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

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Abstract

Organizations now frequently use social media as a tool for communication and information sharing. Although many studies have examined the various context-specific barriers to technology adoption in organizations, few of them have a direct bearing on the particular barriers to social media adoption. Organizations can use social media for their activities with the help of understanding the adoption barriers. Investigating the most important impediments to social media adoption in women's non-governmental organisations (WNGOs) in North-West Nigeria is the goal of this study. The study used a phenomenological approach-based qualitative research design. Semi-structured interviews were used to gather data from ten Chief Executive Officers (CEOs) of the WNGOs. The study's findings show that perceived risk, a lack of trust in the system, a lack of human and financial resources, and a lack of social media expertise are the main barriers that WNOGs faced when adopting social media to share information. The study makes several recommendations for actions that designers, practitioners, and the government should take solve the numerous hurdles found.

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

1. Introduction

In the last two decades, the world has witnessed an incessant upsurge and expansion in various information and communication technologies. One of the technologies that have continued to evolve through this facet of technological development is social media (Al Barki & Kisswani, 2014). Social media adoption by organizations as an enabler for enhancing inter-organizational relationships has become 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 purposes, 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 an enormous contribution to non-governmental organizations' (NGOs) activities. This contribution is situated in multilateral interactions and in 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 organisations to be more visible, see-through and accountable.

Despite the remarkable growth and adoption of social media in several aspects of human endeavors, 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 organizations 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 in 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. As much as the quantitative method could only generate

data, however, it could not provide an in-depth and detailed understanding of a phenomenon 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 allows for a rich and detailed description of social phenomena.

2. Statement of the Problem

The power of social media in transforming the way in which **WNGOs** accomplish their mission cannot be overemphasised. 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 strategic 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 organizational 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 across a range of government sectors, private sector and public work and stakeholders, including funding agencies. Previous studies on information technology adoption have acknowledged a lot of organizational, 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 are designed to examine different aspects of social media adoption. However, considering the differences in governance, funding models, and mandates of private businesses, governments, and **WNGOs**, theories that have been developed based on one sector may not be expected to work in others. Given the limitations of these theories, which restrict studies to focusing on some predetermined constructs as opposed to open exploration that gives room for new discoveries peculiar to a given context, this study, therefore, argues that there is a need to have a thoughtful insight from the practitioners' perspectives about the barriers that surround social media adoption by **WNGOs**.

3. The Objective of the Study

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

4. Literature Review

4.1. Social media adoption and use in non-governmental organization

The adoption and use of social media is considered to be one of the major recent innovations in inter-organizational relationships. Non-governmental organizations' (**NGOs**) increasing reliance on social media has intensified, following the 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 NGO

activities through mobilisation of membership, promoting engagement through feedback loops, enhancing collaboration, communication, and sharing information. Since most NGOs are small and dispersed, social media can be considered a worthwhile means to share information and disseminate knowledge. Social media allows for networking and community engagement through multi-way communication (Newton, 2014).

4.2. NGOs and Social Media Adoption Barriers

Studies that examined technological factors have established that organizations' 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 their adoption. Poor communication technology skills are another challenge (Olupot, Kituyi & Noguera, 2014). (Li, 2010) noted that systems and bureaucratic hitches such as restrictive organizational policies are significant factors. Other barriers are prevailing organizational 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).

Organizational 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 superiors 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 commitments 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 stimulus 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 infrastructure, has a tremendous effect on social media adoption. Government indifference towards adequate investment in technology has been described as a major issue clogging technology adoption in developing countries (Anie, 2011).

4.3.Theoretical Perspective on Technology Adoption

In technology adoption studies, there are many models and theories that focus on individuals' adoption and organizational adoption. From the individuals' adoption and use perspectives, theories that include the Technology Adoption Model (TAM) (Davis, 1989; Davis, Bagozzi & Warshaw, 1989); TAM2 (Venkatesh & Bala, 2008); the Theory of Reasoned Action (TRA) (Fishbein & Ajzen, 1975); the Theory of Planned Behavior (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 the 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 in an organizational 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 extensively applied 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 the barriers of social media adoption in **WNGOs**. Nevertheless, it is imperative to note that these theories and models have significantly framed our initial thoughts and served as an underpinning for this present study.

5. Methodology

From an epistemological viewpoint, this study argues that studies need to hear from the leadership of the **WNGOs** what they perceive as the barriers associated with the adoption of social media in their organization, as their role in the adoption process is critical. It is our belief that an interpretivist philosophy is pertinent for this study. First, unlike other internet-based systems, social media is more open and public, and provides more positives and negatives (Parveen, 2012). Barriers to 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, an interpretivist philosophy was used in the research design.

This study adopts a qualitative research method. This research method aims at description, exploration, and uncovering a phenomenon. That is, the method is designed to understand a social or human problem through a 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 the common quantitative method lacks the ability

to collect unknown facts that may affect social media adoption. Each interview session lasted 30–40 minutes. The semi-structured interviews were conducted in English as well. The population of the study consisted of 87 executive staff of the **WNGOs** who have knowledge of ICT. Women leaders, information, financial, and public relations officers make up the executive team. 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 seven respondents from Kano State, six from Kaduna State and five from Katsina. However, only 10 respondents indicated interest in taking 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 has been transcribed, followed by unitising and categorising so as to give meaning to 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 a 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 the 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.

6. Results: Barriers to Social Media Adoption

Demographic information of the participants

Table 1: Respondents Profile

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 right activism	Women Leader	Kano
R4	Female	degree	Civil right 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 right	Women leader	Kano
R10	Female	ND	Reproductive health	PRO	Kaduna

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 show the field of operation, the type of WNGOs, and the position held by the participants. The

distribution of the participants showed that the women's rights group had 2 participants, 2 economic empowerment, 2 civil rights activists, and 1 religious based group, 1 gender awareness, and 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 were the WNGOs' leaders, while the other 4 were from various levels of the organizations.

The profiles of the participants indicate that there is diversity in their composition with 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.



3

Figure 1: Barriers to Social Media Adoption by WNGOs

Barriers to Perceived Benefits

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 organization'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 in Using Barriers

One of the major barriers an organization 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; we tweet; we even send videos." It is really simple and clear" [2].* In respect of the statement "adoption of social media for advocacy, mobilization, and fundraising activities will be simple", some of the participants said: *"You see, when you use social media like Facebook, you will be able to reach and interact with many external potential donors without much bother" [9].*

Management Support Obstacles

Some of the participants expressed their views thus: *"I believe our management is very committed towards 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 tasks "[2]. R [4] said, "We are already in these social communities. We are on Facebook and Twitter as well. The leadership here felt that we needed to adapt to the 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 social media to be adopted effectively, you must make a 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].

Barriers to financial resources

Most of the respondents stressed that their organizations 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 organization cannot afford it*" R [6]. Similarly, R [7] lamented that, "*You realise, due to insufficient funds, our organization 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 "Do 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 clear human resources have been assigned to the social media in this organization. Similarly, no responsibility has been determined.*" Similarly, R [2] said, "*In our WNGO, no human resources had been directly assigned to work with social media. In fact, time taken to work on social media-related tasks is time taken 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 full-time or part-time, so that it is a clear part of somebody's job description*".

Government Support Obstacles

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 enabling 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 the government needs to put forward adequate policies to guarantee not only the 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]

Barriers to ICT Infrastructure

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 infrastructure 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 networks is also a great hindrance in employing 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 the 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 organizations 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 organization does not have any guidelines or policies on how to employ social media to share information." Therefore, on that point, there is the danger of leaking sensitive information". ([5] Many participants expressed concern regarding the lack of coordination for social media adoption amongst the WNGOs. One of them said: "There is actually no coordination 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 on social media." In fact, we are risk-averse when it comes to adopting social media to share information". [9]

Trust Barriers

To identify how the concept of trust affects WNGOs' social media adoption decisions 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. Hence, any gaffe on social media is entirely open to online communities and draws the ire of the public. Therefore, you need to ensure total confidence before your organization can employ it for information sharing tasks". ([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 infrastructure 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 organizations an opportunity to know more people, assess a lot of information and share our problems with other organizations 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 organizational perspective: *"Some of these organizations do not want to use social media to share information because they don't like their ideas to be discussed openly on 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 was affordable for 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].*

7. Discussions

This study's findings show that the perceived benefits of social media adoption compared to security issues are one of the barriers to 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 threats 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 about the adoption and use of social media unless strong evidence is provided for its safety.

In the context of perceived difficulty in use, the study findings 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 the 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 is exceedingly significant for curtailing its adoption and use barriers.

Management support is a key to technology adoption. However, in many organisations, the management does not provide support for social media adoption. This situation is also the same in WNGOs in North-West Nigeria. The study findings have corroborated 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. 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 use by organisations. For Oliveira & Welch (2013), the most relevant type of capacity for the adoption of social media in the organization is human resource skills and ability. Similarly, the importance of having adequate IT skills, knowledge, and experience cannot be overstated. This finding therefore implies that for WNGOs to overcome human resources barriers, 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 a 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. As found in this study, the open nature of social media is viewed as a great concern by WNGOs. Social media platforms have a high degree of accessibility to view, use, modification, and sharing within the shared environment. This finding is consistent with the literature, which suggests that perceived openness of social media influences trust, which influences adoption and use (Hoffmann, Lutz, & Meckel, 2014).

Congruently, the legal and regulatory framework, cost, and ICT infrastructure are significantly limiting **WNGO's** adoption and use of social media. With respect to the legal and regulatory framework, our study understands that it is not in existence in the WNGOs. This finding has corroborated the results of existing studies (Maniki & Jain, 2019; Al Barki & Kisswani, 2014). Legal and ethical considerations 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 a social media policy (Maniki & Jain, 2019).

8. The Implications of the Study

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

9. Conclusion/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 explores 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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