

# **Breaking the Barriers: A Phenomenological Study of Social Media Adoption in Women's Non-Governmental Organisations**

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## **Abstract**

Social media has become a prominent platform for organisations to collaborate and share information. Although several studies have explored the barriers of technology adoption in organisations in different context, not many of them are directly related to the unique barriers of social media adoption. Understanding the barriers of social media adoption can assist organisations in adopting them for their activities. The purpose of this study is to investigate the most pertinent barriers of social media adoption in Women's Non-Governmental Organisations (WNGOs) in North-West Nigeria. The study uses qualitative research design based on a phenomenology approach. Data was collected from 10 Chief Executive Officers (CEOs) of the WNGOs using semi-structure interviews. The findings of the study reveals that the impediments WNGOs encountered in the adoption of social media to share information include: perceived risk, lack of trust, lack of legal and regulatory framework, cost of data, human and financial resources and lack of social media skills. The study suggests and recommends a number of measures which could be taken by the designers, practitioners and government to address the many barriers identified.

**Keywords:** Social Media, Adoption, Information Sharing, Barriers, Women's Non-Government Organisation, Nigeria

## **Introduction**

In the last two decades, the world has witnessed an incessant upsurge and expansion in various information and communication technology adoption. One of the technology that has continued to evolve through this face of technological development is social media (Al Barki & Kisswani, 2014). Social media adoption by organisations as an enabler for enhancing inter-organisational relationship has

becomes more prevalent worldwide. Various social media tools have gained significant popularity on the web with a growing number of users which is estimated to be over a billion users. Social media tools are used for different drives such as collaborative platforms for exchanging and sharing information (Mansour, 2012), communicating information (Qalati, Yaun, Khan, & Anwar, 2021), and disseminating knowledge and information 24/7 (Ashiq, Rehman & Mujtaba, 2020). To this end, Maniki & Jain (2019) concluded that social media is the turning point of the information environment.

Social media plays enormous contributions to Non-governmental organizations (NGOs) activities. This contribution is situated in multilateral interactions and managing and building relationships. In the multilateral interaction context, it allows for inter-organisational relationships (Jang, Min-Sun & Yoonjae, 2010). Nah & Saxton (2012) note that social media is adopted by NGOs for mobilization of support, collaboration, communication and fundraising. Jain (2011) identifies social media as a quick tool that has become an inexpensive means to reach out to supporters. It also makes it possible for the organisations to be more visible, see-through and accountable.

Despite the remarkable growth and adoption of social media in several aspect of human undertakings, there are numerous barriers that hamper the adoption process, particularly in developing countries like Nigeria. While many studies have examined factors affecting technology adoption in organisations in different contexts, not many of them are directly related to the unique factors affecting social media. Furthermore, most of the existing studies on social media adoption are grounded on technology adoption theories and models. Phuti & Mutshewa (2019) are of the view that these theories and models “restrict investigations to focus on some predetermined constructs at the expense of open explorations which allow for the discovery of new factors peculiar to a given context” (p. 373). Likewise, most of the previous studies on technology adoption employed quantitative research design. Much as the quantitative method could only generate data, however, it could not provide an in-depth and detailed understanding of a phenomena from the perspective of the individuals involved in the adoption process.

Against this backdrop, this study employed an interpretivist philosophical approach that is concerned with the deep understanding of a phenomenon through first hand experiences, truthful reporting and quotes of actual conversation. The approach is used to understand the barriers of social media adoption in Women's Non-Governmental Organisations in North-West Nigeria. Tuli (2010) argues that this type of data gathering method is sensitive to context and allow rich and detailed description of social phenomena.

### **Statement of the Problem**

The power of social media in transforming the way in which **WNGOs** accomplish their mission cannot be over emphasised. Although some local **WNGOs** in North West Nigeria have started to experiment with social media tools, the uptake is still limited and in most cases, not part of a broader strategies approach. Traditional **WNGOs** activities such as information sharing, fundraising and advocacy will directly benefit from the adoption of a wide range of affordable online services and applications. The dominant problem of this study is that despite the remarkable increase in the adoption of social media tools to support organisational operations, very little empirical research focusing on **WNGOs** in North-West Nigeria has been conducted to date.

Social media adoption is an issue being investigated and addressed at varying levels and across many disciplines: education, communication, health teaching, political economy and library and information science. It is critical for information sharing to a range of government sectors, private sector and public work and stakeholder, including funding agencies. Previous studies on information technology adoption have acknowledged a lot of organisational, environmental, and technological issues that may explain why an organisation may accept or reject an innovation. Most of the previous studies on social media adoption are grounded on the existing technology adoption models such as Technology Acceptance Model (TAM), Unified Technology Acceptance and Use of Technology (UTAUT), the Technology-Organisation-Environmental (TOE) Framework and the Diffusion of Innovation DOI (Phuti & Mutshewa, 2019). These theories and models have differences in terms of their focus and designed to examine different aspect of social media adoption. However, considering the differences in governance, funding model and mandates of private business, government and **WNGOs**, theories that have been developed based on one sector may not be expected to work on others. Given the limitations of these theories which restrict studies to focus on some predetermined constructs as against open explorations that gives room for new discoveries peculiar to a given context. This study, therefore, argues that there is the need to have a thoughtful insight from the practitioners' perspectives about the barriers that surround social media adoption by **WNGOs**.

### **Objective of the Study**

The objective of this study is to explore the most pertinent barriers of social media adoption by **WNOGs** in North-West Nigeria.

## **Literature Review**

### **Adoption and use of Social Media in NGOs**

The adoption and use of social media is considered to be one of the major recent innovation in inter-organisational relationship. The Non-governmental organisations' (NGOs) increasing reliance on social media has intensified, following increased availability and capability of the technology to enable information sharing. Social media enables NGOs to reach out and collaborate with various stakeholders, thus, representing good value for services (Honinah & Alhakimi, 2021). Kaul & Chaudhry (2017) and Nah & Saxton (2012) noted that social media adoption has significantly impacted NGOs activities through mobilisation of membership, promoting engagement through feedback loops, enhancing collaboration, communication and sharing information. Since mostly NGOs are small and dispersed, social media can be considered as a worthwhile means to share information and disseminate knowledge. Social media allows for networking and community engagement through multi-way communication (Newton, 2014).

### **NGOs and Social Media Adoption Barriers**

Studies that examined technological factors have established that organisations' social media adoption is beset by many important issues. For example, Brad Sago (2014) pointed out that poor understanding of social media services is a major problem affecting its adoption. Poor communication technology skills is another challenge (Olupot, Kituyi & Noguera, 2014). (Li, 2010) noted that systems and bureaucratic hitches such as restrictive organisational policies are significant factors. Other barriers are prevailing organisational culture, users' value, beliefs and past experience (Fuchs-Kittowski, Klassen, Faust & Einhaus, 2009). Other barriers are lack of management support, inadequate staff, lack of funds, lack of social media policy and internet filtering (Maniki & Jain, 2019).

Organisational factors challenging social media adoption include issues of top management support, human and financial resources. Hoffmann, Lutz & Meckel (2014) reported that employees need the backing (political and financial) of their superior to effectively adopt social media. The authors further argue that amidst financial constraints, less consideration is given to social media. In addition, Li (2010) has noted that the poor readiness of top management to make significant financial commitment to social media thwarts its adoption. Furthermore, lack of requisite IT skills and experience, training and expertise are also contributing to poor social media adoption (Olupot, Kituyi & Noguera, 2014). Bagale (2014) stated that government policies and initiatives have a direct and indirect stimulation to social media adoption. Studies by Alrawabdeh (2014) and Park & Lee (2014) also mentioned that government pressure, demonstrated by the level of government support and national infrastructures, has a tremendous effect on social media

adoption. Government indifference towards adequate investment in technology has been described as a major issue clogging the technology adoption in developing countries of the world (Anie, 2011).

### **Theoretical Perspective in Adoption of Technology**

In technology adoption studies, there exist many models and theories that focus on individuals' adoption and organisational adoption. From the individuals' adoption and use perspectives, theories that include Technology Adoption Model (TAM) (Davis, 1989, Davis, Bagozzi & Warshaw, 1989), TAM2 (Venkatesh & Bala, 2008), the Theory of Reason Action (TRA) (Fishbein & Ajzen, 1975), the Theory of Planned Behaviour (TPB) (Ajzen, 1991), the Unified Theory of Acceptance and Use of Technology (UTAUT) (Venkatesh *et al.*, 2003) and UTAUT 2 (Venkatesh, Thong & Xu, 2012) are extensively used and implemented. Other theories applied are Motivational Model (Davis, Bagozzi & Warshaw, 1992), the Model of PC Utilisation (Thompson, Higgins & Howell, 1991) and the Social Cognitive Theory (Campeau & Higgins, 1995). To study technology adoption at organisational context, the Diffusion of Innovation (DOI) (Rogers, 1995), the Institutional Theory (Scott & Christensen, 1995; Scott, 2001) and the Technology-Organisation-Environmental Framework (Tornatzky & Fleischer, 1990) are the most frequently employed models.

While these theories and models have been applied extensively in technology adoption research, limitations in the technology adoption theories to appropriately study all types of innovations have provoked studies to move beyond these dominant paradigms (Fosso Wamba & Cater, 2014). This present study also argues that the existing theoretical approaches do not adequately advance our understanding of what are the barriers of social media adoption in **WNGOs**. Nevertheless, it is imperative to note that these theories and models have significantly frame our initial thought and served as an underpinning for this present study.

### **Methodology**

From an epistemological viewpoint, this study argues that studies need to hear from leaderships of the **WNGOs** what they perceived as the barriers associated with the adoption of social media in their organisation as their role in the adoption process is critical. It is our beliefs that an interpretivist philosophy is pertinent for this study. Reasons for this are: firstly, unlike other internet based systems, social media is more open and public, provides more positives and negatives (Parveen, 2012). Barriers of social media adoption in **WNGOs** need to be investigated via in-depth discussion. Secondly, the study involves the adoption of a new technology for sharing information which has not been previously recognised in such organisations.

Hence, to be able to understand all issues surrounding the adoption of social media in **WNGOs** without giving opportunity for the voices and concerns of the research participants 'insider perspective' to be heard would be impossible. As a result, interpretivist' philosophy was used in the research design.

This study adopts qualitative research method. This research method aims at description, exploration and uncovering a phenomena. That is, the method is design to understand a social or human problem through complex and holistic picture. In line with Ashiq, Rahman & Mujtaba (2020), the study applied the phenomenological approach to comprehensively explore the view points of the executive leaders of the **WNGOs**. In addition, the instrument used for data collection is semi-structured interviews. This type of interview helps in providing a comprehensive understanding of a research problem. It was used because common quantitative method lacks the ability to collect unknown facts that may affect social media adoption. Each interview session took 30-40 minutes. The semi-structured interviews were conducted in English Language as well.

The population of the study consisted of 87 executive staff of the **WNGOs** who have knowledge of ICT. The executive staff comprises of the Women Leaders, Information, Financial and Public Relation Officers. The sample included representatives of the respondents by their type of WNGOs (community based and national based) location (Kano, Kaduna and Katsina States) and ICT experience. A purposive sample of 20 participants was invited to take part in the semi-structured interviews. The sample included 7 respondents from Kano State, 6 from Kaduna State and 5 from Katsina. However, only 10 respondents indicated interest to take part in the interview. Face to face semi-structured interviews were conducted in a constructive manner at the offices of the respondents. A tape recorder was used as the interviewees had shown no objection. Furthermore, pen and paper were used to record important points raised during the interviews.

### **Coding and Analysis**

This study followed an approach used by Parveen (2012) in identifying the barriers that influence social media adoption. This is after the data were transcribed then followed by unitising and categorising so as to make meaning for the data. Unitising is a coding process in which information is isolated from text (Parveen, 2012). Therefore, the unit of analysis is the interview segment which ranges in length from few words to several paragraphs. The process of categorisation involves taking the information segment derived from the unitising phase and organising it into categories on the basis of similarity in meaning. For the creation of categories, like Parveen, the study used the constant comparison method which involves continual revision, modification and amendment of the category until all new units

can be placed into appropriate category. Through the analysis a summary report of each respondent's comments was presented for comparison. Each theme of the report of the respondents was delimited under headings to relate to the objective of the study.

**Results: Barriers of Social Media Adoption**  
**Demographic information of the participants**

The 10 executive officers of the WNGOs who participated in the study consisted of all females (see Table 1). The participants' level of education varies from only having the national diploma to having completed graduate degrees. The majority of the participants are gainfully employed. The response features of the semi-structured interview shows the field of operation, the type of WNGOs and the position held by the participants. The distribution of the participants showed that women rights group have 2 participants, 2 economic empowerments, 2 civil rights activists and 1 religious based group, 1 gender awareness, 1 reproductive health participant respectively. Similarly, 7 participants for the interview are from national-based WNGOs while 3 come from community based ones. The data from the 10 participants shows that 6 interviewees were the WNGOs' leaders, while 4 are from various levels of the organisations.

**Table 1.** Profile of Respondents

R. Code	Gender	Qualification	Field work	Position	City
R1	Female	Degree	Women's human right	PRO	Kaduna
R2	Female	Degree	Economic empowerment	Women leader	Katsina
R3	Female	Degree	Civil rights activism	Women leader	Kano
R4	Female	Degree	Civil rights activism	Women leader	Katsina
R5	Female	OND	Religious	Women leader	Katsina
R6	Female	OND	Women education	Women leader	Kano
R7	Female	HND	Gender awareness	Secretary	Kaduna
R8	Female	OND	Economic empowerment	Info. Officer	Kano
R9	Female	Degree	Women's human rights	Women leader	Kano
R10	Female	ND	Reproductive health	PRO	Kaduna

The profile of the participants indicate that there is a diversity in their composition in respect to their educational background, field activities, position being held etc. This diversity is of importance when considering the WNGOs goals of fostering collaboration, distribution and sharing of information between them, their members and the general public.



**Figure 1: Barriers of Social Media Adoption by WNGOs**

### ***Perceived benefit Barriers***

When the interviewees were asked why adoption was low despite the perceived benefit of social media, some participants stated: “Yes, it is true, but our organisation’s main concern is security, honestly, we don’t know how secure the social media platform is...” R [6]. In addition, R [3] lamented, “One of the difficulties we are faced with is low confidence and uncertainty about what kind of information can be shared with the social media tools”.

### ***Perceived Difficulty to Use Barriers***

One of the major barriers an organisation encounters in adopting new innovation is the difficult nature of that innovation. On whether social media is easy to apply and simple to understand without getting new skills, R 5 explained that: “The social media tools do not demand deep technical ability and hence it is understandable and not difficult to adopt and use in information sharing”. R [8] said: “I personally use it, it is so easy, I communicate with my friends, we chat, and we tweet, and even send videos. It is really simple and clear”. [2]. In respect of the statement “adoption of social media for advocacy, mobilisation and fundraising activities will be simple”, some of the participants said: “You see, when you use social media like Facebook you would be able to reach and interact with many external potential donors without much bother”. [9].

### ***Management support Barriers***

Some of the participants expressed their views thus: “I believe our management is very committed towards the social media. At the moment, we are not general users



*of it, however, we have an aim to use it for our workplace and for information sharing task*"[2]. R [4] said, *"We are already in these social communities. We are on Facebook and Twitter as well. The leadership here felt we must move with current realities of change... So, we are there"*. However, in many instances the issue of considerable investment by the WNGOs' in social media adoption was questioned by the majority of the interviewees. A participant reflected the situation as follows: *For the social media to be adopted effectively, you must make considerable investment in basic infrastructure as well as competent IT personnel to manage the information sharing task. As the situation is today, I don't believe we are ready"*. R [2]

### ***Financial Resources Barriers***

Most of the respondents stressed that their organisations lacked adequate funds for their operations. Some of the participants stated that: *"Basically, we are challenged by budgetary constraints and limited resources. At the moment, we are not making any allocation for social media adoption"*. R [3]. Another participant noted, *"Despite the fact that the monthly payments for social media services are low, they still incur measurable costs in terms of finances. At present, our organisation cannot afford it"*. R [6]. Similarly, R [7] lamented that, *"You realise, due to insufficient funds our organisation has not made any allocation for IT investment, and hence we will not be able to employ experienced IT personnel to meet our goals"*.

### ***Human resource Barriers***

Considering the question "does your WNGOs have enough experienced human resources who can utilise social media communication", most of the participants answered in the negative. R1 stated: *"At the moment, no any clear human resources have been assigned to the social media in this organisation. Similarly, no responsibility has been determined"*. Similarly, R [2] said, *"in our WNGO, no any human resources had directly been assigned to work with social media. In fact, time taken to work on social media-related tasks is time taking out of doing other things"*. [7] Furthermore, R [8] revealed *"we have not assigned human resources to the social media. At least somebody should be responsible for it, whether on full-time or part-time so that it is a clear part of somebody's job description"*.

### ***Government support Barriers***

To understand the perception of the interviewees regarding government support towards social media adoption, one of them indicated that the situation has changed the face of the Nigerian telecommunication system. He stated: *"You see, the authorisation of these GSM companies has brought a new lease of life to many people and organisations. Today, from the comfort of your living room and office*

*you will be able to interact with sister organisations without much pain*". [1] Other participants had a different stance and explained that government needs to put forward adequate policies to guarantee not only safety and protection of the users of these platforms, but also make sure they get satisfactory services. In this regard, one of the participants expressed that: *"The government simply provides a license, but at the moment, many Nigerians are not satisfied with the kind of services being rendered by these GSM companies"*. [10]

### **ICT Infrastructure Barriers**

On whether the ICT infrastructure in their organisations is reliable, efficient and capable of supporting social media adoption for information sharing. Most expressed concern that despite government efforts towards IT infrastructural development, the overall IT infrastructure in Nigeria remains inadequate. In respect to this, a participant said: *"Honestly, we are challenged by low internet access in this country. Poor connectivity of telecommunication network is also a great hindrance in employing the social media to share information among the WNGOs in this area"*. [4] Another participant was more concerned with power supply than the hardware and software components required for social media adoption. He said: *"The epileptic power situation in the country is a serious challenge for our operation. Until this situation is addressed it will be excessively expensive to adopt social media"*. [9]

### **Legal and regulatory Policy Barriers**

Most participants were of the opinion that lack of a legal and regulatory framework related to social media has undermined their social media adoption decisions. In this regard, some of the participants stated: *"Our organisations are registered with government ministries and agencies; therefore, we are covered by the laws and rules of the state. However, we don't have any policy initiative that will guarantee security as well as the sharing of sensitive information"*. [7] *"Our organisation does not have any guideline or policy on how to employ social media to share information. Therefore, on that point is the danger of leaking sensitive information"*. [5] Many participants expressed concern regarding the lack of co-ordination for social media adoption amongst the WNGOs. One of them said: *"There is actually no co-ordination on how to adopt the social media tools to share information among the WNGOs, as such our organisation does not trust most of the information provided in the social media. In fact, we are risk-averse when it came to adopting social media to share information"*. [9]

### **Trust Barriers**

To identify how the concept of trust affects WNGOs' social media adoption decision in North-West Nigeria, most of the interviewees expressed concern about the issue.

In particular, they raised the issue of how reliable and safe social media is for information sharing amongst WNGOs. Some of the participants expressed their opinions as follows: *“Social media adoption is not like other technological adoption. Social media is entirely open to online communities; hence any gaffe draws the ire of the public. Therefore, you need to ensure total confidence before your organisation can employ it for information sharing task”*. [5] *“For one thing, I don't trust the social media to hold on as an information sharing channel among WNGOs. You don't have control over the management of these platforms”*. [4] *“I still cannot trust our organisation to adopt social media for information sharing. My worry is the safety of our infrastructures and confidential information”*. [6]

### ***Information sharing Barriers***

Most of the interviewees agreed that social media adoption would enable their organisations to establish relationships and share more information. A participant reflected his view as follows: *“The social media will give our organisations an opportunity to know more people, assess a lot of information and share our problems with other organisations elsewhere”*.

When asked if WNGOs in North-West Nigeria are ready to adopt social media for information sharing, the interviewees expressed divergent views. Some looked at the issue from the organisational perspective: *“Some of these organisations do not want to use the social media to share information because they don't like their ideas to be discussed openly in these platforms because anyone can open it and see”*. [10] *“...virtually every organisation wants to do its own thing. As such, there is a lack of knowledge about how other organisations operate”*. [4] *“In most of our organisations, there are no social media champions that will co-ordinate interaction amongst the WNGOs”*. [10]

### ***Cost Barriers***

Most of the interviewees believed that the cost of adoption is affordable to WNGOs. One of the participants expressed his view as follows: *“I believe that the considerable decline in the price of computer hardware and software in recent years has made access to these tools more affordable”*. [5].

### ***Discussions***

This study findings show that the perceived benefits of social media adoption compared to security issues is one of the barriers of its adoption by the WNGOs. This finding has been reported in previous theoretical and empirical studies as well (Zhang, Xu & Ye, 2022; Rogers, 1995). The implication of this is that designers of social media tools must understand organisations' perception of benefits versus security matters. Lu, Hsu and Hsu (2005) asserted that threat such as information

risk, social risk and physical risk are generally perceived as influential factors in an online security context. What we can understand from this situation is that organisations will continue to be sceptical to the adoption and use of social media except if strong evidence are not provided for it safety.

In the context of perceived difficulty to use, the study finding indicate that social media is not difficult to use. To this end, it is not a sombre barrier to the **WNGOs** innovativeness. This finding is linked to previous studies on technology adoption including social media (Zolkepli & Kamarulzaman, 2015). For example, a study by Zolkepli and Kamarulzaman (2015), revealed that social media is not complex to use. However, the authors further argued that for first time users of social media, it may require considerable time to perfect interface and site navigation. The proliferation of mobile technology has also contributed immensely to **WNGOs** ease of use and access to social media platforms. These new technologies are handy, user friendly and do not require sophisticated skills to operate. Our understanding here is that ease of use and increased accessibility to technology are exceedingly significant for curtailing its adoption and use barriers.

Management support is key to technology adoption. However, in many organisations the management do not provide support for social media adoption. This situation is also the same in WNGOs in North-West Nigeria. The study finding has corroborate previous studies in this area (Maniki & Jain, 2019; Hoffmann, Lutz & Meckel, 2014). Our understanding here is that the commitment of the WNGOs leadership to provide support (increase budgetary provision, training, dedicated personnel) to their organisations will help the organisations overcome the barriers of social media adoption used. Furthermore, several theoretical and empirical studies have established that human resources, financial resources and government support are key enablers to technology adoption and use as well. As a consequence, studies (Bagale, 2014; Newton, 2014; Oliveira & Welch, 2013) have highlighted that human resources have a significant impact on social media adoption and used by organisations. For Oliveira & Welch (2013), the most relevant type of capacity for the adoption of social media in the organisation is human resource skills and ability. Likewise, possession of sufficient IT skills, knowledge and experience cannot be over emphasised as well. This finding therefore imply that for WNGOs to overcome human resources barrier considerable investment is required for training and education. Similarly, social media needs to be under the direction of a dedicated IT professional.

In accordance with previous research, trust has been confirmed to be an important factor in technology adoption and use (Zhang, Xu & Ye, 2022;Constantinides, 2014;Bultum, 2014; Chong et al., 2009). In agreement with prior studies, there is low level of trust on social media particularly in digital news

and misinformation (Zhang, Xu & Ye, 2022). Another barrier to social media adoption and use is openness. The openness nature of social media is viewed as a great concern to WNGOs as found in this study. Social media platforms have high degree of accessibility to view, use, modification and sharing among the shared environment. This finding resonates the literature that perceived openness of social media has effect on trust which influence its adoption and use (Hoffmann, Lutz & Meckel, 2014).

Congruently, legal and regulatory framework, cost and ICT infrastructure are significantly limiting WNGO's adoption and use of social media. With respect to legal and regulatory framework, our study understand that it is not in existence in the WNGOs. This finding has corroborate the results of existing studies (Maniki & Jain, 2019; Al Barki & Kisswani, 2014). Legal and ethical consideration such as freedom of information and privacy, statements of copyright, intellectual property and plagiarism are important for organisations to operate and adhere to. Another legal and regulatory issue is the lack of social media policy (Maniki & Jain, 2019).

### **Implications of the Study**

This study has both theoretical and practical implications. The theoretical implication is positioned in the fact that social media adoption is an important area of research; however, studies on social media adoption by WNGOs in Nigeria and the world in general is relatively an unexplored area. This study makes an attempt to expand this area by expanding our knowledge and understanding of the barriers of social media adoption by WNGOs.

With regards to practical implications, the growth of technology solutions and services in support of the work of NGOs is rapidly expanding their field of operation. This is particularly the case of social media and web based technologies. As a result, the strengthening of WNGOs' capacity for service delivery, networking and sharing of information increasingly requires that attention be given to their ability to adopt and integrate technology as part of their core activities. The findings of this study highlight the emerging role of management support, financial support, and policy support on social media adoption by WNGOs. Adopting social media to empower women through the sharing of information which is communicated using social media platforms provides such WNGOs with tools to overcome the many social injustices and exclusion Nigerian and African women experience.

### **Conclusions/Recommendations**

With the increasing adoption of social media tools in organisational settings, it is pertinent that we recognise the barriers inhibiting its adoption. This study empirically explore the barriers of social media adoption by WNGOs in North-West Nigeria. The paper has identified different kinds of barriers of social media adoption

which include perceived difficulty to use, financial and human resources, trust, management support, cost, information sharing, ICT infrastructure and legal and regulatory framework. These findings have significant implications for both practitioners and government. To this end, the practitioners should make social media adoption a focus of their organisations. Practitioners can make considerable investment in financial and human resources as well as educate other sister organisations about the usefulness of current social media services in promoting information sharing and collaboration. For government, the findings of this study can be used as a guide in the development of sound policies (strengthening legal and regulatory framework) for social media adoption in organisations. The National Information Technology Development Agency (NITDA) of Nigeria will have to develop a blueprint for such policies and standards which will guide the activities of the practitioners using the platforms.

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