role in lowering the trust in the organisation (the interviewee kept bringing it up during the interview). Communicative actions on Facebook (and other Social Media) can hence show appreciation and if there is a lack of fulfilling this expectation Social Media can influence the relationship negatively by the organisation losing integrity. The organisation can show the volunteer that they trust their competence and strengthen the relationship (Hon & Grunig, 1999). This could've been done by either posting the pictures or by giving the foremen more control and have them themselves post the pictures on the main page, instead of a decrease in trust, it might have increased it, as the nation would show that they trust the foreman's competence and control mutuality is also a strong predictor of volunteering behaviour.

Furthermore, organisations can increase trust by acknowledging the different talents of their supporters (Waters & Bortree, 2007). Assessing if a person is especially skilled in a task as well as giving volunteers more challenging, rather than mundane tasks can be perceived as trustworthy, which can decide future volunteering behaviour (Waters & Bortree, 2007). By not publishing the foremen posts, the organisations miss out on an opportunity to build stronger relationships.

5.3.4 Accessibility

In the workers group, the accessibility of the people increases the trust of the volunteers (based on Grunig, 2002). The foremen can express their competence as well as their trust in the volunteers' competence to help (Grunig, 2002). Furthermore, the volunteer can see the person that is posting and get cues about their competence. As one interviewee described:

"Oh yeah it was a post on my feed and I saw that the guy was Italian and my friend worked for him so yeah I spoke with him in Italian, so directly and told him, hi a friend worked for you before, so I want to join her tomorrow with you [...]" (Worker, O1).

Information is a key aspect of building trust (Padua, 2012); The Facebook Group and having the people in charge post themselves to activate volunteers provides information of the person in charge of the specific event (e.g. Friends, common friends, appearance). Following Kelly (2001), personal communication can increase reciprocity and trust as it makes the more involved volunteers available to new members.

Building trust on Facebook seems to depend on high reliability based on the accessibility of individuals through groups and messenger, reliable information being sent out, cues about the competence of the foremen and organisation. However, trust (like satisfaction and commitment) is also mostly built during the actual experiences and through peer-to-peer interaction, which was described by a foreman who was asked how organisation 2 keeps their volunteers:

"[...] I think we have a pretty friendly working environment when we are working, like it's all like really chill and down to earth it's not like really uptight or something like that. The foremen are usually quite eh close to, ehm, to the workers, they usually are looking after uuhm, after the workers, just, just like to make sure that they're doing okay, they're doing fine so it's not too much workload for them." (Foreman, O2)

Similar accounts can be found throughout the interviews when the volunteers describe their motivation for continuing to volunteer at the organisations. Whilst the communication on the Facebook page as well as the workers group can set the table for trust to develop, it is the real-life experience that serves the meal rather than the Social Media communication in those groups.

5.5 Belongingness

During the analysis of the interviews, the theme of social connections, and belongingness was omnipresent. Most interviewees hear from their friends about the nations, volunteer to help a friend and to meet people. Belongingness can be a relationship outcome that might predict volunteering behaviour, as it increases cohesiveness and can influence behaviour (Baumeister & Leary, 1995; Padua, 2012). Former research has identified interpersonal relations as being relevant

(Bortree & Waters, 2008b; Bortree & Waters, 2014), yet it is difficult to identify how that relationship transfers to the organisation-volunteer relationship (Bortree, 2010). The belongingness that is expected and built through the relationship with the organisation influences also all the other relationship outcomes (and vice versa). The volunteers emphasize several times how they were motivated to volunteer with the nations because they wanted to meet people, and how the experience of social interactions with the other volunteers and the customers during the volunteering were important for their satisfaction:

> "[…] like specifically the only reason I keep volunteer[ing] is for people. Cause I enjoy like talking to people" (Worker, O2).

Getting more involved and heightening commitment is often dependent on the personal relations to active people, the trust amongst them build a network that can be useful for an organisation (Padua, 2012). Even when assurances were the motivator to initiate a relationship, with the development of personal relationships and enjoying the interaction with people during the experience, the motivations of wanting to help and support the other person become more significant as people naturally have the need to belong (Baumeister & Leary, 1995; Bortree, 2010; Nifadkar & Bauer, 2016).

> "Another, I don't know if this is a bad thing or good thing, because it's your friends working, you kind of also want to help them out and there's like more personal things involved." (Worker, O2).

5.3.1 Accessibility

The main page does not help the volunteers much to build belongingness as there is not much interaction on that page, but the nation does have the option to reach more people and gain a network of followers through their current followers as explained by one foreman:

> "I'm kind of expected to press like interested or going cause then it'll show up to my friends […]" (Foreman, O1).

Following the theory of satisfaction as an outcome, the increase of a network on the part of the organisation would live up to their expectations of the foremen and could

strengthen the relationship. Many interviewees pointed out how their friends being active or needing help had them starting to volunteer.

The Facebook group as a means of organising the volunteering allows the volunteers to send out personalized messages by connecting them to an individual and triggering the motivations of supporting the individual rather than the organisation. Yet, the CCO suggests, all communication within the context of the organisation constitutes the organisation (Heide et al., 2018) which compliments the notion that personal messages can improve the OPR (Kelly, 2001; Waters & Feneley, 2013).

Personal relations are usually asked before the foremen turn to the workers' group on Facebook:

> "Or people who I've spoke[n] to privately that has said that they might be interested in working. Uhh, so I have a sort of a short list, of them but I would send texts to uhm private, private texts, you know." (Quratel member, O2).

5.3.2 Positivity

The social network of the nation can also be increased through the workers' group, as people can tag each other in the comments of a post, if one knows somebody else that is interested in volunteering, increasing the reach of the message. The interaction between the people can also help form a community by allowing positivity amongst volunteers with "inside jokes" (based on Kelly, 2001). Nevertheless, the workers' group does not manage to build a strong and cohesive community feeling but mainly stays somewhat a notice board to offer volunteering opportunities and that way connects foremen and workers. Active dialogue can improve the relationship, cohesiveness, and engagement (Padua, 2012; Pang et al., 2018). A group that has more of a leisure communication seems to build more dialogue and even connections between people that usually would not interact or know each other, as they possibly left Lund. They still interact on the page, despite not receiving anything from the organisation per se, highlighting the importance of belongingness and positivity for a strong relationship. The volunteers describe it as fun to read the long thread of comments on the meme-posts and how they like to react to other people's posts, too.

"Uuuhm, sometimes, they're eh meant to interact with people. So, I'm putting a certain, what does your phone number say about you and ehm, it's ridiculous things, but it's uhm funny to reply to other people's answers, other people's comments. Which is I guess why they've become a thing." (Foreman, O2).

5.3.3 Relationship nurturing

Relationship nurturing describes the efforts of each member to keep the relationship positive and valued (Kelly, 2001). Pang et al. (2018) emphasize how important the development of dialogue is to build a relationship and Waters and Feneley (2013) show that organisations lack in developing dialogue online. The dialogue can spread positivity amongst organisations and can be a form of relationship nurturing by simply staying in contact. A foreman explained, how belongingness was a motivation for them to take a position with more responsibility in the organisation:

[…] I'd say the first reason I decided to be a foreman, as a foreman I-I got to know everyone, basically. Before, I knew pretty much a lot of people uuh from organisation 1, but I had to go to certain events to get to know them, yeah as a foreman you have these kind of foremen events. All these foremen tables, all these foremen-whatever, and then you know...everyone almost. And that is very cool, like you feel like you belong to something […]." (Foreman, O1).

Whilst the interviewee referred to actual events, the online space can enhance that belongingness through group members interacting online. The active role in the interaction leads to a bigger cohesiveness in the group, which can improve the engagement of the publics and the efficiency of the organisation (Padua, 2012). Especially that feeling of belongingness is how the peer-to-peer relationship translates to a relationship with the organisation as the organisation is seen as a construct of a certain group of people that work towards the common goal together. As mentioned earlier, the leisure communication plays an essential role in building a community and a dialogue online, as the qurator of O1 elaborates further:

"[…] people post their pictures and like asking if anyone is going to the cluuuub or if anyone wants to do something but yeah now we're on this platform workplace, as well".

With the formal communication moving to their new communication platform, the Facebook foremen group has become an informal space for people to share ideas and make plans to go to (the nation's) events. However, both pages are kind of two

sides of the same coin, people interact formally and strengthen their relationship, but the informal interaction also affects the relationship with them and with the nation.

This can be further developed into also having a space for not only foremen to interact and that is not meant for organizing the volunteering, but rather strictly off-topic. The qurator of organisation 2 does not see the value of the group for the relationship cultivation of the organisation. According to them, it is "a meme group":

> "[…] the interaction there is pretty silly I think it consists mostly of people who've been active at [organisation 2] within the last couple of years but it's- it's not directly connected to it, it's not- rarely on topic, although occasionally we'll make jokes [that are related to the nation]." (Qurator, O2)

Since the members of the group are (formerly) active members of organisation 2 the group stays related to organisation 2, despite the conversations being mostly off-topic. The enjoyment of the interaction hence is related to the relationship of the individual to the organisation. Several interviewee's mention the enjoyment of the content and high interaction that even leads to the members checking it more often than the other pages of the organisation. Emphasizing the importance of offering the volunteers a platform to connect on a leisure basis.

The group gives a lot of cues to the volunteers of their social status within the organisation as one foreman (O2) explains:

> "I mean, people knew me, I mean, I wasn't in the group even though people knew me, but eh yeah."

Furthermore, after telling another interviewee (an active worker of organisation 2) that this research is about relationship building between volunteers and organisations and how Social Media can play a part in this, they mentioned being added to the group as "a step up" and further explained how it seemed like "I was accepted in the group". The feeling of belongingness was increased through the confirmation of connectedness, which can increase trust (dependability) in the relationship of a volunteer and an organisation and can help predict volunteering behaviour (Baumeister & Leary, 1995; Padua, 2012). When I asked the same

volunteer (earlier during the interview) if they could imagine volunteering someplace else than organisation 2, they replied:

> "[..] I'm more comfortable now, I would know what I'm doing, what to expect, and because I'm also a member I feel more emotional, like emotional connected and responsibility, so I would be more willing to work."(Worker, O1).

5.6 Relationship type

A broad view of the interview material shows that the relationship changes with the level of involvement of the volunteers. Volunteers who have volunteered little are more focused on rewards and have more of an exchange relationship with the organisation (Grunig, 2002). Facebook can help especially with strengthening this kind of relationship as it gives several options to inform and advertise the benefits to volunteers. In the beginning, the relationship can be described as an exchange relationship whilst later, with more involvement, a more communal relationship is established. The more involved volunteers (foremen and very active workers) enjoyed the events that were organised by the organisation (and former volunteers) and feel a responsibility to continue assuring that students in Lund enjoy the events of the organisation.

> "How people view [organisation 2] I guess because when I go to other nations and I go to the pub and order a beer, even though it's really small the interaction with people working there kind of changes your idea of that nation […]" (Worker, O2)

This is in line with the increased commitment through more experiences (explained in chapter 5.3 Commitment), because people want to invest more of their time into the organisation that they have already invested in.

The description of the organisations being "home" and "family" indicates strong interpersonal relationships and influences the relationship of the organisation and the (new) volunteer.

> "They always show their appreciation, and they're like oh you've been working a lot and blablabla or if I'm sitting in the wardrobe, they always come and ask, hey do you need something? And I believe that it helps like to create this, you know, family relationship, [a] family like vibe in the nation. Which is the most important part in the nation, when, the reason you join the nation is to know more people to feel like home […]." (Worker, O2).

On Facebook, the main allowance that could help develop the relationship from an instrumental to a communal relationship seems to be offering a platform of community and belongingness that allows for leisure communication (group and messenger).

6. Discussion

This research aims to understand how Social Media can drive the relationship building of organisations and volunteers. Krüger et al. (2013) identified multilateral channels used by organisations amongst different media. This research expands this by identifying multilateral channels not only amongst different Social Media, but within Facebook itself. The different features of the main Facebook page and the different groups allow the organisation to develop different dialogues and have different options to influence the relationship with (potential) volunteers (see Appendix D for most used Facebook features in Sweden).

6.1 Facebook can inform

The results show that student organisations prefer using Facebook to keep supporters engaged to their website, contrary to former research results of non-profit organisations using the website as their main channel (Waters et al., 2009; Waters & Feneley, 2013). People possibly use Social Media for current information and the website for general ones (Waters et al., 2009). These results show that organisations share recent information on their Social Media, as their main outlet, to create trust and satisfaction and to reach their student target group. This contrasts Waters et al.'s (2009) suggestion that organisations mostly use the Facebook-site for disclosure but still miss out on sharing recent news. The transparency of information on the website as well as the main Facebook page can increase the reliability of the organisation and can increase trust in the organisation (Waters et al., 2009; Waters & Feneley, 2013). The organisations use their Facebook main page as well as their Facebook groups to keep their supporters and volunteers informed and build reliability by posting information regularly. The analysis shows that the volunteers and the organisation enjoy the simplicity and flexibility that Facebook offers to share and find information on (volunteering) events. Screening the volunteers and acknowledging their skills can build trust amongst their volunteers (Waters & Bortree, 2007), the organisations could build that trust by

offering more information about the available positions at the organisation to everyone online, rather than sticking to word-of-mouth-distribution. The (potential) volunteers could make more informed decisions on volunteering and taking on a position that might be more of an interest to them than others.

6.2 Facebook can build organisational dialogue

Research has identified difficulties of the organisations to develop a dialogue online and that the organisation cannot only offer a platform but needs to encourage the interaction actively (Bortree & Seltzer, 2013; Pang et al. 2018). This research shows options for increasing dialogue on their Facebook channels. The organisations are using groups instead of the main page to activate volunteers and make them aware of volunteering opportunities. Giving the Facebook and messenger groups the function of organizing the volunteering task, the organisation gives a reason and necessity for interaction. The volunteers also appreciate the control they have over when and which event they want to volunteer at and when they will tell the organisation. This parallels former results of control mutuality improving the relationship (Bortree & Waters, 2008a) and indicates how Facebook can contribute. The result could be due to the Student lifestyle which is not as static as it is for the working society in a 40h week. Therefore, whilst it might be easier for people with a set schedule to plan, for students it might be more difficult as their days are often self-managed, and they might enjoy a level of flexibility for their volunteering. Organisations have the chance to advertise the group and volunteering opportunities on their main page and their website, meaning they would reach a bigger public and might be able to engage more new volunteers.

6.3 Facebook can raise expectations

The organisational character of the groups makes it hard to develop a real dialogue that extends certain questions. In the Facebook group for volunteers, the organisation can set the starting points of a relationship, but the actual building of the relationship comes only in combination with the actual volunteering experience. This supports Hovey's (2010) and Miller's (2010) findings that Social Media cannot substitute for actual interactions. Therefore, describing the task and offering

assurances in the Facebook group can be helpful at first by reaching volunteers and getting their interest as well as getting them excited and building their commitment, but it also raises their expectations of the experience. If these expectations are not met, the relationship might get weakened (Hon & Grunig, 1999). Moreover, if the assurances and benefits are not deemed justified by the volunteer, they might show less commitment to the relationship and are less willing to volunteer (Hon & Gruning, 2002). The organisations must be careful in how they communicate the voluntary opportunity to raise expectations enough to activate the volunteers but stay reliable and trustworthy by not advertising it too much.

6.4 Facebook can increase accessibility

The Analysis shows that Social Media can make individuals and organisations more accessible. This is in part done by making the individual and organisation more transparent, as one can gather information of other's profiles and might feel less inhibited to message the parties directly. The accessibility simplifies further interaction, and the interaction built on accessibility improves trust between the parties (Kelly, 2001).

The messenger option can also build commitment towards the single volunteering task as one feels included and responsible for the people in the messenger group. The messenger (groups) also allow the organisation to show their commitment towards the volunteers as well as their satisfaction with the relationship by praising the volunteers directly, being available, and reminding the volunteers of special events for them. Messenger services are amongst the most used Social Media in Sweden (Internetstiftelsen, 2019, p. 114), and it explains the high level of accessibility and interaction possible between volunteers. The messenger groups have more horizontal communication and more dialogue than the Facebook groups, and hence can help build a community amongst volunteers on a more personal level. Thus, Messenger services are valuable for organizing a single event with a small number of people and keeping their commitment high. Kelly (2001) emphasizes how direct communication strengthens a relationship and this analysis shows the value of the messenger for direct communication, which has not been explored in former research. However, the results also show that if the group becomes very active it can be hard for the organisation to keep track of it. Former research has

focused only on the communication on the Main Social Media pages (and the implementation of pictures, videos etc.) but has ignored other features of one single Social Media such as the groups and events. This research expands the concept of accessibility to not only a wider reach but accessibility of the individual volunteer and organisation through the group and messenger (Krüger et al., 2013; Pang et al., 2018; Pressgrove & McKeever, 2016; Waters et al., 2009; Waters & Feneley, 2013).

6.5 Facebook can enhance leisure communication

The analysis indicates the importance of offering a space for volunteers to connect in a leisure context within the frames of the organisation and create a feeling of belongingness for the volunteers. The addition of belongingness as a relationship outcome that influences volunteering behaviour is emphasized by these results and parallels. Strengthening social ties can in return influence the engagement of people (Padua, 2012). This analysis supports also the importance of inclusion to retain volunteers, but on the even more emotional level of belongingness (Bortree & Waters, 2008b; Bortree & Waters, 2014). Former research showed that, assurances and especially advertising the assurances is important when building a relationship (Lovejoy & Saxton, 2012; Waters et al., 2009). This analysis agrees with that, however, it also indicates that the assurances become less important, when volunteers are motivated by social factors. The results also oppose (Jansson & Nordqvist, 2016) findings of a decline in social factors as a motivator over time. This might be due to the student setting and students often being motivated by social factors (Bortree, 2010). The social factors were an important motivation for volunteers to engage and become more active and take a position within the organisation.

Waters (2103) and Pressgrove (2016) explain, that donors who volunteer often build a bigger network in the organisation and with the organisation's members which in return can strengthen the relationship with the organisation. The same seems to be the case for volunteers: more involved volunteers build more ties and the social connection influences perceptions and behaviour.

Belongingness adds a group level to the study of relationship analysis, whilst the other outcomes are also part of individual interpersonal relationships (Padua, 2012).

Facebook can enhance a feeling of belongingness for the volunteers of the organisation by offering a platform that is less organized and has more leisure communication which encourages interaction. The volunteers showed greater satisfaction and commitment to the leisure group than with the more official groups. The high level of dialogue and interaction can improve the relationships between the individuals, which can transfer to a positive perception of the organisation (Kelly, 2001). This is in line with Asah, Blahna's (2012) results of non-online stewardship that personal and social reasons are bigger motivators to stay involved in volunteering. Hovey's (2010) results showed, that the volunteers would interact more with the Social Media pages of their organisation if the content were more related to the volunteering. The results from this study go in the opposite direction, a possible reason for that could be that nowadays the usage habits of Social Media have changed.

7. Conclusion

The results are further related to the aim and research question of this thesis and the contributions of this study to research and practice are emphasized. Like all research, this study also shows limitations that need to be addressed (Berger, 2016). Finally, suggestions for future studies and possible hypotheses derived from these results are made.

7.1 Contributions to Research and Practice

90% of Students in Sweden use Facebook (Internetstiftelsen, 2019 p. 111) which indicates that student organisations could greatly benefit from using Social Media to gain a wider reach but also developing their relationship with current and future volunteers. This research aimed to answer the research question "how can Social Media drive relationship building between organisations and volunteers". The research about relationship management via Social Media is often analysed with a content analysis of the main official outlets (Bortree & Seltzer, 2009; Krüger et al., 2013; Lovejoy & Saxton, 2012), but the micro-perspective of interpersonal communication has been often overseen. Interviews allowed to broaden the understanding of the different communication channels from both, the organisations and the volunteers' perspective. Moreover, it allowed us to understand the importance of using messenger services and groups as well as emphasized the importance of belongingness to understand the role of Social Media in the OPR. Waters and Feneley (2013) proposed that Social Media has many options for especially smaller organisations to build a community via Social Media, as they have a smaller target group and fewer members in general. The research identified Facebook and especially Facebook groups as a helpful tool to build relationships by informing volunteers, organizing the activities, communicating the volunteer's value and building expectations. These communicative options can strengthen the relationship with volunteers. Social Media has also been found to make the organisation and volunteers more accessible which can improve all

relationship outcomes, and advances former results of the influence of accessibility on the relationship into Social Media (Bortree, 2010; Hon & Grunig, 1999). Furthermore, it showed the importance of belongingness to improve the relationship between the organisation and the volunteers. The social connections of people seem to be essential in many of the relationship outcomes and need to be considered continuously (Baumeister & Leary, 1995; Padua, 2012). It seems advisable for strengthening the relationship with the organisation to implement platforms and opportunities strategically for the individuals to create stronger connections with each other- Social Media allow this. Based on the results a guide was developed (p. 60). Because Social Media happened to be operationalised as Facebook (based on the case organizations' use of Social Media) and some of the features are unique to Facebook (e.g. groups), it is mainly a Facebook Guide and only some tips can be adapted to other Social Media channels (see chapter 7.2 Limitations).

7.2 Limitations

The study has several limitations and the results need to be considered critically. Firstly, the case organizations have the purpose of offering a social setting for students. Therefore, the ulterior motive of the non-profit organisation is to build social connections amongst its members and volunteers. The results might look different in other non-profit organisations. Furthermore, are interviews limited to the perception and lifeworld of the interviewee and subject to the interviewer's interpretation (Kvale, 2007). Former research has evaluated how PR professionals can use relationship cultivation strategies (e.g. Bortree & Waters, 2014; Waters et al., 2009; Waters & Feneley, 2013). Interviews with PR professionals could have given further insights, as the CCO-framework emphasizes the communicative role of all participants. Because the case organizations mainly used Facebook, this research focused also on Facebook as a Social Media. Nowadays, Social Media features are different on different channels, e.g. Instagram only shows a groupfeature in the Instagram-messenger. Therefore, the results can only be generalized to other Social Media to an extent. Mainly all Social Media can inform the public and offer affordances to build a community and activate volunteers.

Facebook Utilization Guide for Building Relationships with Volunteers Online

1
Online communication influences your relationship with volunteers. Understanding the importance of implementing a communication strategy to build stronger relationships is the first step.

2
Update your SoMe accounts regularly with recent information and offer the same information on all channels (SoMe and website) to show transparency, develop expectations and build trust and satisfaction.

3
Make the organization's management more accessible by allowing the messenger function on the Facebook page. This saves the supporters an extra step of finding an e-mail address of the organization and can increase satisfaction. (Attention, read Step 8).

4
SoMe can be a great way to advertise specific volunteering tasks. Having a Facebook Group for organising the specific volunteering helps you reach the exact target group as well as it makes the individual profile of volunteers and management more accessible and increases transparency and trust.

5
Give the volunteers control to organize their volunteering tasks by e.g. finding volunteers themselves. The organization can offer the group as a platform for the volunteers to get in touch with each other and can increase control-mutuality. An organizing dialogue can be established that can enhance trust and commitment. The group should be advertised on all channels.

6
Always show appreciation and assurances on all channels to build control mutuality, trust, satisfaction and commitment and strengthen your relationship. If there are thank-you events, invite your engaged volunteers and encourage them to invite other valued volunteers.

7
Create a platform that encourages leisure communication strategically. The organization can build dialogues by engaging actively in the conversations themselves and offer meet ups as well as post pictures etc. This can be a group only for more involved volunteers but can also engage others more and seem like they are accepted in the group.

8
Utilize messenger by encouraging your engaged volunteers to make group chats for specific volunteering events and build commitment and trust. However, do not make messenger the main communication channel of the management, as it might be difficult to keep track of the information, questions, etc., despite increasing accessibility, it might harm the organization's integrity.

Image 3: Facebook utilisation Guide for Building Relationships with student volunteers

But to build a strong relationship dialogue and interaction are necessary (Pang et al., 2018; Waters et al., 2009; Waters & Feneley, 2013), which messenger and groups are more suitable for. Many other Social Media do not have a group feature and their influence on the community and OPR might be different. This research identifies how cultivation strategies online can help build a relationship with volunteers, but it cannot claim any hierarchy of importance on the different cultivation strategies.

7.3 Future research

This research expands the relationship cultivation of organisations with the CCO framework of considering everyone's communicative role in constituting the organisation. Further research can explore the peer conversations' effects on the relationship more. Belongingness as a relationship outcome needs to be explored further in different settings such as for-profit and bigger (student) organisations and how it predicts future volunteering behaviour. The relevance of Social Media in creating belongingness for volunteers needs further exploration as well as the relation of belongingness to the relationship outcomes and cultivation strategies. This research would suggest several hypotheses for a quantitative study researching the Organisation-volunteer-relationship, such as (1) Facebook groups can help build dialogue which enhances a feeling of belongingness and strengthens the relationship, (2) Organizing the volunteering on Facebook can develop more dialogue and strengthen the relationship, (3) feelings of belongingness can influence volunteering intention or (4) organizational dialogue has a weaker influence on belongingness than leisure communication. This research emphasized the importance of including all communication channels to understand the OPR, more quantitative research could give insights on how communication amongst volunteers contributes to the OPR. The analysis shows that if the motivation changes from extrinsic to intrinsic the relationship-building is less reliant on assurances. This research only touches upon the interplay of relationship outcomes and motivation slightly and needs further exploration. Finally, the CCO framework has proven useful in understanding the relationship building through the communication of all parties involved in the relationship. Strategic Communication research could gain a more holistic view of how voluntary organisations can utilise

multilateral Social Media channels for relationship-building with volunteers. The research of Social Media as a tool to drive relationship-building is still underexplored and in need of more recent qualitative and quantitative research.

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9. Appendix

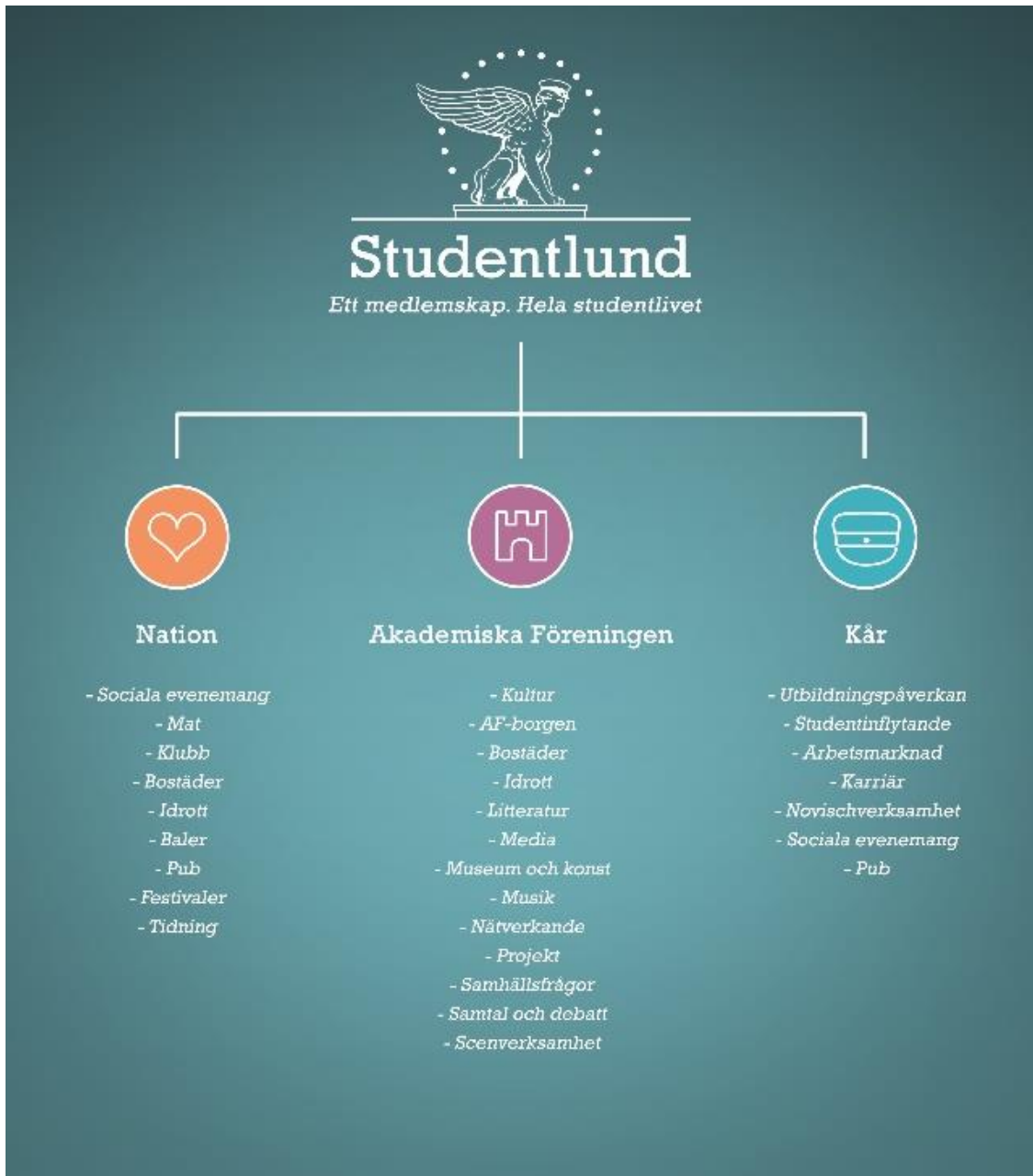**Appendix A: Overview Studentlund**

Image 4: Overview studentlund derived from the studentlund website ("om nationerna", n. d.)

Appendix B: Construction of the Interview Guide

As a phenomenological interview, it aims to gather detailed descriptions of the participant's experience by asking open questions and following up with more detailed questions if certain topics have not been touched upon. As Kvale (2007) suggests should a researcher still collect data about the socio-demographic background, as these might have an influence on the replies of the interviewee. Included were age, sex, education, current program, occupation, if they are a member of the organization and what position they have.

It is common to ask very broad questions in the beginning and have the interviewee talk freely. The interviewer can ask follow-up questions if a certain topic has not been described by the interviewee (Flick, 2018). Kvale (2007) suggests that in interviews it is often helpful to have the questions formulated openly and have the interviewee describe their own experience, which leaves the analysis for the researcher rather than the interviewee. It is more fruitful to get exact descriptions of what happened and how something happened, rather than speculative explanations of why something happened (Kvale, 2007). After the collection of the socio-demographic data, the interview questions start outside the field of student volunteering in Lund by asking about former interviewing experience. These can help set the replies into context and see if the interviewee might be an experienced volunteer that is familiar with other volunteering issues. To follow up it changes direction with a tour question about one's first encounter with the specific nation. "Can you describe your first encounter with XX-Nation to me?", this questions shows how the interviewee first came in touch with the Nation and can give a hint if Social Media already played a role with the first encounter and becoming a member. This is followed by another tour question such as "Do you remember the first time you volunteered for XX Nation? Please describe the full experience in detail to me". The question is broad but it simplifies for the interviewee to stay with their actual empirical experience. It also lets the interviewee set the agenda of the important parts of the experience and can give insight into how the relationship is build and if Social Media played a part in it. This question is later repeated by referring to the last volunteering experience. "Do you remember the last time you volunteered for XX Nation? Please describe the full experience in detail to me". The follow up questions lead more into the theoretical framework if the description of the interviewee does not touch upon those. The follow-up questions include how

the interviewee found out about the opportunity to volunteer, how the nation (or foreman) advertised the opportunity, their promises, if the interviewee enjoyed the experience, reasons for volunteering, support of the nation and the volunteers. The follow-up questions indicate how the questions are derived from theory and make the analysis easier. The aim is to gain insight into relationship outcomes control-mutuality, the trust, the commitment and the satisfaction. The questions are derived from Grunig (2002), in their article they suggested interview questions to measure the four relationship outcomes, however, the questions often demand the interviewee to analyse the relationship himself. Therefore, in this interview guide the questions have been adapted to a more descriptive endeavour that allows the researcher to analyse the dimensions from the description of the experience. Control mutuality means that both parties have a little bit of control, even though there is often a disbalance in power and control, which can be expressed in both broad questions asking about a description of the experience (Grunig, 2002; Hon & Grunig, 1999). Grunig (2002) suggests questions to operationalise control mutuality by asking if the organization pays attention to what the public wants (and vice versa) and if they take their wishes and interests into account. If not touched upon by the interviewee the control mutuality is measured by the question if the interviewee perceives the volunteering helped the nation, but can in an analysis also be seen in how the organisation advertised the opportunity and in the description of the exact tasks, which gives insight into how dependent the volunteer is on the organization offering the volunteering opportunities but also how dependent the organization is on the volunteer to fulfil its mission.

Trust consists of three parts – integrity, dependability and competence. Integrity is defined by Grunig (2002) as the belief that the organization is fair and just. After the interviewee has described the volunteering experience, if the dimension of integrity has not been mentioned, a follow up question could ask "do you belief the organization has treated you fairly?" dependability focuses often on what the organisation has promised and if they kept their promises and competence is in regard to the volunteer being competent enough to fullfill the assigned tasks as well as the organisation's competence to support the voluntary task and volunteer (based on Grunig, 2002).

Grunig (2002) suggests to ask the interviewee how satisfied they are with the relationship to measure satisfaction, however, I considered this question rather

vague and think it is the researcher's job to evaluate the relationship based on the descriptions, rather than ask the interviewee for a spontaneous reflection on the relationship (which the interviewee might have not been actively aware of). Satisfaction is hence measured by how the interviewee enjoyed the specific experience. To measure the commitment of both parties, several questions can be asked for the reasons of volunteering, if the volunteer would volunteer again, if they've become a foreman and what the nation does to stay involved and in touch with the volunteers.

The research questions are guided by the role of Social Media in the cultivation of relationships, if the interviewee mentions Social Media during their own explanations, the interviewer will pick that topic up and ask for more detailed descriptions of how and where the interaction takes place.

If it is not touched upon, the dimension of trust by asking "Which Social Media of the nation do you use"? This should also find out what different forms of Social Media the nation has (their own official website, open and closed groups.

As there will be different levels of involvement the interview questions need to change slightly if asked to a volunteer or a foreman or quratel member. The follow up question of "how did you find out about the volunteering opportunity" will be changed to "how do you organise the volunteering schedule", and instead of asking "how has the nation advertised the opportunity" it will ask "how did you advertise the opportunity to find workers".

The quratel are a special case as they often take on their own jobs, but if there is a shortage of foreman, they need to step in and volunteer in that role, as well if there is a shortage of workers (Hagen, P. personal communication, 05.02.2020). The question "can you describe your position and its responsibilities to me" will be added, as well as, "How would you describe how XX-Nation uses Social Media? What channels do you use? What functions do you use it for?." Another added question will be: "how do you reach volunteers via Social Media" and "What do you think is the value of it", this once again measures trust by seeing how open the communication is, as well as how accessible the quratel is to its volunteers and members. Also, commitment can be measured through it by indicating how committed the quratel is to stay in touch with its volunteers and offer support as well as opportunities to stay in touch with the organization.

As the interview is semi-structured the exact wording of the questions will be recorded and the questions will be adjusted to the interviewees narrative and rephrased to the interviewees needs.

Appendix C: Interview Guide

Ask for consent of audiotaping; inform about anonymity and how the collected data is treated. Inform that the interview and research is *about volunteering in Lund and people's experiences with it.*

Name:

Age:

Citizenship:

Program of study:

Level of Education:

Occupation: Student

Member of the Organization:

Position in the Nation: Member, Worker, Foreman, Quratel

Have you volunteered before coming to Lund? (When, how often, with which organization)?

Would you begin by telling me about your first encounter with XX nation? (This can be, during a fair, hearing from a friend about it, seeing the Facebook/ Instagram page etc.)

Do you remember the first time that you volunteered?

- How did you find out about the volunteering opportunity? (Maybe follow up, asking who they talked to and if any conversation regarding the volunteering happened on Social Media)

- How did the Nation advertise the voluntary task?

- What did they promise? Have they kept their promises?

- What tasks did you need to do?

- Can you describe how the Nation supports you during your volunteering experience?

- Why did you decide to take on the job?

- Can you tell me what exactly you enjoyed and did not enjoy during that experience?

- How do you think that the organization treated you fairly?

- Would you like to volunteer again? Why? Why not?

- How do you believe that this volunteering helped the nation?

- How do you find out about the fb page

- How did you sign up for the task

- How did the foreman help with the stress

And how about the last time you volunteered? Can you walk me through the whole experience?

- How did you find out about the volunteering opportunity? (Maybe follow up, asking who they talked to and if any conversation regarding the volunteering happened on Social Media)

Foreman: How did you advertise the voluntary task? What did you promise?

- How did the Nation advertise the voluntary task?

- What did they promise? Have they kept their promises?

- What tasks did you need to do?

- Why did you decide to take on the job?

- Can you describe how the Nation supports you during your volunteering experience?

- Can you tell me what exactly you enjoyed and did not enjoy during that experience?

How do you think that the organization treated you fairly?

Would you like to volunteer again? Why? Why not?

How do you believe that this volunteering helped the nation?

Have you ever considered becoming a foreman? Why/ Why not?

Do you remember how you first found out about foreman-positions?

- How did you find information on the different foreman positions?

- Can you remember seeing information about them on Social Media?

(Foreman: Please describe your position and its tasks a bit more. What do you like/dislike about it?)

Now let me change the focus a little bit, we all use Social Media in different ways. I would like you to think about your Social Media usage of the Nation's Social Media.

The Nation's Media can include any official pages and groups as well as private ones.

Only to volunteers and foreman: Do you use the Social Media of XX Nation? Which Social Media of XX Nation do you use? What do you like/dislike about it? (Control mutuality, Trust)

How do you use the Official Social Media Site of Kalmar Nation

How do you use the workers group? What do you think is the value of it?

Are there any other groups that are related to the Nation? What does the interaction look like?

How would you describe the commitment of the Nation towards its volunteers? (What does the nation do to keep the volunteers as volunteers?)

- Do you have examples how they show that on Social Media?

- Do you have examples of how XX Nation stays in touch with its volunteers?

- Do you have examples of how volunteers stay in touch with XX Nation?

Only to quratel members: How would you describe your experience with how XX Nation uses Social Media? What channels do you use? What do you use it for?
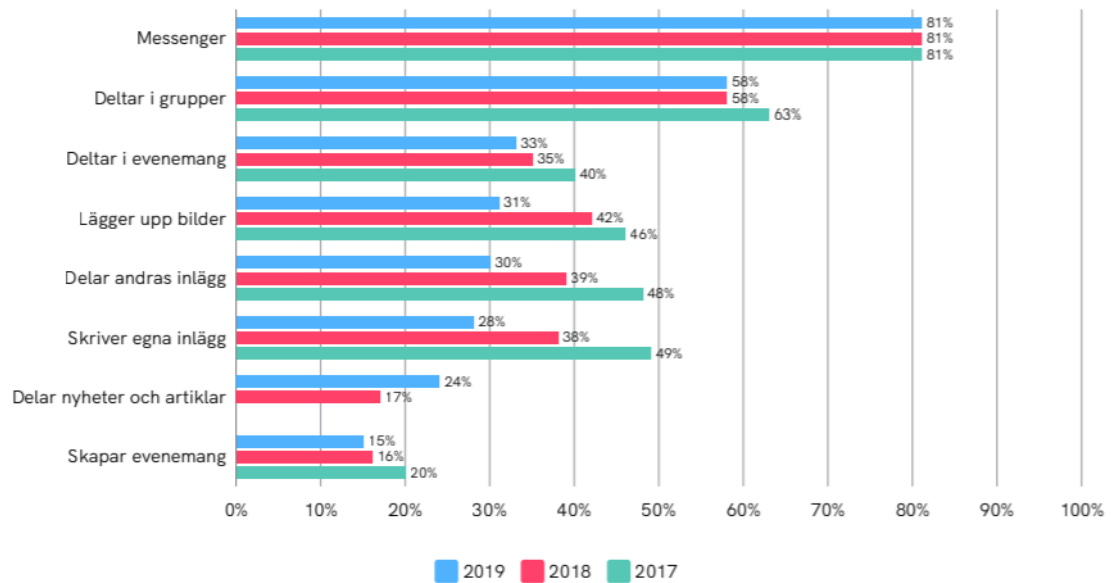
Foreman: How do you reach volunteers via Social Media, what do you think is the value of it?

After talking about this nation specifically, could you imagine volunteering anywhere else? Why, Why not?

Appendix D: Most used Facebook Features in Sweden

Färre lägger ut bilder, skriver eller delar andras inlägg på Facebook

Diagram 7.8 Andel av Facebookanvändarna (16+ år), Uppger om de gör respektive aktivitet på Facebook, år 2017–2019

Aktivitet	2019	2018	2017
Messenger	81%	81%	81%
Deltar i grupper	58%	58%	63%
Deltar i evenemang	33%	35%	40%
Lägger upp bilder	31%	42%	46%
Delar andras inlägg	30%	39%	48%
Skriver egna inlägg	28%	38%	49%
Delar nyheter och artiklar	24%	17%	
Skapar evenemang	15%	16%	20%

Results of the Swedish survey "Svenskarna och Internet, 2019" researching internet usage in Sweden by Internetstiftelsen (2019, p. 114).