

**STRUCTURAL EQUATION MODEL DEVELOPMENT OF
COMMUNICATION FACTORS INFLUENCING DONATION TO
NON-PROFIT ORGANIZATIONS**

Charocha Kanokprajak

**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Philosophy (Communication Arts and Innovation)
The Graduate School of Communication Arts and Management
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**The Graduate School of Communication Arts and Management
Innovation**

..... Major Advisor
(Professor Patchanee Cheyjunya)

The Examining Committee Approved This Dissertation Submitted in partial
Fulfillment of Requirements for the Degree of Doctor of Philosophy (Communication
Arts and Innovation).

..... Committee Chairperson
(Associate Professor Asawin Nedpogaeo, Ph.D.)

..... Committee
(Associate Professor Kuntida Thumwipat, Ph.D.)

..... Committee
(Professor Patchanee Cheyjunya)

..... Dean
(Professor Yubol Benjarongkij, Ph.D.)

____/____/____

ABSTRACT

Title of Dissertation	STRUCTURAL EQUATION MODEL DEVELOPMENT OF COMMUNICATION FACTORS INFLUENCING DONATION TO NON-PROFIT ORGANIZATIONS
Author	Charocha Kanokprajak
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The study is aimed to study 1) to explore communication methods applied by successful nonprofit organizations in Thailand, 2) to analyze communication factors influencing donors' decision on donation for nonprofit organizations, and 3) to develop a structural equation model of communication factors influencing donors' decision on donation for nonprofit organizations and test its congruence with the empirical data. The study is mixed-method research, divided into 2 parts. Part 1: Qualitative research was conducted with in-depth interviews with 4 key informants who are personnel responsible directly for communication of two nonprofit organizations, namely Ramathibodi Foundation and The Thai Red Cross Society, and 2 academicians in communication in the nonprofit organization context. Part 2: Quantitative research was conducted by survey questionnaires with 315 samples who are donors to nonprofit organizations. Data were analyzed by descriptive and inferential statistics for analyzing the structural equation model.

From the study, the nonprofit organizations are found to apply the following communication strategies: 1) communication for establishing trust and faith, 2) proper communication for accessing donors of different generations, 3) the use of personal media, 4) collaboration with alliances, and 5) donation through crowdfunding. Besides, factors found to influence donation to the nonprofit organizations.

1) Donors' trust and faith in NPOs, 2) NPOs' missions and operations, 3) a variety of convenient channels, 4) a display of respect and admiration to donors, 5) the establishment of good relationships with donors, 6) tax deduction after donation,

7) predisposed personal factors, 8) NPOs' image, 9) shared values, and 10) social factors facilitating donation behaviors. For the analysis of the structural equation model, it is found that the developed model is congruent with the empirical data since it passes more than 3 from 9 indices as the determined criteria as follows: (1) Chi-square/df = 1.305 (<2.00) (2) GFI = 0.98 (>0.90) (3) AGFI = 0.91 (>0.90) (4) CFI = 1.00 (>0.90) (5) NFI = 0.99 (>0.90) (6) IFI = 1.00 (>0.90) (7) RFI = 0.98 (>0.90) (8) RMR = 0.013 (<0.05), and (9) RMSEA = 0.031 (<0.05). Moreover, from analyzing the effect size of Path Coefficients of latent variables in the structural equation model, it is found that communication factors have a direct effect on trust; social marketing has a direct effect on trust; the corporate image has a direct effect on trust, donation motivation, and donation behaviors; and trust has a direct effect on donation motivation and behaviors.

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CHAPTER 1

INTRODUCTION

1.1 Background and Significance of the Problem

The rapidly and continually increased number of the world population has affected all nations in several aspects, i.e., economic, social, political, etc., Inequality and insufficient resource allocation for the needs of each country's population are apparent; thus nonprofit organizations or NPOs have been established to solve problems each country faces. NPOs play a role in national development in many domains. For instance, they played a role in providing services that cannot be performed by either the government or private sectors inclusively, assisting the government sectors to accomplish their development goals, being people's voices, and inspecting the transparency of the government sectors' policy implementation. (Piriya Pholphirul, 2014). Concerning the definition of NPOs, Thai and foreign scholars define as follows:

Kate (n.d.) states that “nonprofit organizations are established for assisting the government and the disadvantage without concerning about any return. Mostly, they have their volunteers and are another organizational sector that is not under the governance of the government; thus, they are called “the third sector.”

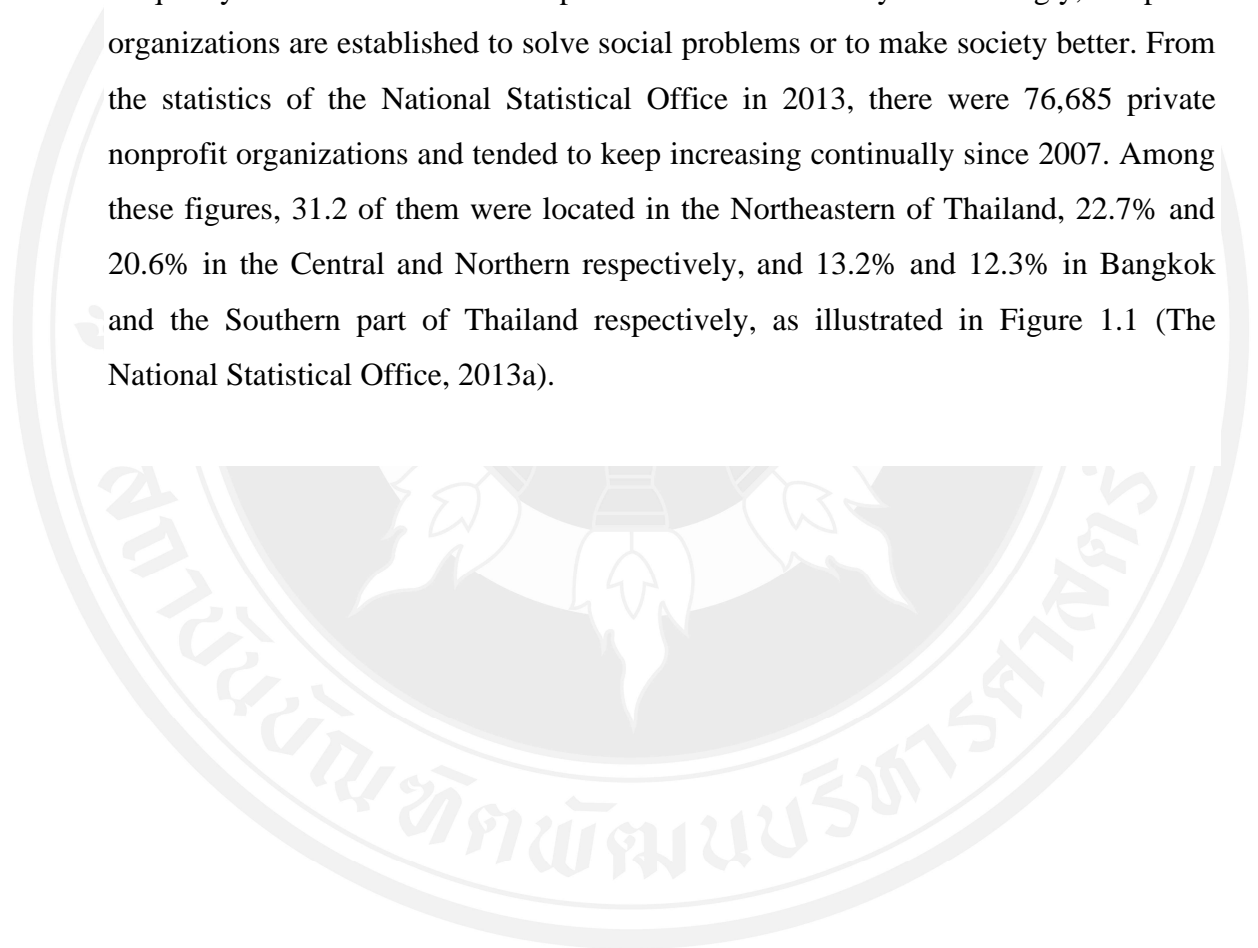
Lohmann (2007) defines “nonprofit organizations” as organizations that are different from other organizations in the way that they have been granted tax-exempt status by the Internal Revenue Service. Their organizational management is well-mixed between that of business and governmental organizations. Their working is relatively more flexible and fluid under the management of voluntary and professional committee.”

The National Statistical Office (2007) defines “nonprofit organizations as organizations, foundations, associations, unions, and political parties, established with the following operations: functions or activities for public benefits, self-administration

but having the board committee determine policies and make decisions, nonprofit orientation and no individual-benefit sharing, and non-governmental organizations.”

Chalida Sornmanee (n.d.) defines “Nonprofit organizations” as organizations with no aim of financial profits from the operation. They can be organizations in economics, society, politics, or others. The main purpose is to provide service for communities without focusing on returns, i.e., foundations, government schools, public parks, etc.”

In Thailand, at present a mixed economy is oriented to capitalism, namely private sectors can be business owners freely, leading to high competition and causing inequality and tremendous social problems in Thai society. Accordingly, nonprofit organizations are established to solve social problems or to make society better. From the statistics of the National Statistical Office in 2013, there were 76,685 private nonprofit organizations and tended to keep increasing continually since 2007. Among these figures, 31.2 of them were located in the Northeastern of Thailand, 22.7% and 20.6% in the Central and Northern respectively, and 13.2% and 12.3% in Bangkok and the Southern part of Thailand respectively, as illustrated in Figure 1.1 (The National Statistical Office, 2013a).



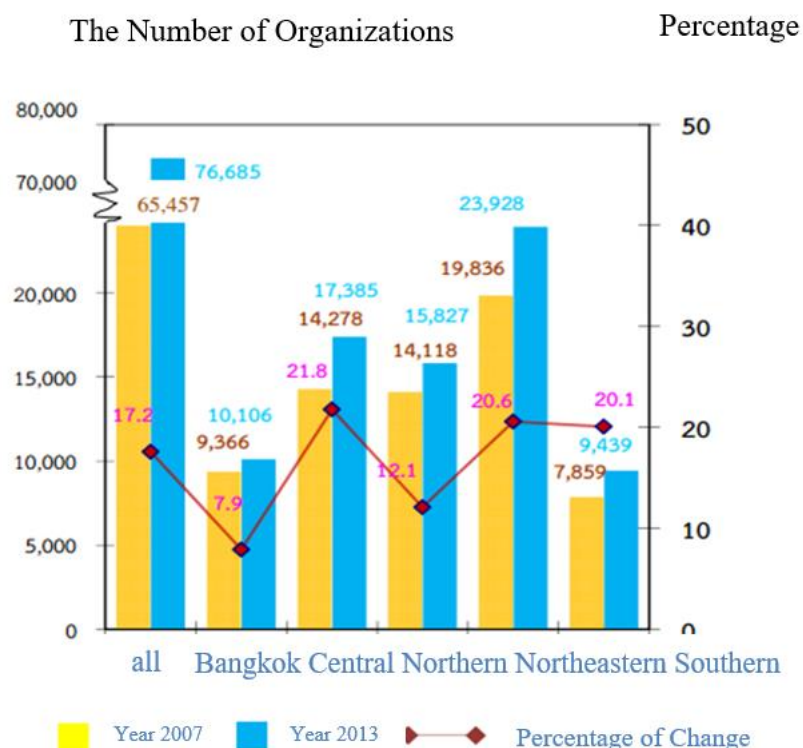


Figure 1.1 Changes in the Number of Nonprofit Organizations During 2007-2013, Classified by Regions

Source: The National Statistical Office, 2013a.

From the classification of nonprofit organizations by the National Statistical Office in 2013, there were 12 types: 1) Social welfare organizations of the private sectors or the organizations established by the humanity concept, 2) cremation or funeral welfare associations or associations established for operating cremation or funeral welfare, 3) trade association or legal entity institute founded by state-enterprise for promoting enterprises that are not profit-oriented or shared income, 4) chamber of commerce or an institute founded by several people to promote trade, service, independent professions, industry, agriculture, finance or economics, which are not for profits or shared income, 5) employers' association or associations founded by employers aimed to acquire and protect benefits related to employment condition and good relationship between employers and employees, 6) labor unions or labor associations established for seeking and protecting employment condition and

good relationship between employers and employees, 7) state-enterprise labor unions or organizations of employee representatives in the state-enterprises, 8) religious organizations or non-profit organizations aimed to propagate religion or religious rituals, 9) political parties or groups operating political activities, 10) international organizations or foreign private organizations offering assistance to both Thai people and offices or agencies, 11) educational organizations means private schools, special schools for the disabled, nonprofit religious schools, etc., and 12) health organizations means private hospitals operating without profits. (The National Statistical Office, 2013b).

Besides, nonprofit organizations are also divided based on the operating sectors criterion: 1) governmental/government nonprofit organizations financially supported by the government sectors, i.e., the national budgets, donation, foreign financial assistance, etc. Examples of nonprofit enterprises are the Ministries, Divisions, Department, Offices, Municipality, local administrative organizations, etc., and 2) private nonprofit organizations or non-governmental/non-government agencies, which are formed and supported by the private sectors' capital sources, i.e., donation, member fees, income from activity operations, etc. Examples of this kind of organization are an association, foundation, club, charity organizations, etc. (Rujirat Palipatsakul, n.d.)

Nowadays, the formation of nonprofit organizations has been increasing rapidly in many countries. Each organization desires to assist society towards equality; however, nonprofit organizations in several nations around the world are facing very high competition and discontinued fundraising. On the other hand, the number of educational institutions offering courses in the management and communication of nonprofit organizations is limited. Accordingly, there is a lack of knowledgeable and capable staff who can operate or manage nonprofit organizations effectively. Likewise, Thailand also faces such problems and there are only a few programs on management and communication of nonprofit organizations in the country, as illustrated in Table 1.1.

Table 1.1 The Number of Programs on Nonprofit Organizational Management and Communication

Institutions Offering Courses in the Faculty of Political Science and Public Administration, Specifying Nonprofit Organizations in their Vision and Mission	Institutions Offering Courses on Nonprofit Organizations in the Field of Public Administration	Institutions Offering Courses on Nonprofit Organizations in Other Fields of Study
College of Public Administration, Burapha University	National Institute of Development Administration (NIDA)	Prince Songkla University (Course: Marketing Communication for Nonprofit organizations, The Faculty of Business Administration)
The Faculty of Public Administration, Western University.	Chiang Mai University (Course: Nonprofit Organizational Management)	Rangsit University (Course: Marketing Strategies for Nonprofit Organizations, the Faculty of Communication)
The Faculty of Public Administration Far Eastern University Institute of Public Administration College of Business Administration and Government, Rangsit University	Silpakorn University (Nonprofit Organizational Management)	Chulalongkorn University (Course: Marketing in Nonprofit Organizations, The Faculty of Management Science, and Graduate School)

Source: Panatchada Supachakwattana (2011).

From Table 1.1, there are only a few institutes that offer a program on nonprofit organizations, while the organizations have not been donated continuously and cannot operate their missions sustainably for the long term. The high number of nonprofit organizations that induce high competition has caused the closure of some organizations. Remarkably, motivations for donors who support nonprofit organizations are nothing, except their good feeling of being a giver and a part of social supporters only. Donation is unlike the purchase of goods or services from which buyers can get something in return. Notably, some nonprofit organizations could be supported increasingly after the announcement of their closure. However, after a while, they had to be closed again eventually. According to the data of the National Statistical Office, the main obstacles of the nonprofit organizations' operations in Thailand were a lack of capital or financial support from both the government and donors, including a shortage of staff and volunteers. (The National Statistical Office, 2013a). Thus, the main supporting factor of nonprofit organizations is a continuous donation so that they can use it as an expense for helping society and for prolonging their existence. Without it, nonprofit organizations cannot continue their missions as intended. Such notion accords with the concept of Hull and Lio (2006), which state, "the major factor enabling the survival of a nonprofit organization is public charity and donation, which helps to circulate cash flow of the organization continuously. Hence, the organization tries to enhance its credibility to gain continuous support from donors. Consistent communication with donors must be conducted, while continuous access to potential donors is essential. Target audiences need to be communicated to know more about the organization, especially its intent, vision, and mission. Communication thus is a very vital factor enabling donors and potential donors to know and understand the organization better, especially to perceive the organization's desirable image. Primarily, nonprofit organizations tend to apply the concept of social marketing to create motivation for donors and potential donors. Leading to their donation. Still, a single donation cannot make profit organizations survive due to regular administrative expenses monthly. Accordingly, nonprofit organizations must apply communication to induce continuous donation, and one of the communication outputs expected from their communication is donors' trust. Morgan and Hunt (1994); and MacMillan, Money, Money, and Downing

(2005), state, “For a nonprofit organization to gain continual donation, it has to create donors’ trust. Communication is important in establishing the relationship with donors.” Morgan and Hunt (1994) add that trust is crucial in creating a sustainable relationship between a profit organization and donors. Thus, amidst high competition among nonprofit organizations, it is remarkable that nonprofit organizations that can be financially supported and continue their operations continually apply communication knowledge and communicate with their donors regularly. Some can even get more donors and volunteers; therefore, they can continue their operations as specified in organizational missions and vision. Therefore, communication is influential in making nonprofit organizations well-known, and in reaching the mind of donors so effectively that they decide to donate. Correspondingly, communication is vital for nonprofit organizations’ sustainable existence and operations. On the other hand, several nonprofit organizations did not adopt communication knowledge to communicate with their donors continuously and effectively. As a consequence, they had to shut down their operations finally.

Accordingly, the researcher is interested in studying the communication of nonprofit organizations in Thailand, which conduct regular and continuous communication and can still operate and exist in Thai Society from the regular donation. For this study, the researcher will apply the findings from the qualitative research to develop a questionnaire and construct a structural equation model of communication factors influencing the donation for nonprofit organizations, in combination with the findings from the reviewed literature to make the model more complete and be applied as a prototype for other nonprofit organizations towards effective communication for their further operations and existence in Thai society. The criteria for selecting nonprofit organizations used for this study are the successful nonprofit organizations, conduct continuous communication, and apply a variety of media to access donors effectively so they can obtain continual donations for continuing operations and their sustainable development. The data for this study was from 5 pieces of research, namely

- 1) Happiness from Giving: A Quantitative Investigation from Thai Buddhists, studied by Professor Piriya Pholpirul, Ph.D., Deputy Dean of the

International College, the Faculty of Economic Development, National Institute of Development Administration (NIDA) (International Program).

2) Religious and Non-Religious Giving in Thailand: An Economic Perspective, studied by Assistant Professor Amornrat Apinunmahakul, Ph.D., the Faculty of Economic Development, National Institute of Development Administration (NIDA)

3) The Impact of Information and Communication Technology Adoption on Financial Viability of Nonprofit Organization in Thailand, studied by Sid Suntrayuth, Ph.D., The International College, National Institute of Development Administration (NIDA), and Marcel Novak, University of Economic Bratislava, Slovakia.

4) Cost of Death and Factor Related to Participating in Cremation Welfare Association in Thailand, studied by Aweewan Mangmeechai, the International College, National Institute of Development Administration (NIDA), and Anetta Caplanova, University of Economic Bratislava, Slovakia.

5) Can Small Interventions Have a Big Impact? Two Case Studies on the Effectiveness of Nonprofit Interventions in the Field of Education, studied by Frank Hubers Erasmus Center for Strategic Philanthropy, Erasmus University, Rotterdam, Netherlands, presented by the International College, National Institute of Development Administration (NIDA) in the international conference under the topic of “Philanthropy Studies and Nonprofit Management for Sustainable Development in Thailand,” on April 1, 2014.

The findings of the studies revealed four major characteristics of sustainable nonprofit organizations in Thailand: 1) Organizations with effective fundraising and donation acquisition, 2) organizations with continuous organizational potential and infrastructure development, i.e., ICT development, executives empowerment, etc., 3) organizations aimed to decrease social inequality while developing social welfare and creating opportunities for the disadvantaged genuinely, and 4) organizations with continuous environmental impact assessment (EIA) to ensure that the donated money has been spent towards the utmost effectiveness and efficiency. Besides, they must be organizations with transparency and accountability. (Piriya Pholphirul, 2014)

From the above criteria, the researcher had 76,685 private nonprofit organizations (The National Statistical Office, 2013a) as the population of the study. To illustrate this, the first criterion was that they must be organizations with successful fundraising and being donated regularly as planned. Thus, any profit organization that could not meet this first criterion was not selected as the population. The second criterion was that the organizations must have continuous potential and infrastructure development. In other words, they must be organizations that adopted updated technologies for facilitating the donation, i.e., via the organization's website, applications, etc., which donors could easily access. The third criterion is that the organizations must operate any project aimed to decrease inequality in society while developing social welfare and creating opportunities for the disadvantaged genuinely. Although most nonprofit organizations have an intention or goals to reduce social inequality and assist society; however, mostly they did not communicate through various media to let donors be informed of such objectives. Thus, the organizations that did not communicate regularly to the society or donors were not selected for this study. The last criterion was that the organizations must have continual impact assessment to ensure that the donation has been adopted towards the utmost effectiveness and efficiency, including being transparent and auditable organizations. Namely, the organizations could be proved to use the donation effectively. Especially, donors must be informed of if the organizations spent the donated capital to support activities or assist the society as reported to them or not and how it was used. From the population of the nonprofit organizations meeting all three criteria, two nonprofit organizations were selected as the samples of the study: one was a health organization, namely Ramathibodi Foundation, and the other is a social welfare organization, namely the Thai Red Cross Society.

The first nonprofit organization selected as the sample of the study was Ramathibodi Foundation, which is a health organization that was established in Thai society 49 years ago. The objectives of the foundation are to open an opportunity for kind donors to donate their financial resources to the foundation. The foundation then will allocate them to support medical development and to assist people who have no money to pay for the medical treatment. The foundation is operated by the Faculty of Ramathibodi Hospital. From the statistics and data of the foundation, it was found that

for the annual fiscal year in 2011 (October 2010-September 2011), the foundation assisted 3,157 patients by the amount of 25,665,862.04 baht. The foundation has four main missions of full or complete health promotion: 1) treatment, 2) research, 3) production of physicians and medical personnel, and 4) health promotion. (Ramathibodi Foundation, 2015). It is one of the nonprofit organizations that communicate regularly and continuously through traditional and online media. Besides, from the preliminary data, it was found that the foundation conducted social marketing by collaborating with some leading fashion companies, i.e., Kloset, Issue, Milin, etc., to design some souvenirs, such as a scarf, handbag, hat, etc. for sales and allocate a part of income to support social activities or projects, together with both government and private sectors. To illustrate this, one of the activities was “United Volunteer Power,” in which well-known actors participated in wearing and selling T-shirts to raise funds for supporting various projects of the foundation, as illustrated in Figure 1.2.



Figure 1.2 PR Media of Ramathibodi Foundation Using a Well-known Actor
Source: Ramathibodi Foundation (2018).

Moreover, on the website of the foundation, a video clip, as a PR media, conveys the stories of people getting assistance from the foundation. The stories

narrate how much better their lives were after the assistance. Well-known actors joined to publicize and persuade the general public to support all activities of the foundation. From the foundation's continuous communication that could reach potential donors effectively, in combination with the foundation's communication to donors about how the donated money was spent usefully as specified in the organizational mission, it enhances donors' trust and enables the foundation to be donated consistently. Accordingly, the foundation was awarded for "Secret Inspiration Awards 2017," as an organization that brought about changes in society of the year from the Secret Magazine. ("Phansiri was glad for the Ramathibori Foundation being awarded," 2017). Owing to such an award and its status as an organization under the Royal patronage of Her Royal Highness Princess Maha Chakri Sirindhorn, Ramathibodi Foundation has the image of an accountable nonprofit organization. Moreover, it is perceived as a nonprofit organization established for supporting the Faculty of Medicine, Ramathibodi Hospital, which is equipped with skillful medical professionals. Thus, it is perceived as an outstanding nonprofit organization that is also perceived as a leading organization that supports the medical circle and assisting the poor. All of these make Ramathibodi Foundation well-known in society and trusted by donors due to its high credibility. Accordingly, Ramathibodi Foundation is considered a successful nonprofit organization that is operated through the use of communication knowledge and its application for communicating with donors continuously. Therefore, it was selected as one of the samples for this study.

Another nonprofit organization selected as the sample for this study was the Thai Red Cross Society, which has existed in Thai society for more than 125 years. It is one of the national public charity organizations whose vision is to help human beings based on the universal red-cross principle. It is a dynamic and innovative organization. Another vision of the organization is to move towards excellence and to achieve the motto of the Thai Red Cross Society, which is to relieve distress, enhance happiness, heal sickness, and eliminate dangers for the well-being of people and being a people's supporter. The Society has four main missions: 1) medical and health service, 2) alleviate victims' distress, 3) blood service and 4) people's quality of life promotion (Thai Red Cross Society, 2018a). The Thai Red Cross Society is a nonprofit organization that conducts continuous communication through both

traditional and online media, including organizing communication activities to provide an opportunity for Thai people to participate in the organization's activities continuously. One of the most distinguished activities is the blood donation activity and Red-Cross Fair organized yearly for a long time. It is perceived as an organization with transparency and accountability. Therefore, it can gain trust from donors and get donations continuously. Consequently, it is another organization that is successful and a good exemplar as an organization applying communication knowledge to communicate with its donors effectively. Apparently, from the website of the Thai Red Cross Society, PR news on the organization's activities has been publicized regularly. One of the PR media was produced in the form of a video clip in which the assisted people tell their better life after assistance from the Thai Red Cross Society. Besides, it reports about the project performance to let donors be assured that their assistance can help others genuinely. Especially, since Her Royal Highness Princess Maha Chakri Sirindhorn is the Upanika, Director of the Thai Red Cross Society, it yields high credibility of the organization, enhances more trust, and induces more donation to the organization. Moreover, the effective organizational communication about its missions enables donors to perceive a positive image of the Thai Red Cross Society as a leader of the public-charity nonprofit organizations, especially its missions related to blood donation, organ donation, and victims rescue. Not only does the Thai Red Cross Society give importance to the corporate image and its consistent communication, but it also conducts social marketing continuously through the use of integrated social marketing strategies, i.e., personal media (such as actors, celebrities, stars, etc.) as opinion leaders to persuade people to donate. The application of modern technologies can also facilitate donors to access the organization more easily and conveniently. Public relations through social media are also highlighted, as witnessed in one of the seminars entitled, "Catch up with the Use of Social Media for Communication in the New Era of the Thai Red Cross Society," organized by Information Technology Center in collaboration with Information and Organizational Communication Office, Administrative Office, the Thai Red Cross Society, on March 3, 2011. (The Thai Red Cross Society, 2011). Furthermore, the organization also organizes special events following the organizational mission of opening an opportunity for general people to get involved in the organizational activities, as a part

of the donation activities. For instance, the activity "Walk and Run for 125 years in six periods under three Upanika of the Thai Red Cross Society," was organized on December 9, 2018. (The Thai Red Cross Society, 2018b), as illustrated in Figure 1.3.



Figure 1.3 PR Media of Charity Run Project of the Thai Red Cross Society

Source: The Thai Red Cross Society (2018b).

From the mission achievement, positive image, high credibility, continuous communication, and social marketing through various strategies, the Thai Red Cross Society is counted as one of the successful nonprofit organizations with long existence in Thai society. Accordingly, it was chosen as one of the samples for this study.

As mentioned above, the study focused on the nonprofit organizations with high achievement in Thailand, and two nonprofit organizations were selected as the samples for the study: 1) Ramathibodi Foundation and 2) the Thai Red Cross Society, both of which apply communication knowledge for their continuous communication through a variety of channels to access donors effectively to acquire continuous donation. The researcher selected the nonprofit organizations based on the

management of nonprofit organizations towards sustainable development in Thailand, compiled from five pieces of research as mentioned above, in combination with long operational time in Thai society as the selection criteria. In this study, the researcher explored communication factors influencing donors' decisions towards donation for nonprofit organizations. The researcher applied the findings from the qualitative research for developing a questionnaire and then developed a structural equation model of communication factors influencing the decision-making on the donation for nonprofit organizations from the literature review of related concepts, theories, and studies to make the model more complete and congruent with the context of nonprofit organizations in Thailand. The study is expected to provide useful findings for other nonprofit organizations to understand factors that affect donors' decision-making on the donation for nonprofit organizations and to adjust them as guidelines for their effective communication to ensure continuous donation and enhance the organizational operations sustainably.

1.2 Research Questions

- 1) What are communication methods applied by successful nonprofit organizations in Thailand?
- 2) What are communication factors influencing donors' decision-making on donation for nonprofit organizations?
- 3) Is the developed structural equation model of communication factors influencing donors' decision-making on donation for nonprofit organizations congruent with the empirical data? And how?

1.3 Research Objectives

- 1) To explore communication methods applied by successful nonprofit organizations in Thailand
- 2) To analyze communication factors influencing donors' decision-making on donation for nonprofit organizations.

3) To develop a structural equation model of communication factors influencing donors' decision-making on donation for nonprofit organizations and test its congruence with the empirical data.

1.4 Research Hypothesis

The measurement model of the latent variables and the structural equation model of communication factors influencing donors' decision-making on their donation for nonprofit organizations, developed by the researcher, are congruent with the empirical data.

1.5 Scope of the Study

The research "Structural Equation Model Development of Communication Factors Influencing Donation to Nonprofit Organizations" is a mixed-method study, comprising two stages. The first stage was qualitative research conducted by in-depth interviews with four key informants who were responsible for communicating directly with two successful nonprofit organizations in Thailand: Ramathibodi Foundation and the Thai Red Cross Society. Two key informants of each nonprofit organization were interviewed. Moreover, the researcher conducted in-depth interviews with two scholars who know nonprofit organizational communication by the use of a semi-structured interview form as a tool for data collection. The questions are open-ended. After that, the researcher applied the findings from reviewing related concepts, theories, and studies for developing a questionnaire and a structural equation model of communication factors influencing donors' decision-making on donations to nonprofit organizations. The second stage was the conduction of quantitative research by a survey questionnaire of closed-ended questions, as a tool for data collection. The samples of the quantitative research were 315 donors who used to donate to nonprofit organizations at least twice a year to see a tendency of their repeated donation. The samples were Buddhists aged 30-70 years old, living in Bangkok, since they were expected to be able to make decisions on their donation by themselves.

1.6 Operational Definitions

1) Structural equation model means a causal relationship model of variables based on the supporting concepts, theories, and studies, leading to a statistical test if the developed model is congruent with the empirical data. For this study, a structural equation model of communication factors influencing donation to nonprofit organizations was developed from the qualitative research through thematic analysis, in combination with the literature review of related concepts, theories, and studies, and the congruence between the developed model and the empirical data was tested statistically. Besides, both direct and indirect effects of variables were also tested statistically.

2) Nonprofit organizations mean organizations aimed to assist and promote society towards well-being without concern about profits from their operations. For this study, they mean two successful nonprofit organizations with regular communication through a variety of media and existing in Thai society for a long time that can be a prototype organization with sustainable development, namely Ramathibodi Foundation and the Thai Red Cross Society.

3) Communication factors mean factors the studied nonprofit organizations used as a frame for communicating with their donors, based on the concept of components or elements of a communication process, as follows: 1) Sender factors are characteristics of nonprofit organizations related to accountability, i.e., friendliness, altruism, fairness, sincerity, ethics, etc.; desirable characteristics of nonprofit organizations that enhance donors' impression or perception of the organizations' capability, i.e., high experience, skillfulness, etc.; organizations' personality, i.e., agility, enthusiasm in helping society, etc.; and the ability to prove themselves, i.e., transparency, auditability, no income or financial profits, etc. Most senders are personal media. 2) Message factors or Strategies of creating message design and appeals. They mean the ability of nonprofit organizations in choosing message and appeals suitable for donors, which consist of logical appeal or rational message framework (i.e., showing proofs, evidence, or reasoning), such as conveying the intention or objectives of the organization to help or contribute public benefits; emotional appeal or emotional message framework, or the stimulation of

donors' emotion, either positive or negative, to induce donation behaviors; and moral appeal or moral message framework by conveying the message that donation is a right and proper.

4) Receiver and communication channel factors mean donors' exposure to information of nonprofit organizations, i.e., frequencies of donors' exposure to information publicized by nonprofit organizations through both traditional media (i.e., TV, radio, newspaper, magazine, brochure, posters, and online media, such as website, Facebook, Line, Twitter, Instagram), and purposes or reasons for donors' information exposure: Surveillance or to acknowledge about the organization's movement, events, activities, and projects; Decision or to decide if they will attend the organization's activity or will donate to the organization, Discussion or to use the exposed information to converse with other people, and Participation or to participate in the organization's event or activity. They also include donors' religious beliefs, i.e., giving alms according to Buddhism, etc., which might partly motivate donors towards the donation.

5) Donors mean people who donate their money to nonprofit organizations at least twice a year, who are Buddhists aged 30-70 years old, which is the range of ages of people who should be able to decide to donate by themselves.

6) Social marketing means the communication of nonprofit organizations through the use of marketing principles and techniques to drive donors to accept, change, or participate in activities organized by the organizations, and to bring about voluntary donation behaviors for public benefits, including donors' acknowledge and perception of the organization's strategies of social marketing and integrated social marketing. In this study, three main strategies of social marketing were applied.

(1) Integrated social marketing strategies or 4Ps of Kotler and Zaltman (1971).

(1.1) Product Strategy: The way a nonprofit organization determines marketing problems in terms of concepts or ideas for persuading donors to donate or to participate in the organization's activities to solve the problem raised by the organization. Such a concept or idea must accord with donors' needs and willingness.

(1.2) Price Strategy: The way a nonprofit organization concerns

how to convince donors that donation is worth, compared with what they get psychologically or with psychic costs.

(1.3) Place Strategy: The way a nonprofit organization allocates donation channels that donors can access or donate easily and conveniently through a variety of channels.

(1.4) Promotion Strategy: The way a nonprofit organization communicates through various channels integrally to access donors, including their message design that is congruent with donors' behavior. Most importantly, the organization's information must be able to lead donors towards the further donation.

(2) Integrated social marketing strategies or 4Ps of Weinreich (1999)

(2.1) Partnership means the collaboration between a nonprofit organization and other organizations with identical donors or goals to jointly determine the direction of collaborative working towards mutual benefits.

(2.2) Publics mean the secondary target groups a nonprofit organization intends to influence their attitude and behaviors, besides the primary target groups. There may be several secondary target groups that can influence donors or the primary target groups, i.e., policymakers who can cause changes or maintain the desirable behaviors, gatekeepers who can manipulate the message exposed by donors and can make the organization's message persuasive, significant, or worth paying attention to.

(2.3) Purse Strings means the concern about the worthiness of money received from donations or special activities before any expenditure.

(2.4) Policy means policies determined by a nonprofit organization at different levels from the organizational to the national level to achieve the planned goals or objectives.

(3) Integrated social marketing strategies or 3Ps of Kotler & Roberto (1989)

(3.1) Person means a person responsible for persuading people towards donation or participation in the organization's activities, but he/she is not a salesperson, but is an influential individual who affects donors' decision-making and behaviors towards donation, including being able to persuade other societal members or potential donors to comply with the organization's goals, i.e., community,

religious, or group leaders, or so-called "opinion leaders."

(3.2) Presentation means the way a nonprofit organization applies factors or elements to present to donors to let them visualize or feel attached to the organization's message to create a better understanding of the organization and project proposed or organized by the organization, i.e., instruction of donation procedure, exhibition, or a special event for donors' direct experience, etc. Typically, the presentation aims to establish understanding, familiarity, an opportunity for inquiries or opinion exchanges.

(3.3) Process means steps donors have to follow for donation or participating in any activity organized by a nonprofit organization. The steps must be the shortest and easiest to understand, based on the criterion of facilitation for donors the most.

7) Corporate image means the image of a nonprofit organization perceived by donors and the general public, including corporate images in the following six dimensions: 1) the overall corporate image, 2) image of organizational employees, 3) image of organizational executives, 4) image of organizational CSR, 5) image of organizational products and services, and 6) image of organizational management, equipment, buildings, and places.

8) Accountability means donors' trust in a nonprofit organization, affected by three factors:

(1) Non-Opportunistic Behavior means a nonprofit organization's no exploitation of donors, proved by the past and continued behaviors or actions of the organization. Thus, donors are assured that such a nonprofit organization will keep their decent behaviors and will not exploit them in the future. (2) Shared Values mean the common value of a nonprofit organization and its donors. (3) Communication means two-way communication, emphasizing the exchange of values and information between a nonprofit organization and donors. Besides, it includes 1) information about groups of people the organization will or has assisted, 2) updated information about what will happen or how the money will be or has been spent after the donation, especially the organization of any activity in which donors can participate or have experience with such a nonprofit organization and people getting assistance. 3) information acquisition about donors' needs and motivations,

and 4) the selection of knowledgeable organizational personnel who can answer the questions and are mindful in communication.

9) Donation motivation means motivation that affects donation to nonprofit organizations, comprising

(1) Internal Motivations:

(1.1) Personal or “I” Factors mean rationalization of internal motivation within a donor.

(1.2) Social or “We” Factors means motivation caused by a person’s altruism or concern of public benefit mainly. It is motivation influenced by people surrounding the person.

(1.3) Negative or “They” Factors means motivation towards a donation to reduce negative feelings by fear or anxiety that something may occur to him or her if no donation is granted, i.e., being blamed by others.

(2) External Motivation

(2.1) Rewards mean what donors receive as returns from their donation. However, rewards may not necessarily be intangible.

(2.2) Stimulations mean motivation or what can make donors decide to donate to nonprofit organizations more easily and quickly.

(2.3) Situations mean any event or surrounding that facilitates or influences donors' decision-making towards a donation to nonprofit organizations.

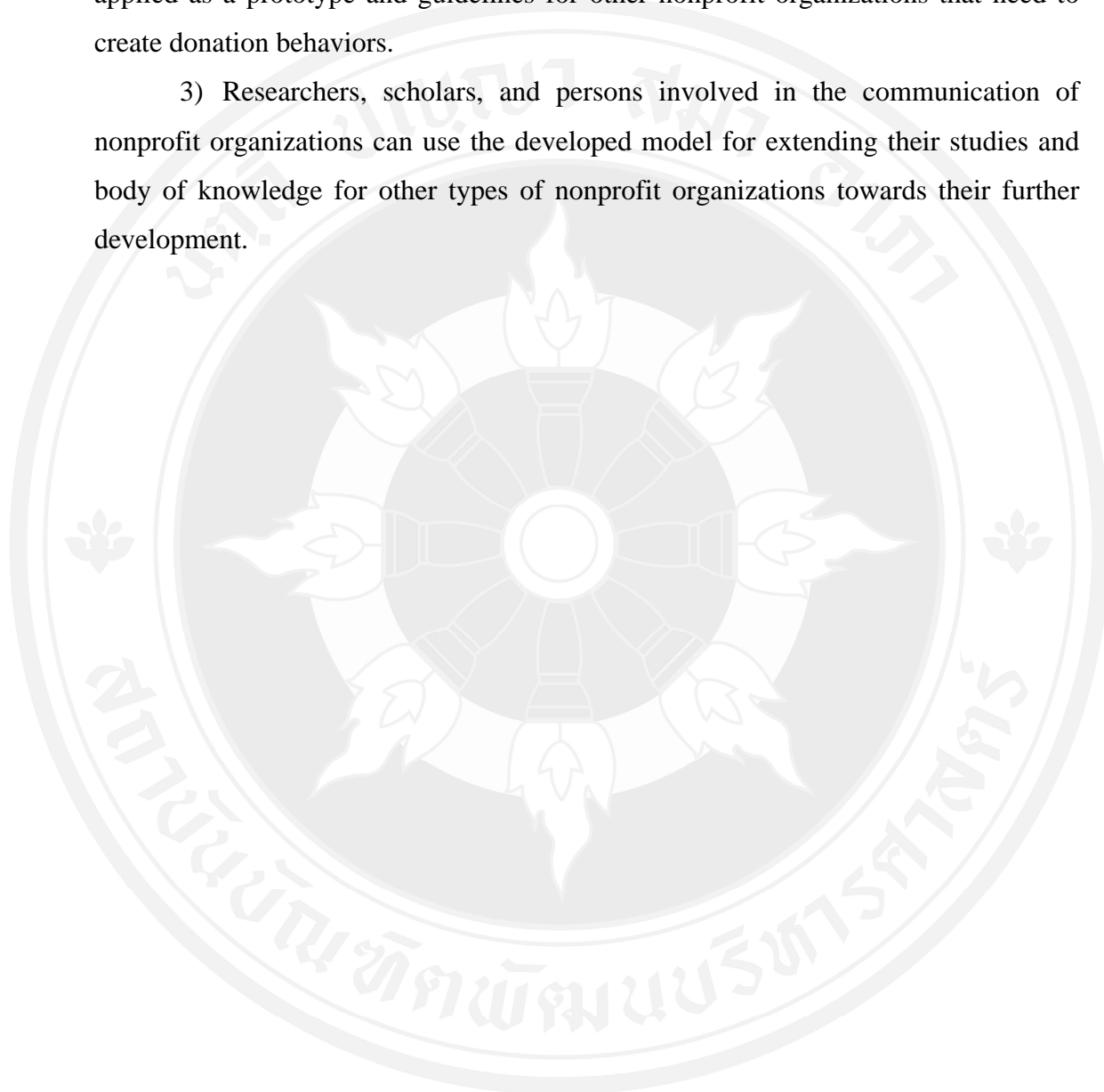
(10) Donation behavior means the level of intention to donate to nonprofit organizations, including the intention to recommend friends or acquaintants to donate or participate in activities organized by nonprofit organizations, and the tendency of donors’ repeated or continued donation.

1.7 Expected Benefits

1) Ramathibodi Foundation and the Thai Red Cross Society can apply the Structural Equation Model of Communication Factors Influencing Donation to Nonprofit Organizations that was developed and tested in this study to ensure which communication factors can influence the actual donation continuously and sustainably.

2) The Structural Equation Model of Communication Factors Influencing Donation to Nonprofit Organizations that was developed from the findings of the qualitative research in combination with the review of related concepts, theories, and studies, and tested and confirmed by the quantitative research in this study can be applied as a prototype and guidelines for other nonprofit organizations that need to create donation behaviors.

3) Researchers, scholars, and persons involved in the communication of nonprofit organizations can use the developed model for extending their studies and body of knowledge for other types of nonprofit organizations towards their further development.



CHAPTER 2

CONCEPTS, THEORIES, AND RELATED STUDIES

The research entitled, “Structural Equation Model Development of Communication Factors Influencing Donation to Nonprofit Organizations,” used the following concepts, theories, and related studies as a conceptual framework for the study:

- 2.1 Concepts of Nonprofit Organizations
- 2.2 Concepts of Communication Components
- 2.3 Concepts of Social Marketing
- 2.4 Concepts of Corporate Image
- 2.5 Concepts of Trust
- 2.6 Concepts of Motivations for Donation
- 2.7 Concepts of Donation Behaviors
- 2.8 Concepts of a Structural Equation Model
- 2.9 Related Studies
- 2.10 The Research Conceptual Framework
- 2.11 The Research Model

2.1 Concepts of Nonprofit Organizations

2.1.1 Definitions of Nonprofit Organizations

Nonprofit organizations have been defined differently. Even the terms used for calling them are also varied, depending on the social context and meanings needed to be conveyed in society. For instance, in France, they are called “Social Economy Association,” while in the United Kingdom uses “Private Voluntary Association,” Germany “Public Service Sector,” etc. In Thailand, the term is used at the organizational level, namely

“Non-Government Organization,” Public Interest Non-Government Organization,” “Civil Society Organization,” and “Philanthropic Organizations.” (Social Research Institute, Chulalongkorn University, 2003). For the meaning of nonprofit organizations, it has been defined widely as follows:

Kate (n.d.) states that "nonprofit organizations are established for assisting the government and the disadvantaged without concern about any return. Mostly, they have their volunteers and are another organizational sector that is not under the governance of the government; thus, they are called "the third sector."

Lohmann (2007) defines “nonprofit organizations” as organizations that are different from other organizations in the way that they have been granted tax-exempt status by the Internal Revenue Service. Their organizational management is well-mixed between that of business and governmental organizations. Their working is relatively more flexible and fluid under the management of a voluntary and professional committee.”

The National Statistical Office (2007) defines “nonprofit organizations as organizations, foundations, associations, unions, and political parties, established with the following operations: functions or activities for public benefits, self-administration but having the board committee determine policies and make decisions, nonprofit orientation and no individual-benefit sharing, and non-governmental organizations.”

Chalida Sornmanee (n.d.) defines “Nonprofit organizations” as organizations with no aim of financial profits from the operation. They can be organizations in economics, society, politics, or others. The main purpose is to provide service for communities without focusing on returns, i.e., foundations, government schools, public parks, etc.”

2.1.2 Characteristics of Nonprofit Organizations

Social Research Institute, Chulalongkorn University (2003) explains the characteristics of a nonprofit organization as follows:

- 1) An organization that operates activities for public benefits
- 2) An organization works independently by having a board committee determine policies and be responsible for financial budget management, including making major decisions.

3) An organization without profits nor benefit-sharing for members (Labor unions are not included under this category since the unions have to protect laborers' benefits)

4) An organization that is not governmental. (In the case that it is established or supported by the state, it must have self-administration without being sired to any governmental policy agency or office)

5) A non-religious organization with no specific purposes to serve any particular religion.

6) A non-political organization with no political purpose. (excluding political parties).

7) An organization required no registration but should be acknowledged by society to have been operating its activities for no fewer than three years.

2.1.3 Types of Nonprofit Organizations

From the classification of nonprofit organizations by the National Statistical Office in 2013, there were 12 types:

1) Social welfare organizations of the private sectors or the organizations established by the humanity concept.

2) Cremation or funeral welfare associations or associations established for operating cremation or funeral welfare.

3) Trade association or legal entity institute founded by state-enterprise for promoting enterprises that are not profit-oriented or shared income.

4) Chamber of commerce or an institute founded by several people to promote trade, service, independent professions, industry, agriculture, finance, or economics, which are not for profits or shared income.

5) Employers' associations or associations founded by employers aimed to acquire and protect benefits related to employment conditions and good relationships between employers and employees.

6) Labor unions or labor associations established for seeking and protecting employment conditions and good relationships between employers and employees.

7) State-enterprise labor unions or organizations of employee representatives in the state enterprises.

8) Religious organizations or non-profit organizations aimed to propagate religion or religious rituals.

9) Political parties or groups operating political activities.

10) International organizations or foreign private organizations offering assistance to both Thai people and offices or agencies.

11) Educational organizations mean private schools, special schools for the disabled, nonprofit religious schools, etc.

12) Health organizations mean private hospitals operating without profits. (The National Statistical Office, 2013b).

Rujirat Palipatsakul (n.d.) classifies nonprofit organizations into two types based on the sectors:

1) Governmental/Government nonprofit organizations financially supported by the government sectors, i.e., the national budgets, donations, foreign financial assistance, etc. Examples of nonprofit enterprises are the Ministries, Divisions, Department, Offices, Municipality, local administrative organizations, etc.,

2) Private nonprofit organizations or non-governmental/non-government agencies, which are formed and supported by the private sectors' capital sources, i.e., donation, member fees, income from activity operations, etc. Examples of this kind of organization are an association, foundation, club, charity organizations, etc.

Moreover, according to the International Classification of Nonprofit Organizations or ICNPO, Thailand also categorizes nonprofit organizations based on the quantity and proportion into 11 groups as follows: (Social Research Institute, Chulalongkorn University, 2003)

1) Art and Recreation Group: This group is divided into 3 sub-groups: Artistic groups or organizations providing art and cultural services, i.e. performing arts, art, western and folk music, literature, etc. 2) sports, and 3) social and recreational associations or clubs, etc.

2) Education and Research Group: This group is divided into elementary, secondary, higher education, and research. The overall roles of this group

are to provide and promote education especially at the fundamental level (i.e., elementary and secondary). For the role of academic stimulation, it is extended from the direct roles of education as a basis for national development.

3) Health Group: This group emphasizes medical care and treatment and is divided into 1) hospitals and rehabilitation, 2) psychiatric hospitals, and 3) other health and well-being services.

4) Social Services Group: This group is divided into 3 main parts: 1) social welfare service to assist people during their hardship. This part focuses on assistance and protection services, 2) disaster/ emergency prevention and control, and 3) income maintenance/ support, including increasing income.

5) Environment Group: This group is divided largely into general environment and animal and wildlife protection.

6) Developing and Housing Group: This group is divided into three main activities, namely community development, urban and housing planning, and employment and vocational training.

7) Law, Advocacy, and Politics Group: This group is divided into 4 large groups: civic group (in most countries, it includes ethnic groups), civic society organization, campaign and legal services, and political groups, namely political parties, which have long-term goals and social agendas.

8) Philanthropic Intermediaries and Voluntarism Promotion: There is no sub-group in this group. The essence of this group is giving, donation, or public charity, which can be property, money, objects, physical labor, or volunteers.

9) International Group: This group is related to international affairs mainly, i.e., cultural exchanges, international friendship, international supporting activities, etc.

10) Religion Group: This group emphasizes religious activities and belief systems, i.e., religious activities, promotion, and congregation, etc.

11) Business, Professional Associations, and Unions Group: This group is divided into 3 sub-groups: Business associations, professional associations, and labor unions. For unions, they may include or exclude unions, i.e., labor unions, depending on each country.

2.1.4 Roles of Nonprofit Organizations in Society

Nonprofit organizations play in national development and social support (Piriya Pholphirul, 2014) as follows:

- 1) Provide services that the private or government sectors cannot provide widely or inclusively.
- 2) Assist the government sector to accomplish national development goals.
- 3) Voice out for the civic sector.
- 4) Inspect the transparency of the government sectors in implementing policies.

For this study, the researcher determined the scope of the study by focusing on two nonprofit organizations that communicate continuously through a variety of media to donors and society and are successful nonprofit organizations that have been existing in Thailand for a long time, namely Ramathibodi Foundation and the Thai Red Cross Society.

2.2 Concepts of Communication Components

Typically, a successful communication process consists of 1) sender, 2) message, 3) communication channel, and 4) receiver, or S-M-C-R, as well known in the study of communication.

- 1) Sender means a person who initiates communication or who interprets and organizes what is received from the source of information by encoding it to convey the purpose of a sender in the transmitted message.
- 2) Message means statements or symbols conveying a sender's goal or purpose, both verbal and nonverbal language, transmitted from a sender to a receiver.
- 3) Channel means a carrier of messages or statements a sender wants to transmit to a receiver. Channels do not include only media, i.e., mass media, specialized media, personal media, new media, etc., but also time, occasion, and space or place where communication takes place.
- 4) Receiver and effect. A receiver means a person who decodes the transmitted message. If the receiver has a similar attitude, social background, and

culture to those of a sender, or if the receiver is skillful and capable in communication, communication tends to be successful. If the message from a sender to a receiver does not yield any response or effect back to a sender, such communication is called "one-way communication." On the other hand, if there is any response or effect from a receiver back to a sender, such communication is called "two-way communication."

Generally, for a successful communication process, a sender should possess the following characteristics:

- 1) Communication Skill means an ability of a sender in encoding a message through his or her skill in listening, speaking, reading, and writing. For instance, he/she can use proper language, make receivers understand easily, have a pleasant speaking style and rhythm with appropriate facial expression, or a sender has writing skills by using correct and refined words, or pleasant to read, etc.

- 2) Knowledge means a sender's understanding of what to be communicated. If a sender knows what he/she will communicate, the chances of successful communication will be high.

- 3) Attitude means a sender's attitude towards a receiver or receivers and issues to be communicated. Normally, a sender will be willing to communicate with a receiver with a good relationship. Besides, if a sender is credible and has a good attitude towards the communicated issues, he/she will be confident to communicate them and can communicate effectively.

- 4) Social System and Culture means a sender's concern about his/her value, belief, religion, and culture, and those of a receiver, including social context.

If the goal of communication is to change knowledge, attitude, or behaviors, and communication can bring about such change, it means communication is efficient. Typically, communication success or efficiency depends on several factors, starting from gathering thought, transforming thought into message content, and applying communication capability to communicate it, while a receiver uses his/her ability to interpret the message, including concerns about his/her condition in selecting a message to be exposed to. Besides, communication efficiency depends on media effectiveness and communication channels as well (Berlo, 1960).

To make a communication process complete, Schramm (1973) adds the importance of value, belief, social context, and culture, including the shared field of experience between a sender and a receiver. If both of them possess similar components, the chance of achieving communication goals and common understanding will be high.

From the above concepts, the researcher applied the concept of communication components to examine if and how communication components are the success factors of nonprofit organizations to bring about donors' donation behaviors and if they are one of the important factors that yield the effects, both direct and indirect, on such success, or namely donors' donation behaviors.

2.2.1 Concepts of Senders

Concepts of senders comprise two sub-concepts: 1) Concepts of source credibility and 2) roles of personal media. The details of each concept are as follows:

2.2.1.1 Concepts of Source Credibility

Orawan Pilan-o-wad (1994) states that source credibility is an external characteristic of a sender accepted by receivers. Generally, source credibility depends on two factors: Competence or expertness and trustworthiness. These two factors must be perceived by a sender by receivers since it is not what a sender declares to let others be informed to gain acceptance. From the study, it was found that a sender with high source credibility will achieve communication goals more than a sender with low source credibility.

Hovland, Janis, and Kelly (1953) state that source credibility composes of expertise, accountability, and the ability to display proofs.

Bettinghaus (1980) states that three factors affecting source credibility are:

- 1) Safety or accountability of a sender, i.e., friendliness, altruism, fairness, sincerity, ethics, forgiveness, etc.
- 2) Characteristics of a sender, i.e., receivers' impression on a sender's capability, such as high experience, power, intelligence, skillfulness, etc.
- 3) A sender's personality, i.e., agility, enthusiasm, etc.

Besides, a sender's status also affects a sender's credibility, as follows:

1) A sender with a higher status than a receiver will be perceived as highly credible.

2) A sender having a higher status may be perceived as having low source credibility. On the contrary, a sender having a lower status may be perceived as having high source credibility.

Besides, Berelson, Lazarsfeld, and Mcphee (1954) point that a sender who is an opinion leader will be perceived by receivers as having high source credibility despite having lower social status than receivers.

On the other hand, Miller and Burgoon (1973) add that power can influence an individual's behaviors in an interaction, as follows:

1) Frequencies of communication relate to power. In any communication situation, if an individual communicates so frequently that he/she almost monopolizes communication, that individual tends to have higher power than others and also has influence over others.

2) In a persuasive communication context, an individual with more information tends to be the most powerful.

3) The more a sender can respond to receivers' needs, the more power a sender has over others. Accordingly, a sender had to analyze his/her receivers before any persuasive communication.

4) The more experiences a sender has, the higher power he/she will gain. It indicates that power is acquired and can always be accumulated.

From the above concepts, the researcher applied the concept of source credibility to examine if and how the credibility of a nonprofit organization is a significant factor that yields both direct and indirect effects on the donation behaviors of donors.

2.2.1.2 Concepts of Roles of Personal Media

Personal media means a person who carries a message from one person to another in the interpersonal communication context with a mutual response. There are two roles of personal media, as follows:

1) Direct Contact: Personal media plays a role in dissemination to establish understanding or to persuade people directly. The

constraints of personal media are it requires the use of several persons for communicating with a large number of people, it is timely and costly.

2) Group Contact. A group influences individuals. Thus, groups can help to achieve individuals' goal, i.e., in the meeting, seminar, etc. A group is the gathering of people of more than 2 to exchange ideas or to interact with one another. Personal media is defined by several scholars as follows:

Sathian Cheypratab (1985) defines personal media as a person who carries a message from one person to another through interpersonal or dyadic communication or communication of more than two people.

Laksana Satawethin (1999) defines personal media as a person who carries a message from one person to another or others, starting from two persons or more than two, communicating with each other in a face-to-face situation or both persons can exchange their message directly.

Phanom Kleechaya (2006) defines personal media as a person who carries a message from one person to another through dyadic communication, or interpersonal communication of more than two people.

Major Features of Personal Media

- 1) A person is a medium through speaking as a channel for transmitting the information.
- 2) It is interpersonal communication.
- 3) It is a communication process that can be adjusted during communication towards better understanding.
- 4) It is a kind of communication that can give detailed information and use persuasive techniques during communication.

Influence of Personal Media

Rogers and Shoemaker (1971) explain that in the case a receiver is expected to accept the transmitted message or utmost effectiveness of communication is needed, interpersonal communication should be applied through the use of personal media as a carrier of the message. Personal media will be very beneficial if a sender expects a receiver to change his/her attitude or behavior. Besides, interpersonal communication enables a receiver to understand a message more clearly and decide to accept such a message confidently as well.

Personal media is considered the most effective media in creating and changing people's attitudes and behaviors since a person can access the target group the best. Generally, personal media has the following characteristics: (Kanokrat Sukawattana, 2000).

- 1) The flow of information is two-way communication, which is easy for an immediate response while being able to give details of problems more clearly than other media.
- 2) Communication is dyadic. If a receiver has high trust in a sender, communication will be more effective
- 3) The amount of response or feedback during communication is relatively high.
- 4) It can reduce the psychological complexity of a selective process, especially selective exposure.

Still, despite several advantages of personal media, personal media also has some disadvantages, i.e., it can convey a message to a large number of receivers rapidly. From several studies, it was found that personal media was the best media for creating and changing attitudes.

Effectiveness of Personal Media

Sathian Cheypratab (1985) specifies the effectiveness of personal media as follows:

- 1) Personal media can bring about two-way information exchanges. Namely, if a receiver does not understand the message content, he/she can question or ask for more information from the source rapidly. On the other hand, a sender can adjust or modify a transmitted message to respond to a receiver's needs and understanding rapidly as well. Due to the level of high response of interpersonal communication, it can help to reduce communication obstacles caused by selective attention, organization, and retention of the message since a face-to-face situation forces a receiver to accept the message, no matter how a receiver feels towards a sender and the message.

- 2) Personal media can persuade a receiver to change his/her rooted attitude. Rogers and Shoemaker (1971) compare the effectiveness of mass media and personal media by referring to many studies that mass media can change

people's perception, or increase their knowledge and understanding effectively. However, personal media will be more effective if the purpose of a sender is to change people's attitude since information transmitted from mass media solely cannot lead to attitudinal or behavioral changes if their attitude or behavior is embedded or hard to change

From the above concepts, the researcher applied the concepts of roles of personal media, to examine if and how personal media, as a sender, is a significant factor influencing donors' donation behaviors or yield any effect, both direct and indirect, on donors' donation behaviors.

2.2.2 Concepts of Message

2.2.2.1 Concepts of Strategies of Message Design and Appeals

The message used in communication can be developed in many ways. Mostly, it relates to the message appeals, motivations, and ideas. On the other hand, the message can be communicated in many ways as well. Message can be communicated directly to the target receiver or through a group that influences a receiver. Another way is a brainstorming meeting with key persons in an organization to help expand the ideas or through advertising by disseminating ideas to the public.

Lovell (1980) and Rune (2002) propose message frameworks a sender can apply in his/her communication, especially in a persuasive context, as follows:

- 1) Rational Message Framework aims to convey information and stimulate a receiver's attention by displaying that the product or service can yield benefits as needed by the receiver, i.e., in terms of quality, quantity, economy, and capacity, etc.

- 2) Emotional Message Framework stimulates to induce behaviors through the use of negative emotion (i.e., fear, guilt, shame, etc.) to combine with behaviors a sender wants a receiver to perform by the use of positive emotion (i.e., love, humor, pride, joy) as emotional appeals.

- 3) Moral Message Framework is often used to convey that something is correct or proper to do or not to do, especially to stimulate general people to support desirable social issues, i.e., natural resources conservation, equality, women's rights, no discrimination, and the support of the disadvantaged, etc. This

kind of message framework is seldom used for advertising general products or services.

Overcoming Selective Attention

Each day, consumers become victims of products or services through all kinds of persuasion, i.e., motivation, appeal, etc. to draw the attention of receivers.

Overcoming Perceptual Distortion

Each human being has a different background, i.e., differences in experiences, physical appearance, attitude, needs, fear, etc., All of these filters affect differences in perceiving and interpreting things. Still, human beings tend to be able to connect their experience with new perceived things. A sender can adopt images, sound, or words, etc. from the experience of the target receiver as a communication symbol so that he/she can convey the message that is understood easily for such a receiver.

Choosing a Medium

The message needed to be conveyed can communicate to a target receiver effectively through the use of a particular medium or a variety of media since each kind of medium can perform its roles differently, such as TV for creating perception widely, while direct mails or salespersons can send to specific receivers, etc. Still, media should be selected to accord with communication objectives as well.

Message Evaluation and Selection

Each communication requires the selection of proper message through imposing some criteria for considering which message accords with what kind of media (desirability), if a message is exclusive or specifically unique (exclusiveness), or if a message is trustworthy (believability) to help anticipate if communication can accomplish the planned goals or not.

For communication of nonprofit organizations, planned to be conducted in the form of charitable advertising, aimed to request donation of something, i.e., money, clothes, or even human organs, it has a procedure or steps like general product or service advertising. Generally, the steps of charitable advertising are as follows in sequence:

1) Setting Advertising Objectives

Before publicizing any advertisement and determining advertising budgets, it requires to determine advertising objectives explicitly, which have to be congruent with marketing and communication purposes. Advertising objectives must determine or specify clearly to which target audience advertising is conveyed by taking demographic, geographic, and psychographic factors into consideration to see what kind of characteristics the target audience has that can affect the determination of issues or what needed to say, including who should say those words.

After that, the responses from the target audience are studied by comparing with the steps of a decision process in sequence as follows:

- (1) Do the target audience know what needed to be communicated? (Awareness)
- (2) Do the target audience know what needed to be communicated? (Knowledge)
- (3) Do the target audience like what needed to be communicated? (Liking)
- (4) Do the target audience like what needed to be communicated more than others in the same type? (Preference)
- (5) Are the target audience confident of what needed to be communicated? (Conviction)
- (6) Do the target audience consume or buy what needed to be communicated? (Action)

All of these questions can be developed for determining the advertising objectives, as follows:

- (1) To create awareness of the target audience
- (2) To educate
- (3) To change the value of the target audience to accept
- (4) To change the attitude of the target audience

- (5) To motivate to act
- (6) To train or to reinforce

Besides, a sender should determine how to access the target audience and frequencies for communicating with them to determine the message needed to communicate to the target audience with sufficient frequencies for the target audience to perceive and retain or recall such message.

2) Advertising Budget Determination

Costs of producing advertising compose of costs of advertisement production, media buying, and advertising agencies, which require budgeting by estimating the cost of media buying as the major cost since it is the biggest budget, except in the case that an organization is supported for free media without any expenses.

3) Media Selection

In the media selection, it is necessary to consider the target audience and budgets predominantly since they are important factors in determining types of media, the use of media space or time, and the time of using media. The usage of media can be considered from:

- (1) Media consumption behaviors of the target audience to see to which media they are exposed.
- (2) Types of products or services, i.e., if the message has to be visualized, then demonstration is needed or emotional appeals may be required, so a sender has to consider which media can convey these things.
- (3) The amount of message affects media selection, including the urgency of the message, i.e., if an urgent donation is needed, etc.
- (4) Each media costs differently; thus, the selection must consider objectives and available budgets effectively.
- (5) Timing and seasons cause the degree of density of media or more or less advertising. Thus, it is important to concern about the best timing in accessing the target audience.

4) Advertising Evaluation

To advertise effectively, it requires the evaluation of advertising efficiency, i.e., advertising creation, etc., by evaluating copy testing,

which can be a pretest or comprehensive test with the samples selected from the target audience to evaluate if it is hard or easy to understand the transmitted message by interviews or questionnaires. For testing the advertising creation after broadcasting, normally it is a recall test, recognition test, and response.

From the above concepts, the researcher applied strategies of message design and appeals to study if and how strategies of message design and appeals used by nonprofit organizations are significant factors of communication factors influencing directly and indirectly donors' donation behaviors.

2.2.3 Concepts of Receivers

Concerning concepts of receivers, two connected concepts were reviewed: 1) Concepts of information exposure and 2) concepts of religious belief. The details are as follows:

2.2.3.1 Concepts of Information Exposure

Sender, Message, and Receiver are three major communication components. Namely, communication will start when a sender sends his/her message to a receiver. Thus, a sender needs to be receiver-oriented as it is the determinant of communication success by transmitting a message that makes a receiver understand what a sender wants to convey. Then, a receiver will interpret the message, and transmit the message or feedback back to a sender in the form of two-way communication, which leads to further development communication effectively. Accordingly, it is the main role of a sender to analyze all these key components, namely message, receivers, and channels or media to assure the utmost communication effectiveness and efficiency.

Merrill and Lowenstein (1971) express their point of view that each receiver tends to be exposed to and select media and message differently because of the following factors that will determine if the exposed message will be accepted or rejected:

- 1) Loneliness. According to psychological evidence, human beings dislike staying alone. They are afraid of being ignored by society; thus, they will try to gather in groups to join in activities with others in society. Once they cannot communicate with others directly, they will search for other media for

communication. Sometimes, for some people, communication through mass media causes less stress or pressure than face-to-face interpersonal communication.

2) Curiosity. Curiosity is a fundamental characteristic of human beings and is one of the main principles mass media adopt for designing their message design to be interesting. Normally, human beings prefer exposure to information that relates to their ways of living, either directly or indirectly, including messages involving other interesting people.

3) Knowledge acquisition. Human beings search for knowledge that will be useful for enhancing ideas towards successful decision-making. Typically, knowledge is acquired from factual and reliable information and enables to make reliable persons to be accepted in society so it can also create endless self-value. Besides, transmitted messages to others can also entertain and inspire other people as well.

4) Specific characteristics of media. Besides receivers' demographic attributes, i.e., sex, age, social status, which affect their media exposure behaviors, their specific characteristics call for specific characteristics of media as well. Each receiver will look for media that can serve his/her specific characteristics to respond to his/her needs and fulfill his/her satisfaction.

In brief, receivers tend to search for media and message that support their interest and opinions or is congruent with their preconceptions. On the contrary, they will not acquire any message or information that contradicts their predisposition, which depends on their experience, basic needs, environment, and other necessities of life, which play a role in determining their media exposure behaviors unintentionally.

Message or information is a crucial factor affecting human decisions in doing any activity. The need for information will be increased if a person wants more information for making his/her decisions or to support his/her ideas whenever he/she faces any uncertain situation. Moreover, information can make a person look updated and be able to adapt himself/herself to the present world increasingly. Atkin (1973) states that persons exposed to more information will be visionary or have foresight with good knowledge and understanding of the surrounding environment. They can catch up with the happenings and changes better than those who are exposed to little information. Nevertheless, persons cannot be exposed to all information surrounding

them. Instead, they will selectively be exposed to only some stimulus that they think is beneficial or interesting. In other words, information transmitted to receivers via various channels will be selected all the time. Therefore, only interesting, useful, and relevant information, from the point of view of receivers, can bring about communication accomplishment. (Kitima Surasonthi, 2005). An individual's information selection can explain the communication behaviors of each individual. Accordingly, differences in personal characteristics and psychological conditions cause different individuals' information exposure through a selective process.

Klapper (1960) compares an information selective process with a filter of the human perceptual organism, comprising the following sequence:

- 1) Selective Exposure is the first stage of a receiver's selection of media and information from several sources, i.e., which newspaper to buy, which radio station to listen to, etc., which must correspond to his/her interest and needs. Besides, receivers have different skills and expertise in perceiving information. Some may be more adept to listen to the radio rather than reading, while some watch TV rather than read, etc.

- 2) Selective Attention. Receivers tend to select information from their interest to support their predisposition and reject any information contradicting with their knowledge, understanding, or predispositions to avoid an imbalanced psychological state or what is called "cognitive dissonance."

- 3) Selective Perception and Interpretation. After being exposed to some information, it does not mean that all of such information will always be perceived as intended by a sender since receivers may select to perceive and interpret the message differently from the intended message, influenced by their belief, attention, attitude, needs, expectation, motivation, experience, physical or mental condition. Therefore, each receiver may interpret the message as influenced by those factors. On the other hand, some parts of information may be neglected or distorted towards each receiver's desirable direction.

- 4) Selective Retention. Receivers select to retain or memorize only the message that is congruent with their interest, needs, attitude, etc. and ignore to transmit the message in which they are not interested or that contradicts with their thought. Therefore, receivers' retention of the message will focus on only that support

their predispositions to be stronger and are harder to change for their future use. Parts of the message may be raised only when they cause some conflicting feelings or anxiety.

Hunt and Ruben (1993) summarize factors affecting receivers' information selective exposure as follows:

1) Need is one of the most important factors in a human selective process. It includes all kinds of human needs: physical and psychological of high and low level. The need determines human choices. Human beings tend to select to respond to only what they need, i.e., to express their taste, to gain social acceptance, to satisfy themselves, etc.

2) Attitude and Values. Attitude is preference and tendency towards something. Value is a fundamental principle people hold as something to tell them what they should or should not do in their relationships and a certain situation. Both attitude and value highly influence how people choose to be exposed to any media, message, meaning, including what to be retained.

3) Goal. Every human being has a goal for living, i.e., occupation, socialization, recreation, or participation in any activity. Besides, need determines mass media exposure and information exposure, including selective interpretation and retention.

4) Capability. Individuals' capability in something, including language capability, also affects their information selective exposure, including the correctness and accuracy of their interpretation and retention of the message.

5) Utility. Typically, human beings pay attention to or try to understand and recall of which they can make use.

6) Communication Style. Individuals' reception of messages partly depends on their communication preference, i.e., listening to the radio, watching TV, reading a newspaper, etc.

7) Context. A context means a place, persons, and time involving in a communication situation. All of these influence receivers' selective exposure. For instance, someone's presence can have a direct effect on an individual's media or information selective exposure since it determines how an individual will be perceived by others, how others perceive him/her, or what an individual thinks others

expect from him/her, including how an individual thinks of what others think about the situation he/she is in. All influence an individual's selective exposure.

8) Experience and Habit. Each receiver has developed his/her habit of message reception from his/her experience of previous reception of a message. Individuals develop their preference for some kinds of media and programs. Thus, they tend to be selectively exposed to those media and programs, including their selective interpretation and retention of them.

Kwanruen Kittiwatan (1988) states that factors causing different information exposure are as follows:

1) Personality and Psychological Factors. It is believed that each person has a unique personality and psychological structure, cultivated by different family nurturing and background, and influenced by a different environment. Such factors affect a person's level of cognitive ability, thought, attitude, and perceptual process.

2) Social Relations Factors. Each person adheres to a social group he/she belongs to or to his/her reference group and such membership will determine the decision of expressing any behavior, especially in compliance with the group's ideas, attitude, and behaviors to gain acceptance from the group.

3) External Environmental Factors. Something out of a communication system, i.e., sex, occupation, level of education, income, etc., induces differences or similarities in information exposure, including responses to such information.

Schramm (1973) Channels and audiences. In Ithiel de Sola. Pool summarizes eight factors influencing receivers' information selective exposure:

1) Experience causing different information acquisition
2) Evaluation of expected benefits from certain information acquisition and consumption in responding to a receiver's objective.

3) Background causing different attention.

4) Education and surrounding environment causing different levels of message reception and information selective exposure behaviors.

5) The ability in message reception caused by a person's physical and psychological condition

- 6) Personality influencing attitudinal changes.
- 7) Emotion state affecting the interpretation of meanings.
- 8) Attitude determining message reception and response.

Schramm (1973) further explains the general rules of message selective exposure that it depends on the exertion of the least effort and the expected returns or benefits, or promise of reward, as shown in the formula of information selective exposure.

$$\text{Selective information exposure} = \frac{\text{Promise of reward/expected outcome}}{\text{Exerted Effort}}$$

Figure 2.1 A Receiver's Message Selective Exposure Formula

Source: Schramm, 1973.

The above formula indicates that receivers tend to be exposed to information with their least effort, i.e., information relevant to them, convenient to be exposed to, useful for them, etc. However, their information selective exposure can also be affected by other causes, i.e., different experiences, different abilities in evaluating information benefits, each receiver's social status, and psychological condition, etc.

Becker (1972) defines information exposure, classified by information exposure behaviors, as "information seeking." It means a person will seek information when he/she wants to be similar to other persons in a particular issue or general issues, comprising the following information exposure behaviors:

- 1) Information Receptivity means a person's exposure to information he/she wants to know. If information is relevant to him/her, he/she will pay attention to it, i.e., to read, listen to, or watch, especially.
- 2) Experience Receptivity means a person's exposure to information because he/she wants to do something, i.e., to get relaxed, etc. Several

scholars provide reasons leading people to pay attention to certain information as follows:

Friedson and Flowerman (1951) agree that the motivation of being accepted by other group members in society determines an individual's attention to exposure to certain media. They also agree that receivers will select to expose to any information from any media depending on their social roles and status since such information can be used as conversational topics and enable them to feel like a part of such a society.

For purposes of receivers' information selective exposure, Surapongse Sotanasathien (1990) categorizes objectives of information selective exposure into four folds:

- 1) For Cognition: Receivers want to obtain information to respond to their needs and enthusiasm.
- 2) For Diversion: Receivers want information for their excitement, joy, or recreation.
- 3) For Social Utility: Receivers want to establish their familiarity or their social membership, i.e., through the use of contemporary language, etc.
- 4) For Withdrawal: Receivers want to expose to media to avoid working or meeting with their surrounding people.

Becker and McComb (1979) indicate that individuals are exposed to information or media to respond to these four following needs:

- 1) For Surveillance or to acknowledge movement, events, activities, and projects surrounding them.
- 2) For Making Decisions or to determine their opinions towards some happenings or events surrounding them or to decide to make some decisions, especially something involving their daily life.
- 3) For Discussion or to use the exposed information to converse with other people
- 4) For Participation or to participate in events or activities surrounding them.

Nevertheless, despite differences in information exposure and different needs in exposing to information, generally, people are exposed to information in the following ways in common: (Duangrutai Pongpaitoon, 1998)

1) Mass media information exposure. Receivers expect that information consumption from mass media will help to respond to their needs, which leads to attitudinal or personality changes. Some behaviors may be changed from their mass media consumption selectively, which depends on their needs and motivations since each person will have a different goal or intention to make use of it. However, mass media cannot change deep-rooted attitudes. Bettinghaus (1968) describes the role and functions of mass media as a reinforcement agent that strengthens people's predispositions, i.e., attitude, etc. Some predispositions take time to be changed or maybe changed within individuals' limited frame of reference. What mass media can change individuals the most is their emotions.

2) Information exposure from personal media. Personal media means persons who transmit a message to another person or others in an interpersonal communication context with reciprocal effect. Rogers and Shoemaker (1971) state that in the case that a sender needs anyone to accept his/her message, interpersonal communication should be chosen by using personal media as an information transmitter. Typically, personal media will be very effective in the case that a sender wants to provide detailed information to a receiver for a better understanding so that the receiver can decide to accept the message confidently. Generally, interpersonal communication can be divided into two types: (Sathian Cheypratab, 1985)

(1) Direct Contact, which is information dissemination for creating understanding or persuading people directly.

(2) Group Contact of Community Public, which is the influence of groups over the general public in the way that an individual's communication can be accomplished when the group pays attention to a particular direction and most members in the group will pay attention to that direction too.

3) Information exposure from specific media. Specific media means media with specific content and purpose for communicating with specific groups of receivers (Parama Satawethin, 1996). Examples of specific media are

newsletters, brochures, posters, leaflets, exhibition guides, etc. Thus from exposing to specific media, receivers will acquire specific knowledge or information.

From the above concepts, the researcher adopted the concepts of information exposure for studying what are donors' frequencies in exposing to information of nonprofit organizations and through which media? Is receivers' information exposure a significant factor influencing, directly and indirectly, donors' donation behaviors? And how?

2.2.3.2 Concepts of Religious Belief

Definitions of Belief

Kruawan Monthian et al. (1984) define "belief" as the acceptance, respect, or adherence to something, both substantial and non-substantial, that it is real or exists. The acceptance comes from sufficient evidence that can be proved or cannot be proved.

Kingkeow Petcharaj (1999) defines "belief" as "fear or ignorance of what causes belief. Still, beliefs can partly lead to the occurrence of religion in ancient society. Even now, science has been much advanced; however, people still express beliefs through their daily behaviors.

Poomjit Ruengdej (1999) defines "belief" as the acceptance of something either substantial or non-substantial, that it is real or exists. The acceptance comes from sufficient evidence or without evidence to prove such a thing.

Samornrat Pancharoen (1999) defines "belief" as an assured thought that what exists is something inherited from generations and influencing ways of life.

From the above definitions, belief means a human behavior of accepting that something, either substantial or non-substantial, or either to be proved or not, is real or exists.

Reasons for Creating Belief

Buppha Buntip (1989) classifies the reasons why beliefs are created into two reasons:

- 1) Belief is caused by fear or human ignorance or something human beings cannot prove. Still, they believe that all consequences must come from someone's action, despite knowing no cause. Therefore, they hypothesize that it may be the action of angels, or spirits, etc. However, when the world has been more

developed and several happenings could be proved, some beliefs then gradually disappeared, i.e., the tradition of “Hae Nang Maew” (A ceremony of carrying a cat to ask for rain), etc.

2) Beliefs may come from human intelligence or from some people who are smarter or more experienced than others in a group or society. Thus, to make other people believe and follow them, they need to create beliefs with different rationale as follows:

(1) For social order, i.e., To discharge urine over an anthill is prohibited; otherwise, the sexual organ will be swollen, etc.

(2) For keeping good manner or refined ways of living, i.e., no eating from a rice pot, no sewing on someone's body, no singing in a kitchen, etc.

(3) For well-being, disease prevention, and safety, i.e., no sleeping in the evening; otherwise, the sun will block the eyes, no sleeping under the crossbeam; otherwise, ghosts will be possessed, etc.

(4) For psychological effects, such as encouragement, expectation, endeavor, determination for doing good deeds, i.e., putting food to a Buddhist monk in the same bowl will lead to meet each other in the next life, praying before leaving home will bring a safe journey, donating or making merits to someone will bring prosperity in the next life, etc.

Types of Beliefs

Patchanee Cheyjunya, Metta Vivatananulul, and Tiran Anawushsiriwongse (2015) divide beliefs into three types based on the level of difficulty in changing receivers' beliefs after being exposed to persuasive message: central, authority, and peripheral belief.

1) Central Belief is the belief accumulated from an individual's socialization, i.e., family upbringing, religion, schools, and other sources for a long time until it is hard to be changed. A central belief is a core of an individuals' belief structure, i.e., beliefs on good merits, next life, etc. After a time, accumulated attitude can become a core or central belief.

2) Authority Belief is the belief to which individuals adhere and follow to display their obedience to social rules or regulations, i.e., stopping the

car at a traffic red light, etc. However, authority beliefs can be changed if social rules or regulations change.

3) Peripheral Belief is the belief at the outermost level. It is a feeling towards something superficially and can be changed easily all the time or more easily than the other two types of beliefs. Generally, attitude is considered as a part of a peripheral belief.

Religious Beliefs and Society

Religion is another factor that highly influences people's ways of living. It is an important component of culture and the foundation of rituals, rites, and cultural traditions. Importantly, religious beliefs affect human behaviors greatly. Several social scientists and anthropologists express their point of view regarding the importance of religions in society as follows:

Religions play a significant role in human belief systems and practices, which affect their behaviors and ways of living, both individually and collectively. (Johnson, 1970). In each society, religious value affects human cognition and behaviors (Weber, 1930). Typically, religions are solutions for solving human problems, i.e., misery, disappointment, sickness, and death. Solutions for these problems become a part of culture accepted in society and influence human daily behaviors. (Weber, 1930). Therefore, religion is a part of cultural systems that cannot be separated. In other words, culture, personality, economic activities, political problems, kinship system, aesthetic understanding, etc., cannot be understood clearly without considering religious beliefs. For the belief in good merits, Malinee Wongsit (1991) states that Buddhism involves in Thai people's lives from birth until death. Thus, it creates a belief of making merits. Thai people believe that making merits is a good deed, which, if accumulated, will yield good consequences in the present and next life.

Amara Pongsapich (1990) explains that religions signify all matters, both at the personal and social levels.

At the personal level. A religion's eternal truth signifies the meaning of life. It helps to explain the cause of birth, and gives eternal truth. If someone believes and follows religious preaching, his/her needs will be responded to. Religions thus are thus an anchor that enhances life security and makes life more meaningful.

At the social level. Religion helps to determine morality and points out what is good and what is bad, what should or should not do, etc. Therefore, it helps to set up norms for people in society to comply with. Religious traditions also help to direct what has to be done. Formerly, the values and worldviews of people in ancient times were influenced highly by religions.

The Belief of “Buddhists’ Giving Alms” in Thai Society

Buddhism is the Thai national religion; thus, most Thai lives are connected to Buddhism at all levels: individual, community, and societal. One of its distinguished preachings is "giving alms or largess or offerings." Phrakhrudhichayadham (2012) summarizes the meaning and significance of giving alms as follows:

Giving alms is fundamental of doing good deeds. It is the virtue of establishing friendly relationships by helping society to purify human spirit towards the utmost destination of dharmic principles in Buddhism. Alms are thus crucial for ways of life in every period. The teaching of giving alms has appeared in the doctrine of Buddhism since the Buddha's enlightenment and propagation of Buddhism. Principally, for illustrating truth to let listeners have faith in Buddhist teaching, Anupappikatha 5 will be preached and giving alms is the first principle. Besides, in Boonkiriya 3 or merit-action 3, giving alms is also the fundamental principle similar to Sangkhahawatthu or Sankhahawat 4. Moreover, giving alms or offerings also appears as the first principle of Baramee or Charisma 10.

Forms of Giving Alms or Offerings

According to Buddhism, offerings can be divided into two forms:

- 1) Amitthan or material offerings are the practice of giving, which is easy to do through giving things or valuable things to a monk in various forms, i.e., food, water, apparel, flower garlands, money or property, etc. However, given or offered things must not be harmful or toxic to receivers.
- 2) Thammathan. Besides, material offerings, Thammathan is another way of giving, i.e., advising human fellows to stay in peace or morality,

forgiving someone, knowing what is right or wrong, or what is good and is dharma for extinguishing misery, etc.

Merit Results of Giving Alms

In Tripitaka Volume No. 22, Suttantapitaka or Buddha Amulet or Statue No. 14, Angkuttra Sect Phanjok-Chaknibat (1971-2012), it appears the preaching of the Buddha on five results of alms-giving (Tanani Sangsutta) as follows:

- 1) Alms givers are beloved by the majority of people.
- 2) Man of virtue who values peace will associate with alms givers.
- 3) A good reputation of alms givers will be widespread.
- 4) Alms givers will not stay away from the Dharma of a layman.
- 5) Alms givers will go to a good place in heaven after death.

Therefore, the objectives of giving alms in Buddhism are for helping the poor and the disadvantaged without expecting any return. The donation is to pay worship to the Buddha, the founder of Buddhism, and to support and conserve Buddhist activities. Moreover, giving alms is also for seeking merits, increasing good deeds and good luck, blowing away bad luck, compensating for Karma, either intentional or non-intentional, and extending good deeds to a good life in the next life.

In short, religions are a part of society, so both cannot be separated. Religions can reflect the portrayal of social structure and influence the cognitive process and behaviors of members of society.

From the above concepts, the researcher adopted the concepts of religious beliefs to study how donors believe in religions, including if they are one of the factors yielding both direct and indirect effects on donors' donation behaviors and how.

2.3 Concepts of Social Marketing

2.3.1 Background of the Concepts of Social Marketing

Social Marketing has been well-known since twenty-five years ago, initiated by Kotler and Zaltman (1971) in the form of an article in a marketing journal to

explain its principles, guidelines, and techniques to solve problems and introduce new concepts, or social behaviors. During the decade, the interest in this concept had been increased widely, in combination with the extension beyond public health to the application of supporters in the environment and community. (Kotler, Roberto, & Lee, 2002)

2.3.2 Meanings of the Concepts of Social Marketing

Social marketing is a strategy in solving social problems. It is defined as “the application of social principles and techniques to mobilize a target group to accept, reject, modify, or stop some behaviors voluntarily for the benefits of individuals, groups, or society as a whole.” (Kotler et al., 2002)

Hawkins (2001) defines "social marketing" as the application of marketing strategies and tactics to change or create behaviors that bring about a positive effect to the target groups and the whole society. Social marketing is used to decrease smoking, increase the number of children to be vaccinated at the due time, or to stimulate to have environmental conservation behaviors, i.e., recycling, decreased aids-risky behaviors, charity promotion, etc., like general marketing strategies. Thus, successful social marketing requires an understanding of consumers' behaviors.

Frequently, social marketing is used for driving the target groups to change their behaviors towards well-being, health care, environmental protection, and community support. Generally, social marketing possesses five distinguishing characteristics: (Kotler et al., 2002)

- 1) Social marketing sells behavioral modification. While business marketing focuses on selling products and services, social marketing emphasizes behavioral changes. Normally, developers in the field of social marketing aim their targets to practice one of the following four things: 1) Accept new behaviors, 2) reject hidden behaviors, 3) modify existing behaviors, or 4) quit old behaviors. Practical standards then may be established to induce changes in knowledge (through education or information) and beliefs (attitude or feeling). However, such knowledge and beliefs are endless by themselves but are guidelines for preparing ways for changing behaviors.

2) Social marketing changes behaviors voluntarily. Sometimes, the most challenging issue of social marketing is the confidence in voluntary collaboration rather than legal or economic forces, or coercion in all forms. Accordingly, social marketing men cannot give direct benefits or returns immediately for proposing people to change their behaviors.

3) Social marketing still uses marketing principles and techniques. The most important marketing principle is consumer-oriented to make sure that the target consumers know, believe in, and practice what is needed. The process starts with marketing research to understand all concerning parts, necessity, needs, beliefs, problems, interests, and behaviors that might be involved in each part of marketing. The next step is to choose a target market that needs to bring about some impact and gain the most satisfaction. Then, clear objectives and goals are determined by the 4P Marketing Principles: Product, Price, Place, and Promotion, or what is called "Marketing Mix." Products, properties, prices, distribution channels, message content, and media channels will be thoroughly selected. For instance, products will be placed in the position to persuade the target market towards health care, accident prevention, environmental protection, or community support effectively. After the plans are implemented, the consequences will be monitored, inspected, and evaluated, while strategies will be adjusted when necessary.

4) Social marketing will select and influence only one target group. Marketing men realize that each market comprises a diversity of people, but each part of the market has specific needs and necessities. One appeal may be attractive for a person, but not others. Therefore, a target market has to classify into segments by grouping people of similar attributes in the same segment. Then, one group or one segment or more will be focused on by considering accessibility and available resources, including a marketing mix or 4Ps that are developed specifically for each target.

5) Beneficiaries are individuals, groups, and society as a whole, which are different from business marketing in which the top beneficiaries are corporate shareholders.

In short, social marketing is the application of Exchange Theory, which believes that individuals will participate in social activities only when they perceived

benefits more than their costs or investment. Social marketing applies the same concept as business marketing to change society in the desirable direction. To have people accept any concept is like the acceptance of products or services; thus, it requires a thorough understanding of people's needs, perception, preference, and behavioral patterns, including knowledge about information acquisition, media, and facilities to gain acceptance of the new concepts. As Kotler and Zaltman (1971) say, “social marketing is a design, implementation, and control of the established plans to have an influence on the acceptance of social cognition, including scrutiny of the planning of product, pricing, communication, distribution, and marketing research.”

The concept of social marketing is also adopted for idea products. Kotler (2000) states, “ideas can be applied for marketing or so-called idea marketing, either general or specific ideas. Examples of specific ideas are public health campaigns, environmental campaigns, etc. Such ideas include the construction, and operation of a project established for increased acceptance of social concepts, causes, and practices of the target groups.”

Consequently, social marketing is the application of marketing skills for increasing an effort in doing something in society to become a campaign project for social development so effectively that the target groups respond to or change towards the desired direction. The purpose is an influence over people's behaviors for public benefits, not for marketing men. Besides, social marketing can be conducted by any individual, group, or organization, etc. This study, emphasizes the two non-profit organizations. Kotler and Armstrong (1999) note “in the past, marketing was applied widely by business organizations. However, recently, marketing becomes a major strategy of a large number of non-profit organizations, which turn to design their social marketing campaign projects.

2.3.3 A Planning Process of Social Marketing

Planning steps of campaign projects for social development apply concepts of social marketing through a systematic procedure, comprising 8 steps based on the concept of Kotler and Roberto (1989; Kotler & Lewy, 1973, as cited in Pornthip Sampatavanija, 1997).

2.3.3.1 Step 1: Problem Definition

The first step is the identification of a social problem needed to be changed or corrected, which is the problem of social needs mainly, by emphasizing a response to basic needs of the target group of the project to develop their living condition or quality of life. Criteria for considering problems are severe problems in society, problems with high and long-term effects to society, and problems being interested in people in society so that the target problems can be identified and determined clearly, including clear causes of problems. All of the gained information can be raised for planning towards problem-solution.

2.3.3.2 Step 2: Analysis of the Social Marketing Environment)

After determining the target problem, concerning factors must be analyzed: factors affecting plans of social marketing campaign projects, supporting and obstructing factors, including techniques used. Rothschild (1979) recommends that a campaign project for social development plan is not just an effort of selling products in a normal way, but it must face a lot of constraints that will obstruct such an effort. Thus, it is recommended that before developing any marketing communication plan, which is not business-oriented, the following should be well aware:

- 1) The level or degree of the involvement between a certain situation and the target groups. Normally, business changes often involve people at a moderate level, but most social changes will involve people either at a very high or very low level extremely. Therefore, great effort is needed for thorough integration by using congruent but various marketing tools and taking longer time than business marketing.

- 2) The extent a campaign project is collaborated and supported since supporters and sponsors are important reinforcement for the success of a project and lead to the desired action of the target groups after their perception and understanding.

2.3.3.3 Step 3: The Determination of Social Marketing Objectives

Social marketing objectives should be specific, measurable, and attainable. Objectives should not be too high to see its possibility, while should not be

too low to lose a challenge. Normally, it should start with a broad objective and gradually point to behavioral objectives needed from the target groups.

2.3.3.4 Step 4: Market Segmentation and the Selection of Target Adopters

Due to limited resources, it is necessary to determine the target groups clearly through market segmentation or by dividing the target groups into sub-groups. Each sub-group has different characteristics. Then, specific target groups are selected to be developed or whose behaviors are changed. Then, product and marketing promotion programs for each segment are developed.

2.3.3.5 Step 5: Consumer Behavior Analysis

A consumer behavior analysis helps to know the target consumers' resistance against changes. Such information can be adopted for correcting their resistance through proper design programs after the survey research conducted by questionnaires or focus group interviews. The analysis of market segmentation can increase an understanding of the sub-markets by analyzing the following: (Kotler & Roberto, 1989)

- 1) Socio-Demographic Characteristics, which are external characteristics of an individual, i.e., social class, sex, age, income, education, family size, etc.
- 2) Psychological Profile, which is internal characteristics, i.e., attitude, value, motivation, personality, etc.
- 3) Behavioral Characteristics, which are behavioral patterns, i.e. purchasing behaviors, decision-making patterns, etc.

2.3.3.6 Step 6: The Offer of Differential Advantages

After the market segmentation, since each segment has different needs, it requires different approaches for each segment. Most importantly, the presentation of the advantages each segment will gain must come from the target groups of each segment. Besides, it should consider which component in social development can be adopted as an offer full of spiritual value for each target group.

2.3.3.7 Step 7: Social Marketing Strategic Planning

This step comprises several sub-strategies, which accord with business marketing concepts. First of all, it is a 4Ps strategy: Product, Price, Place, and

Promotion. Namely, products are developed correctly, displayed in the right place, with reasonable price and good sales promotion. Therefore, marketing strategies compose of Product Strategy, Price Strategy,

Place Strategy, and Promotion Strategy (Kotler and Zaltman, 1971), as follows:

1) Product Strategy

The determination of product strategy means the determination of social marketing problems. Mostly, they are in the form of ideas or concepts. In solving the determined problems or social products that want to sell, it must determine social ideas or concepts the target groups want and are willing to buy. Most importantly, they must be products that are visible and easy to understand. Typically, social products are classified into three types:

- (1) Social Idea, i.e., belief, attitude, or value, etc.
- (2) Social Practice may be a single act or behavioral scheme changes.
- (3) Tangible Object. In a social marketing campaign project, social products may be created or designed as guidelines for solving social problems that are suitable for the needs of each target group and can bring about good perception and attitude, leading to behavioral changes in the desirable direction.

2) Price Strategy

For a social market concept, prices mean the investment a buyer must accept to acquire his/her needed product. What to be concerned about prices is money, opportunity, energy, time, and psychic costs. Accordingly, to offer prices for social products, it is essential to base on the cost-benefit analysis every time. Specifically, the benefits the target groups will acquire will be compared with all costs and investments to see which will be worthier or if the investment is worth it or not. Despite no monetary cost in social marketing, the target groups' investment can be their time, energy, or psychic costs. Accordingly, for social marketing planning, it must take all of the target groups' investments into account by letting them invest all of these the least.

3) Place Strategy

The determination of place strategy means the determination of distribution for delivering products to the target groups or of displaying products in the place where the target groups can access. The distribution of products can be organized through non-profit or profit organizations to induce exchanges of members' motivation until it becomes an action. A proper mediator for distributing or diffusing products, including finding ways to motivate these mediators to support such non-profit organizations or social products must be selected properly. Besides, the distribution channels must be accordant and suitable for social products and easy for the target groups to buy the products for use.

4) Promotion Strategy

The determination of promotion strategy is the determination of communication strategies and tactics to make receivers or consumers feel familiar, i.e., advertising, personal selling, public relations, and sales promotion. All these activities can support one another to increase the effectiveness of a campaign project. For instance, for public relations, different tools may be used to help to sell products or services, or ideas more easily and make consumers understand the project better or have a more positive attitude towards behavioral changes in the desirable direction. Besides, special events may be organized to call attention and induce behaviors effectively. Advertising is considered to be highly influential in persuading the target groups through the use of appeals, attractive copywriting, effective advertising media selection, and good-timing advertising, including congruent message design with the target groups' lifestyle and behaviors. Significantly, a message must be able to overcome resistance to changes of some consumers or the general public.

Besides 4Ps strategies as offered by Kotler and Zaltman (1971), Kotler and Roberto (1989) also propose additional social marketing strategies, namely 3Ps Strategy for increasing the effectiveness of social marketing operations.

1) Person means persons who help to expand social marketing ideas, concepts, or products but are not salespersons. They must be influential persons who can influence the target groups' ideas and behaviors, including being able to persuade social members to comply with, i.e., community, religious, or group leaders, or so-called "opinion-leaders."

2) Presentation means the adoption of components to present to the target groups to let them see clear pictures and a better understanding of social products and ideas, i.e., the demonstration of how to use products, steps of getting social service, exhibitions, or special events, which allow the target groups to have an opportunity to experience them directly by creating understanding, familiarity, opportunities for inquires and exchanges of ideas and needs between changing agents and the target groups.

3) Process means steps in which the target groups must follow to acquire social products or services. Notably, the steps must be the shortest and easiest to get a good response from social members. Namely, it must base on facilitation principles for the target groups as much as possible.

Moreover, Weinreich (1999) adds, “For social marketing nowadays, the Marketing Mix or 4Ps Principle may not be sufficient since social marketing is the needs to change attitude and behaviors. Mostly, social marketing is abstract. Therefore, it needs other components to supplement 4Ps for more effective operations, namely Partnership, Publics, Purse Strings, and Policy,” with details as follows:

1) Partnership. Most social problems are too complicated for a single organization to solve, therefore, it requires the collaboration between a nonprofit organization and other organizations with identical donors or goals to jointly determine the direction of collaborative working towards mutual benefits.

2) Publics mean both internal and external publics involving in a project. The most important external publics are the target groups a nonprofit organization intends to influence their attitude and behaviors, besides the primary target groups. There may be several secondary target groups that can influence donors or the primary target groups, i.e., policymakers who can cause changes or maintain the desirable behaviors, gatekeepers who can manipulate the message exposed by donors and can make the organization’s message persuasive, significant, or worth paying attention to. Besides, the determination of the internal publics since the starting is essential for project success. Therefore, knowledge acquisition and understanding of social marketing, the significance of projects and plans, and roles

and functions in the projects are all crucial to be aware of before communicating a project to the external public.

3) Purse Strings. Social marketing is different from business marketing in terms of budgets. For-profit organizations, the income is from the sales of products or services and then those incomes are used for CSR projects, while non-profit organizations use money from the funds raising and donation.

4) Policy. Social marketing can play a good role in persuading individuals towards behavioral changes. However, it is hard to keep its status for the long term, especially if policies change, which covers from the organizational to the national policies.

Besides, Fine (1990) states that the marketing mix used in social marketing campaigns of non-profit organizations consists of seven components, or the so-called "7Ps Principle." The seven Ps are Producer, Purchaser, Product, Price, Promote, Place, and Probing.

2.3.3.8 Step 8: Implementation and Evaluation

After implementation of plans, the last step is the evaluation of the occurring impacts on the target groups to see if they respond to the imposed objectives or not, and what are problems and obstacles. The gained information from the evaluation can be applied for improving future social marketing campaign projects.

In summary, the concepts and process of social marketing planning are rather similar to those of general marketing, which apply major marketing concepts for strategic planning towards social changes, i.e., market segmentation, consumer orientation, marketing mix, marketing research, investment, and benefits evaluation, etc. However, social marketing has to work on human spirits or mind and social behaviors that are hard to understand. Besides, most social products are idea products that the target groups cannot visualize clearly, while an endeavor must be exerted to overcome resistance to change, especially, if the idea or concept relates to the issue of acceptance, perception, attitude, and predispositions. Therefore, the more investment needs to put on value or behavioral changes, the more resistance to change will occur.

From the above concepts, the researcher applied the concepts of social marketing to explore if and how the marketing mix strategy used by non-profit

organizations is one of the factors yielding both direct and indirect effects on donation behaviors.

2.4 Concepts of Organizational Image

2.4.1 Meanings of Image

Image is very important for public relations since public relations involves highly with image and all the work related to the promotion of corporate image towards good image from the perspective of general people to yield good reputation and faith for organizations or institutes (Wirat Laphirattanakul, 1997).

The image thus means a mental picture of people, which may be an image towards living or non-living creatures, i.e., person, organization, etc. Such a picture can occur in our mind or maybe a picture we create by ourselves.

Kotler (2000), a master of marketing, explains the meaning of "image" as the entity of beliefs, thought, and impression a person has towards something. Such attitudes and actions highly involve our image towards certain things.

Anderson and Rubin (1986) state that image is the perception of consumers on the whole organization by comparing an organization to a man, who has a different personality and image.

Jefkins (1993), an English PR practitioner, describes the corporate image as an image towards a company or business organization, or a picture of an organization, which includes everything about the organization acknowledged, understood, and experienced by people. Image is partly perceived by the presentation of the corporate identity, easily witnessed by general people, i.e., symbols, uniforms, etc.

2.4.2 Types of Image

There are four types of image that are important for business operations (Achara Chandrachai et al., 1994)

- 1) Corporate Image is the mental picture of an organization of consumers, customers, suppliers, shareholders, and the general public, which is the overall image covering several attributes of an organization, i.e., social responsibility,

ethical conducts, especially executives, quality management of products and service, etc.

2) Product Image is the image about products or services especially, excluding organizations nor its relevance to corporate image, i.e., corporate image of an organization may be very positive in the eyes of consumers, but its product image may not be able to compete with its competitors, etc.

3) Mirror Image means the image perceived or assured by an organization that its image is like that; although it might not be an actual image perceived by others, probably because no information from other sources or any survey or image evaluation is available. Thus, executives perceive their organizational image as they think. Thus, without correct or actual survey or evaluation, it may lead to mistakes in planning. Therefore, a regular attitudinal survey to evaluate or inspect an organization's image is essential since attitude and belief may change when the perception is changed, and it will cause image changes as well.

4) Wish Image is the image desired by an organization that occurs in the mind of customers, consumers, or society as a whole. This kind of image may not occur or may occur and is maintained. To create or to maintain an organizational image requires a process in image creation, which is easier to do than to change an image.

Seri Wongmonta (1995) describes four types of image related to marketing and public relations:

1) Corporate image, i.e., who the owner is, what the management philosophy is, what social responsibility is, who executives are, what social activities are perceived by society, how much the sales volume is, how much progress an organization is, how successful an organization is, for how many years an organization has been operating. Each consumer may perceive such things differently, and each organization has different unique characteristics.

2) Product image, i.e., product profile, product development background, inventors, present sales volume, market share growth, awards from any competition, especially in terms of outstanding production methods, roles of products in helping society and consumers, etc. These components are product backgrounds that can create value for products.

3) Employee image, i.e., knowledge, capabilities, personality, working skills, human relations, quality of service, conversational style, etc. Employees' attributes play a part in consumers' appreciation of the organization and products. Therefore, besides making products distinguished from others, an organization has to pay attention to create its employee image as well.

4) Sales promotion image, i.e., advertisement, PR news, special events, the construction of the building, product showcases, brochures, or leaflets delivered to customers or for promoting sales, organizers of special events, etc. All of these make people see the products in a certain way.

2.4.3 Corporate Image

Corporate Image is the picture of an organization perceived by all those concerned. The image may occur from the combination of an individual's evaluation influenced by his or her learning and perception of the world, feeling, belief, and personal value, which can affect attitude, behaviors, and decision-making towards someone or some events. (Achara Chandrachai et al., 1994)

For the corporate image of a business organization, Kittima Kamolphantaleuk (1994) defines it as “what happens in the mind of people towards a company or any business agency. Such an image includes its management, products, and service. Therefore, the meaning of the corporate image is rather broad as it covers business units, management teams, products and services of the organization or company too.”

Accordingly, business units, organizations, or institutions need to create a good corporate image in the mind of consumers to bring about knowledge, understanding, and good attitude towards organizations or institutes, which lead to organizational success, and people's acceptance and support of the organization and all concerned agencies, which affect the stability of the organization or institution in the future. (Charaslak Phonboribooncharoen, 1999).

Corporate image can occur in two ways (Achara Chandrachai et al., 1994):

1) Corporate image can occur naturally, or an organization lets it happen by the environmental condition, which may deviate from the truth since it believes that people's perception is different.

2) Corporate image occurs from the construction or creation. An organization applies a process for creating an image desired by the organization. The extent to which the created image will be successful depends on the length of time, methods, and most of all, actual behaviors of an organization.

2.4.4 Significance of Corporate Image

Thananya Prapasanobol (1984) states the importance of image on organizational operations, "Image is important for activity operations for all units and organizations greatly. If any unit or organization is perceived to have good image, people will have faith, trust, and collaborate with such organizations, which lead to smooth operations and progress. On the contrary, if any unit has a negative image, people will not trust, give no credits, doubt, or even hate such organizations eventually."

Besides, Thongchai Santiwong and Chanathip Santiwong (1999) summarize the importance of corporate image as follows:

1) Good image is an important condition for the success of strategies continually. Remarkably, image building is not just the responsibility of the public relations or marketing division only like in the past, but it is a major strategic tool of top management directly.

2) To have an appropriate and decent image can be considered as a good return of product and service sales since a good image can help to recruit quality employees to work for an organization. Besides, it enhances organizational credibility in terms of finance and investment and hence affects the trust and faith of both internal and external stakeholders.

3) Good image can create emotional added value for an organization, which can create confidence that an organization takes a lead beyond its competitors one step. Besides, a good image is a weapon used in business competition directly in both distinctness and accountability simultaneously.

4) Good image can help an organization to motivate and draw key persons who are essential and meaningful for organizational success directly into an organization, i.e., analysts, investors, customers, partners, and employees.

5) Image is the representative picture occurring in thought, but affects directly attitude and then behaviors. Therefore, any organization should not ignore its importance. On the contrary, it should aim to create an impression, either intentional or non-intentional, or willingly or not, since it affects every party an organization needs to communicate with.

6) From several pieces of research, it was found that 9 of 10 consumers reported that the factor influencing their decision to buy a product or service with similar quality and price is the reputation of the company or organization.

7) Corporate image will be very useful if

(1) Information used for analysis towards buying is very complicated, contradictory, or incomplete.

(2) Information is insufficient or too broad to use for making decisions

(3) People tend to ignore using their scrutiny until they cannot enter an analysis process seriously.

(4) Some specific conditions are happening in the circumstance until they become obstacles for decision-making, i.e., limited time, etc.

From consumers' perspectives, image is important for them to make correct decisions without difficulties since an image can assure them without causing any confusion for making some understanding before buying. Thus, an image helps customers to consume products or services more readily and helps to reduce anxiety in making decisions. Thus, an image can provide several mechanisms to help consumers, i.e., being a knowledge base for consumers, facilitating anticipation, and helping consumers to do their activities correctly and consistently. Due to all these roles, an image can help consumers to analyze information and make decisions more conveniently and rapidly without wasting time searching for more detailed analysis all over again.

2.4.5 Measurement of Corporate Image

At present, the studies on the corporate image in Thailand have been paid high attention. As mentioned above, corporate image plays a significant role in each organization's success since image helps to create perception and retention, including

recalling a company's products and service. Furthermore, the corporate image creates confidence, preference, faith, and product or service loyalty for the general public. Therefore, organizations should measure their corporate image regularly and systematically.

Regarding the issue of corporate image measurement, Sukalin Wanakasemsan (2009) studied, "Creation of Corporate Image Measurement Questionnaire," by analyzing questionnaires used for measuring corporate image from 1999-2009, and exploring the design of questionnaire as well. Then, a questionnaire on the corporate image was design based on psychological measurement, comprising 6 dimensions: 1) executive image, 2) employee image, 3) product and service image, 4) management image, 5) physical environmental image, and 6) social responsibility image. Content validity was tested with one group of samples. From the findings of the study, it was recommended that future studies develop a questionnaire with more applicability for wider coverage of various kinds of organizations to make corporate image measurement more complete.

Later, Wasamon Sabaiwan (2010) extended the study of Sukalin Wanakasemsan (2009) through her study, "Development of Corporate Image Measurement Form." The research was conducted in three stages: 1) Construct validity test of corporate image statements by factor analysis, 2) reliability test by Cronbach's Alpha analysis and 3) the test of the appropriateness of the measurement form for application by interviewing executives of 5 kinds of organizations or contexts: economic, political, social, people's security, and non-profit organizations. From testing construct validity by analyzing corporate image statements, corporate image statements were found to contain the following: 1) corporate image, 2) employee image, 3) executive image, 5) economic, social, and environmental responsibility image, and 6) equipment, building, and place management image. From the test of the appropriateness of the measurement form for application, it was found that the measurement form was found to be appropriate and applicable. However, since each type of organization has different characteristics, an organization has to adapt it to suit its nature and characteristics.

From the above literature review, the researcher adopted the concept of a corporate image to examine what kind of organizational or corporate image is the factor affecting donor's donation behaviors, directly and indirectly.

2.5 Concepts of Trust

Meanings of Trust

Trust is defined by several scholars in each context as follows:

Kulp Kumpabooth (2005) defines "trust" as a person's confidence in someone willingly by considering his/her skills, capabilities, and expertise, including an expectation that such a person will not cause any harm to him/her.

Gundlach and Murphy (1993) define "trust" as the value a person gives to another, especially because of his/her integrity and benevolence.

Morgan and Hunt (1994) explain "trust" as a state in which several consumers feel confident and perceive an organization's integrity and its public concern and benevolence.

Mcknight, Choudhury, and Kacmar (2002) define "trust" as a person's feeling to another person who he/she perceives to possess sufficient skills and expertise to respond to his/her need.

From the above definitions, it can be concluded that consumers' trust means consumers' confidence toward an organization willingly, caused by the organization's perceived integrity, expertise, and benevolence. For this study, it focuses on donors' trust in nonprofit organizations

The Relationship between Trust and Donors

Due to the social context of nonprofit organizations, in combination with intangible returns donors will receive after their donation, Venable, Rose, Bush, and Gilbert (2005) state that trust plays a significant role in donors' decision to donate to nonprofit organizations, which accords with Stride and Lee (2007), who also express their opinion on the importance of trust as a principal concept in the administration of nonprofit and charity organizations since donors donate without an expectation of any return. Accordingly, trust and donors are highly related. Bekkers and Wiepking

(2007). Therefore, nonprofit organizations must pay attention to the study of concepts related to trust as a core principle in creating a good relationship with donors.

However, how nonprofit organizations can acquire continuous donations is an endless question for the survival of a nonprofit organization. Sargeant and Lee (2004) specify that trust is crucial for establishing long-term relationships with donors, while Morgan and Hunt (1994), who studied major factors affecting the long-term relationship with consumers, found that trust and commitment are significant factors affecting long-term relationships with consumers.

The Comparison of Trust-Theory Application in the Business and Nonprofit Organizational Context.

Theories related to the establishment of a long-term relationship with donors of nonprofit organizations were developed or originated from theories of trust and commitment of Morgan and Hunt (1994), which had been studied widely in business or profit organizations. After that, MacMillan et al. (2005) adopted such theories to apply in nonprofit organizations to understand the roles of communication of nonprofit organizations on donors based on trust and commitment concepts, including other factors affecting donors' trust and commitment with nonprofit organizations.

As mentioned earlier, one of the major factors influencing the long-term relationship between donors and nonprofit organizations is trust. Morgan and Hunt (1994) define that "trust" is the confidence of a person in another person's integrity and accountability, leading to a long-term relationship. Primarily, trustworthiness is considered by some characteristics or components of a person, i.e., consistency, competence, honesty, responsibility, fairness, helpfulness, and benevolence. Stride and Lee (2007) note that a trust is a crucial tool for creating credibility for nonprofit organizations. Besides, another key factor is donors' commitment based on good relationships between donors and nonprofit organizations. Morgan and Hunt (1994) illustrate that commitment is an indicator of why nonprofit organizations should maintain their good relationships with donors. It helps to make donors feel that they are meant for the organizations and this can induce continuous donation from them.

From the study of Morgan and Hunt (1994) on the development of a model of factors inducing trust and commitment of business profit organizations, trust and commitment were found as intervening variables influenced by five variables:

1) Relationship Termination Costs, 2) Relationship Benefits, 3) Share Values, 4) Communication, and 5) Opportunistic Behavior. The essence of the developed model is to compare similarities and differences of the application of trust and commitment concepts in business organizations and nonprofit organizations. Typically, the model of Morgan and Hunt (1994) is shown in Figure 2.2

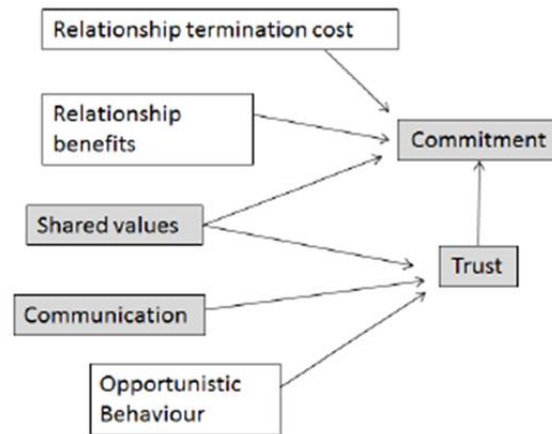


Figure 2.2 The Model of the Creation of Trust and Commitment of Business Organizations Developed

Source: Morgan and Hunt (1994).

From the above model, Morgan and Hunt (1994) explain each variable in the model as follows:

Relationship Termination Costs means costs spent on terminating or giving up a contract or for finding new business partners. For the developed model, it focuses on the context of profit organizations mainly (Morgan & Hunt, 1994). However, in the case of nonprofit organizations, this kind of cost plays a little role from donors' perspective since donors almost pay nothing for either starting or ending their donation. Therefore, it tends to emphasize a sense of donors' moral value instead. Besides, any charge against their cancellation of donation may not be applicable or appropriate. (Rubaltelli & Agnoli, 2012) One factor causing the termination of donation to nonprofit organizations is donors' lack of trust, because of perceived non-transparency witnessed by lack of communication between nonprofit organizations and donors. (Stride & Lee, 2007)

Relationship Benefits affect the establishment of trust and commitment of business organizations. However, since donors will not receive any concrete returns or services from nonprofit organizations after their donation, relationship benefits are called “warm glow” or the feeling of pride from donation, which makes donors feel good about themselves and expect less of the returns. (Andreoni, 1990)

Shared Values are how an organization and partners respond to mutual values and goals in the case that their values and goals are common (Morgan & Hunt, 1994). Organizational values will be reflected through the deeds or action of organizations themselves and those of their employees, including specified organizational goals and policies. Shared values affect directly customers’ trust and commitment (Morgan & Hunt, 1994). In the case of nonprofit organizations, Boenigk and Helmig (2013) state that nonprofit organizations should create activities or initiate anything to let donors be informed of the organizations’ concern about donors and needs to maintain a long-term relationship with them. For instance, nonprofit organizations prefer using online communities to enhance in-depth discussion on the issues that donors are interested to know, including enhancing the feeling of shared values between the organizations and donors.

Communication is an important factor in creating a good relationship between donors and nonprofit organizations since it is the only tool that helps donors to access organizational information. (MacMillan et al., 2005). Moreover, Morgan and Hunt (1994) specify that communication composes of three main components: frequency, relevance, and timeliness. Besides, communication includes 1) communicating groups of people assisted by the organization to donors, 2) updating information and events of the organization that needs the donated money for use, 3) acquiring information about donors’ need and motivation, and 4) assigning knowledgeable organizational employees or staff to answer donors’ questions and express their concern about communication to donors.

Besides, the study of Sargeant and Wymer (2007), indicates that the establishment of donors' trust depends on the treatment and behaviors of nonprofit organizational employees to donors, especially, if the employees have direct experience with donors in organizational activities. During the participation, employees will have an opportunity to talk with donors to make them have more trust

in the organization. Besides, the research found that employees' listening and interaction were considered as important intangible benefits donors received from the donation. Thus, donors' experience in helping people together with nonprofit organizations is the only way that makes donors perceive and measure such intangible benefit increasingly.

Regarding Opportunistic Behavior, Morgan and Hunt (1994) note that opportunistic behaviors decrease the level of trust and are one of the most influential factors against the trust. In the context of nonprofit organizations, MacMillan et al. (2005) state that when donors feel that they are deceived or taken advantage of, donors' trust is decreased. For instance, the news of the cheating of International Red-Cross Society Foundation of many million dollars destroyed the credibility of the organization and people's perception and trust in all nonprofit organizations. (FRIL, 2012) Therefore, Boenigk and Helmig (2013) say, "Communication to inform donors of how their donation is spent is very essential for nonprofit organizations."

From the above information, the model for establishing donors' trust and commitment for nonprofit organizations was developed from the model of Morgan and Hunt (1994), used for business or profit organizations to measure their profits, sales volume, and purchase behaviors, as illustrated in Figure 2.2. Later, MacMillan et al. (2005) adopted it for nonprofit organizations called, "The Fitted Model of the NPO," which was firstly used in Sweden. MacMillan et al identify three variables increasing donors' trust in nonprofit organizations: 1) Non-opportunistic behavior, 2) shared values, and 3) communication. They also specify non-material benefits as an influential factor on donors' commitment, as illustrated in Figure 2.3.

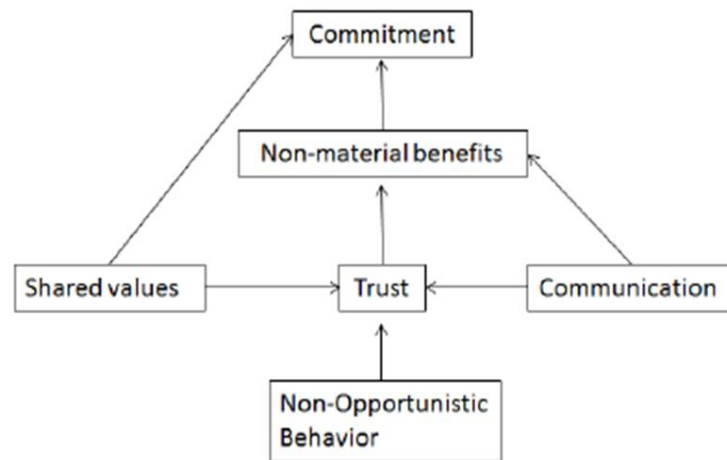


Figure 2.3 The Fitted Model of the NPO of MacMillan et al. (2005)

Each variable of the model, "the Fitted Model of the NPO," for nonprofit organizations are summarized as follows:

Non-Opportunistic Behavior is the most important factor that brings about trust (MacMillan et al., 2005). Non-opportunistic behaviors mean nonprofit organizations do not take advantage of donors, which can be considered from organizational treatment to donors in the past continually until donors believe that nonprofit organizations will keep their promises and will not take advantage of them in the future. (MacMillan et al., 2005). In practice, non-opportunistic behaviors can be reflected in organizational structure, organizational employees, the number of volunteers, and their salaries (Anheiner, 2005).

Shared Values are intervening variables that are important and related to the shared feeling between organizational goals and donors. Concerning the relationship between nonprofit organizations and donors, shared values are very significant. (MacMillan et al., 2005) since they are the main essence to create tight relationships between donors and nonprofit organizations, are the variable affecting the occurrence and existence of nonprofit organizations, and a connector between donors and the organizations. (Stride & Lee, 2007). Therefore, shared values are very vital and essential because donors have to ensure that such shared values are genuine so that they can trust the organization and want to maintain their relationship with the organization. (MacMillan et al., 2005). Typically, both nonprofit organizations and

donors are motivated to strive for helping people, solve social problems, and support society, which are common needs or shared values between donors and nonprofit organizations.

Communication. In the context of nonprofit organizations, communication is two-way, emphasizing an exchange of values and information between donors and nonprofit organizations (MacMillan et al., 2005). Besides, MacMillan et al specify that communication is the most complicated factor that induces trust, but is also the factor nonprofit organizations can change by themselves. Therefore, nonprofit organizations should give importance to and try to utilize their resources for developing shared online communication strategies as well.

To adopt the theories of trust and commitment to apply in the context of nonprofit organizations based on the Model of MacMillan et al. (2005), it is necessary to adjust some components. For instance, relationship benefits cannot be used in the context of nonprofit organizations since relationship benefits of profit organizations focus on profits, gained from the sales of products or service, customers' satisfaction, and quality of products and service. Therefore, MacMillan et al (2005) adjust this term to be material and non-material benefits. Material benefits are concrete benefits donors gain from donation, while non-material benefits mean what donors learn from their giving or feeling of doing something good. Material or concrete benefits are influential for the identity of donors. (Boenigk & Helmig, 2013). For non-material benefits, they are donors' perception that nonprofit organizations spend their donated money effectively and usefully for those donors who want to help. Therefore, they are benefits that require a low level of identity needs. (MacMillan et al., 2005). Besides, nonprofit organizations' transparency and reasonable expenses for their operations can increase donors' commitment. These abstract benefits thus are similar to non-opportunistic behaviors. Such notion accords with what MacMillan et al. (2005) states additionally,

“Since from donation to nonprofit organizations, donors cannot get any concrete returns like direct consumption. Thus, what they can get in return is an abstract or non-material benefit, which is their belief or thought about organizations. For instance, a profit organization must make donors see positive consequences as a result of their donation and make them believe that nonprofit organizations to which

donors donate spends donated money to be used beneficially and effectively. However, such belief can occur only when donors have trust in the organization by considering from sufficient evidence that indicates trustworthy organizational behaviors.” (MacMillan et al., 2005)

From the review of the above concepts, the researcher applied the concept of trust to explore if and how donors’ trust in nonprofit organizations is influenced by communication factors of nonprofit organizations, social marketing, and corporate image of nonprofit organizations, and if and how it influences the donation motivation and behaviors.

2.6 Concepts of Donation Motivation

One of the important problems in the studying of fundraising of nonprofit organizations is what are motivations affecting donors to decide towards the donation. Typically, motivations towards donation are consequences of marketing conduction, donors' understanding, and understanding of fundraising. Andrew Carnegie wrote a book called, “The Gospel of Wealth” in 1889 about donors’ motivation on the website to report the national survey findings. (Lindhahl, 2010)

A U.S. well-known and popular television program, “Oprah’s Big Give” in 2008, presented a program on giving or donation as an important issue, which made American people interested in this issue widely. A lot of contestants traveled to each city weekly for donations, including conducting activities of each week. Besides, contestants had to help organizations and search for people who needed help. Each week, contestants had to answer questions, i.e., what were motivations drawing people to come out to help other people or to raise funds? What were the real factors motivating them to find the money for donation? Did they just do it to complete their missions? Did they feel pity for sick children or people who asked for help? Or Did they need only to be advertised on television? This program presented its perspectives on both giving and getting. In terms of entertainment and fundraising, the program helped to reply to why people donated, how much they donated, and where they donated, including at what time they donated. (Lindhahl, 2010)

Lindahl (2010) mentions Mixer (1993), who conducted a survey on donors' motivation, which is divided into two kinds: 1) internal motivations, and 2) External Motivations. Internal motivations occur when something responds to our needs or desires. Accordingly, it makes us release or reduce stress within our mind or makes us feel better. (Lindahl, 2010, as cited in Mixer, 1993) On the other hand, external motivations are influenced by persons, events, and environments.

Internal Motivations are divided into three parts: 1) Personal or "I" Factors, 2) Social or "We" Factors, and 3) Negative or "They" Factors with details as follows:

1) Personal or "I" Factors are rationale or internal motivations of donors, or psychological rationale, consisting of the following sub-components:

- (1) Self-Acceptance or Self-Esteem
- (2) Achievement
- (3) Cognitive interest
- (4) Growth
- (5) Guilt reduction or avoidance
- (6) A meaning or purpose of life
- (7) Personal gains or benefits
- (8) Spirituality
- (9) Immortality
- (10) Survival

2) Social or "We" Factors are motivations caused by the feeling of altruism or public concern, influenced by other surrounding people, consisting of the following sub-components:

- (1) Status
- (2) Affiliation
- (3) Group Endeavor
- (4) Interdependence
- (5) Altruism
- (6) Family and Progeny
- (7) Power

3) Motivations driven by needs to reduce negative feeling (Negative or "They" Factors) are motivations caused by the need s of donation to reduce the

negative feeling of which donors are afraid to occur to them if they do not donate, i.e., fear and anxiety, being blamed by other people, including self-reflection that if they do not donate, some negative impacts may occur to them, i.e. frustration or insecurity, etc.

External Motivations can be divided into 3 components: 1) rewards, 2) stimulations, and 3) situations. The details of each component are as follows:

1) Rewards are what donors receive as returns after their donation.

Rewards may not always be tangible. Rewards comprises three sub-components:

- (1) Recognition
- (2) Personal rewards
- (3) Social rewards

2) Stimulations comprise six sub-components:

- (1) Human Needs
- (2) Personal Request
- (3) Vision
- (4) Private Initiative
- (5) Efficiency and Effectiveness
- (6) Tax Deductions

3) Situations comprise 9 sub-components:

- (1) Personal Involvement
- (2) Planning and Decision Making
- (3) Peer Pressure
- (4) Networks
- (5) Family Involvement
- (6) Culture
- (7) Tradition
- (8) Role Identity
- (9) Disposable Income

The study of Mixer (1993) on donation motivations, both internal and external, can be summarized in Figure 2.4.

Exhibit 2-1 Framework for Determining Why People Give

<i>Internal Motivations</i>	<i>External Influences</i>
Personal or "I" factors Acceptance of self or self-esteem Achievement Cognitive interest Growth Guilt reduction or avoidance Meaning or purpose of life Personal gain or benefit Spirituality Immortality Survival	Rewards Recognition Personal Social
Social or "we" factors Status Affiliation Group endeavor Interdependence Altruism Family and progeny Power	Stimulations Human needs Personal request Vision Private initiative Efficiency and effectiveness Tax deductions
Negative or "they" factors Frustration Unknown situations Insecurity Fear and anxiety Complexity	Situations Personal involvement Planning and decision making Peer pressure Networks Family involvement Culture Tradition Role identity Disposable income

Figure 2.4 Donation Motivations Classified into Internal and External Motivations of Mixer (1993)

Besides, there have been other independent sectors that have conducted telephone surveys continually for many years on donors' motivations. When questioned why they donated to charity organizations, donors would reply those who earn more x should support those who earn less. They felt satisfied with their donation, including feeling good due to religious beliefs. They wanted to do some good deeds for society to compensate for them, and some donors just continued doing something their families used to do. Besides, some did because they wanted to be good exemplars for society. (Independent Sector, 2001)

Moreover, there are also complex motivations so experts in this field note that identifying donors' motivations is not easy. On the contrary, they are more complicated than what scholars in behavioral science have been studied. (Lindahl, 2010) Previously, at the University of North Park, each year students studying business administration and nonprofit organizational management were asked what was the motivation of people who made presents to donate to others. It was one of their exercises in which students would exchange their ideas and discussed. From the exercise, most of the answers were to help the poor or disadvantaged to have a better life, to serve some religious purposes, to participate closely with nonprofit

organizations, to reduce tax, to reduce some inner negative feelings, to reduce pressure from friends or intimates. Since students were often asked such a question, they knew well from whom they should ask, and often did they receive a variety of answers, i.e., memorable donation needs, benefits gained from donation, personal drive, being watched by others, etc. The findings indicate donation motivations are quite complex and mostly do not cover only 2-3 factors or reasons.

From the above review, the researcher applied the concepts of donation motivations to examine which motivations enable donors to decide towards a donation to nonprofit organizations: motivations influenced by nonprofit organizational communication, social marketing, corporate image, or other motivations influenced by communication in the social context, including other factors caused by donors' factors, and to investigate if and how donation motivations have a direct or indirect effect on donation behaviors.

2.7 Concepts on Donation Behaviors

To establish common understanding, Kolm (2000, as cited in Kanoksak Kaewthep, 2009), presents the meaning of the word "giving" or "donation," from a general economic perspective as acquainted by general people, that it means a person's transfer of a product or service under one of the following four patterns:

- 1) Taking means the acquisition of a product or service by seizure or scramble. However, such a thing does not belong to a person, but someone else, so the owner of such a thing is not willing to give it. Therefore, coercion is used. At present, this pattern has been developed in various forms, i.e., deception, corruption, or even policy corruption, etc.

- 2) Exchange is the acquisition of a product or service whose behaviors are followed by the logic of self-interest maintenance based on rationality principles, i.e., an exchange through marketing mechanism or market exchange or commonly known as "trading business" Most students are familiar with this pattern.

- 3) Reciprocity is the pattern of product and service acquisition through an exchange of mutual benefits. However, it differs from "exchange" in the

way that reciprocity is based on the principle of mutual support or friendship rather than a focus on self-interest.

4) Giving or Donation means a transfer of a product or service from a person or persons to others without any condition. This pattern is based on a variety of reasons behind, i.e., taste, motivation, mission, emotion, etc. Nevertheless, generally, the most important essence of giving is a sympathy of a giver to others. It thus is not a behavior of self-centrism or self-centeredness. Classical economists, i.e., Adam Smith, John Stuart Mill, etc. used to explain this issue interestingly that behaviors reflecting human sympathy come from two psychological factors: 1) empathy, and 2) hedonism. Thus, giving comes from a concern of other people's or receivers' benefits rather than a giver's benefits or so-called, "altruism," which is opposite to a concern of a giver's benefits or egoism. Besides, from the political-economic perspective, giving is a desire of giving importance to others first, caused by a sense of justice and equality.

Kanoksak Kaewthep (2009) states that giving or sharing is one of the oldest human behavior since ancient times. Giving in the context of nurturing or caring has often been witnessed in family relations, which is the smallest social unit. The tender care of the parents for their child starts from the mother's pregnancy until he/she is born and grown-up, which is the establishment of family tight relationships. Therefore, a child is born with an experience of being "given" first, then "exchange," and "generosity."

Accordingly, generosity has been learned directly from family relations and extended to a community and society as a whole, especially from kinship systems in eastern society. Thus, generosity is the main factor enabling a human society to survive like an animal society, as proved by mighty scientific findings of Kropotkin in his well-known book called "Mutual Aid" (1902), which reveals his opposition against the Evolutionary Theory of Charles Darwin (1809-1882).

Considering the concept of "giving" in society (in which an economic system is also a part), the concept of Kolm (2000) and "generosity" of Kropotkin are not a new issue in other social science studies, which are non-economics, especially in the field of sociology and anthropology, in which studies on underdeveloped communities and societies have been conducted for a long time, which confirmed

Kropotkin's findings. All of them have a common conclusion that "generosity" or "support" of people in society is a fundamental social reality. Besides, generosity or mutual support also functions as a connector of societal members. (Kolm, 2000, as cited in Kanoksak Kaewthep, 2009, pp. 115-141)

Consequently, Kolm (2000) gives an interesting and challenging remark that similar to generosity and support, "giving" is also a human fundamental social behavior, which also functions as good social norms. Namely for a good society, not only good deeds of people are required, but also their good relationships. Therefore, people in a society should value "sacrifice" and "gratitude" as human good acts or behaviors. On the other hand, they must condemn "selfishness." In other words, people must value good feelings, including positive attitudes and actions. Such notion accords with the point of view of George Simmel, a German renowned sociologist in the same period as Max Weber.

In short, the analysis of "giving" and "generosity" or "support" is essential for understanding social truth, especially in terms of decent behaviors from the perspective of economists. In the past, economists focused on marketing exchanges and mechanism mainly, while "giving" and "generosity or support" was more focused in anthropology. Besides, the patterns of a transfer of a product or service of people in society are also diverse beyond the operations of marketing mechanism, while marketing mechanisms cannot be operated fully as assumed. (Kanoksak Kaewthep, 2009).

Seemingly, Maurice Godelier, a French famous anthropologist, is another scholar who tried to study the differences of the above terminology. From his long field study, Godelier found an interesting conclusion that "sales" (in the form of exchange) can separate between a seller and a sold object completely, whereas "giving" (despite a non-material thing) cannot be with a giver anymore. The only thing that can be remained for a giver is just at the cognitive level. (Godelier, 1999, as cited in Kanoksak Kaewthep, 2009).

The distinction between these two behaviors, "sales" and "giving" is a socio-psychological factor playing a part in determining social relations of human beings towards one another and it covers wider meanings than the relationships gained from economic exchanges or sales, which cannot give any remaining feeling for a person

after his/her exchanges. Accordingly, after a seller receives money from a buyer for a product or service, his/her mission is complete; thus, both have nothing to owe.

Moreover, Godelier (1999, as cited in Kanoksak Kaewthep, 2009, p. 193) also summarizes another interesting assumption about the existence of human society. "Human beings do not only live together in society, but they also collaboratively create and develop their society for their survival. To do so, it requires three things: 1) something has to be given or giving, 2) something has to be exchanged or selling, and 3) something has to be kept or keeping."

From the above three main principles, some societies determine them as social norms, i.e., in Thai rural areas, etc., while a part of products has to be kept for merit-making, etc.

Regarding economic and marketing economic dimensions, what people are familiar with is their exchange behaviors, based on the assumption that each human being is selfish and focuses on self-interest behaviors or self-centered motivations. In fact, in human beings' real lives, they have to interact with one another in various forms, not only in the economic exchange dimension only. Thus, what is important, even for economics, is giving, which is considered as another dimension of human interactions. Generally, giving contains three main characteristics:

- 1) Giving is a voluntary behavior or a voluntary transfer by a giver.
- 2) Giving is free or independent from any determined condition.
- 3) Giving is a one-way transfer of a product or service.

Due to all these three characteristics, giving is related to sacrifice or concern of others' or receivers' benefits rather than a giver's benefits, or so-called "altruistic behaviors." (Kolm, 2000).

Considering the quality of relationships, it can be seen that generosity or support can be more influential than other economic exchange schemes. Besides, it can function effectively as a marketing exchange and mechanism. Moreover, sometimes, it can be used as an important tool for solving marketing losses or failures as well. (Kolm, 2000, as cited in Kanoksak, 2009, p. 116).

Similar to giving, an important component of generosity or support is a psychological factor, especially socio-psychological rather than economic, since it involves human relations, which cannot be explained by economic principles focusing

on exchanges by marketing mechanisms, or which can be explained only partially. In reality, human relations do not involve only economic exchanges, but also relations in other dimensions, i.e., political, social, cultural, etc. The relationships in each dimension all have their directed way. For instance, love and care fasten the relationship of family members and are connected by psychological motivations related to generosity. Remarkably, generosity at the family level is different from exchange relationships in which each party or side tries to maintain its benefits as much as possible, as illustrated in a golden line of Adam Smith in his book "the Wealth of Nations" (1776).

Giving and Economics of Non-Selfish Behaviors

In reality, there are several situations in which "Pro-Social Behaviors" are witnessed in society more than self-interest behaviors, as mentioned in the economics textbook. As we often hear a saying, "nothing is free in this world," or "There is no free lunch," this sentence almost becomes the truth of dharma in human life (of capitalism). (However, in fact, even in the U.S.A., a lot of charity canteens for the poor can be seen widely, especially in winter, probably including a temporary home for the homeless.). This kind of behavior is called "economics of non-selfish behaviors." Even the course of mainstream economics should necessarily pay attention and give importance to the analysis and explanation of this behavior, appearing in various forms in a society increasingly. Three examples of such behavioral phenomena can be seen in our daily life as follows: (Kanoksak Kaewthep, 2009, pp. 14-19.)

1) Donation for Charity

Generally, for the donation for charity, donors tend to have motivations of what is called "sacrifice" or "altruistic motive." In other words, this kind of donation aims to assist other people without expecting any returns (donation includes a material donation, i.e., money or things, such as food, clothes, etc., and non-material donation, i.e., blood donation, volunteer work, etc., which can be considered as a form of support as well. (Giving of these two forms will be presented in the next part.) Accordingly, donation for charity is similar to giving. However, for the donation for charity, donors may have other motivations involved, i.e., reputation in society, respect by society, etc.

Another remark about donation for charity is that during an abnormal period, donation for charity will increase tremendously. For example, a few days after the Christmas celebration of the westerners, a severe earthquake occurred and more than 40,000 people died in Bam, Iran. Those who survived the natural disaster had almost nothing left to keep them survive. Because of this disaster, charity organizations around the world mobilized to raise funds and assistance, i.e., money, food, tents, etc. for the Iranian victims industriously. Only Switzerland donated to help these people in the amount of more than 9 million francs, within a short period of fewer than two months. (Meier, 2006, as cited in Kanoksak Kaewthep, 2009, p. 1)

Examples of donations for charity in Thailand were similar to Switzerland, especially during the gigantic disaster in Asia, especially along the Andaman coast in the southern part of Thailand, or known as Tsunami, at the end of 2004.

Nevertheless, the research related to donation for charity by the economic approach has just started recently, especially the study of Jariyapat Rattanopas (2007), which can be considered as a pioneer study in this dimension and is used as the foundation for further studies in the future.

2) Volunteer Work

Besides monetary and object endowment for charity to help disaster victims and other happenings, volunteer work is another important form of giving and is interesting like a donation. However, volunteer work is a kind of donation of labor or physical and brain energy, including spirituality (volunteer spirit), knowledge, and capabilities of volunteers in helping people in hardship. Volunteers do not expect anything in return, either monetary or object like donation as described earlier. (Kanoksak Kaewthep, 2009, p. 17).

Volunteer work requires three major qualifications, which can be called as volunteers' spirit as follows:

- (1) Work voluntarily or with willingness without any coercion nor duty.
- (2) Work for the benefits of the general public and society or public benefits.
- (3) Work without pay or any monetary return.

Anyway, what volunteers get in return is their happiness. It can be said that volunteer work is very vital for society since it can solve several problems or alleviate them, leading to harmonious and happy co-existence. On the other hand, what should be mentioned especially is that volunteer work can create trust among people in society. Accordingly, United Nations General Assembly sees the importance of volunteer work and set 2001 as the Interpersonal Year of Volunteers (Ekasit Pisitpochamarn, 2007, as cited in Kanoksak Kaewthep, 2009, p. 2)

3) Blood Donation

Besides donation for charity, and volunteer work, blood donation is another significant form of the economics of giving. However, it differs from the other two forms since blood donation is a gift of giving life (Phetcharat Wonphian, 2007, as cited in Kanoksak Kaewthep, 2009, p. 3) since it is a help for human beings most directly that cannot be evaluated in economic or monetary value. Therefore, human blood is not an economic commodity that can be sellable freely in a market like other commodities.

From the above review, the researcher applied the concepts of donation behaviors to examine if and how donor's donation behaviors, their participation in activities organized by nonprofit organizations, their volunteer work, and their tendency to donate repeatedly to nonprofit organizations are influenced directly or indirectly by organizational communication that leads to trust and donation motivations.

2.8 Concepts of the Structural Equation Model

Background of the Structural Equation Model

Formerly, the analysis of relationships between variables could be conducted through the use of various statistical analysis only, i.e., Pearson's Product Moment Correlation, Chi-square, Multiple Regression Analysis, etc., which often rely on the traditional measurement theories, namely, the variation of all variables have a normal distribution with mean equivalent to 0 and variance to 1. Besides, some statistics, i.e., regression analysis assumes that the measurement must have no variance, which

means the instrument must have reliability equivalent to 1, which is abnormal for the measurement. (Nongluk Wiratchai, 1995).

From such problems, several foreign researchers tried to integrate several analyses, i.e., Factor Analysis, Path Analysis, and Regression Analysis and synthesized new statistical analysis called, "Structural Equation Modeling (SEM)" (Joreskog & Sorbom, 1993). This new analysis combines an analysis model and a research model to be identical while testing the reliability of the model to see its congruence with the empirical data.

For statistical packages for analyzing SEM, although there are several packages or programs for selection, i.e., LISREL, EQS, MPLUS, AMOS, LISCOMP, LINCOS, etc., LISREL (Linear Structure Relationship) and AMOS (Analysis of Moment Structures) are the most popular ones. (Sirichai Kanjanawasee, as cited in Kanlaya Vanichbuncha, 2014). For this study, the researcher chose the LISREL program for analyzing the Structural Equation Model.

Significance of Structural Equation Modeling (SEM)

Structural Equation Modeling or SEM is significant in the following ways (Kanlaya Vanichbuncha, 2014, p. 2)

- 1) SEM is a technique that combines the analysis of multiple variables or multivariate analysis for joint use, especially Factor Analysis, Path Analysis, and Regression Analysis. In other words, SEM is a technique that combines causal techniques, regression analysis techniques, variables relationships, covariance, and correlation. Thus, SEM can be causal and relationship techniques.
- 2) SEM can investigate or test several causal-relationship equations simultaneously without separate analyses like regression analysis.
- 3) Some variables in SEM may be both dependent and independent variables.
- 4) SEM can test the congruence of a constructed model with the empirical data by using several statistics for supplementary decision-making.

Types of Variables Used in SEM

Variables in SEM can be classified into several types, depending on each criterion. (Kanlaya Vanichbuncha, 2014, p. 4)

Types of Variables Classified by Their Origin

From classifying variables in SEM by origin of variables, they are divided into two types as follows:

1) Observed Variable or sometimes is called "Indicator Variable" or "Measurement Variable," which a researcher can measure directly. In SEM, a Square symbol is used to represent it.

2) Latent Variable or sometimes is called "Unobserved Variable" or "Constructed Variable," which a researcher cannot measure directly but has to apply observed variables to indicate it. Thus, a latent variable is representative of several variables. In SEM, an oval or a round symbol is used to represent it.

Types of Variables Classified by Functions or Statuses of Variables

From classifying variables in SEM by their function or status, they are divided into two types as follows: (Joreskog & Sorbom, 1993, p. 147)

1) Exogenous Variables are independent variables since they are latent variables affecting other variables in SEM, but are not influenced by other variables.

2) Endogenous variables are latent variables that can be both dependent variables or variables that are not influenced by other variables in SEM and mediating variables functioning as both independent and dependent variables in SEM.

The Structure of SEM

SEM comprises two main components: (Yuth Kaiwan, 2013, pp. 5-6; Kanlaya Vanichbuncha, 2014, p. 6).

1) Measurement Model

A measurement model is a model that specifies a linear relationship between latent variables and observed variables, which can be divided into two kinds: 1) a measurement model of exogenous or independent variables, and 2) a measurement model of endogenous or dependent variables. To test the construct validity of a measurement model of latent variables, which prefers using confirmatory factor analysis or CFA, to interpret if all observed variables can distribute the concreteness of each latent variable properly or not. Typically, each observed variable will have a factor loading value, and the factor loading of each observed variable should be lower than 0.50 at a statistical significance level.

For testing if a measurement model has a construct validity or not (a model with construct validity means a model that is congruent with empirical data or so-called “a model fix”), the following indices are used as indicators of the congruence of the model: (1) Chi-square (χ^2) 2) Relative Chi-square (χ^2/df) 3) Goodness of Fit Index (GFI) 4) Adjusted Goodness of Fit Index (AGFI) 5) Comparative Fit Index (CFI) 6) Normed Fit Index (NFI) 7) Incremental Fit Index (IFI) 8) Relative Fit Index (RFI) 9) Root Mean Square Residual (RMR) 10) Root Mean Square Error of Approximation (RMSEA). More than 3 indices must pass the criterion of the model fix. (Yuth Kaiwan, 2013, p. 21).

2) Structural Model

A structural model is a model indicating the relationship between exogenous and endogenous variables based on rigid concepts, theories, and related studies since a structural model confirms if the found relationship is congruent with the empirical data or not. Typically, steps of analyzing a structural equation model or SEM are as follows:

Step 1: Studies on related concepts, theories, and studies to develop a research conceptual framework that helps a researcher to consider which variable should be included in SEM.

Step 2: Research model development. After studying all related information, a researcher applies the reviewed information to develop a research conceptual framework by determining it to be SEM of the study.

Step 3: Model identification by studying if the determination of unknown parameters in SEM complies with analysis conditions or not.

Step 4: Parameter value estimation. After verifying a single probability, if the over-identification is found, the program will estimate every parameter value in SEM, and those parameter values will be calculated again for variance-covariance of observed variables in SEM and displayed in the form of the matrix as "a matrix of variance-covariance from the value estimation of the model or computed covariance matrix"

Step 5 The test of the congruence of the research model with empirical data or model fit. The program will subtract the computed covariance matrix from the matrix of variance-covariance of raw data or sample covariance matrix. Chi-square is

tested to see if the computed covariance matrix is different from the sample covariance matrix or not. If the Chi-Square value indicates no statistical significance, it means the research model and empirical data are congruent. Nevertheless, if the number of samples is high, it has a high probability that the Chi-Square value is statistically significant (or less than .05). Therefore, the criteria for consideration at present, besides Chi-Square value, other index values are also used to indicate the congruence of the research model and the empirical data, namely (1) Relative Chi-square Index (χ^2/df) 2) Goodness of Fit Index (GFI) 3) Adjusted Goodness of Fit Index (AGFI) 4) Comparative Fit Index (CFI) 5) Relative Fit Index (RFI) 6) Critical N Index (CN) 7) Root Mean Square Residual (RMR) 8) Standardized Root Mean Square Residual (SRMR) and 9) Root Mean Square Error of Approximation (RMSEA), etc. Typically, the criterion for testing the congruence is that there must be more than 3 indices passing three determined criteria. (Yuth Kaiwan, 2013, p. 221)

Step 6 Model modification. If the research model and the empirical data are incongruent, the researcher must modify the model through a new analysis until the research model and empirical data are congruent. (Supamas Angsuchoti, Somtawin Wijitwanna, & Ratchaneekul Phinyophanuwat, 2001).

2.9 Related Studies

Thaweeep Limpakornwanich (2004) studied “Communication Strategies to Persuade People for Organ Donation” by qualitative research through in-depth interviews with two groups of 40 samples, PR practitioners of Organ Donation Center, Thai Red Cross Society, and people who intended to donate their organs. The findings showed that five persuasive communication strategies were used: 1) The use of personal media with high source credibility or reputation and the use of mass media. 2) Lecture for providing knowledge. 3) Alliances Sourcing. 4) The use of a mobile donation unit. 5) the organization of training and seminars. Besides, activities were organized for mobilizing people towards organ donation, with collaboration from other agencies at some levels since it was not regular work, but voluntary. However, some activities were not paid attention so much. Moreover, five steps of aspirants' decision-making towards organ donation were found: 1) Evaluate

challenges, 2) search for alternatives, 3) weigh alternatives, 4) make decisions, and 5) confirm decisions made. However, most aspirants did not pass all five steps since they intended to help other people already. Most of them started from information exposure from various media, considered about advantages and disadvantages of the donation, and then made their decisions.

Wanna Poolkueh (2003) studied “The Advertisement Design for Donation Stimulating to the Foundation for Children,” through survey questionnaires developed from an interview with seven experts and collected data from 31 samples. It was found that 1) the image presentation should be images that enable the target audience to access the issues and content of the advertisement quickly and that yield positive results to viewers. Images should not beat around the bush or cause a sense of too heavy problems to be solved or to find ways out. 2) The portrayed images should make those receivers feel that they can participate to bring about a better society or can induce changes or good opportunities for disadvantaged children. 3) Statements should be short and precise for more convenience and invite the target groups to donate without too complex sentences like the past advertisements to stimulate towards the donation.

Phra Kiattipong Maneewan (2011) studied “Factors Influencing Money Donation in Ban Morn Temple (Ton Po Fad) Tambon Sanklang, Amphoe San Kamphaeng, Changwat Chiang Mai.” It was found that the psychological factor that influenced monetary donations at a high level the most was faith in Ton Po Fad, while economic, political, social, cultural, and other factors found at a high level the most are chaos in the society, and temple management factors found at a high level the most were the cleanliness and shadiness of the temple suitable for merit-making. Besides, regarding the monetary donations of donors at Ban Mon Temple, it was found that most samples donated no more than 100 baht and most of them donated it for the first time. The given objects were offerings and medicines dedicated to Buddhist monks the most.

The need and expectation from their donations found the most was to dedicate their merits to their enemies or someone they treated badly in a former life. The motivation towards monetary donation found the most was the peculiarity of Ton Po Fad that people could walkthrough. Besides, the findings of the expected returns from

monetary donation showed that donors expected to be happy, both physically and mentally, to have good lucks, and to dedicate themselves to their enemies or someone they treated badly in a former life. Besides, monetary donations, it was found that donors also donated other objects concerning their expectation related to those objects, i.e., to offer medicines with an expectation of having no sickness or having a long life.

Pornpan Chomngam (2009) studied "Communication Factors Influencing Organ Donation Decisions by Bangkok Residents" by survey questionnaires with 400 people in Bangkok. It was found that the samples had a positive attitude and personal belief towards organ donations at a high level. Regarding the samples' exposure to PR media of Organ Donation Center, the Thai Red Cross Society, most samples were never exposed to them, but exposed to a campaign advertisement about organ donations through films the most, followed by brochures, and Journal of the Red Cross Relations. Concerning communication with medical personnel, all samples never communicated with medical personnel or were persuaded by physicians to donate organs the most, followed by asking them about the safety or effects from organ donations, and being persuaded by the Organ Donations Center of the Thai Red Cross Society towards organ donations. For decision-making in organ donations, most samples specified that they may donate in the future the most by intending to donate their and their relatives' organs, followed by specifying that they would donate absolutely. For the test of research assumptions, it was found that personal attitude and belief had no relationship with decision-making behaviors related to organ donations. The relationship between personal characteristics and decision-making behaviors related to organ donations could not be specified clearly. However, the relationship between the exposure to PR media of the Organ Donation Center, the Thai Red Cross Society, and decision-making behaviors related to organ donations was found.

Natchanon Phairoon (2017) studied "Fundraising Efficiency of Non-Profit Religious Organizations in Thailand," by Stochastic Frontier Analysis and found that the fundraising efficiency of non-profit religious organizations was rather low. Donors are still concerned about the quality of service, image, credibility, and service experiences of the organizations before deciding on donations. Besides, the support

from the governmental sector was found to have a negative influence on fundraising efficiency since partial donated money from private individuals was rubbed out. On the contrary, the use of technology and information processing helped to improve fundraising effectiveness and increase the donation from individuals.

Somruedee Srichanya (2008) studied “Marketing Strategy of Nonprofit Organizations for Meditation Center in United States of America and United Kingdom” by quantitative research with U.S. and British people who were interested in mediation through Path Analysis. It was found that people of both countries gave significance to marketing strategies of mediation centers differently. Besides, personal factors, general characteristics of interested people on mediation, level of significance given to marketing strategies, and the decisions on choosing the Mediation Center of the samples were found to be correlated. Marketing strategies of the Mediation Center to which the samples paid attention were the peacefulness and shadiness of the place, friendly services, worthy training expenses, and convenient transportation. The most effective marketing promotion was words of mouth by emphasizing the creation of credibility, mediation training by experienced instructors with easy and attractive training methods. The climate and facilities needed by most people were a mediation center in the form of health care instead of focusing on mediation training only. Factors that were found to be influential for their decisions to select a certain mediation center were 1) steps of mediation training, 2) mediation-center service, and 3) qualifications of staff of the mediation center, respectively.

Utumporn Namcharoenudhi (2010) studied “Media Exposure, Knowledge, Attitude, and Participation in Dog Blood Activities.” The study found that a shortage of dog blood was still a big problem waiting to be solved. A lack of knowledge about dog blood donation was the factor obstructing people to take their dogs to donate blood the most, due to a shortage of PR practitioners, no budget to support the project, and bureaucratic systems not facilitating working under urgency. Besides, it was found that 1) information exposure was related to knowledge in bringing a dog for blood donation, 2) information exposure has no relationship with attitude in bringing a dog for blood donation, 3) information exposure was related to participation in bringing a dog for blood donation, 4) knowledge was related with attitude towards bringing a dog for blood donation, 5) knowledge had no relationship with

participation in bringing a dog for blood donation, and 6) attitude was related with participation in bringing a dog for blood donation.

Rattana Kawhai (2017) studied “A Study of Positive Attitude, Donations Behavior, and Media Campaign Approach, Affecting Motivating Donation Through Underprivileged Children of Private Company Employee” and found that positive attitude affected motivations towards donations for the underprivileged children as a whole at a high level. Most samples agreed that sharing what they had sufficiently to others was proper conduct. Different donation behaviors affected donation motivations to the underprivileged children differently, i.e., the perception of the significance of donations, types of the underprivileged children desired to donate, and interest in choosing scholarships for the underprivileged children. Besides, it was found that different campaigns via media influenced donation motivations for the underprivileged children differently.

Worawan Leechavalothai (2013) studied “A Causal Model of Organ Donation Willingness,” focusing on the effect of value and knowledge of organ donation on the willingness for organ donation by having “mindfulness of others’ feeling, attitude towards organ donation, and commitment” as mediator variables. The samples were 510 undergraduate students from five universities. It was found that the overall LISREL model of a causal model of organ donation willingness was found to be congruent with empirical data. Besides, value and knowledge on organ donation variables and commitment variables were found to affect attitude towards organ donation at a statistical significance level.

Arune Suphanam (1996) studied “Knowledge, Attitude, and Behavior Regarding Blood Donation among Youth of Educational Institutes in Bangkok Metropolitan,” and found that half of the youth knew their blood groups, but never received any information about blood donation. Half of them did not know the qualifications of blood donors, blood volume to be donated, and the appropriate time. Three reasons for deciding to donate blood were their donation needs, saving people's lives, and check-ups. On the other hand, people who never donated blood specified the following causes: fear of being shot, fear of being painful, and fear of infection. However, the samples who never donated blood intended to donate blood in the future. In brief, the study displayed the youth's general characteristics, knowledge,

attitude, behaviors, pleasure, and willingness for blood donation. Friends and teachers were found to be key persons influencing the youth's blood donation. Proper knowledge provision and motivation creation were recommended for enabling the youth to see the importance of blood donation and eradicating their fear of blood donation.

Intira Bangsuwan (1995) studied "Motivations for Donating Bloods to Blood Donation Mobile Unit, National Blood Service Center, Thai Red Cross Society: A Case Study of the Silom-Road Project." It was found that The factors motivating people to donate blood were their knowledge and understanding of blood donation, followed by the reputation of the National Blood Service Center, Thai Red Cross Society, while the factors obstructing people from blood donation were their fear of being infected, especially HIV from a used syringe, no readiness for donation due to their chronic diseases, and fear of losing blood from the body, which might be harmful. Thus, a lack of knowledge and understanding caused fear. Thus, to increase the number of new donors and enhance repeated donation, the main factors are knowledge and understanding of blood donation, the reputation of the National Blood Service Center, Thai Red Cross Society, and socio-psychological factors. All of these factors should be enhanced to individuals towards public benefits and to encourage them to be willing to donate their blood for the sake of people who need it.

Woraphat Sungnoi (1998) studied "Factors Affecting the Decision of Family to Donate Organs" by qualitative research from the phenomenological approach, which applied in-depth interviews with 31 relatives of the dead who decided to donate their relative's organs. The study found that factors affecting the decisions of the dead's relatives to donate the dead's organ were internal and external factors of the relatives. The main internal factor was belief and the secondary or supplementary factors were the perception of life, knowledge, intention, economic status, and personality. The main external factor was medical personnel, and the supplementary factors were intimates, the way or a cause of death, and media. Decisions towards organ donation passed three steps: before decision-making, decision-making, and after decision-making, or during the get-over stage. Before decision making, it comprised two sub-steps: the acknowledgment of the dead's condition and the restraint of mind. During decision-making, it comprised five sub-steps: being

requested for organ donation, additional information inquiry, (composing of 3 steps: doubt, question, and being explained), scrutiny, consultation and explanation to intimates, and deciding on organ donation, and after decision-making, it comprised one step: confirmation of the decision made.

Anong Pongsri (2004) studied "Information Exposure, Attitude, and Decision-Making of the Organ Donors of the Thai Red Cross Organ Donation Center" by qualitative research through in-depth interviews with 30 people who decided to donate their organs to the Organ Donation Center and 5 people who had not decided to donate their organs. The findings showed that organ donors with different demographic attributes, especially sex and age, were exposed to information about organ donation differently. The media to which the samples were exposed the most was television, followed by personal media. Organ donors were found to have a positive attitude about organ donation. They perceived that organ donation helped human fellows who fell in the misery of pain until they needed organ implantation. On the other hand, they acknowledged related beliefs that might affect their attitudinal change in organ donation, particularly religious beliefs, i.e., new birth in the next life or rebirth, and contrarily knowledge about organ donation that induced their positive attitude towards organ donation. The process of decision-making in organ donation consisted of three stages: before making decisions, making decisions, and after making decisions. The second stage or the making decision stage was the most important moment and the longest period. Regarding knowledge about organ donation, it was found that it was an important supplementary factor that led to decision-making in organ donation.

Noppadol Thongman (1998) studied "A Study of Relationship of Demographic Characteristics and Media Exposure to Knowledge, Attitudes and Behaviors towards Organ Donation of people in Bangkok." Survey research was conducted with 450 samples who lived in Bangkok. It was found that the samples were male and females almost equally. Most samples knew about organ donation at a moderate level. Remarkably, the samples knew about medical death or the death from which organs of the dead can be transplanted to other people, correct name-calling for organ transplantation, transplantable organs, contact places of organ donation, and qualifications of applicants for organ donation at a low to a very low level. On the

contrary, the samples could identify their positive attitude on organ donation because of 10 reasons. The most mentioned statement reflecting their positive attitude was organ donation was the highest level of religious giving, while the least mentioned statement was organ transplantation to others yielded no effect on the cognition of organ receivers. Regarding message exposure, the samples were exposed to television more frequently than other media; however, the exposure for following up was at a moderate level only, while the knowledge of organ donation publicized on brochures or leaflets was exposed at a low level up to no exposure, compared with other media. Besides, it was found that the levels of knowledge of organ donation were related with the levels of attitude towards organ donation. The needs for organ donation and the rejection for organ donation were found in almost equivalent proportions.

Subin Putsorn (2013) studied "The Offering Behavior and Motivation of Donors at Seventh Day Adventist Churches in Thailand," by quantitative research with 233 Christian members or donors of Seventh Day Adventist Churches in Thailand. The findings revealed that what was donated the most was money, and the amount of donation each time was lower than 100 baht and the most concern was income. Donors intended to donate to express their religious practice more than other reasons. From the comparison of motivations of donors classified by demographic attributes, i.e., sex, age, occupation, status in the Church, and the length of membership, it was found that donors of different demographic attributes had no different motivations towards the donation.

Nichcha Pairatana, Rapepun Piriyakul, and Napaporn Khantanapha (2017) studied "A Study of the Mediating Variables between Service Delivery Environments and Blood Donation Loyalty" by quantitative research through the analysis of Structural Equation Modelling with 500 samples who were blood donors. It was found that donors' value and public mind to help society affected directly their perceived value of blood donation, and the emotional display of service providers affected donors' satisfaction with blood donation. Besides, it was found that good quality service or standardized service quality, especially professional personnel's expertise affected donors' satisfaction with blood donation and confidence of Blood Donation Center with statistical significance, which led to the loyalty of being blood donors.

Nutchra Jamroonjan (2009)) studied “The Economics of Repeated Blood Donation,” by quantitative research with 400 samples through interview questionnaires and analysis by Poisson Regression Model for estimating parameter values. The findings showed that in the first year, donors donated blood 1.89 times a year on average and then 2.05 times a year after that. Blood donation took about 51 minutes each time on average. The reason most donors chose the place for blood donation most frequently was its convenience for travel. Most donors donated at their convenience, followed by their birthday or their family's important days. The reasons for those who donated their blood only once a year or not every year were that they had no time for blood donation, followed by inconvenience to go to the donation place. The motivation to which the samples gave the most important was social support or assistance. The factors affecting the number of blood donations positively were the samples' age, status, and numbers of blood donations in the first year. The other factors the samples also gave importance to were the motivations of getting a commemorative or souvenir needle, blood check and check-up, social responsibility, the level of perceived benefits from blood donation, and the level of the perceived situation of insufficiency of blood donation. The factors related negatively with the number of blood donation were the length of travel time to the donation place, donation motivation for having good health, the level of satisfaction with the personnel's service, campaign projects on blood donation, the level of fear of being shot, (i.e., because of a syringe or needle, pain, blood) and the level of religious belief that the more one gives, the more merits one gets.

Porncharas Supiriyapin (2013) studied “Public Relations Strategy and Effectiveness of Celebrity Endorser in International Non-Profit Organizations,” by both qualitative and quantitative research. For qualitative research, in-depth interviews were conducted with communication staff of UNICEF and WWF, which found that strategies of using celebrities of UNICEF and WWF (Thailand) were similar to the selection criteria of the celebrities. Both organizations applied the concepts of progressive brand identity for conducting public relations by the use of celebrities. In other words, they conducted 360 degrees, created networks, and let supporters participate. However, both organizations also had some detailed strategies of using celebrities differently due to their different objectives, target groups, and

organizational message. For quantitative research, 400 survey questionnaires were collected from the samples who knew both organizations. The study showed that most samples had seen organizational PR media that used celebrities of each organization and could recall the celebrity who was the latest ambassador of UNICEF. Besides, the samples had a positive attitude and agreement towards using celebrities for publicizing nonprofit organizations, while having neutral feelings towards using celebrities.

Sid Suntrayuth (2015) studied “The Study of Nonprot Management: The Relationship between Information and Communication Technology Adoption and Financial Viability of Nonprot Organizations. The findings showed that basic information technology and the use of information technology had a positive effect on the financial viability of nonprofit charity or donation organizations. Besides, the scope of the internet use and organizational website had a positive effect on the Return on Assets (ROA) rate. Besides, the findings indicated that executives of nonprofit organizations should pay importance to the investment in information and communication technology to ensure that the organization can maintain its financial viability to provide service and serve its duties for society further.

Kachonnarongvanish (2017) studied “Thai Merit Making Behavior and Its Implication on Communication Plan for NPOs” by quantitative and qualitative research with 267 Thai people who were Buddhists and had regular donation behaviors. The study found that groups of donors who donated with the highest amount on average were concerned about the benefits received by the assisted groups, the level of major changes in a better way, and their credibility. On the other hand, groups of donors who donated most frequently concerned about convenience factors of donation. The more conveniently donors could donate, the more frequently they would donate. Therefore, nonprofit organizations should conduct their marketing campaigns based on factors related to each group of donors to assure increased and frequent donations.

Senakham (2013) studied “Impacts of Board Roles and Responsibilities, Leadership Styles and Information and Communication Technology Adoptions on Organizational Performance: A Study of Nonprofit Organizations in Thailand,” by quantitative research with 329 nonprofit organizations and qualitative research

through in-depth interviews with 14 executives of nonprofit organizations. From the analysis of quantitative research by Stepwise Regression, it was found that the most important factors that had a positive effect on the effectiveness of nonprofit organizations were 1) Charismatic leadership of organizational leaders, 2) the adoption of information technology to be used in communication and information exchanges, and 3) roles and responsibilities of organizational management in fundraising and financial management. Nevertheless, such factors can explain or anticipate the effectiveness of nonprofit organizations the least. For qualitative research, it was found that leadership was a significant factor leading to the success of nonprofit organizations since leadership could promote other major or valuable factors, i.e., innovation, income creation for organizations, and income sources, and hence affect the organizational effectiveness. The major roles and responsibilities of executives mostly focused on giving recommendations and creating good relations with communities and external organizations by encouraging them to be organizational network partners or parties. Another major factor was innovativeness towards the effectiveness of nonprofit organizations.

Suntrayuth and Novak (2015) studied “Analysis of Information and Communication Technology Adoption on the Organizational Financial Viability: Nonprofit Organization Perspectives,” by qualitative research through documentary analysis on the information collected in 2007 from the National Statistics Institute, the Ministry of Information and Communication Technology. The study found that the relationship between the adoption of communication technology and information related to the indicators of financial potentials of nonprofit organizations was rather very low. Nevertheless, planners and policymakers, including managers of nonprofit organizations must pay attention to factors related to the computerized working process and sufficient numbers of staffs with computer knowledge and capabilities, including the extension of the internet use of nonprofit organizations, which found to affect the indicators of financial viability of nonprofit organizations with statistical significance.

Hyunjung (2018) studied “The Media Factor Influencing the Effect of Organ Donation Advocacy in South Korea,” by qualitative research through documentary analysis of information from the websites. The study showed that the intention of

organ donation after being exposed to information about organ donation from the mainstream media was found to be higher than from new media. However, the degree of the collaboration of media in increasing the intention for donation depended on the credibility of media and cognitive resistance of donors.

Gagic and Leuhusen (2013) studied “Communicating for donations - Do you give with the heart or with the brain?” by qualitative research through in-depth interviews with executives of two nonprofit organizations and 12 people who tended donation, including through documentary analysis. It was found that emotional communication was found to be more effective than simply informative communication for people with a tendency towards donation and current donors. However, informative communication was found to increase donors’ trust in the long term. Therefore, it was recommended that it would be best if both kinds of communication could be used in parallel to promote long-term trust (by informative communication) and to create good relationships with people who tended donation and current donors (by emotional communication through social media).

From all 24 pieces of research reviewed above, the topic found the most was donors' donation motivations followed by donors' donation behaviors, donors' perception of social marketing concept or the adoption of social marketing of nonprofit organizations, the perceived image of nonprofit organizations or the creation of image of nonprofit organizations affecting donors' decision-making on donation, the effect of communication factors related to the credibility of nonprofit organizations on donors' decision-making on donation, and the other two topics that were found equally, namely donors' exposure to information of nonprofit organizations and the effect of religious beliefs on donors' decision towards donation to nonprofit organizations. Moreover, the researcher also found that there were very few studies, both Thai and foreign, on nonprofit organizations on two issues, namely donors’ perception of message design and appeals strategies used by nonprofit organizations or the ways nonprofit organizations created message and message appeals, and donors’ trust in nonprofit organizations. For the latter topic, the researcher found only one study conducted in the Swedish context, which is the study of Gagic and Leuhusen (2013), “Communicating for Donations - Do You Give with the Heart or with the Brain?” However, in Thailand, there has been no study about

donors' trust in nonprofit organizations before. Because of this, the researcher saw a research gap; thus, trust was applied as a variable for this study. Moreover, the researcher found that in each study, only a few variables were studied. Therefore, the researcher adopted variables from the literature review of related concepts, theories, and studies, to be developed in the Structural Equation Model of Communication Factors Influencing Donation Decision-Making to Nonprofit Organizations in Thai society Context by covering more variables to make the study inclusive, thorough, and complete the most.

Furthermore, from the literature review of related concepts, theories, and studies, the researcher applied them for synthesizing both observed and latent variables, as summarized in Table 2.1-2.4.

Table 2.1 A Synthesis of the Variables from the Reviewed Concepts, Theories, and Related Studies (1)

Variables	Becker & McComb (1979)	Hunt & Ruben (1993)	Klapper (1960)	Porpan Chomngam (2009)	Utumporn Namcharoenvudhi	Anong Pongsri (2004)	Noppadol Thongman (1998)	Woraphat Sungnoi (1998)	Nutcha Jamrunjan (2009)	Natchanon Phrairtoon (2017)	Hovland, Janis, & Kelly (1953)	Bettinghaus (1980)	Porncharat Supitiyaprin (2013)	Intira Bangsuwan (1995)	Thaweep Limpakornwanich	Wanna Polkueh (2003)	Arunee Suphanam (1996)	Phra Kiattipong Maneewan	Subin Putsom (2013)	Kachonnarongvanish (2017)	Somruadee Srichanya (2008)	Senakkham (2013)	Hyunjung (2018)	Gagic & Leuhusen (2013)
1. Communication																								
Factors																								
- Exposure to nonprofit organizations' information	x	x	x	x	x	x	x	x				x										x		
- Credibility of nonprofit organizations						x			x	x	x	x	x	x	x					x	x	x		
- Message design and appeal strategies													x			x	x							x
- Religious beliefs						x	x	x	x									x	x	x				

Table 2.2 A Synthesis of the Variables from the Reviewed Concepts, Theories, and Related Studies (2)

Variables	Kotler & Zaltman (1971)	Kotler & Armstrong (1999)	Thawep Limpakornvanich (2547)	Pornpan Chomngam (2009)	Somruedee Srichanya (2008)	Sid Suntrayuth (2015)	Senakkham (2013)	Suntrayuth & Novak (2015)	Nichcha Pairatana et al (2017)	Weinreich (1999)	Natchanon Phrairun (2017)	Gagic & Leuhusen (2013)	Kachonnarongvannish (2017)	Intira Bangsuwan (1995)	Wanna Poolkueh (2003)	Arunee Suphanam (2539)	Rothschild (1979)	Pornthip Sampattavanija (1997)	Kotler & Roberto (1989)	Porncharat Supitirayaprin (2556)
2. Social Marketing																				
- Marketing Mix for society strategy or 4PS concept of Kotler & Zaltman (1971)	x	x	x	x	x							x	x		x	x		x		x
- Marketing Mix for society strategy or 4PS concept of Weinreich (1999)			x			x	x	x		x	x		x	x			x			
- Marketing Mix for society strategy or 3PS concept of Kotler & Roberto (1989)			x		x	x	x	X	x		x		x			x	x	x		x

Table 2.3 A Synthesis of the Variables from the Reviewed Concepts, Theories, and Related Studies (3)

Variables	Achara Chandrachai et al (1994) X	(1979)	Thananya Prapasnobol (1984)	Sukalin Wanakasemsan (2009)	Wasamon Sabaivan (2010)	Thaweep Limpakornwanich (2547)	Phra Kiattipong Maneewan (2554)	Natchanon Phairun (2017)	Somruedee Srichanya (2008)	Intira Bangsuwan (1995)	Nichcha Pairatana et al (2017)	Kachonnarongvanish (2017)	Senakkham (2013)	Anderson & Rubin (1986)	Jeffkins (1993)	Seri Wongmonta (1995)	Kittima Kamolphantaleuk (1994)	Thongchai Santiwong & Chanathip Santiwong (1999) (2542)	achonnarongvanish (2017)
3. Organizational Image																			
- Corporate Image	X		X		X		X	X	X	X	X	X	X	X	X	X	X	X	X
- Employee/Volunteer				X	X	X			X		X				X	X			
- Executive				X	X								X						
- Social Responsibility				X	X					X					X		X		
- Project/Product/Service	X			X	X	X		X	X		X				X		X		
- Management, Equipment, Building/Place				X	X	X	X		X						X	X			

Table 2.4 A Synthesis of the Variables from the Reviewed Concepts, Theories, and Related Studies (4)

Variable	Morgan & Hunt (1994)	Macmillan et al. (2005)	Stride & Lee (2007)	Sargeant & Wymmer (2018)	Boenigk & Helmig (2013)	Gagic & Leuhusen (2013)	Mixer (1993)	Phra Kiattipong Maneewan (2554)	Pornpan Chomngam (2009)	Rattana Kawhai (2017)	Worawan Leechavalathai (2013)	alotai (2556)	Arune Suphanam (1996)	Intira Bangsuwan (1995)	Woraphat Sungnoi (1998)	Among Pongsri (2004)	Subin Putsom (2013)	Nichcha Pairatana et al (2017)	Kachonnarongvanish (2017)	Hyunjung (2018)	Nutcha Jamrunjan (2009)
4. Trust																					
- Non-opportunistic behaviors		x		x																x	x
- Shared values	x	x		x																	
- Nonprofit organizational communication	x	x	x	x	x																
5. Donation Motivations																					
- Internal motivations							x	x	x	x	x	x	x	x	x	x	x		x	x	x
- External motivations							x	x	x				x	x	x	x	x	x			

2.10 Research Conceptual Framework

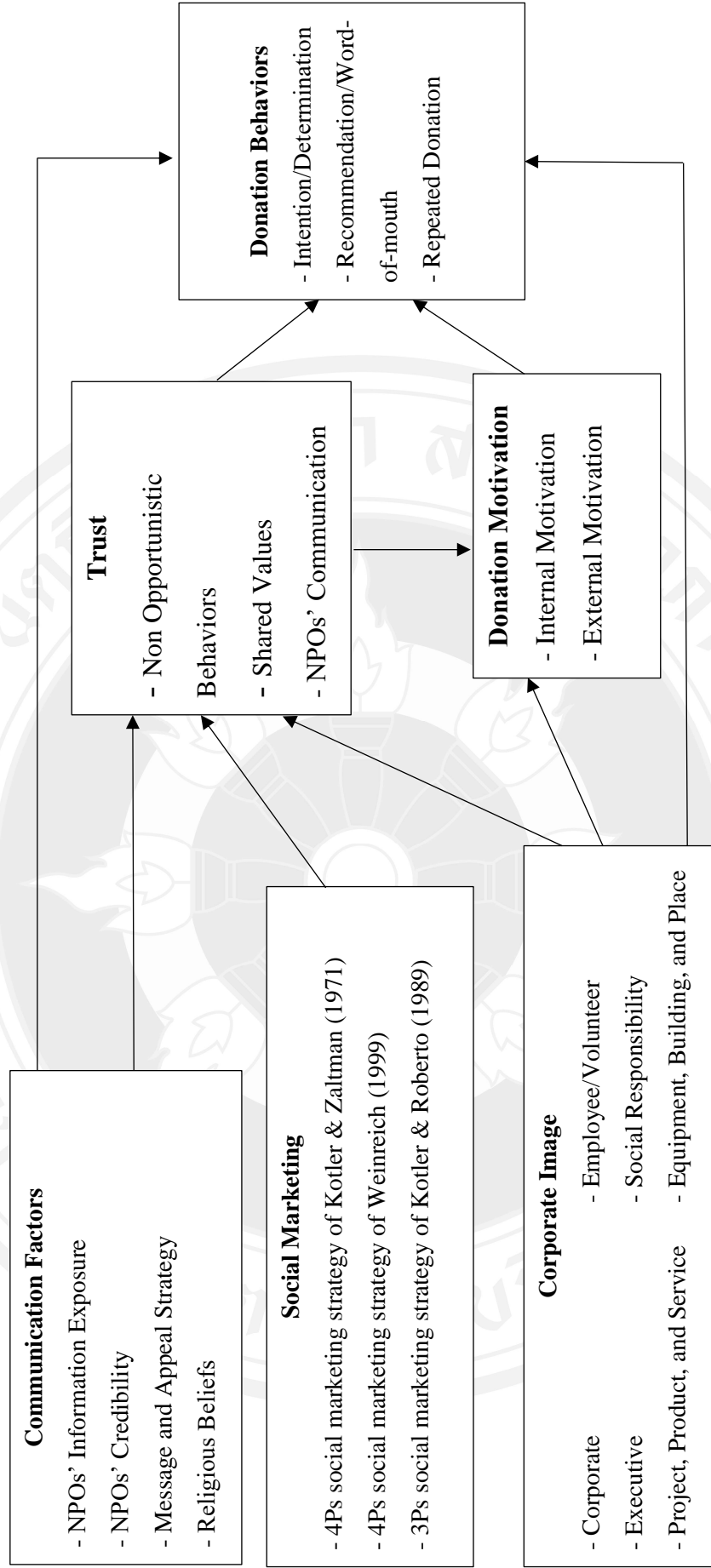


Figure 2.5 Research Conceptual Framework

2.11 Research Model

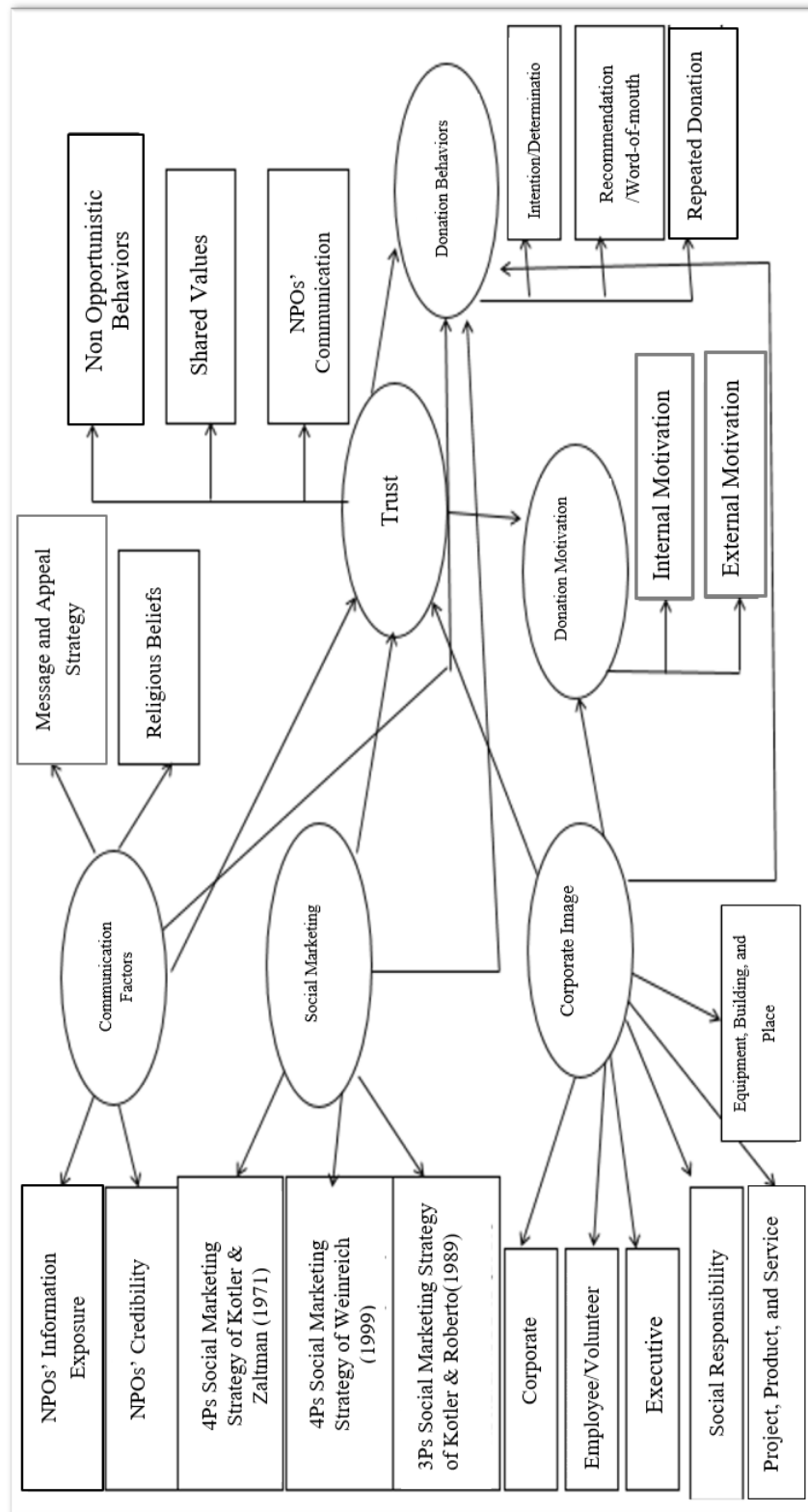


Figure 2.6 Research Model

CHAPTER 3

RESEARCH METHODOLOGY

The study entitled, “Structural Equation Model Development of Communication Factors Influencing Donation to Non-Profit Organizations,” is mixed-methods research, aimed to develop and test the congruence of the structural equation model of communication factors influencing donors’ decision-making to donate to non-profit organizations, including examining how successful non-profit organizations in Thailand communicate with donors. The research was conducted by 1) qualitative research through in-depth interviews with key informants responsible for directly communicating with non-profit organizations and scholars with knowledge of nonprofit communication by using a semi-structured interview guide, which the researcher can adjust or add questions flexibly with open-ended questions, as a tool for data collection. 2) Quantitative research was conducted by close-ended survey questionnaires in a one-shot descriptive study, collected from the samples who are representatives of the needed population. The survey questions were developed from the review of related theories, concepts, and studies, but adjusted to be more suitable for Thai contexts. The details of each research method are as follows:

3.1 Qualitative Research

3.1.1 Target Samples of Key Informants

The target samples or key informants of this study were four practitioners responsible for the communication of two successful non-profit organizations in Thailand, namely Ramathibodi Foundation and The Thai Red Cross Society. Two key informants of each organization were interviewed. Besides, another two scholars studied about organizational communication of non-profit organizations.

These 6 samples were selected by purposive sampling based on their knowledge and experience in nonprofit communication, including communication

factors influencing the decision-making on the donation of the donors to non-profit organizations, which were congruent with the actual situation.

1) Maschawee Watthanachai, Head of Corporate Communication, Ramathibodi Foundation.

2) Nida Kornkosa, Deputy Chief of Corporate Communication, Ramathibodi Foundation.

3) Krongthong Phetwong. Director of Information and Communications Department, Administration Bureau, Thai Red Cross Society

4) Chanprapa Wichitchonchai, Deputy Director of Fund Raising Bureau of the Thai Red Cross Society.

5) Associate Professor Phnom Kleechaya, Ph.D., Head of the Department of Public Relations, the Faculty of Communication Arts, Chulalongkorn University.

6) Associate Professor Tatri Taiphapoon, Ph.D., A lecturer at the Department of Public Relations, the Faculty of Communication Arts, Chulalongkorn University, and an expert in Social Marketing, including a thesis advisor of the study “Public Relations’ Strategy and Effectiveness of Celebrity Endorser in International Non-Profit Organizations.”

3.1.2 Research Tool

This study conducted in-depth interviews by using a semi-structured interview guide as a tool for collecting information from key informants who have direct responsibility in communication at two successful non-profit organizations in Thailand, namely 1) Ramathibodi Foundation and 2) The Thai Red Cross Society. Besides, in-depth interviews were also conducted with two scholars in the field of nonprofit communication. The interesting, but incomplete answers gained from the key informants were raised as a new question that was compatible with the situation until satisfactory and complete answers were achieved. Thus, the in-depth interviews of this study are quite different from regular interviews, which are based on topics to be asked; however, sometimes the researcher cannot obtain information that responds to the objectives, but no ambiguous, unclear, or incomplete answers were not be used to construct a new question for more clarification.

3.1.3 The Verification of Research Tools and Data

The researcher tested the trustworthiness of the tool and data of qualitative research through the use of Data Triangulation. For this study, data were collected from a diversity of personal sources, or both academic and professional experts in nonprofit communication: 4 experts from two successful nonprofit organizations and 2 academicians in the communication of nonprofit organizations, as follows:

- 1) Maschawee Watthanachai, Head of Corporate Communication, Ramathibodi Foundation.
- 2) Nida Kornkosa, Deputy Chief of Corporate Communication, Ramathibodi Foundation.
- 3) Krongthong Phetwong. Director of Information and Communications Department, Administration Bureau, Thai Red Cross Society
- 4) Chanprapa Wichitchonchai, Deputy Director of Fund Raising Bureau of the Thai Red Cross Society.
- 5) Associate Professor Phnom Kleechaya, Ph.D., Head of the Department of Public Relations, the Faculty of Communication Arts, Chulalongkorn University.
- 6) Associate Professor Tatri Taiphapoon, Ph.D., A lecturer at the Department of Public Relations, the Faculty of Communication Arts, Chulalongkorn University.

Moreover, the researcher verified the correctness of data by testing the congruence between the research findings and the researcher's interpretation, by returning the information interpreted by the researcher to the key informants to confirm the correctness again.

3.1.4 Data Collection

This study conducted in-depth interviews with 6 key informants by using an interview guide and a tape recorder as research tools. During the interview, the researcher noted major information given by key informants. Then, the interviewed information was summarized and transcribed for further details.

3.1.5 Data Analysis

After data collection, the researcher classified the data for summarizing the findings of communication factors affecting the donation to nonprofit organizations from the point of view of scholars and experts responsible for communication in successful nonprofit organizations in Thailand. Besides, the information gained from in-depth interviews was developed to be questioned in a questionnaire for further study by quantitative research.

3.1.6 Data Presentation

The researcher presented the studied information on the communication of successful nonprofit organizations in Thailand and communication factors affecting the donation to nonprofit organizations to respond to the first research question, and the second objective, namely how successful nonprofit organizations in Thailand communicate to donors and which factors affect their decision for donation to nonprofit organizations. In presenting the findings, key informants' words were quoted to supplement the findings.

The researcher applied the findings from the qualitative research to compile the information from the literature review of related concepts, theories, and studies, to develop questions in the questionnaire, including questions for developing the structural equation model or SEM of communication factors influencing the donation to nonprofit organizations in the part of quantitative research to ensure that the model will be congruent with Thai society context as much as possible.

3.2 Quantitative Research

3.2.1 Population

The population of this study was people who used to donate to nonprofit organizations at least twice a year. The purpose was to study their repeated donation behaviors. The population was 30-70 years old, living in Bangkok since people of these ages can make their own decisions on donation. According to official statistics registration systems in December 2017, there were altogether 3,559,574 people based on the determined criteria. (Official Statistics Registration Systems, 2017)

3.2.2 Sample Size

For considering the appropriate size of samples for the analysis of the Structural Equation Model or SEM, the sample size was determined based on the following criteria:

1) Based on Critical Limit (Critical N-CN). The sample size must be big or no smaller than 200 samples. (Supamas Angsuchoti et al., 2011). Therefore, the sample size must be no lower than 200 samples.

2) Based on the number of observed variables (p). The sample size must exceed the number of variance values. The co-variance value of the observed variable in the developed model can be calculated by $\frac{p(p+1)}{2}$ (Kanlaya Vanichbuncha, 2014, p. 122). For this research, there are 21 observed variables or $p = 21$. Therefore, for this study, the sample size must be $\frac{21(21+1)}{2} = 231$ samples or more than 231 samples.

3) Based on Rule of Thumb. Such a criterion is mostly used by statistical analysts, namely, the use of 10-15 samples per research variable (Hair, 2010, p. 76). This research has 21 observed variables, so the research should have the sample size of $10 \times 21 = 210$ up to $15 \times 21 = 315$ samples

From all three criteria, the researcher determined the proper sample size for the study based on the third criterion or Rule of Thumb, or 315 samples or donors to nonprofit organizations.

3.2.3 Sampling

The researcher applied a multi-stage sampling, with details as follows:

Stage 1: Purposive Sampling

The researcher selected purposively only people who used to donate to nonprofit organizations at least twice a year. The samples were Buddhists, aged 30-70 years old, as they can make their decisions for donation by themselves, and living in Bangkok.

Stage 2: Accidental Sampling

The samples of the study were donors to nonprofit organizations. The researcher considered the appropriateness of a channel for accessing this group of

samples, so accidental sampling was used and questionnaires were a tool for collecting data from the target groups in an activity or exhibition organized by a nonprofit organization. Online questionnaires were also used to collect data from voluntary respondents through the internet by linking to the website visited or used the most, i.e., www.facebook.com, www.pantip.com. The research collected questionnaires until the determined number of samples was complete.

3.2.4 Research Tool

This study used a questionnaire as a tool for collecting data from the samples, comprising checklist and rating-scale questions, based on the research conceptual framework. The questionnaire composes of seven parts, with 93 questions, as follows:

Part 1: Questions on general information of the respondents: sex, age, education, occupation, and monthly income. The questions are checklists or multiple-choice questions (5 questions)

Part 2: Questions on communication factors influencing donors' decisions on donation to nonprofit organizations, comprising frequencies and reasons of the respondents' exposure to nonprofit organization's information, organizational message and appeal strategies, and religious beliefs. The questions are Likert's 5-level rating scale questions (25 questions).

Part 3: Questions on the influence of social marketing on donors' decision-making towards a donation to nonprofit organizations. The questions are Likert's 5-level rating scale questions. (24 questions).

Part 4: Questions on the influence of corporate image on donors' decision-making towards a donation to nonprofit organizations. The questions are Likert's 5-level rating scale questions. (12 questions).

Part 5: Questions on donors' trust in nonprofit organizations. The questions are Likert's 5-level rating scale questions. (6 questions).

Part 6: Questions on donors' motivation on nonprofit organizations. The questions are Likert's 5-level rating scale questions. (14 questions).

Part 7: Questions on donors' donation behaviors. The questions are Likert's 5-level rating scale questions. (7 questions).

3.2.5 Research Variables

The study composes of 6 latent variables, which are divided into exogenous variables and endogenous variables

3.2.5.1 Exogenous Variables

Exogenous variables are variables that are not affected by other variables in the system or the model. There are three exogenous variables in this research model, as follows:

1) Communication Factors: The researcher synthesized factors related to communication factors of nonprofit organizations used in communicating with the donors. The concept of a communication process was applied and found 4 observed variables, namely 1) exposure to nonprofit organizations' information, based on the information exposure of Becker and McComb (1979), 2) credibility of nonprofit organizations, based on Bettinghaus's concept of source credibility (1980), and Hovland et al. (1953), 3) message and appeal strategies, based on the concept of Lovell (1980) and Rune (2002), and 4) religious beliefs, based on Kingshill (Year, as cited in Malinee Wongsit, 1991), and Phrakhu Bodhichayadham (2012), which the researcher modified to be 25 questions.

2) Social Marketing. Factors based on the concept of marketing mix strategies for social marketing of Kotler and Zaltman (1971), Kotler and Roberto (1989), and Weinreich (1999) were synthesized and found 3 observed variables: 1) Marketing Mix Strategies of 4Ps of Kotler & Zaltman (1971), 2) Marketing Mix Strategies of 4Ps of Weinreich (1999), and 3) Marketing Mix Strategies of 3Ps of Kotler & Roberto (1989), which were modified to be 24 questions.

3) Corporate image. Components based on the concept of corporate image measurement of Wasamon Sabaiwan (2010) were synthesized and 6 observed variables were found: 1) corporate image, 2) employee image, 3) executive image, 4) social responsibility image, 5) product and service image, and 6) management of equipment, buildings, and places image, which was modified to be 12 questions.

3.2.5.2 Endogenous Variables

Endogenous variables are latent variables that are affected by other variables in the system or model. For this research model, it consists of three latent variables, as follows:

1) Trust Components based on the concept of trust of McMillan et al (2010) were synthesized and 3 observed variables were found: 1) Non-opportunistic behaviors, 2) shared values, and 3) communication of nonprofit organizations, which were modified to be 6 questions.

2) Donation motivation. Components based on the concept of donors' motivation towards a donation to nonprofit organizations of Mixer (1993) were synthesized and 2 observed variables were found: 1) Internal motivations, and 2) external motivations, which were modified to be 14 questions.

3) Donation behaviors. Components based on the concept of donation behaviors of Kolm (2000) and Kanoksak Kaewthep (2009) were synthesized and 3 observed variables were found: 1) Determination of donation, 2) recommendations/word-of-mouth, and 3) repeated donation, which was modified to be 7 questions.

3.2.6 Variable Measurement

The measurement of key variables is based on the measurement by the appropriateness of the variables and the congruence with statistical analysis, as follows:

3.2.6.1 The Measurement of Communication Factors Influencing Donation to Nonprofit Organizations Variables

Part 2 of the questionnaire is determined to be measured by an internal scale with a summated rating scale to measure frequencies of donors' exposure to nonprofit organizations' information and the level of donors' opinions towards the influence of communication factors on their decision to donate to nonprofit organizations. This part comprises 1) rationale or reasons for exposure to nonprofit organizations' information, 2) credibility of nonprofit organizations, and 3) message and appeal strategies, and 4) religious beliefs.

The level of frequencies of exposure to nonprofit organizations' information is rated by a 5-level Likert Scale, from 1-5 scores, or the least or the lowest to the most or the highest, as follows:

Very Much/Very High	Equals	5	Scores
Much/High	Equals	4	Scores
Neutral/Moderate	Equals	3	Scores
Little/Low	Equals	2	Scores
Very Little/Very Low	Equals	1	Score

After that, criteria were determined for interpreting the meaning of the mean of five levels of exposure to nonprofit organizations' information exposure, as follows: (Boonchom Srisa-ard, 2013, p. 55).

Mean 4.21-5.00	=	NPO Information Exposure at a Very High Level
Mean 3.41-4.20	=	NPO Information Exposure at a High Level
Mean 2.61-3.40	=	NPO Information Exposure at a Moderate Level
Mean 1.81-2.60	=	NPO Information Exposure at a Low Level
Mean 1.00-1.80	=	NPO Information Exposure at a Very Low Level

Besides, the level of opinion or agreement towards each communication factor, namely, 1) rationale or reasons for exposure to nonprofit organizations' information, 2) credibility of nonprofit organizations and 3) message and appeal strategies, and 4) religious beliefs, is rated by a 5-level Likert Scale, from 1-5 scores, or the least or the lowest to the most or the highest, as follows:

Very Strongly Agree	Equals	5	Scores
Agree	Equals	4	Scores
Neutral	Equals	3	Scores
Disagree	Equals	2	Scores
Very Strongly Disagree	Equals	1	Score

After that, criteria were determined for interpreting the meaning of the mean of five levels of agreement towards each factor, as follows: (Boonchom Srisard, 2013, p. 55).

Mean 4.21-5.00	=	Strongly Agree
Mean 3.41-4.20	=	Agree
Mean 2.61-3.40	=	Neutral
Mean 1.81-2.60	=	Disagree
Mean 1.00-1.80	=	Strongly Disagree

3.2.6.2 The Measurement of Social Marketing Variables

Part three of the questionnaire is determined to be measured by an internal scale with a summated rating scale to measure the level of donors' opinions or agreement towards the nonprofit organizations' or NPOs' strategies of the social marketing mix and is rated by a 5-level Likert Scale, from 1-5 scores, or the least or the lowest to the most or the highest, as follows:

Very Strongly Agree	Equals	5	Scores
Agree	Equals	4	Scores
Neutral	Equals	3	Scores
Disagree	Equals	2	Scores
Very Strongly Disagree	Equals	1	Score

After that, criteria were determined for interpreting the meaning of the mean of five levels of agreement towards each factor, as follows: (Boonchom Srisard, 2013, p. 55).

Mean 4.21-5.00	=	Strongly Agree
Mean 3.41-4.20	=	Agree
Mean 2.61-3.40	=	Neutral
Mean 1.81-2.60	=	Disagree
Mean 1.00-1.80	=	Strongly Disagree

3.2.6.3 The Measurement of Corporate Image Variables

Part 4 of the questionnaire is determined to be measured by an internal scale with a summated rating scale to measure the level of donors' opinions or agreement towards the NPO's corporate image and is rated by a 5-level Likert Scale, from 1-5 scores, or the least or the lowest to the most or the highest, as follows:

Very Strongly Agree	Equals	5	Scores
Agree	Equals	4	Scores
Neutral	Equals	3	Scores
Disagree	Equals	2	Scores
Very Strongly Disagree	Equals	1	Score

After that, criteria were determined for interpreting the meaning of the mean of five levels of agreement towards each factor, as follows: (Boonchom Srisard, 2013, p. 55).

Mean 4.21-5.00	=	Strongly Agree
Mean 3.41-4.20	=	Agree
Mean 2.61-3.40	=	Neutral
Mean 1.81-2.60	=	Disagree
Mean 1.00-1.80	=	Strongly Disagree

3.2.6.4 The Measurement of Donors' Trust Variables

Part 5 of the questionnaire is determined to be measured by an internal scale with a summated rating scale to measure the level of donors' trust in nonprofit organizations or NPOs and is rated by a 5-level Likert Scale, from 1-5 scores, or the least or the lowest to the most or the highest, as follows:

Very Strongly Trust	Equals	5	Scores
Trust	Equals	4	Scores
Fairly Trust	Equals	3	Scores
Rarely Trust	Equals	2	Scores

No Trust/Distrust	Equals	1	Score
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After that, criteria were determined for interpreting the meaning of the mean of five levels of donors' trust on NPOs as follows: (Boonchom Srisa-ard, 2013, p. 55).

Mean 4.21-5.00 = Very Strongly Trust

Mean 3.41-4.20 = Trust

Mean 2.61-3.40 = Fairly Trust

Mean 1.81-2.60 = Rarely Trust

Mean 1.00-1.80 = No Trust/Distrust

3.2.6.5 The Measurement of Donors' Donation Motivation

Part 6 of the questionnaire is determined to be measured by an internal scale with a summated rating scale to measure the level of donors' motivation towards a donation to NPOs and is rated by a 5-level Likert Scale, from 1-5 scores, or the least or the lowest to the most or the highest, as follows:

Very Much/Very High	Equals	5	Scores
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Much/High	Equals	4	Scores
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Neutral/Moderate	Equals	3	Scores
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Little/Low	Equals	2	Scores
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Very Little/Very Low	Equals	1	Score
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After that, criteria were determined for interpreting the meaning of the mean of five levels of donors' motivation towards a donation to NPOs, as follows: (Boonchom Srisa-ard, 2013, p. 55).

Mean 4.21-5.00 = Having Very High Motivation

Mean 3.41-4.20 = Having High Motivation

Mean 2.61-3.40 = Having Moderate Motivation

Mean 1.81-2.60 = Having Low Motivation

Mean 1.00-1.80 = Having Very Low Motivation

3.2.6.6 The Measurement of Donors' Donation Behaviors

Part 7 of the questionnaire is determined to be measured by an internal scale with a summated rating scale to measure the level of donors' determination towards a donation to NPOs and is rated by a 5-level Likert Scale, from 1-5 scores, or the least or the lowest to the most or the highest, as follows:

Very Strong Determination	Equals	5	Scores
Strong Determination	Equals	4	Scores
Fair Determination	Equals	3	Scores
Low Determination	Equals	2	Scores
Very Low Determination	Equals	1	Score

After that, criteria were determined for interpreting the meaning of the mean of five levels of donors' determination towards a donation to nonprofit organizations or NPOs, as follows: (Boonchom Srisa-ard, 2013, p. 55).

Mean 4.21-5.00 = Having very strong determination

Mean 3.41-4.20 = Having high determination

Mean 2.61-3.40 = Having fair determination

Mean 1.81-2.60 = Having low determination

Mean 1.00-1.80 = Having very low determination

3.2.7 The Validation of the Research Tool

Validity and Reliability of the research tool or questionnaire were improved to be more explicit and appropriate through the following validation:

3.2.7.1 Validity Test

Content Validity was constructed and tested to examine the Index of Items-Objective Congruence (IOC), including the operational definitions and the appropriateness of the language used in each question by the following three communication experts:

1) Associate Professor Tatri Taiphapoon, Ph.D., a lecturer of the Department of Public Relations, the Faculty of Communication Arts, Chulalongkorn University.

2) Associate Professor Kuntida Thamwipat, Ph.D., the Faculty of Industrial Education and Technology, King Mongkut's University of Technology Thonburi.

3) Assistant Professor Saranthorn Sasithanakornkaew, Department of Communication Arts and Information Sciences, the Faculty of Humanities, Kasetsart University.

After improving the question statements towards correctness and appropriateness as recommended by all the above three experts, data were collected from pilot-study samples to test the construct validity by Confirmatory Factor Analysis (CFA) and the Measurement Model of the latent variables of the model of communication factors influencing donation to NPOs, developed by the researcher to test the Model Fit or to examine if the developed model is congruent with the empirical data. If more than 3 index values pass the determined criteria, it means the developed model is congruent with the empirical data and has construct validity. The index values must pass the following criteria: 1) Chi-square (χ^2) > 0.05, 2) Relative Chi-square (χ^2/df) < 2.00, 3) Goodness of Fit Index (GFI) > 0.90, 4) Adjusted Goodness of Fit Index (AGFI) > 0.90, 5) Comparative Fit Index (CFI) > 0.90, 6) Normed Fit Index (NFI) > 0.90, 7) Incremental Fit Index (IFI) > 0.90, 8) Relative Fit Index (RFI) > 0.90, 9) Root Mean Square Residual (RMR) < 0.05, and 10) Root Mean Square Error of Approximation (RMSEA) < 0.05. (Yuth Kaiwan, 2013, p. 231; Supamas Angsuchoti et al. (2001, pp. 21-24)). All observed variables were also tested to see if each latent variable can be distributed properly through the consideration of the factor loading of each observed variable, which must be no lower than 0.05 with statistical significance. (The result of the construct validity test is displayed in Chapter 5)

After that, the researcher improved the question statements of the questionnaire, as advised by the experts, the questionnaire further proceeded for reliability test.

3.2.7.2 Reliability Test

The Internal Consistency Reliability was tested by Cronbach's Alpha Coefficient by applying the revised questionnaire, as recommended by the experts, to try out with 30 samples who used to donate to NPOs at least twice a year, with possessing similar attributes to those of the actual samples of the study, but these samples were not actual samples of the study. Only the question statements with α of higher than 0.7 were selected since it indicates that each sample responds in the same direction or the question statement is reliable. (Cronbach, 1990, Laddawan Petchroj & Achara Chamniprasart, 2002)

$$\alpha = \frac{K}{K-1} \left[1 - \frac{\sum S_i^2}{S_t^2} \right]$$

where α = Reliability or alpha value
 K = Number of items or statements
 S_i^2 = Variance of each statement's score
 S_t^2 = Variance of the total score

After all statements in the questionnaire passed the determined quality criteria, questionnaires were proceeded to collect data from the actual samples further.

From the test of Internal Consistency Reliability of the questionnaire, the questionnaire was found to have α of higher than 0.7, which means that its reliability is acceptable, with the following results:

- 1) Reliability of the overall 87 statements in the questionnaire = 0.948.
- 2) Reliability of 25 statements on the influence of communication factors on donation to NPOs = 0.856.
- 3) Reliability of 24 statements on the influence of social marketing on donation to NPOs = 0.949.
- 4) Reliability of 12 statements on the influence of corporate image on donation to NPOs = 0.935.

5) Reliability of 6 statements on the influence of donors' trust on donation to NPOs = 0.953.

6) Reliability of 14 statements on the influence of donors' motivation on donation to NPOs = 0.899

7) Reliability of 7 statements on the donors' donation behaviors = 0.936

After all statements in the questionnaire passed the determined criteria, the questionnaire was further proceeded to collect data from the samples.

3.2.8 Data Collection

Data collection was divided into two parts: self-administered questionnaires at the nonprofit organization sites or their special events or exhibitions, and self-administered online questionnaires through the Google Docx Program on the docs.google.com website. The researcher encouraged and asked for respondents' cooperation by linking to the frequently-visited websites, i.e., www.facebook.com, www.pantip.com, etc., especially Facebook Fan Page on the Facebook website, and Web Board on Pantip website, whose content is related to the donation to nonprofit organizations. At first, the qualifications of the samples were screened. The total number of online and offline questionnaires for this study is 315. After data collection, data were processed by the statistical package program, analyzed, synthesized, and summarized for further discussion and recommendations.

3.2.9 Data Processing

After data collection, data proceeded as follows:

- 1) Examine if the data in the responded questionnaires is complete. Any incomplete questionnaire would be sorted out as unusable.
- 2) Determine how to code in the coding sheet to cover the sample size.
- 3) Apply the coded data to be recorded and processed by statistical package program for calculating all related research statistics for further discussion.

3.2.10 Statistics Used for Data Analysis

For the quantitative research of this study, the following statistics were applied:

3.2.10.1 Descriptive Analysis: Data were analyzed by percentage, mean (\bar{X}), and standard deviation for the following information of the respondents: general information or demographic attributes, level of exposure to NPO information, level of agreement on the influence of communication factors, social marketing, corporate image, trust, and donation behaviors on donation to NPOs.

3.2.10.2 Pearson's Correlation Coefficient to analyze the relationship between observed variables in the structural equation model (SEM), which must not exceed 0.80. The researcher applied the following criteria for interpreting the meaning: (Yuth Kaiwan, 2013, p. 220)

Table 3.1 Criteria for Interpreting the Meaning of Pearson's Correlation Coefficient

No.	Correlation Coefficient (r)	Meaning
1	0.90-1.00	The relationship goes in the same direction at a very high level.
2	0.70-0.90	The relationship goes in the same direction at a high level
3	0.50-0.70	The relationship goes in the same direction at a moderate level
4	0.30-0.50	The relationship goes in the same direction at a low level
5	0.00-0.30	The relationship goes in the same direction at a very low level

3.2.10.3 The Analysis of Congruence of Structural Equation Model (SEM) to examine the congruence of the structural equation model of communication factors influencing donation to nonprofit organizations, developed by the researcher, and the empirical data by estimating the model's parameter value with Maximum

Likelihood Estimates (MLE) against all standardized index values, as illustrated in Table 3.2.

Table 3.2 The Criteria for Indicating the Congruence between the Structural Equation Model and Empirical Data

No.	Congruence Index	Criteria
1	Chi-square (χ^2)	$p > 0.05$
2	Relative Chi-square (χ^2/df)	$\chi^2/df < 2.00$
3	Goodness of Fit Index (GFI)	$GFI > 0.90$
4	Adjusted Goodness of Fit Index (AGFI)	$AGFI > 0.90$
5	Comparative Fit Index (CFI)	$CFI > 0.90$
6	Normed Fit Index (NFI)	$NFI > 0.90$
7	Incremental Fit Index (IFI)	$IFI > 0.90$
8	Relative Fit Index (RFI)	$RFI > 0.90$
9	Root Mean Square Residual (RMR)	$RMR < 0.05$
10	Root Mean Square Error of Approximation (RMSEA)	$RMSEA < 0.05$

If more than 3 indices pass the determined criteria, it means the developed model is congruent with the empirical data or indicates a Model Fit. (Yuth Kaiwan, 2013, p. 231; Supamas Angsuchoti et al., 2001, pp. 21-24).

3.2.11 Data Presentation

The research findings are presented following the research questions, objectives, and hypothesis, based on the related concepts, theories, and studies, as follows:

- 1) Which communication factors influence the donors' decisions to donate to nonprofit organizations?
- 2) Is the measurement model and the structural equation model of communication factors influencing the donation to nonprofit organizations, developed by the researcher, congruent with the empirical data? And how?

Table 3.3 The Distribution of Research Variables and Statements in the Questionnaire

No.	Research Variables	Statements in the Questionnaire
1	Latent Variable Communication factors Observed Variables <ul style="list-style-type: none"> - Exposure to NPOs' information - NPOs' credibility - Message and appeal strategies - Religious beliefs 	<ul style="list-style-type: none"> - Part 2, No. 1-17 - Part 2, No. 18-20 - Part 2, No. 21-22 - Part 2, No. 23-25
2	Latent Variables Social Marketing Observed Variables <ul style="list-style-type: none"> - 4Ps Social Marketing Mix of Kotler & Zaltman (1971) - 4Ps Social Marketing Mix of Weinreich (1999) - 3Ps Social Marketing Mix of Kotler & Roberto (1989) 	<ul style="list-style-type: none"> - Part 3, No. 1-9 - Part 3, No. 10-18 - Part 3, No. 19-24
3	Latent Variable Corporate image Observed Variables <ul style="list-style-type: none"> - Corporate image - Employee/volunteer image - Executive image - Social responsibility image - Project, product, and service image - Management of equipment, buildings, and places 	<ul style="list-style-type: none"> - Part 4, No. 1-2 - Part 4, No. 3-4 - Part 4, No. 5-6 - Part 4, No. 7-8 - Part 4, No. 9-10 - Part 4, No. 11-12

No.	Research Variables	Statements in the Questionnaire
4	Latent Variable Trust	
	Observed Variables	
	- Non-opportunistic behaviors	- Part 5, No. 1-2
	- Shared values	- Part 5, No. 3-4
	- NPOs' communication	- Part 5, No. 5-6
5	Latent Variable Donation Motivation	
	Observed Variables	
	- Internal motivations	- Part 6, No. 1-7
	- External motivations	- Part 6, No. 8-14
6	Latent Variable Donation behaviors	
	Observed Variables	
	- Determination to donate	- Part 7, No. 1-2
	- Recommendation/word-of-mouth	- Part 7, No. 3-5
	- Repeated donation	- Part 7, No. 6-7

CHAPTER 4

THE FINDINGS OF QUALITATIVE RESEARCH

The research, “Structural Equation Model Development of Communication Factors Influencing Donation to Nonprofit Organizations,” is mixed-methods research, aimed to develop and test the congruence of the structural equation model of communication factors influencing donors' decision-making to donate to non-profit organizations, including examining how successful non-profit organizations in Thailand communicate with donors. The research was conducted by 1) qualitative research through in-depth interviews with key informants responsible for directly communicating with non-profit organizations and scholars with knowledge of nonprofit communication by using a semi-structured interview guide, which the researcher can adjust or add questions flexibly with open-ended questions, as a tool for data collection. 2) Quantitative research was conducted by close-ended survey questionnaires in a one-shot descriptive study, collected from the samples who are representatives of the needed population. The survey questions were developed from the review of related theories, concepts, and studies, but adjusted to be more suitable for Thai contexts. In Chapter 4, the presentation of the findings is divided into two parts. Part 1 presents the findings of in-depth interviews with two people responsible directly for communication in each of the two nonprofit organizations (NPO), and Part 4 the findings of in-depth interviews with two scholars in the field of nonprofit organizational communication, with details of each part as follows:

4.1 Part 1: The Findings of In-Depth Interviews with People Responsible Directly for Communication in Nonprofit Organizations

The findings are presented to cover all topics in the interview guide as follows:

4.1.1 NPOs' Communication

From the study, it was found that all four key informants responsible directly for communication in the studied nonprofit organizations (NPO) provided information about their organizational communication in the same direction. All of them utilized the traditional or mainstream media mainly for their communication and nowadays they use social media increasingly because of its lower cost and accessibility to donors effectively. Furthermore, all of the interviewees emphasized the use of free media, especially mass media, without concerning much about their broadcasting time.

We try to communicate, covering even out of home. If we can get free time or space for publicity, we will do; otherwise, we cannot. What we are doing regularly is communication through social media, i.e., Facebook, IG Twitter, YouTube, Line, etc. with low cost and being able to access people increasingly. Especially Line, I think every foundation should have. Actually, what we still publicize mainly are Advertising films. As I told that we will not pay for buying media so we hardly have our advertisement on prime time. (Maschawee Watthanachai, personal communication, January 31, 2020)

To classify the media used roughly, our foundation uses mass media, such as TVC, online, out of home (OOH) media, etc., which are in the plan, and also below the line media, including POP. However, if it's not in our plan, i.e., radio, we will not focus on it any more. The question is what we have to do if we have plans without supporting budgets. As a foundation, we will ask for collaboration or financial assistance. Mostly, over 50% of which we requested are responded as we have been operating our work in Thai society for a long time. However, we may not get a prime time. (Nida Kornkosa, personal communication, January 31, 2020)

From the interview, one key informant narrated about the evolution of media usage of the Fund Raising Bureau, the Thai Red Cross Society, that it initiated face-to-face interpersonal communication for fundraising in a persuasive approach. The first event that has been organized continually up to the present is "the Red Cross Fair." Later, direct mails were used and very successful in obtaining donation, especially during 2003-2004. At present, social media has been using greatly.

For communication, it tends to be face-to-face. For fund raising, it will be persuasive or solicitation. The first fund raising is the Red Cross Fair. Later, we developed to publicize through a variety of media or channels to get more donation. In 2003, we started to communicate with general people through direct mails with a PR package, which we had never done before. However, we could get very good response in terms of assistance and donation. All through the year 2003-2004, we could gain more than 100 million baht. Earlier, we used all mainstream media, but after the social media era, we never pay for the mainstream media at all. Instead, we ask for their collaboration to have time or space that they can give for our publicity, at any time. (Chanprapa Wichitchonchai, personal communication, March 6, 2020)

"I have to say that communication of today and in the past is totally different. In the past, we used all kinds of mass media. At that time, which media was popular, we used that media. However, the condition of our media usage is no payment. Thus, the disadvantage of asking for support from mass media is we cannot force them to publicize for us at a certain time, or to ask for more broadcasting frequencies because it is free. At present, we have to admit that social media is very influential. We can say that the success of the Red Cross Fair is a consequence of using social media and websites with very low budgets. (Krongthong Phetwong, personal communication, March 6, 2020)

4.1.2 Communication Strategies to NPOs' Donors

4.1.2.1 Communication Strategies for Establishing Trust and Faith

All four communicators of NPOs apply the same strategy for establishing trust and faith, namely a focus on presenting each organization's strength

as a highly credible organization with transparent operations, and as being under the Royal patronage, and having a Royal Family Member as Ong Upanika or the Director.

Our communication strategy is to emphasize our credibility to donors or potential donors. We insist that we are responsible for our conveyed information; thus, we have to disclose correct information to the media and people. Over ten years, the foundation has been under the Royal patronage. This helps to increase high credibility for our foundation. (Maschawee Watthanachai, personal communication, January 31, 2020)

For the Ramathibodi Foundation, the communication strategy focuses on the age of the foundation or its long operations in Thai society. Besides, they emphasize the regular auditing of the foundation by several committee members, which can reflect the transparency of the foundation too.

Ramathibodi Foundation gives an importance to the establishment of the foundation's credibility in various dimensions, namely 1) the long-lived of the foundation in Thai society, 2) the foundation under the Royal patronage, and 3) the foundation's identity of having a plenty of committee members for auditing, whose names are disclosed on the website to the public. From such credibility, it leads to our transparency as well. We have regular auditing. Once money is donated to our foundation, donors can know to which project the donation will contribute, as determined by donors. We cannot use their donation for certain projects to other projects. Besides, they will know when we will need donation for the next project, as we will publicize our new fund-raising project to inform them. (Nida Kornkosa, personal communication, January 31, 2020)

Remarkably, from the interview, organizations pinpoint communication that portrays the results of donors' donations that can assist people needing help genuinely and how the helped people's quality of life is improved. In brief, it is important to let donors see that their donated money is used maximally towards the utmost benefits via organizational media to assure their trust.

I believe the operations of the Thai Red Cross Society have been witnessed by general people. No matter in which project of fund raising, we will always communicate how donors' money will be used, and what is the progress of the projects. Sometimes, we have to interview on the better quality of life of the beneficiaries in our Ruam Jai: Help the Red Cross Journal, including letting donors know about our operations and helping projects. It is to ensure them that their money reaches those who really need help genuinely. Besides, we always communicate that our foundation is under the Royal patronage and having the Royal Family Member as our upayika or director. This can make donors trust and have faith in our foundation greatly. (Chanprapa Wichitchonchai, personal communication, March 6, 2020)

Mostly, our communication strategies are in the form of creating trust and faith. We do not invite people directly, but we present the activities of the Thai Red-Cross Society to call for their trust and donation. Each year, we have to summarize in which part people get help from the foundation, and we use such information to produce infographic for asking for their further assistance and donation. Donors can be confident of our operations that their donation can really assist people who need help genuinely. (Krongthong Phetwong, personal communication, March 6, 2020)

4.1.2.2 Proper Communication Strategies to Reach Donors of Different Ages

All four key informants provided similar information about the proper communication strategies for donors of different ages. They all perceived that donors of different ages have different media exposure. They also concern about which media can access each group of donors the most so that they can choose media and communication approaches suitable for donors of each group towards the most effectiveness.

Our donors can be anyone. We thus have to classify our communication to cover the target groups imposed by the foundation. For instance, this year, we planned that we should communicate to the elderly owing to the Elderly Allowance Program. Thus, we have to know what are the

characteristics of people at this age group. Therefore, media usage has to be selected to be suitable for each different group. It is important to know to which media and content each group is exposed. (Maschawee Watthanachai, personal communication, January 31, 2020)

How to communicate depends on with whom we communicate. If we talk to donors at our hospital, we will communicate in one way as they know well about our hospital, so we don't have to explain in details. However, if we talk to someone who never knows Ramathibodi Foundation before, we have to communicate in another way. In terms of age, our communication to donors aged 60 and 30 years old is different. In some projects, we may cover all general people, but in some projects, we have to consider if we need to focus on any specific groups. (Nida Kornkosa, personal communication, January 31, 2020)

Firstly, we have to classify our target groups. Fund raising by mail is possible for donors' who can contact by mail, or people aged over 40 years old. This group of people has sufficient financial status, ready for donation. However, for the group of lower than 35 years old, we have to change our communication approaches. For instance, potential donors of Gen Y prefer precise, compact, and straightforward message. If they will donate, they will do. Therefore, for this group, we'd rather organize an event or ask for celebrity endorsement as our spokesperson. (Chanprapa Wichitchonchai, personal communication, March 6, 2020)

The Thai Red Cross Society has different ways of communication to different groups. The elderly group has sufficient finance and is ready for donation. Thus, the communication to them will emphasize what they want to help. Thus, it is this kind of content to talk to this group. However, for younger generation, the channel must be social media. For the elderly, they use Line, but general teenagers use Twitter. Facebook is for reporting information or news. (Krongthong Phetwong, personal communication, March 6, 2020)

2.1.2.3 Strategies of Using Personal Media

From the interview about the usage of personal media, personal media used by each NPO can be classified into the following:

1) The Royal Family Member as personal media. All four key informants provided the same response that having the Royal family member as personal media can increase the foundations' credibility and donors' faith.

Over ten years, we are under the Royal patronage; thus, it can increase our foundation's credibility. Therefore, what we communicate to the public, we have to be responsible. (Maschawee Watthanachai, personal communication, January 31, 2020)

Our foundation is under the Royal patronage. Hence, it can increase our credibility of more than half already. (Nida Kornkosa, personal communication, January 31, 2020)

The Thai Red Cross Society is under the Royal patronage having the Royal members as the upayika or director. The administration of The Thai Red Cross Society has His Majesty King Maha Vajiralongkorn Bodindradebayavarangkun as Royal Patron of the Society, Her Majesty Queen Sirikit the Queen Mother as President, and Her Royal Highness Princess Maha Chakri Sirindhorn as Executive Vice President. (Chanprapa Wichitchonchai, personal communication, March 6, 2020)

The Thai Red Cross Society has the Royal family member as the upayika or director. Therefore, in our mission, we have to concern about who is our superior, especially, Her Royal Highness Princess Maha Chakri Sirindhorn. It is apparent that the publicized news on the Thai Red Cross Society and on the missions of Her Royal Highness Princess, she is an influential personal media. When we will do any activity, we have to realize that we work cautiously under Her Royal Highness's patronage without causing any dishonor. (Krongthong Phetwong, personal communication, March 6, 2020)

2) Employees as personal media. All four key informants agreed that organizational personnel or employees play a significant role in communicating with donors and in establishing good relations with donors.

Personal media, i.e., employees, can make donors make their decision on donation more easily. Some staffs who have been working for a long time can remember donors' name. This makes them feel that they are important. Therefore, organizational personnel are the image of the organization. It is the first door that all donors will get to. Sometimes, when donors do not know about the foundation nor did we use mass media to publicize our project, good human media can induce donors' good feeling. (Maschawee Watthanachai, personal communication, January 31, 2020)

I don't know about other foundations, but here personal media affects a lot on donors, especially major or big donors, who have very intimate relationship with the Ramathibodi Foundation. We do not only accept their donation and that's it. Instead, we have to take care of them as warmly as we could. Thus, I can answer right away, if being asked, that here personal media is very significant. (Nida Kornkosa, personal communication, January 31, 2020)

A key informant noted that employees' determination and devotion to work can increase donors' confidence that their money for helping intended projects can surely help those who need help truly.

Employees who work with strong determination, sacrifice, honesty, and high responsibility can make people feel confident that every baht they donate to the foundation will be spent towards maximal benefits. When donors come to donate at the Thai Red Cross Society and see our employees' devotion and hard work without any sign of tiredness, they will believe that their donation can reach the sufferers surely. Thus, personal media is one of the factors that yield donors' confidence that their donation will be spent towards the utmost benefits. (Chanprapa Wichitchonchai, personal communication, March 6, 2020)

Another key informant remarked that in some areas, donors or general people who do not use social media mainly, personal media plays an important role in providing information and being organizational representatives.

Donors of the Thai Red Cross Society are not only those who use social media, but also other groups in other regions who still get used to personal media or other kinds of media, i.e., conversation, events, etc. Especially, in the regional areas, personal media considered as the most important is Provincial Thai Red Cross Society staff, who are our representatives. (Krongthong Phetwong, personal communication, March 6, 2020)

3) Stars, actors, or celebrities as personal media. Most key informants (3 of 4) perceived the use of stars, actors, or celebrities as personal media for attracting the general public, fan clubs, and donors, to pay attention to what the organizations wanted to convey i.e., to make people know more about the foundation or projects that they want to donate or assist. Besides, these personal media can draw more volunteers and participation in organizational activities.

Ramathibodi Foundation has been supported very well by famous stars and actors to be PR presenters, i.e., to sell souvenirs, etc. Besides gaining more donors and buyers of the foundations' souvenirs, they help to make people interested in the projects that we publicize increasingly, including drawing more volunteers into the foundations' activities. (Nida Kornkosa, personal communication, January 31, 2020)

The way for approaching donors aged lower than 35 years old requires the use of celebrities for endorsement. For example, if we will organize a concert in which voluntary artists join us, we will ask those artists to communicate to this target group that their favorite artists participate in helping the Thai Red Cross Society. If they are their fan clubs, they will believe. If their artists tell them to help, they will help. (Chanprapa Wichitchonchai, personal communication, March 6, 2020)

However, one of the four key informants noted that from the research conducted by Ramathibodi Foundation, the use of stars or actors for

publicizing the foundation's project did not affect the increase of donation to the foundation, but affected the public's increased attention and knowledge about the foundation.

If we talk about the use of stars or actors for communicating to donors, mostly they were willing to help us without pay, but as volunteers, to promote our projects. Although it did not affect our increased donation directly, it helped to make donors or fan clubs to pay more attention to the foundation's advertisement. Some people may not know our foundation before, so these stars or actors helped to introduce our foundation and to draw more attention. (Maschawee Watthanachai, personal communication, January 31, 2020)

2.1.2.4 Strategic Alliances or Partnerships

All four key informants agreed that every organization has alliances for collaborations. For charity or nonprofit organizations, alliances are very essential since they require collaboration from several sectors in society, both private and government sectors, including other nonprofit organizations to operate projects for supporting society.

We are quite open in making media or raising funds with any partner of all professions. The example of other nonprofit organizations we used to work with is Phradabos Foundation. For government organizations, we collaborate sometimes, i.e., the Government Lottery Office and Alumni Associations of some academic institutes that jointly donate or participate in our voluntary activities. (Maschawee Watthanachai, personal communication, January 31, 2020)

If we need assistance from volunteers, we will inform the public, but we will not focus on asking for money directly. We won't do that because we will concern about our mission first. Then, more agencies came to help, and some sent cars to help us, or some requested for participation. We also have some big partners that help us regularly. For example, a truck is from this company or a container from that company. (Krongthong Phetwong, personal communication, March 6, 2020)

One of the key informants suggested that nonprofit organizations should establish good relationships with alliances or partners, and should take care of alliances like donors. Good relationships with alliances lead to coordination and joint operations for society and help to run projects or what need to be helped to be successful more easily.

We collaborate with other agencies. Our foundation has good relations with all partners. As said, partners are like donors. We have to take care of them as best as we could. If we have good relationships with them, when they have to do any project or when we need any assistance, we can acquire good collaboration from them and it can make our work successful more easily. There are many nonprofit organizations that used to work in the same project with us, i.e., the Mirror Foundation, etc. For private organizations, we used to work with Vichai Srivaddhanaprabha Foundation, who was the owner of King Power. (Nida Kornkosa, personal communication, January 31, 2020)

Besides establishing collaborations with alliances or partners, the Fund Raising Bureau, the Thai Red Cross Society, also plays a role as a mediator or liaison for sharing to help society.

Actually, to run activities with other charity organizations may not be so apparent. We are charity organizations; therefore, we perform as a mediator or sharing organization. Especially, we share a lot. The Thai Red Cross Society is an organization performing as a mediator in transmitting generosity from a giver to a receiver. (Chanprapa Wichitchonchai, personal communication, March 6, 2020)

2.1.2.5 Strategy for Getting an Online Donation from Crowdfunding

A key informant from the Fund Raising Bureau, the Thai Red Cross Society, proposed a strategy for getting online donations from crowdfunding via social media. It is remarkable that at present donors gather together as an online community via social media to share and discuss information about donation and activities organized by the Thai Red Cross Society. This group tends to be volunteers who have a common interest or determination towards donation or participation in the

activities of the Thai Red Cross Society. For this group, communication should be conducted through social media mainly since in the online world, communication should be direct and precise. Besides, the organizations should report their performance after the completion of each project to enhance their trust and increase communication effectiveness with this group.

We will utilize social media. Now, we use crowdfunding or what we call the kind people community. Now, we have an online community of donors and people who want to participate in activities organized by the Thai Red Cross Society. They chat and exchange their ideas. For communication with this group, we emphasize straightforward, simple, and precise information, such as what we will do with the money we request from them and we also report the results after such a project finish. (Chanprapa Wichitchonchai, personal communication, March 6, 2020)

4.1.3 Content Used by NPOs to Persuade Donors

All four key informants identified the same strategy of message used for persuading donors. Namely, they focus on factual information on the organizational missions, projects run by the organizations, and the results that occur after the project is completed.

It depends on each project and the importance of what we gained from the studies. For any urgency, people tend to help faster. However, since most of our projects require no urgency like other organizations, we have to pinpoint on other benefits donors will get or advantages of helping other people, at least being able to save other people's lives. (Maschawee Watthanachai, personal communication, January 31, 2020)

How we select our message depends on to whom we talk or communicate. If we talk to donors at the hospital, we will talk this way since they know us quite well, so we don't have to explain in details. However, if we talk to people who don't know Ramathibodi Foundation, we have to start with telling for what purpose Chakri Naruebodin Medical Institute was founded. (Nida Kornkosa, personal communication, January 31, 2020)

Importantly, no matter which strategy or communication method we will use, we have to tell them the fact. We have to tell donors the truth what is the mission of the Thai Red Cross Society. (Chanprapa Wichitchonchai, personal communication, March 6, 2020)

The message must be direct and straightforward. We must tell the fact to let donors see and need to help. We have to admit that the Thai Red Cross Society has its strength. Thus, when people donate to us, we can assure them of their donation towards utmost benefits. Our Office of Information and Corporate Communication communicates the content about our mission mainly. Our contribution to society that makes people have trust and faith in our foundation is also a part of the Office's communication. Therefore, our message emphasizes the creation of trust and faith and communication of the services of the Thai Red Cross Society. (Krongthong Phetwong, personal communication, March 6, 2020)

Besides the use of factual messages, nonprofit organizations also use emotional messages for persuading donors. All four key informants informed that they also use emotional messages. However, some suggested that it must be used properly, and in some specific cases, i.e., in the case that some people are needing help. Still, it must base on the fact to achieve successful persuasion.

We also use emotional message. Some issues are sensitive and difficult to convey, i.e., the picture of the sick people, etc. However, they allowed us to use. We tried to show donors our real cases. Therefore, in the case of sick people, we have to ask for their permission first if they will allow us to publicize or not. Not everyone wants to have his or her story to be publicized. Our duty is to help people; on the other hand, we must not use their suffering to make them suffer more. (Maschawee Watthanachai, personal communication, January 31, 2020)

We have to admit that Thai people tend to make decisions based on emotional rather than functional message, not related to donation only, but also almost every issue. Remarkably, our foundation will not emphasize depressing message. If we use emotional message, it will be positive or

something people want to see. (Nida Kornkosa, personal communication, January 31, 2020)

In communicating to donors, we must use facts to tell them, i.e., what the Thai Red Cross Society does, etc. On the other hand, we also supplement it by emotional communication. However, we may not use the content quoted by us, but by others. For example, in the case that we are going to buy some medical tools, we will ask medicians to communicate to donors how important these medical tools are crucial for patients whereas patients will tell donors without these tools, how difficult their life or their family will be. Thus, we will use these two parts to communicate to donors or potential donors to indicate how people who use these tools can contribute to people who will be cured or treated by these tools and how worthwhile their donation is. (Chanprapa Wichitchonchai, personal communication, March 6, 2020)

Actually, we use emotional message in our request for support firstly, when someone is waiting for hope, like other foundations; secondly, when we go out to help someone, and thirdly when something is still needed, we will communicate to donors what we need from the donors. (Krongthong Phetwong, personal communication, March 6, 2020)

In addition, all four key informants reject the use of religious belief to persuade people to donate as they perceived that religious beliefs are a personal issue of each individual. If donors have such beliefs, such beliefs may be embedded in donors personally.

Truly, we will not have religious issues in our message since there is more than one religion in Thailand. Some Buddhist beliefs may have been cultivated since the old days, but we should not use them in our communication. Therefore, we will say something like what you will gain from making merits. Besides, we cannot apply such beliefs to everyone. Some donors are Muslims, Christians, etc. Thus, when we communicate with general people, we should not have religion involved. They can feel some emotional messages. (Maschawee Watthanachai, personal communication, January 31, 2020)

If donors believe in some religious issues, although we do not say anything about it, they still believe in them and intend to do some charity because of such beliefs. Sometimes, people want to do some good deeds on a Buddhist holy day. They will do anyway, despite no message about this from us. We may just say something like today is a Buddhist holy day, but it is not our major communication strategy or content. (Nida Kornkosa, personal communication, January 31, 2020)

We will not use religious beliefs for communication. We will not talk like a monk that if they do some merits, they can get rid of some trouble. We will not refer to such belief. Mostly, we tend to use a sentence like we can give a chance to someone or to give a new life to someone instead. Thus, we will not persuade them to making merits. It is up to their own beliefs. The concept we use is the more you give, the more you will get. Here, it does not mean merits, but if they want to think that way, it's up to them, but what we mean is to get more happiness. (Chanprapa Wichitchonchai, personal communication, March 6, 2020)

The Thai Red Cross Society will not use the religious beliefs for communication; although, principally we never obstruct any religion or have no religious, sex, or race discrimination. Everybody is all equal. However, beliefs are each individual's matter. Therefore, we will not mention or talk about religious merits, but only concrete things that we can prove or perceive clearly. We 'd rather communicate what we can truly help than what we believe. (Krongthong Phetwong, personal communication, March 6, 2020)

4.1.4 Major Factors Influencing Donors' Decision to Donate to Nonprofit Organizations.

From the interview, factors can be classified into the following:

4.1.4.1 Donors' Trust and Faith in NPOs

All four key informants perceived in the same way that trust and faith is a major factor influences the donation. From the interviews, it was found that what makes donors have trust and faith in a non profit organization is the long living of the

organizations, and the patronage of the Royal Family Member increases organizations' credibility.

As we are a long-lived foundation and our credibility has been established for a long time, we just maintain it and avoid causing any damage to our image. For over ten years, we are under the Royal patronage, so it helps to increase our credibility. Such credibility is a very influential factor on the donors' trust and confidence towards their donation to our foundation. (Maschawee Watthanachai, personal communication, January 31, 2020)

Firstly, our foundation has long living in Thai society. Secondly, we are the foundation under the Royal patronage. These factors increase our credibility more than 50%. They are important factors affecting donors' donation to our foundation. (Nida Kornkosa, personal communication, January 31, 2020)

The Thai Red Cross Society is a very old charity organization. We are aged over 127 years old and has been under the Royal patronage. People thus have high trust and faith as the original capital. Therefore, whenever the country faces any disaster, people will come to donate at the Thai Red Cross Society. It proves that they trust and have faith in our foundation that we will use their money for true contributions. (Chanprapa Wichitchonchai, personal communication, March 6, 2020)

The main factor inducing donors to donate to our foundation is their faith and trust. The Thai Red Cross Society is the organization that has proved to help people explicitly. We have strong stability since it has been in Thai society for 127 years. Secondly, we have the Royal family member as our patron. (Krongthong Phetwong, personal communication, March 6, 2020)

4.1.4.2 Organizational Missions and Project Implementations

All four key informants agreed that the organization's missions and project implementations are major factors influencing donors' decisions towards a donation to nonprofit organizations. Therefore, each profit organization should communicate its main mission clearly, including operating projects transparently by using donated money as desired by donors explicitly. Besides, a report of the

operations should be communicated to donors to increase their trust and confidence that their donation is used beneficially and genuinely. This can also induce potential donors towards donation accordingly.

I fund raising of any project, we have to communicate the results of how we use the donated money we receive from donors to let them be informed of the progress of such a project. Thus, we always report our progress in combination with the presentation of our interviews with the beneficiaries to illustrate how their lives are bettered or taken care of. Mostly, we communicate through our journal, Ruam Jai: Help the Red Cross. This journal is sent directly to donors to let them know about our work, what we have done or to whom we use their donated money, and what are the results of each project or activity. Moreover, in the journal, it includes a part of appreciation from people who receive donation or are helped to assure donors that their money truly reaches the recipients. (Chanprapa Wichitchonchai, personal communication, March 6, 2020)

The Thai Red Cross Society is the national charity public organization and a leading organization of volunteers. We thus need to have content about our projects or activities that serve our status and missions. We are an organization with clear missions; thus, donors or people in society are confident that we will tell them every time for what or to where their donation is spent, either nationally or internationally. Our work is clear and can be witnessed by our past performance. We emphasize transparency and auditability, to which are factors we give high importance as it affects donors' donation. (Krongthong Phetwong, personal communication, March 6, 2020)

Moreover, from the interviews, 2 of 4 key informants remarked that some donors have known the organizations for a long time and have high confidence in the organization's operations. Therefore, sometimes, projects may not have much influence on their decisions to donate or not since they trust that the organizations can organize any activity for social contribution. Mostly, the organizations will report for which project their donation can be used. Interestingly, nowadays, this tendency seems to be increasing.

The purpose of each project is very important. If we say that we will use the money for this project, we must give to this project, not any others. To have a clear project is another major factor affecting the donors' decision towards donation. Therefore, to have a certain concrete project can help to explain that we are transparent. We can say that we will use it to help poor patients, to establish a medical school, etc. However, it is remarkable that sometimes we find some donors do not care about what kind of projects we will operate. Once they believe in the organization or foundation, we trust the activities or projects they will do. This tendency seems to be increasing and this also helps to expand the base of our donors as people have known our foundation for a long time and what we do. (Maschawee Watthanachai, personal communication, January 31, 2020)

If the foundation never has any project, but asks for donation, donors must question for what purpose the donation will be. From my experience at the donation desk, due to some donors' trust in our foundation, they asked to which project they should donate, while some said we could donate to any project up to our consideration. In my opinion, this kind of happening can occur once the foundation is trusted by donors at some levels. Importantly, when donation comes in, donors will know who will determine where this donation will go or for what purpose. We cannot use the donation for a desired project to other projects. When we want to use donation for other purposes, we will organize new fund raising. Thus, we will never use the donation intended to construct a medical building to do something else. (Nida Kornkosa, personal communication, January 31, 2020)

4.1.4.3 Convenient and Various Donation Channels

All four key informants agreed that a variety of convenient channels for donation is another important factor influencing donors' decision towards the donation.

Of course, if we have only one counter for getting donation, it's impossible for donors to drive from their home town out of Bangkok to donate here. In the past, it might be more complicated, donors had to go to a bank to

transfer their money. They had to leave home, went to a bank, or traveled. At first, they may intend to donate, but it may not be convenient for them to do so. Therefore, the more convenience and more variety of channels for donation, the more opportunities the foundation will gain donation. It's very common. (Maschawee Watthanachai, personal communication, January 31, 2020)

To increase diverse donation channels so that donors can donate more easily can increase donors' need towards donation. Nowadays, people don't have to travel to the foundation or hospital, they can donate on the website. Besides, we also collaborate with some other Applications to increase more channels to make donation easier and more convenient. Even at the hospital, we also provide several spots throughout the hospital for receiving donation. (Nida Kornkosa, personal communication, January 31, 2020)

Personally, I think various donation channels increase convenience for donors. Thus, it is one of the Office's obligations to specify clearly where and through which channels donors can donate. The most convenience must be provided to support or facilitate donation. At present, our world is changed, and people must find ways to provide convenience for donors. Donors are ready to make a donation; thus, once more convenient and easier channels are provided for them, it helps to make their donation decision much easier. (Krongthong Phetwong, personal communication, March 6, 2020)

Furthermore, one of the key informants referred to the findings of survey research conducted by the Fund Raising Bureau, the Thai Red Cross Society, on the effect of increasing more variety and convenient donation channels on the donation of people of different generations. The study found that having a more variety of and more convenient donation channels did not affect the donation of donors of some generations, namely Gen X and Gen Y, who were found to be more concerned about the clear purpose of donation rather than donation channels. In other words, it means that although an organization improves donation channels to be more convenient and diverse, but does not communicate its purpose, people will not donate. Accordingly, an organization must increase the diversity of channels and more

convenience for donors in parallel to the communication of what the organization needs and for what purpose the donation is. Once donors realize the importance and necessity of their donation and are ready for donation, increasing more convenient and diverse donation channels for them will be a supporting factor towards increased donation since donors can access and are convenient to donate more easily.

It plays some roles. If we have a variety of convenient channels, donors can donate more easily. For instance, during a natural disaster, we had to open for urgent donation. At that time, we used True Money Application. People were ready to donate and kept asking if the Thai Red Cross Society opened for donation yet. When we opened to accept donation through True Money, the amount of donation was huge. Still, from my observation, if we provided no story to tell people, the amount of donation would stay stagnant. However, if we can provide people with stories via media, then increased donation will come in. Therefore, the content or stories to tell donors are another important factor. Like what donors told us, they did not know that we needed help, so we have to tell them. We also used to conduct a survey on donation behaviors of people of different generations and found that more than 50% if I'm not wrong, of Gen X and Gen Y stated that they did not donate if they did not want that donation was needed. If donation was needed, it should be communicated, despite several channels available. (Chanprapa Wichitchonchai, personal communication, March 6, 2020)

4.1.4.4 Respect for Donors

All four key informants agreed that showing respect to donors is another factor influencing donation. For some donors, besides their need to help other people, they also need to be admired by nonprofit organizations to which they donate. It can be expressed through some symbolic objects to represent their admiration or respect, i.e., a thank you letter, a carved name at some places, insignia, etc. Therefore, a sign of respect is another factor influencing some donors to feel proud of themselves that someone acknowledges their deeds and helps others. It is a kind of organizational communication to make donors feel like an important person, which will lead them

towards continual donation or participation in charity activities organized by nonprofit organizations regularly.

One thing that every foundation can give to donors similarly is an insignia. However, it is required that to get an insignia at certain level, donors must meet some criteria, i.e. they have to donate ... as the minimum amount. Some donors like to be admired or respected for their social contribution. (Maschawee Watthanachai, personal communication, January 31, 2020)

There's another factor that I almost forget, which is like a kind of promotion for donation, is to have a donor's name carved if they donate for certain amount. Actually, this kind of motivation has been utilized since the old days, even before I was born, and preferred by Thai people. Some people want others to know that they have done good deeds. Thus, we still keep it as a motivational appeal. We specify the amount of donation to get someone's carved name at certain places, i.e., an individual name in front of a patient room or collective names at the hospital wall. (Nida Kornkosa, personal communication, January 31, 2020)

What we see frequently is the picture of Her Royal Highness Princess Maha Chakri Sirindhorn while working since Her Royal Highness is the chairperson of the Thai Red Cross Society and awards Red Cross Coins to those with good deeds, either money or blood. Besides, Her Royal Highness also gives a speech to a group of people who donate money to the Thai Red Cross Society. All these things are also a factor motivating people to donate to the Thai Red Cross Society since they can have an opportunity to give money, be admired by Her Royal Highness, and be honored to witness her presence, which very few people can have such opportunities, including having a chance to help the Thai Red Cross Society. It should be good feeling that motivates people towards donation with pride and makes them see the value of what they have helped. (Chanprapa Wichitchonchai, personal communication, March 6, 2020)

Another important thing is recognition. If questioned what kind of recognition it is, I can say that it means being mentioned, being requested to take a photo for news, having names in a report, being thanked or appreciated

for the contribution, being acknowledged as helping society, being awarded of the Red Cross coin, being present in front of Her Royal Highness the Princess, which is the best thing a person can get. Someone may not expect to get it, but once he/she experiences it, it is a great delight and pride for him/her. On the other hand, someone may have donated so many times that he/she becomes a role model and people have to honor him/her in various forms, not only by being mentioned, a thank you note, certificate, medal award, or taking photos together. Some people help until it becomes their habits, and some become like sisters and brothers whom are known by every staff in the foundation. The patterns of given recognition depend on each organization to communicate to make donors feel that they are important persons and worth being admired for their help. (Krongthong Phetwong, personal communication, March 6, 2020)

4.1.4.5 Good Relationship with Donors

All four key informants perceived that nonprofit organizations should establish good relationships with donors and potential donors, including those who used to donate before. The continual establishment of good relationships with these people is very vital since people who want to donate or participate in any charity projects tend to think of the organization with which they have good relationships first.

We will emphasize establishing good relationships with donors and even those who used to donate for our foundation. During special occasions, such as New Year's Day, etc., we will send a card by mail to them to make them feel good that the foundation never forgets their contribution. Besides, it is a good way to make people who used to donate not to forget our foundation either. We believe sometimes when they see us, they might think of us and return to donate for our foundation again. Moreover, some of our staff who have been working for a long time in the section of getting donation can remember our donors' name. They welcome and can call their names. Accordingly, donors will have good feeling of being remembered and of being an important person. Consequently, because of our good relationship with

donors, they will think of us first when they want to make a donation. (Maschawee Watthanachai, personal communication, January 31, 2020)

Donors, especially big or major ones, have quite a tight relationship with Ramathibodi Foundation. We do not only accept a donation and that's it, but we also take care of them as much as we could. Thus, when they want to donate, they will think of our foundation first. (Nida Kornkosa, personal communication, January 31, 2020)

From the interviews, it was noted that good relationships between the organizations and donors or supporters can lead to a bond or commitment from generation to generation. In other words, donors will recommend their family members to donate to the organization too. However, such a thing can happen only if donors trust and have faith in the organization.

Good relationships play a part in transmitting commitment, which has been accumulated from good care of the foundation, from generation to generation. The Thai Red Cross Society has a working unit responsible for customer relationship management and taking care of supporters, to create bonds from generation to generation. This will be another factor that reminds donors of us and motivates them to encourage their offsprings to continue their donation to the Thai Red Cross Society. This is something that proves their trust, faith, and commitment to our foundation, as a consequence of their receipt of good care of the foundation. (Chanprapa Wichitchonchai, personal communication, March 6, 2020)

It is remarkable that besides, the Office of information and Corporate Communication, the Thai Red Cross Society, gives high importance to good relationships with donors, it is also responsible for answering questions and doubts via social media to keep good relationships with donors, potential donors, and other service users at the Thai Red Cross Society, and to make them have a good feeling towards the foundation. In the future, when it calls for any donation or needs help, these groups of people will be willing to offer their assistance and support.

The Thai Red Cross Society takes good care of donors and potential donors very well. Every doubt will be clarified and people can access our information easily on social media. On Facebook, there are a lot of questions posted, i.e., health problems, contact channels, donation, hospital services, etc. We must find all answers for them. We never leave any question unanswered. We should not communicate with them only when we need help from them. Thus, we have a division to monitor our social media all the time and assign responsibilities for each staff, including training our staff how to answer the questions effectively and pleasantly. If we can make them feel good about us, when we ask for any help, they will be willing to assist and support us truly. (Krongthong Phetwong, personal communication, March 6, 2020)

4.1.4.6 Donors' Tax Deduction

3 of the 4 key informants agreed that tax deduction for donors is one of the factors that motivate people towards the donation.

I think tax deduction for donors is another factor. However, it must be communicated clearly how their donated money will be spent. Mostly, for people who donate money, tax deduction plays a significant role. (Krongthong Phetwong, personal communication, March 6, 2020)

Notably, there were 2 of 3 key informants from the Ramathibodi Foundation perceived that for donors to be able to use the receipt of donation for a tax deduction, it is just a supporting factor or by-product, not the main factor that influences donation decisions. They believed that donors intend to donate by themselves rather than expects any return.

A by-product factor is tax deduction. Nowadays, our country has tax ceiling. No matter how much people donate, they can deduct tax within the ceiling only. I think people donate because of their intention rather than expecting for anything in return. They made their own decisions. Actually, we do not have anything to give them, except the receipt for their tax deduction. (Maschawee Watthanachai, personal communication, January 31, 2020)

Actually, in some periods, donors intend to make a donation as they know before hand that they will not gain anything except a receipt of their tax deduction. (Nida Kornkosa, personal communication, January 31, 2020)

4.1.4.7 Donors' Personal Motivation or Predisposition.

2 of 4 key informants remarked that some donors willingly and voluntarily donate for helping people. Such donation is to respond to psychological needs of helping others or improving society towards a better life. Thus, it is donors' pleasure, satisfaction, and willingness.

Donors are willing to donate to the foundation because they want to help. Therefore, awards or pay-offs are not something they expect to gain before hand. (Maschawee Watthanachai, personal communication, January 31, 2020)

It is a basic principle of all charity organizations to know that donation is something people want to do for their psychological comfort, satisfaction, and willingness. Donors are prepared to give their money to someone who they want to help. (Nida Kornkosa, personal communication, January 31, 2020)

4.1.4.8 Corporate Image of Nonprofit Organizations

Two key informants of the Thai Red Cross Society viewed that nonprofit organizations should give importance to the creation and maintenance of their corporate image in the mind of donors and the general public. Once donors and the general public perceive a positive corporate image, it will be a factor leading to donation or participating in activities organized by nonprofit organizations.

One of the corporate image is witnessed by the fund raising of the Thai Red Cross Society with clear criteria. We will not see its fund raising at a counter of any department store or shopping mall, soliciting for money. We cannot ever do that since we are the foundation under the Royal patronage. Therefore, whenever we raise our funds, we have to concern cautiously about our corporate image. We do believe that donors have the picture of the Thai Red Cross Society in their mind of how it looks like. Once they have positive

perception of our corporate image, they will feel confident and trust to donate to us. (Chanprapa Wichitchonchai, personal communication, March 6, 2020)

The image factor is crucial since it induces donation and participation in our activities in which we need help. The image of the Thai Red Cross Society we see nowadays is a public charity organization that helps people with race, class, sex discrimination. The image that we have to maintain is to surveillance and take care of personal matters. Thus, our staff have to know what they must do to maintain it. (Krongthong Phetwong, personal communication, March 6, 2020)

4.1.4.9 Shared Values

Shared values here mean both donors and the organization want to help the same groups of people. From the perspective of a key informant of the Office of Information and Corporate Communication, when donors are exposed to information of the foundation and found that the goal of the foundation or the activities is the same as their goal or the same groups of people, this shared value will be a factor that influences donors' decision on donation.

Another factor influencing donation is the congruence between the donors' needs to donate or help certain groups and the mission or goal of the Thai Red Cross Society. For instance, the Thai Red Cross Society needs to raise funds for helping the flood victims, so we communicate to donors that we want people to donate their money or things for flood victims. If donors are exposed to such news and need to help flood victims too, they will donate to us, since the group they want to help is the same group we want to help. (Krongthong Phetwong, personal communication, March 6, 2020)

4.1.4.10 Social Factors Facilitating Donation Behaviors

A key informant of the Fund Raising Bureau, the Thai Red Cross Society, noted that nowadays, Thai society likes to communicate stories that need help and more people are pleased to help. Groups of volunteers or people who need to donate to help others gather into an online community increasingly. It is another factor to which nonprofit organizations should give importance and apply for further

development towards fundraising in the form of crowdfunding, which tends to get more participants nowadays. Hence, it helps the organization to get donations or support from another additional channel.

Our society nowadays shares stories that needs help from a society increasingly. There are more decent people. Projects of several sectors emphasize volunteers' helping behaviors in society more substantially. We think that such a social factor can induce more people to donate to us. We raise funds in the form of a community called "Kind People Community" on the internet, or so-called crowdfunding, which can call more people to participate nowadays. (Chanprapa Wichitchonchai, personal communication, March 6, 2020)

From the synthesis of the in-depth interviews with four key informants who work directly as a communicator of the nonprofit organization, in combination with the literature review of related concepts, theories, and studies, for modifying and developing "Structural Equation Model of Communication Factors Influencing Donation to Nonprofit Organizations." The researcher found many latent and observed variables that can be applied as questions or statements in the questionnaire and variables in the structural equation model, i.e., communication factors, etc. Besides, from the in-depth interviews, the researcher applied the findings on the media usage of nonprofit organizations to modify questions on donors' exposure to information of nonprofit organizations. Moreover, other variables were also found, such as credibility of nonprofit organizations, strategies used in communication, etc. From the in-depth interviews, a number of communication strategies used by nonprofit organizations to communicate to donors were found as follows: 1) the creation of trust and faith, 2) proper communication to reach donors of different generations, 3) the use of personal media, 4) collaboration with alliances, and 5) crowdfunding. Regarding message and appeal strategies, it was found from the in-depth interviews that besides the use of factual content, emotional message was also used to persuade donors. For corporate image of nonprofit organizations, trust, and donors' motivation, including factors influencing donors' donation or participation in activities organized by nonprofit organizations. The factors found from in-depth

interviews were 1) donors' trust and faith towards nonprofit organizations, 2) organizational missions and project implementations, 3) a variety of convenient channels, 4) respect to donors, 5) the establishment of a good relationship with donors, 6) donors' tax deduction, 7) donors' motivations, 8) corporate image of nonprofit organizations, 9) shared values, and 10) social factors facilitating donation behaviors.

4.2 Part 2: The Findings of In-Depth Interviews with Scholars in the Nonprofit Organizational Communication

The findings were analyzed and classified into the following:

4.2.1 Opinions on What Nonprofit Organizations Should Communicate to Donors

From the point of view of both academicians in the field of organizational communication in the context of nonprofit organizations, organizations should start with their communication of organizational goals or missions.

Typically, communication for organizational success should start with organizational goals and missions. Corporate communication practitioners should analyze the overview of the organization first to see what they have to do and to which goal it will lead. Then, considering what kind of communication should be applied to support, as the main role to directly achieve such a goal, and as a supporting role. After that, they can impose an operational framework for corporate communication to achieve the planned goal. (Phnom Kleechaya, personal communication, February 20, 2020)

Another academician remarked additionally that besides communication of organizational goals and missions, concrete output or accomplishment should be communicated since it can indicate the ability to manage donation effectively, which is very crucial for nonprofit organizations.

In general, the main issues are 1) the organizational missions, 2) past performance or concrete output. From my experience, most profit

organizations focus on the overall picture or simply organizational missions, but not concrete accomplishment since the abstractness is intangible. Moreover, the effective financial management is another vital issue. (Tatri Taiphapoon, personal communication, November 25, 2019)

4.2.2 Opinions on the Media Usage of Nonprofit Organizations

Both academicians agreed that nonprofit organizations should use both online and offline media in combination since both still play a role in accessing donors effectively at present. Moreover, each media can access donors of different ages and can yield effective communication of certain issues differently.

Don't focus on only online media. Offline media still play quite a significant role nowadays. Sometimes both media can also be connected. Some segments appear on online, while some on offline media. Sometimes they can be integrated. (Phnom Kleechaya, personal communication, February 20, 2020)

Another academician noted interestingly that media or tools used mainly by nonprofit organizations are public relations media. However, due to the limited budget of this kind of organization, they can create social issues to call for mass media's attention.

Principally, if we classify donors into groups, we have to consider kinds of media used by each group. We have to use media that responds to their needs and characteristics, both online and offline. Sometimes, donors may be exposed to only online media, but we can draw some issues from offline media to publicize in online media as well. If we can make use of both kinds of media, it can help to cover as many groups as possible. Still, media should be used in the form of public relations because of limited budgets. Thus, social issues should be used to stimulate mass media's attention without costing too much. (Tatri Taiphapoon, personal communication, November 25, 2019)

4.2.3 Opinions on the Overview of Communication Strategic Planning

One of the academicians pointed that nonprofit organizations should emphasize the communication strategies of expressing their sincerity, integrity,

honesty, and frankness without any ambiguity to avoid misinterpretation. Another strategy is to portray the effectiveness of organizational management. These two strategies are extremely crucial for making donors willing to donate for the long term.

The first strategy is to express their sincerity, honesty, and frankness without any ambiguity to avoid misinterpretation. Secondly, in terms of management effectiveness, most people lack the skill of management. Therefore, when any organization is proved to have an ability to manage things effectively, donors will be willing to support continually. They would declare that they were delighted to have a continual donation. I think these two issues are important. (Tatri Taiphapoon, personal communication, November 25, 2019)

Another academician proposed to use several communication strategies as follows: 1) To adapt social marketing strategy with the organization's product for communicating to donors, mostly through the storytelling of the organization's thought and background, which lead to the organization's unique identity. It is the strategy that enables the organization to be distinctive from other organizations while making donors and general people trust that the organization will contribute benefits to society genuinely without exploitation or business benefits. 2) To apply fundraising strategies from crowdsourcing, or online communities' brainstorming. 3) To run a campaign starting from broad social issues or issue base, then problems or problem base in which the organization need help. If nonprofit organizations can solve such a problem, it will be a great opportunity to let donors and general public see its roles and effective operations increasingly, and 4) To emphasize donors' participation in the form of online communities where donors and people who want to participate with the organization can provide their help and problem solving to enhance the mobilization of organization's activities. It is another channel to expand their donors to cover people in virtual or online communities besides offline communities. Moreover, it can help to solve problems, both crisis and problems related to organizational goals, more effectively.

For communication strategies for this kind of organization, it is important to communicate to make donors understand what your organization does and what are your missions. One thing is to apply social marketing strategy to

adapt into your product in the form of storytelling. Generally, for social enterprise, the most used strategy is to narrate about the organization's story or what the organization thinks, what is the organization's standpoint, etc. Nonprofit organizations can narrate about their history or background to highlight their unique identity to make it distinguished and differentiated to make people trust in what they have done all through many years. The organizations do not expect any profits or emphasize business benefits. This will make donors trust and ready to support. They can use this as their focal point for communication. Moreover, when fundraising is needed, crowdsourcing may be another channel in which the organization should focus on social or problem issues. Normally, during the peaceful time, Thai people will stay as they are, but when facing a severe crises or a big loss, they are ready to help. This is what Thai society is. Thus, the issues like floods or natural disasters, nonprofit organizations can highlight in their communication. Moreover, for strategic planning, it must start with making an issue-base campaign, followed by problem base. In marketing, we call it as "trendy issues." After the completion of any activity, nonprofit organizations can reflect their ability in solving the problems. This is a great opportunity for nonprofit organizations to display their roles distinctively. However, this kind of strategy may not be so successful nowadays. Thus, organizations must mobilize to call for help from their partners or alliances or communities, especially in the form of a membership system. If possible, then the organizations can be supported by communities that are ready to help solve immediate crisis, including problems related to organizational goals. Importantly, nonprofit organizations should not adhere to only the terms "fundraising" nor "donation," since there are several ways for development. Then, communication should be conducted properly for each group of donors. Strategic planning for each group thus differs. In short, nonprofit organizations must communicate strategically, based on the organizational goals. Self-analysis should be conducted. External factors and target groups should be analyzed thoroughly to see what they need or what and through which communication channels can motivate them towards donation. However, all of

these cannot be implemented in one day, it takes time. (Phnom Kleechaya, personal communication, February 20, 2020)

4.2.4 Opinions on Factors that should be Concerned in Mobilizing Donors Towards the Donation

The following factors were identified by academicians:

4.2.4.1 Credibility of Nonprofit Organizations

Both academicians agreed that nonprofit organizations should emphasize the establishment of organizational credibility by communicating transparently how the received donation is managed and spent and the results or accomplishment. By doing so, organizations can induce donors' trust, which is a major factor affecting their donation.

Organizations should let donors witness their performance in operations clearly to increase the organizations' credibility. Generally, donors expect that their donation can be used to help others as wished genuinely. (Phnom Kleechaya, personal communication, February 20, 2020)

From the interview, an academician found a remark that corporate image is superficial, caused by organizational communication to the general public. Still, it can not be a major factor leading to create organizational credibility as much as the organizational reputation, accumulated from continual, explicit, and concrete performance.

Donation depends on organizational credibility, which is not caused by only the presentation of image. Some organizations put an effort in presenting their image to draw people's attention, but they cannot answer what and how they contribute to the society concretely, so people will not donate to their organizations. The important issue is that organizations must prove that they can manage the donation effectively. For corporate image, it is caused by accumulated reputation rather than a superficial image from external communication. (Tatri Taiphapoon, personal communication, November 25, 2019)

4.2.4.2 Donors' Tax Deduction

Both academicians agreed that tax deduction after donation is one of the factors influencing donors' decisions towards donation; thus, profit organizations should be concern about it.

It is another important factor that motivates people to donate. From donors' perspective, they gain benefits from the donation directly. On the other hand, any organization that is authorized by the government for tax deduction is proved to be reliable and transparent. (Tatri Taiphapoon, personal communication, November 25, 2019)

Besides, another academician viewed that tax deduction is an influential factor, but it is not a sole factor. Nonprofit organizations should communicate and mobilize their campaigns in parallel since, at present, donors are diverse and are influenced by different factors.

Stop viewing donation as a way for deducting taxes. Actually, donation is for making merits or charity. Anyway, this factor is still workable, but is insufficient nowadays as there are several groups of people in society, motivated by different factors. Besides, organizations now develop their models and concepts for creating plenty of activities. (Phnom Kleechaya, personal communication, February 20, 2020)

4.2.4.3 Organizational Missions and Project Implementation

Both scholars perceived similarly that nonprofit organizations should communicate their missions and project implementation to let donors be informed. It is a factor playing a role in making people donate to a nonprofit organization.

The foundations, instead of only sitting and waiting for coming donation, must do some activities to earn income for mobilization towards the planned goal or mission. Thus, these foundations should be open to new ideas. Opening for walk-in donation can continue, but on the other hand, to strive towards the organizational missions actively should be paid more attention. (Phnom Kleechaya, personal communication, February 20, 2020)

From another point of view, communicating organizational missions is a factor that is still effective. However, the communication of only missions or projects that the organization has assisted in the overall image is abstract and intangible and seems to be invisible policies. Therefore, organizations should present the accomplishment of their projects concretely to ensure donors and lead them towards a donation to the organization eventually.

This kind of organizations should concern a lot about their missions and should implement their projects based on such organizational missions. However, they tend to present the overall performance, or simply their missions without displaying their concrete performance or accomplishment. Therefore, it will be too abstract and intangible. For those donors, especially well-educated, they want to know how their donated money is managed and spent. Therefore, besides policies, concrete accomplishment or performance is very essential. (Tatri Taiphapoon, personal communication, November 25, 2019)

4.2.4.4 Expression of Respect and Admiration To Donors

One of two academicians indicated that some donors may give importance to a sign of respect or an expression of admiration for their donation. Although it may not be a major factor nonprofit organizations emphasize, they should not overlook it as it may be internal motivations of donors.

I think, rather pessimistically, it is another factor that affects donors' decision towards donation. Some donors want to be taken a photo during their donation to show that they are one of the donors, while some may not. However, deep inside, some donors may have this need. (Tatri Taiphapoon, personal communication, November 25, 2019)

4.2.4.5 Shared Values

An academician pointed that in term of shared values, nonprofit organizations should communicate what they need to contribute to the society or to whom they need to help clearly so that some groups of donors or some donors who want to do the same as the organizations will be informed and decide to donate to the

organizations. This means both organizations and donors have shared values, which can facilitate donors' decision-making and decide to donate more easily.

This kind of organization must express to the society apparently that what the organization operates is the same inner motivation and DNA as the donors. Then, they can gain collaboration from donors finally. On the other hand, there is another consumption behaviors of people who have their philosophy of life. Once they find any organization that has the same philosophy, they will be ready to provide support and help. (Phnom Kleechaya, personal communication, February 20, 2020)

Remarkably, this academician suggested a notable consideration, which differs from the other academician and other key informants. From his point of view, the classification of donors should not base on age or generation, but on their volunteering aspects so that organizations can communicate more accurately and accessibly.

Organizations should identify their donor segments precisely. The segmentation should not base on age or generation, but on people's volunteering aspects to help them communicate more accurately and deeply. This group of donors is ready for donation. Then how should they communicate to them? Some groups may not be ready for a donation yet, but they are willing to give hands. How should they communicate to these groups? This group is ready to donate, collaborate, and advocate or support, including being an influencer who can draw new donors, so what should they communicate to them? (Phnom Kleechaya, personal communication, February 20, 2020)

4.2.4.6 Social Factors Facilitating Donation Behaviors

An academician expressed his idea that Thai society nowadays tends to be a volunteering society increasingly, which is one of the social factors facilitating donation behaviors. On the other hand, another academician suggested that nonprofit organizations should exercise crowdsourcing or mobilization in the online world by creating an online community. In this online community, donors or potential

volunteers can collaborate very well with the organizations to help to drive projects towards accomplishment more easily. Besides, this group is also ready for providing recommendations and useful ideas for the organizations that can be adapted in their donation operations.

Today, our society pays attention to social issues increasingly. Everybody has a public spirit in some ways. Some people have some philosophy of life they want to accomplish; some want to donate but have no time, etc. If organizations can pinpoint on this condition. They should try to present the issues in accordance with donors' needs. This thus can be a facilitating factor for promoting people to collaborate with the organizations or join in crowdsourcing. I believe that now our society is surrounded by the word "volunteer spirit" People in Thai society seem to be more decent in term of public mind. Therefore, before any crowdsourcing, organizations should form a community first. However, each organization must be able to affirm that this group is people who are aware of social issues, or, if unaware, are ready to be volunteers. Accordingly, once organizations have a crowd and a community, they can operate their missions or activities smoothly as long as they have good relations with this group, and maintain its crowd or community. In some circumstance, a community may help organizations what they should, while being ready to give them support. (Phnom Kleechaya, personal communication, February 20, 2020)

4.2.4.7 Good Relationships with Donors

One of two academicians suggested that nonprofit organizations should establish good relationships with donors and supporters of the organizations. With good relationships, organizations can mobilize their implementation successfully.

If an organization has crowd and a community, one day when the organization needs to do something, it can mobilize its operations effectively if it has good relationships with this group of people, and can maintain this crowd and community. (Phnom Kleechaya, personal communication, February 20, 2020)

4.2.5 Opinions on the Obstruction Against the Successful Operations of Nonprofit Organizations and the Overall Recommendations for Improvement

An academician suggested that nonprofit organizations should maintain their reputation and solve problematic issues. If organizations can dissolve their problem clearly, donors will feel more confident and trust to donate to the organizations.

Two main factors obstructing the successful reception of donation are firstly, bad economics. People have to save their money first. It is common that before sympathizing others, people have to sympathize themselves too. Therefore, the first obstacle is economic condition. The second obstruction is negative news publicizing some sensitive issues, which make people delay their donation. Even before we will donate to any beggar, we will question if he/she deceives us or not. This latter obstacle plays a great role that makes people pessimistic against donation. If an organization can solve this kind of problem, it should not be a problem. However, mostly problems have not been solved clearly or definitely; thus, negative attitude or bias was incurred. In short, economic situation and how to handle and manage corporate image and reputation against negative issues are two main obstacles against the success of nonprofit organizations. (Tatri Taiphapoon, personal communication, November 25, 2019)

Another academician viewed that the reason why nonprofit organizations cannot achieve their goals as expected is that their communication focuses on inviting people for donation or for making religious merits. The word "donation" is used superficially. It should involve more sophisticated and deeper dimensions than the term "donation." Therefore, nonprofit organizations must always refer to or connect their communication to organizational missions.

The problem that causes nonprofit organizations not to achieve their target is that most of them are not clear about their direction and their genuine goals, especially how donation will be used to accomplish the goal. At the present time, the concept of donation is much more diverse; however, most organizations still adhere to only one concept based on the word "donation"

that emphasizes the act of giving, mostly for religious purposes. Hence, mostly donors are communicated to join in making merits without clear purpose. In fact, it is not a kind of religious act, but fundraising here must connect to the organizational goal and missions. (Phnom Kleechaya, personal communication, February 20, 2020)

For the issues that nonprofit organizations should improve or correct as a whole, an academician proposed that they should focus on facts straightforwardly and sincerely to avoid being questioned by donors. Besides, they should emphasize communication of concrete and clear performance or achievement to display their professionalism.

First of all, communication must base on facts without hidden agenda. Communication must be straightforward, direct, and sincere. Without sincerity, people get doubts and start to question overwhelmingly. Secondly, clear and concrete performance or accomplishment, including a display of their professionalism in managing funds and donation towards sustainability and transparency should be communicated strongly. (Tatri Taiphapoon, personal communication, November 25, 2019)

Another academician added that nonprofit organizations should be ready to adapt themselves to two major issues: organizational employees must be ready for adopting the concept of crowdsourcing into their operations. Besides, they should be equipped with skills in social enterprise. Moreover, they should be well-prepared for all concerning rules, regulations, and laws before any implementation. In addition, new technologies should be adopted in organizations to enhance organizational accomplishment.

This kind of organization must be well-prepared. First, they must prepare for the readiness of their staff. Organizational personnel must see an opportunity to exercise crowdsourcing and induce social enterprise into their practice. Second, organizational personnel must possess skills in mobilizing such concepts. For instance, for the concept of social enterprise, organizational personnel must have knowledge on social enterprise management, while being

well-prepared for related rules, regulations, and laws that need to be considered in parallel to see if such a concept can be applicable. However, I believe that if organizations intend to do it, they should be able to do it. Thus, it is essential for nonprofit organizations to adapt to the new concept of working and adopt more new technologies to be used in the organizations. (Phnom Kleechaya, personal communication, February 20, 2020)

4.2.6 Opinions on the Issues Nonprofit Organizations should Concern the most at Present to Enhance Repeated Donation in the Future

Both academicians had a similar point of view regarding the issues nonprofit organizations should concern the most nowadays to lead to repeated donation behaviors in the future. They perceived that nonprofit organizations should establish a good relationship with donors and conduct regular and continual communication to bring about intimacy, commitment, and impressive experiences between nonprofit organizations and donors. Besides, they should communicate with sincerity and reflect the transparency of their operations. If organizations can induce donors to feel such a way, it should lead to their repeated donation to the organizations in the future.

Another issue is if nonprofit organizations can display their transparency and management capability, it will lead to donors' commitment or good relationships between the organizations and donors. Their communication is not just to gain money and then disappears after getting money. However, their communication must be consistent and regular to bring about intimacy and commitment. However, each group of donors may expect different level of intimacy and relationship. For middle-class donors, they may need good relationships, but not too intimate. While some groups may need more intimacy. At least, nonprofit organizations must communicate what donors can see concretely periodically. Still, every time of communication does not mean to ask for money all the time. On the contrary, they should communicate to let donors know how their donated money is used for development. If donors can accept it, then they tend to donate again in the future. (Tatri Taiphapoon, personal communication, November 25, 2019)

Besides, it is noted by another academician that nonprofit organizations should mobilize people with the same desire as the organizations to join together, i.e., to create an online community as a major force for mobilizing organizational operations towards sustainable success.

If nonprofit organizations expect to get repeated donation sustainably, they should adopt the concept of marketing, especially in customer relation management through experiential learning. The main purpose of this concept does not focus on the selling things, but for a merger of people with the same heart. Thus, organizations will not talk about financial benefits to these people, but social benefits. Organizations must have people of similar desire to jointly create a community with continual and heart-felt communication. No exploitation will occur. Everything needs to be communicated with sincerity as these people can feel the same spirit or DNA. If organizations can do this, it will be a great power to mobilize organizational operations greatly. (Phnom Kleechaya, personal communication, February 20, 2020)

From the in-depth interviews with two academicians, the qualitative findings were synthesized in combination with the review of related concepts, theories, and studies, which were applied to construct or develop “Structural Equation Model of Communication Factors Influencing Donation to Nonprofit Organizations.” Both latent and observed variables were found, several of which were adapted to be questions or statements in the questionnaire and as variables in the structural equation model, namely communication factors variables. The findings on the media, found in the in-depth interviews, were adapted to be questions or statements of donors’ exposure to information of nonprofit organizations. Moreover, other variables, i.e., credibility of nonprofit organizations, and communication strategies, found in the in-depth interviews, together with the findings on the strategic planning of the following: 1) straightforward communication, 2) communication reflecting the effectiveness of organizational management, 3) social marketing application, 4) crowdfunding and crowdsourcing, 5) communication campaign and 6) donors’ participatory communication in an online community. Furthermore, variables related to what nonprofit organizations should mobilize towards donation were found as follows: 1)

credibility of the nonprofit organization, 2) donors' tax deduction, 3) organizational missions and project implementation, 4) respect to donors, 5) shared values, 6) social factors facilitating donation behaviors, and 7) the establishment of a good relationship with donors.

Furthermore, obstacles against the success of nonprofit organizations and recommendations for improvement were found in the in-depth interviews and adjusted to be questions or statements in the questionnaire. The issues found are first, nonprofit organizations should maintain their reputation and communicate dissolved problems or issues clearly to donors. Secondly, nonprofit organizations should communicate by always connecting to organizational goals and missions., and lastly, the issues nonprofit organizations should concern the most at present to lead to repeated donation behaviors sustainably. The abovementioned findings were adjusted to be questions or statements in the questionnaire, and the found issues are that nonprofit organizations should establish good relationships with donors, communicate regularly and continually, and communicate with sincerity, and reflecting transparency in organizational operations.

From the in-depth interviews with 4 key informants who are responsible directly for corporate communication of nonprofit organizations and 2 academicians who are knowledgeable in the communication of nonprofit organizations, communication factors, communication strategies, and other factors influencing donation to nonprofit organizations are summarized and illustrated in Table 4.1

Table 4.1 A Summary of Opinions of those who are Responsible Directly for Corporate Communication of Nonprofit Organizations and Academicians who are Knowledgeable in the Communication of Nonprofit Organizations

Factors Influencing Donation to Nonprofit Organizations	Maschawee Wathanachai	Nida Kornkosa	Chanprapa Wichitchonchai	Krongthong Phetwong	Phnom Kleechaya	Tatri Taiphapoon
1. Communication Factors						
1.1 Communication of NPOs	x	x	x	x	x	x
1.1.1 Traditional media	x	x	x	x	x	x
1.1.2 Social media	x	x	x	x	x	x
1.2 Message and Appeal Creation	x	x	x	x		
1.2.1 Factual message	x	x	x	x		
1.2.2 Emotional message	x	x	x	x		
1.3 Religious beliefs					x	
2. Communication Strategies						
2.1 Strategy for creating trust/faith	x	x	x	x		
2.2 Proper use of communication to access donors of different generations	x	x	x	x		
2.3 The use of personal media	x	x	x	x		
2.3.1 Royal Family Member	x	x	x	x		
2.3.2 Organizational employees	x	x	x	x		
2.3.3 Stars, actors, and celebrities	x	x	x			
2.4 Strategic Alliances	x	x	x	x		
2.5 Crowdfunding & Crowdsourcing			x		x	
2.6 Straightforward communication						x
2.7 Reflection of the effectiveness of						x

Factors Influencing Donation to Nonprofit Organizations	Maschawee Watthanachai	Nida Kornkosa	Chanprapa Wichitchonchai	Krongthong Phetwong	Phnom Kleechaya	Tatri Taiphapoon
organizational management						
2.8 The application of social marketing					X	
2.9 Communication campaign					X	
2.10 Donors' participatory communication in an online community.					X	
3. Factors Influencing Donors' Donation						
3.1 Donors' trust and faith in NPOs	X	X	X	X	X	X
3.2 Organizational missions and project implementation	X	X	X	X	X	X
3.3 A variety of convenient channels	X	X	X	X		
3.4 A respect to donors	X	X	X	X		X
3.5 The establishment of a good relationship with donors.	X	X	X	X	X	
3.6 Tax deduction for the donation	X	X		X	X	X
3.7 Donors' motivations and predisposition	X	X				
3.8 Image of NPOs			X	X		
3.9 Shared values				X	X	
3.10 Social factors facilitating donation behaviors			X		X	

CHAPTER 5

THE FINDINGS OF QUANTITATIVE RESEARCH

This chapter presents the findings of quantitative research from analyzing data in response to the research objective of developing and validating the congruence of the structural equation model of communication factors influencing donation to nonprofit organizations with the empirical data. The findings are divided into 4 parts, as follows:

Part 1 General information of the respondents

Part 2 Research findings on communication factors, social marketing, corporate image, trust, donation motivations, and donation behaviors

Part 3 The correlations analysis

Part 4 The analysis of the congruence of structural equation model with the empirical data

Symbols Used to Represent Variables and Statistical Analysis

CF	Represents	Communication factors
CF1	Represents	Exposure to NPOs' information
CF2	Represents	NPOs' credibility
CF3	Represents	Message and appeal strategies
CF4	Represents	Religious beliefs
SM	Represents	Social marketing
SM1	Represents	4Ps Social Marketing Mix Strategy of Kotler & Zaltman (1971)
SM2	Represents	4Ps Social Marketing Mix Strategy of Weinreich (1999)
SM3	Represents	3Ps Social Marketing Mix Strategy of Kotler & Roberto (1989)
CI	Represents	Corporate image
CI1	Represents	Corporate image
CI2	Represents	Employee/volunteer image

CI3	Represents	Executive image
CI4	Represents	Social responsibility image
CI5	Represents	Project, product, and service image
CI6	Represents	Equipment, building, place management image
TR	Represents	Trust
TR1	Represents	Non-opportunistic behaviors
TR2	Represents	Shared values
TR3	Represents	NPOs' communication
DM	Represents	Donation Motivations
DM1	Represents	Internal motivations
DM2	Represents	External motivations
DB	Represents	Donation behaviors
DB1	Represents	Donation intention
DB2	Represents	Recommendation/word-of-mouth
DB3	Represents	Repeated donation
n	Represents	The number of samples
\bar{X}	Represents	Mean
SD	Represents	Standard Deviation
e	Represents	Error
a	Represents	At the 0.1 statistical significance level
*	Represents	At the 0.05 statistical significance level
**	Represents	At the 0.01 statistical significance level
***	Represents	At the 0.001 statistical significance level
DE	Represents	Direct Effects
IE	Represents	Indirect Effects
TE	Represents	Total Effects

5.1 General Information of the Respondents

From the analysis of general information of 315 respondents, who donate to nonprofit organizations at least twice yearly, the findings are as illustrated in Table 5.1.

Table 5.1 Frequencies and Percentage of Respondents, Classified by Personal Data

Personal Data	Frequencies	Percentage
1. Sex		
- Male	116	36.83
- Female	199	63.17
2. Age		
- 30 - 40 years old	153	48.57
- 41 - 50 years old	85	26.98
- 51 - 60 years old	56	17.78
- 61 - 70 years old	21	6.67
3. Education level		
- Lower than a bachelor's degree	56	17.78
- A bachelor's degree	177	56.19
- Higher than a bachelor's degree	82	26.03
4. Occupation		
- Government/ state enterprise staff	81	25.71
- Private company employees	76	24.13
- Entrepreneur/ merchant	103	32.70
- Hireling/freelance	39	12.38
- Student	7	2.22
- Others	9	2.86
5. Monthly income		
- 10,000 or lower than 10,000 baht	69	21.90
- 20,001-30,000 baht	67	21.27
- 30,001-40,000 baht	87	27.62
- More than 40,001 baht	92	29.21

From Table 5.1, the general information of 315 respondents can be summarized as follows:

1) Sex

Most respondents are female (63.17%), the rest are male (36.83%)

2) Age

Most respondents are 30-40 years old (48.57%), followed by 41-50 (26.98%), 51-60 (17.78), and 61-70 years old respectively.

3) Education level

Most respondents are at a bachelor's degree level (56.19%), followed by higher than a bachelor's degree (26.03%), and lower than a bachelor's degree level (17.78%) respectively.

4) Occupation

The occupation of most respondents is entrepreneur/merchant (32.70%), followed by government/state enterprise staff (25.71%), private company employees (24.13%), hireling/freelance (12.38%), others (2.86%), and student (2.22%) respectively.

5) Monthly income

Most respondents earn more than 40,001 baht monthly (29.21%), followed by 30,001-40,000, 10,000 or lower (21.90%), and 20,001-30,000 baht monthly respectively.

5.2 The Findings on Communication Factors, Social Marketing, Corporate Image, Donation Motivations, and Donation Behaviors

From the analysis of communication factors, social marketing, corporate image, donation motivations, and donation behaviors, the findings are summarized as illustrated in Table 5.2-5.7.

Table 5.2 Mean, Standard Deviation, Level of Exposure of NPOs' Information, and Level of Opinions on NPOs' Communication Factors

n=315

Communication Factors	\bar{X}	S.D.	Level of Opinion
1. Exposure to NPOs' Information	3.65	0.75	High
1.1 Frequencies of exposure to NPOs' information	3.33	0.97	Moderate
- Television, i.e. Advertising spots, TV programs organized by NPOs.	3.37	1.32	Moderate
- Radio, i.e. Advertising spots, radio programs organized by NPOs.	3.14	1.39	Moderate
- Newspaper, i.e. news about NPOs.	3.15	1.39	Moderate
- Brochure/ leaflet	3.17	1.34	Moderate
- PR media, i.e., PR news, special activities, or exhibition organized by NPOs	3.56	1.22	High
- Specific media, i.e. billboards, stickers, posters, Vinyl boards, etc.	3.46	1.18	High
- Personal media, i.e., celebrities, stars, actors, employees, volunteers, or influencers.	3.59	1.14	High
- NPOs' Facebook Fan page	4.13	1.01	High
- NPOs' Website	3.64	1.14	High
- Line	3.42	1.20	High
- Twitter	2.92	1.32	Moderate
- Instagram	2.94	1.32	Moderate
- E-mail	2.94	1.25	Moderate
- NPOs' YouTube Channel	3.21	1.25	Moderate
1.2 Reasons for exposure to NPOs' information	3.97	0.75	High
- To follow NPOs' news, events, operations, and movement	3.87	0.90	High
To supplement decision-making on donation	4.05	0.86	High

Communication Factors	\bar{X}	S.D.	Level of Opinion
to NPOs			
- To supplement decision-making on participating NPOs' activities.	3.99	0.83	High
2. NPOs' Credibility	4.45	0.56	Highest
- The NPO to which you donated is reliable.	4.43	0.64	Highest
- You are confident that what you donate is used to help others genuinely.	4.50	0.60	Highest
- You believe that donation activities are effective.	4.40	0.65	Highest
3. Message and Appeal Strategies	4.22	0.64	Highest
- Content displaying the suffering and difficulties of people to whom the organization needs to help	4.10	0.80	High
- Content portraying the donation is used towards social benefits truly.	4.34	0.66	Highest
4. Religious Beliefs	3.66	1.00	High
- You believe that donation means you have a chance to make merits	4.16	0.92	High
- You believe that donation can compensate for what you had done badly in the past	3.34	1.35	Moderate
- You believe that donation will bring good luck and eradicate bad things	3.47	1.24	High
The Overall Mean	3.94	0.55	High

From Table 5.2, it displays the level of donors' or respondents' opinion on the influence of communication factors on donors' donation to NPOs. Respondents expressed their opinions on the influence of the overall communication factors at the high level ($\bar{X} = 3.94$, S.D. = 0.55), which comprise 4 sub-factors: exposure to NPOs' information, NPOs' credibility, message and appeal strategies, and religious beliefs. The findings of each sub-factor are presented as follows:

1) Exposure to NPOs' Information

For the overall findings, respondents expose to NPOs' information at a high frequency level ($\bar{X} = 3.65$, S.D. = 0.75). Under this factor, there are two sub-factors: frequency of exposure to NPOs' information and reasons for exposure to NPOs' information. The findings are as follows:

(1) For the frequency of exposure to NPOs' information, it is found that respondents expose to the overall NPOs' information at a moderate level ($\bar{X} = 3.33$, S.D. = 0.97). Classified by media, respondents expose to TV, i.e., TV spots or programs organized by NPOs the most ($\bar{X} = 3.37$, S.D. = 1.32), followed by radio, i.e., radio spots or programs organized by NPOs ($\bar{X} = 3.14$, S.D. = 1.39), newspaper, i.e., news of NPOs ($\bar{X} = 3.15$, S.D. = 1.39), brochure and leaflet ($\bar{X} = 3.17$, S.D. = 1.34), PR media, i.e., PR news, special activities, or exhibitions organized by NPOs ($\bar{X} = 3.56$, S.D. = 1.22), specific media, i.e., billboards, stickers, posters, and vinyl boards ($\bar{X} = 3.46$, S.D. = 1.18), personal media, i.e., celebrities, stars, actors, employees, volunteers, influencers, etc. ($\bar{X} = 3.59$, S.D. = 1.14), NPOs' Facebook Fan page ($\bar{X} = 4.13$, S.D. = 1.01), NPOs' website ($\bar{X} = 3.64$, S.D. = 1.14), Line ($\bar{X} = 3.42$, S.D. = 1.20), Twitter ($\bar{X} = 2.92$, S.D. = 1.32), Instagram ($\bar{X} = 2.94$, S.D. = 1.32), E-mail ($\bar{X} = 2.94$, S.D. = 1.25), and (NPOs' YouTube Channel ($\bar{X} = 3.21$, S.D. = 1.25), at a moderate to high level.

(2) For reasons of exposure to NPOs' information, the overall opinion is at a high level ($\bar{X} = 3.97$, S.D. = 0.75). For each reason, most respondents expose to NPOs' information to follow the news, operations, and movements of NPOs ($\bar{X} = 3.87$, S.D. = 0.90), followed by "to supplement donation decision making ($\bar{X} = 4.05$, S.D. = 0.86), and "to use the information for deciding on participation in NPOs' activities. ($\bar{X} = 3.99$, S.D. = 0.83) respectively. All of each opinion is at a high level.

2) Regarding NPOs' credibility, the overall opinion on NPOs' credibility on donors' donation to NPOs is at the highest level ($\bar{X} = 4.45$, S.D. = 0.56). For each issue, respondents view that the organization they donate is reliable the ($\bar{X} = 4.43$, S.D. = 0.64), followed by "you believe that what you donate to NPOs will be used to help others genuinely" ($\bar{X} = 4.50$, S.D. = 0.60), and "you believe donation activities are effective" ($\bar{X} = 4.40$, S.D. = 0.65) respectively. All are rated at the highest level.

3) For message and appeal strategies, respondents express their opinions on the overall influence of message and appeal strategies on donors' donation to NPOs at the highest level ($\bar{X} = 4.22$, S.D. = 0.64). For each individual strategy, respondents perceived the influence of the content displaying the suffering and difficulties of people to whom NPOs need to help on donors' donation to NPOs at a high level ($\bar{X} = 4.10$, S.D. = 0.80), followed by the content portraying the donation is used towards social benefits truly ($\bar{X} = 4.34$, S.D. = 0.66), at the highest level respectively.

4) Regarding religious beliefs, respondents express their opinion on the overall influence of religious beliefs on donors' donation to NPOs at a high level ($\bar{X} = 3.66$, S.D. = 1.00). For each statement, respondents believe that donation means they have a chance to make merits the most ($\bar{X} = 4.16$, S.D. = 0.92), followed by donation can compensate what you have done badly in the past ($\bar{X} = 3.34$, S.D. = 1.35), and donation will bring good luck and eradicate bad things ($\bar{X} = 3.47$, S.D. = 1.24) at a moderate and high level respectively.

Table 5.3 Mean, Standard Deviation, and Level of Donors' Opinion on the Influence of Social Marketing on Donors' Donation to NPOs

n=315

Social Marketing	\bar{X}	S.D.	Level of Opinion
1. 4Ps Social Marketing Mix Concept of Kotler & Zaltman (1971)	4.18	0.51	High
1.1 Product Strategy	4.18	0.57	High
- Projects helped by NPOs are the same group as you need to help	4.06	0.72	High
- You have a positive attitude towards	4.31	0.60	Highest

Social Marketing	\bar{X}	S.D.	Level of Opinion
projects helped by NPOs			
1.2 Price Strategy	4.30	0.60	Highest
- What you donate is worth for helping others	4.38	0.61	Highest
- The time you spent searching for what you want to donate is worth, compared to donatees' received benefits.	4.23	0.71	Highest
1.3 Place Strategy	4.24	0.59	Highest
- The donation can be made easily without complexities	4.41	0.62	Highest
- Donation channels are diverse, i.e., on websites, via E-Wallet, donation boxes, credit cards, etc. (E-Wallet)	4.19	0.84	High
1.4 Promotion Strategy	3.93	0.85	High
- NPOs' advertisement is publicized through various media, i.e., TV, online, radio, etc.	3.90	0.94	High
- NPOs' Public relations appear in various media, i.e., news conferences, interviewing, special activities, etc.	3.97	0.86	High
2. 4Ps Social Marketing Mix Concept of Weinreich (1999)	4.00	0.61	High
2.1 Partnership	3.88	0.80	High
- NPOs collaborate with other organizations with similar goals	3.89	0.83	High
- NPOs organize activities with alliances.	3.87	0.87	High
2.2 Publics	3.97	0.75	High
- NPOs provide information for potential donors	4.03	0.79	High
- NPOs communicate with other	3.99	0.84	High

Social Marketing	\bar{X}	S.D.	Level of Opinion
authorized agencies to promote donation behaviors, i.e., government agencies, mass media, etc.			
- NPOs communicate with donors' influencers, i.e., community leaders, family members, etc.	3.90	0.89	High
2.3 Purse Strings	3.95	0.78	High
- NPOs' budget is supported by the government sector for their operation and social support	3.91	0.89	High
- NPOs receive donations continually so they have enough budget for operations and social support.	3.99	0.81	High
2.4 Policy	4.21	0.61	Highest
- NPOs' policies are beneficial for society	4.35	0.64	Highest
- NPOs' policies accord with the government's policies in helping society	4.07	0.77	High
3. 3 Ps Social Marketing Mix Concept of Kotler & Roberto (1989)	4.10	0.61	High
3.1 Person	4.00	0.79	High
- The use of stars, actors, celebrities makes you interested in donations.	3.86	0.98	High
- Persuasion of family members or friends makes you interested in donation	4.14	0.81	High
3.2 Presentation	4.07	0.73	High
- NPOs' presentation of donation news makes you interested in donation.	4.00	0.85	High
- NPOs' presentation of donation news makes you interested in donation.	4.00	0.85	High

Social Marketing	\bar{X}	S.D.	Level of Opinion
- NPOs' presentation of the benefits donatees receive makes you interested in donation.	4.13	0.76	High
3.3 Process	4.25	0.66	Highest
- NPOs have diverse donation channels, which facilitates your donation.	4.22	0.76	Highest
- The donation procedure is not complex.	4.27	0.70	Highest
The Overall Mean	4.09	0.52	High

Table 5.3 indicates the level of opinions on the influence of social marketing on donors' donation to NPOs, which comprises three concepts of social marketing: 4Ps Social Marketing Mix of Kotler & Zaltman (1971), 4Ps Social Marketing Mix of Weinreich (1999), and 3Ps Social Marketing Mix of Kotler & Roberto (1989). The details of the findings are as follows:

1) 14Ps Social Marketing Mix of Kotler & Zaltman (1971)

As the overall opinions, respondents perceive the influence of 4Ps Social Marketing Mix of Kotler & Zaltman (1971), which comprises Product, Price, Place, and Promotion strategy, on their donation to NPOs at a high level ($\bar{X} = 4.18$, S.D. = 0.51).

(1) Product Strategy. Respondents express their opinions on the influence of the overall product strategy on their donation to NPOs at a high level. ($\bar{X} = 4.18$, S.D. = 0.57). For each statement of product strategy, respondents perceive "projects supported by NPOs are the same group that they want to support" at the high level ($\bar{X} = 4.06$, S.D. = 0.72), and "they have positive attitude towards projects supported by NPOs" at the highest level. ($\bar{X} = 4.31$, S.D. = 0.60)

(2) Price Strategy. Respondents express their opinions on the influence of the overall price strategy on their donation to NPOs at the highest level. ($\bar{X} = 4.30$, S.D. = 0.60). For each statement of price strategy, respondents express their opinions for the statement, "what you donate is worth for helping others" at the highest level ($\bar{X} = 4.38$, S.D. = 0.61), and "time spent on searching for what you need to donate is

worth, compared with donatees' received benefits." ($\bar{X} = 4.23$, S.D. = 0.71) at the highest level.

(3) Place Strategy. Respondents express their opinions on the influence of the overall place strategy on their donation to NPOs at the highest level ($\bar{X} = 4.24$, S.D. = 0.59). For each statement of place strategy, respondents express their opinions on the statement "donation can be made easily without complexities" ($\bar{X} = 4.41$, S.D. = 0.62), at the highest level, followed by "donation channels are diverse, i.e., on websites, via E-Wallet, donation boxes, credit cards, etc." ($\bar{X} = 4.19$, S.D. = 0.84) at a high level, and "Activities organized at NPOs' places facilitate your donation" ($\bar{X} = 4.13$, S.D. = 0.77) at a high level.

(4) Promotion Strategy. Respondents express their opinions on the influence of the overall promotion strategy on their donation to NPOs at a high level ($\bar{X} = 3.93$, S.D. = 0.85). For each statement, respondents express their opinions on the statement "NPOs' advertisement is publicized through various media, i.e., TV, online, radio, etc. at a high level ($\bar{X} = 3.90$, S.D. = 0.94), and "NPOs' public relations appear in many media, i.e., news conference, interviewing, special activities, etc. at a high level ($\bar{X} = 3.97$, S.D. = 0.86).

2) 4Ps Social Marketing Mix of Weinreich (1999)

Respondents express their opinions on the overall influence of 4Ps Social Marketing Mix of Weinreich (1999), which comprises Partnership, Publics, Purse Strings, and Policy, on their donation to NPOs at a high level. ($\bar{X} = 4.00$, S.D. = 0.61).

(1) Partnership. Respondents express their opinions on the influence of the overall Partnership on their donation to NPOs at a high level. ($\bar{X} = 3.88$, S.D. = 0.80). For each statement, respondents express their opinions on "NPOs collaborate with other organizations with similar goals at a high level ($\bar{X} = 3.89$, S.D. = 0.83), "NPOs organize activities with their alliances" at a high level ($\bar{X} = 3.87$, S.D. = 0.87).

(2) Publics. Respondents express their opinions on the influence of the overall Publics on their donation to NPOs at a high level ($\bar{X} = 3.97$, S.D. = 0.75). For each statement, they express their opinions on the statement "NPOs provide information for potential donors" at a high level. ($\bar{X} = 4.03$, S.D. = 0.79), NPOs

communicate with authorized agencies, i.e., government agencies, mass media, to promote donation behaviors at a high level ($\bar{X} = 3.90$, S.D. = 0.89).

(3) Purse Strings. Respondents express their opinions on the influence of the overall Purse Strings on their donation to NPOs at a high level ($\bar{X} = 3.95$, S.D. = 0.78). For each statement, they express their opinions on the statement “NPOs is supported by the government sector for their operations and social support” at a high level ($\bar{X} = 3.91$, S.D. = 0.89), and “NPOs receive continual donation so they have enough budget for operations and social support at a high level. ($\bar{X} = 3.99$, S.D. = 0.81)

(4) Policy. Respondents express their opinions on the influence of the overall Policy on their donation to NPOs at the highest level ($\bar{X} = 4.21$, S.D. = 0.61). For each statement, they express their opinions on the statement “NPOs’ policies are beneficial for society at the highest level ($\bar{X} = 4.35$, S.D. = 0.64), and “NPOs’ policies accord with policies of the government sector at a high level. ($\bar{X} = 4.07$, S.D. = 0.77).

3) Ps Social Marketing Mix of Kotler and Roberto (1989)

Respondents express their opinions on the overall influence of the 3Ps Social Marketing Mix of Kotler and Roberto (1989), which comprises Person, Presentation, and Process, on their donation to NPOs at a high level. ($\bar{X} = 4.10$, S.D. = 0.61).

(1) Person. Respondents express their opinions on the influence of the overall Person on their donation to NPOs at a high level. ($\bar{X} = 4.00$, S.D. = 0.79). For each statement, respondents express their opinions on "the use of stars, actors, and celebrities makes you interested in donation" at a high level ($\bar{X} = 3.86$, S.D. = 0.98), and “Persuasion of family members and friends makes you interested in donation” at a high level ($\bar{X} = 4.14$, S.D. = 0.81).

(2) Presentation. Respondents express their opinions on the influence of the overall Presentation on their donation to NPOs at a high level. ($\bar{X} = 4.07$, S.D. = 0.73). For each statement, respondents express their opinions on "NPOs' presentation of news on fundraising activities for donation makes you interested in donation at a high level ($\bar{X} = 4.00$, S.D. = 0.85), and “NPOs’ presentation of the benefits donatees receive makes you interested in donation” at a high level ($\bar{X} = 4.13$, S.D. = 0.76).

(3) Process. Respondents express their opinions on the influence of the overall Process on their donation to NPOs at the highest level. ($\bar{X} = 4.25$, S.D. =

0.66). For each statement, respondents express their opinions on "NPOs have diverse channels that facilitate donation" at the highest level ($\bar{X} = 4.22$, S.D. = 0.76), and "Donation procedure is not complex" at the highest level ($\bar{X} = 4.27$, S.D. = 0.70).

Table 5.4 Mean, Standard Deviation, and Level of Donors' Opinion on the Influence of Corporate Image on Donors' Donation to NPOs

n=315

Corporate Image	\bar{X}	S.D.	Level of Opinion
1. Corporate image	4.49	0.54	Highest
- NPOs to which you donate is transparent	4.47	0.60	Highest
- NPOs to which you donate is a leader in helping specific-group donatees.	4.51	0.58	Highest
2. Employee/Volunteer Image	4.17	0.68	High
- NPOs' employees/volunteers are knowledgeable and can provide information well.	4.32	0.66	Highest
- NPOs' employees/volunteers can persuade people towards donation well.	4.03	0.89	High
3. Executive image	4.20	0.71	High
- NPOs' executives are knowledgeable and capable	4.20	0.76	High
- NPOs' executives have visions.	4.20	0.74	High
4. Social responsibility image	4.38	0.61	Highest
- NPOs to which you donate have social responsibilities	4.39	0.64	Highest
- NPOs to which you donate play a role in promoting the well-being of a society	4.37	0.65	Highest
5. Project, product, and service image	4.41	0.60	Highest
- Donation helps to respond to the psychological needs of helping others.	4.39	0.68	Highest

Corporate Image	\bar{X}	S.D.	Level of Opinion
- Projects and activities operated by NPOs are beneficial for society	4.43	0.60	Highest
6. Equipment, building, and place management image	4.31	0.64	Highest
- NPOs have effective management	4.30	0.68	Highest
- NPOs use modern technologies to donate more easily.	4.32	0.68	Highest
The Overall Mean	4.33	0.52	Highest

Table 5.4 indicates the influence of the corporate image on donors' donations to NPOs. In general, respondents express their opinions on the influence of the overall corporate image, comprising the corporate image, employee/volunteer image, executive image, social responsibility image, project, product, and service image, and equipment, building, and place management image, on their donation to NPOs at the highest level ($\bar{X} = 4.33$, S.D. = 0.52), with details as follows:

1) Corporate image. Respondents express their opinions on the influence of the overall corporate image on their donation to NPOs at the highest level. ($\bar{X} = 4.49$, S.D. = 0.54). For each statement, respondents express their opinions on the statement "NPOs to which you donate are a leader in help specific-group donatees" at the highest level ($\bar{X} = 4.51$, S.D. = 0.58), and "NPOs to which you donate is transparent" at the highest level ($\bar{X} = 4.47$, S.D. = 0.60) respectively.

2) Employee/volunteer image. Respondents express their opinions on the influence of the overall employee/volunteer image on their donation to NPOs at a high level. ($\bar{X} = 4.17$, S.D. = 0.68). Respondents express their opinions on the statement "NPOs' employees/volunteers are knowledgeable and can provide information well" at the highest level ($\bar{X} = 4.32$, S.D. = 0.66), and "NPOs' employees and volunteers can persuade people towards donation well" at a high level ($\bar{X} = 4.03$, S.D. = 0.89) respectively.

3) Executive image. Respondents express their opinions on the influence of the overall executive image on their donation to NPOs at a high level. ($\bar{X} = 4.20$, S.D. = 0.71). For each statement, respondents express their opinions on "NPOs' executives

are knowledgeable and capable" and "NPOs' executives have visions" at a high level ($\bar{X} = 4.20$, S.D. = 0.76) and ($\bar{X} = 4.20$, S.D. = 0.74) almost equally.

4) Social responsibility image. Respondents express their opinions on the influence of the overall social responsibility image on their donation to NPOs at the highest level. ($\bar{X} = 4.38$, S.D. = 0.61). For each statement, respondents express their opinions on the statement "NPOs to which you donate have social responsibilities" at the highest level ($\bar{X} = 4.39$, S.D. = 0.64), and "NPOs to which you donate play a role in promoting well-being of society" at the highest level ($\bar{X} = 4.37$, S.D. = 0.65) respectively.

5) Project, product, and service image. Respondents express their opinions on the influence of the overall project, product, and service image on their donation to NPOs at the highest level. ($\bar{X} = 4.41$, S.D. = 0.60). For each statement, respondents express their opinions on the statement "Projects and activities operated by NPOs are beneficial projects for society" at the highest level ($\bar{X} = 4.43$, S.D. = 0.60), and "Donation helps to respond to psychological needs of helping others" at the highest level ($\bar{X} = 4.39$, S.D. = 0.68) respectively.

6) Equipment, building, and place management image. Respondents express their opinions on the influence of the overall equipment, building, and place management image on their donation to NPOs at the highest level. ($\bar{X} = 4.31$, S.D. = 0.64). For each statement, respondents express their opinions on the statement "NPOs use modern technologies to facilitate donation more easily" at the highest level ($\bar{X} = 4.32$, S.D. = 0.68), and "NPOs have effective management" at the highest level ($\bar{X} = 4.30$, S.D. = 0.68) respectively.

Table 5.5 Mean, Standard Deviation, and the Level of Opinions on Donors' Trust in NPOs.

n=315

Trust	\bar{X}	S.D.	Level of Opinion
1. Non-Opportunistic Behavior	4.49	0.59	Highest
- NPOs to which you donate have honest operations	4.50	0.60	Highest
- NPOs to which you donate have good governance in management.	4.49	0.62	Highest
2. Shared Values	4.45	0.63	Highest
- NPOs to which you donate have values following your psychological needs of helping others.	4.49	0.66	Highest
- You want to help the same groups of people NPOs want to help.	4.42	0.67	Highest
3. NPOs' Communication	4.28	0.77	Highest
- NPOs communicate with donors often about the issues donors want to know.	4.30	0.80	Highest
- NPOs are consistent in updating information related to donors.	4.27	0.82	Highest
The Overall Mean	4.41	0.58	Highest

Table 5.5 indicates the influence of donors' trust on NPOs on their donation to NPOs. In general, respondents express their opinions on the influence of the overall donors' trust on NPOs, comprising non-opportunistic behaviors, shared values, and NPOs' communication, on their donation to NPOs at the highest level ($\bar{X} = 4.41$, S.D. = 0.58), with details as follows:

1) Non-opportunistic behaviors. Respondents express their opinions on the influence of the overall non-opportunistic behaviors on their donation to NPOs at the highest level. ($\bar{X} = 4.49$, S.D. = 0.59). For each statement, respondents express their opinions on the statement "NPOs to which you donate have honest operations" at the

highest level (\bar{X} =4.50, S.D. =0.60), and “NPOs to which you donate have good governance in management” at the highest level (\bar{X} =4.49, S.D. =0.62) respectively.

2) Shared values. Respondents express their opinions on the influence of the overall shared values on their donation to NPOs at the highest level. (\bar{X} =4.45, S.D. =0.63). Respondents express their opinions on the statement “NPOs to which you donate have values in accordance with your psychological needs of helping others” at the highest level (\bar{X} =4.49, S.D. =0.66), and “you want to help the same groups of people NPOs want to help” at the highest level (\bar{X} =4.42, S.D. =0.67) respectively.

3) NPOs’ communication. Respondents express their opinions on the influence of the overall NPOs’ communication on their donation to NPOs at the highest level. (\bar{X} =4.28, S.D. =0.77). For each statement, respondents express their opinions on the statement “NPOs communicate with donors often about the issues donors should know” at the highest level (\bar{X} =4.30, S.D. =0.80) and “NPOs are consistent in updating information related to donors” at the highest level (\bar{X} =4.27, S.D. =0.82) respectively.

Table 5.6 Mean, Standard Deviation, and the Level of Opinions on Donors' Motivations towards the Donation

n=315

Donation Motivations	\bar{X}	S.D.	Level of Opinion
1. Internal Motivations	3.69	0.60	High
- A donation makes you feel proud of yourself	4.39	0.73	Highest
- Donation for helping others is a part of your goals in life.	4.36	0.78	Highest
- Donation for helping others fulfills your complacence.	4.37	0.76	Highest
- The donation reflects interdependence between donors and donatees.	4.17	0.86	High
- Donation indicates that others' happiness is more important than one's happiness.	4.11	0.89	High
- You are afraid that others will blame you if	2.23	1.13	Low

Donation Motivations	\bar{X}	S.D.	Level of Opinion
you do not donate.			
- You donate because you do not want to feel guilty if you do not.	3.14	0.87	Moderate
2. External Motivations	2.23	1.11	Low
- A donation makes your intimates, i.e., friends, family members, relatives, etc. accept you more.	2.45	1.16	Low
- A donation makes society accept you more.	2.51	1.20	Low
- NPOs' effective operations make you decide to donate.	3.92	1.00	High
- A tax deduction is a benefit that makes you decide to donate more easily.	3.23	1.24	Moderate
- People surrounding you, i.e., friends, spouse, etc. influence your donation.	3.25	1.19	Moderate
- Social media affiliates, i.e., colleagues, neighbors, etc. influence your donation.	3.21	1.19	Moderate
- Your family members influence your donation	3.42	1.22	High
The Overall Mean	3.42	0.66	High

Table 5.6 indicates the influence of motivations on donors' donations to NPOs. Respondents express their opinions on the influence of the overall motivations, comprising internal and external motivations, on their donation to NPOs at a high level ($\bar{X} = 3.42$, S.D. = 0.66), with details as follows:

1) Internal motivations. Respondents express their opinions on the influence of the overall internal motivations on their donation to NPOs at a high level. ($\bar{X} = 3.69$, S.D. = 0.60). For each statement, respondents express their opinions on the statement "donation makes you proud of yourself" the most at the highest level ($\bar{X} = 4.39$, S.D. = 0.73), followed by "donation for helping others fulfills your complacency" at the highest level ($\bar{X} = 4.37$, S.D. = 0.76), "donation for helping others is a part of your goal in life" at the highest level ($\bar{X} = 4.36$, S.D. = 0.78), "donation

reflect the interdependence between donors and donees” at a high level ($\bar{X} = 4.17$, S.D. = 0.86), “donation indicates that others’ happiness is more important than one’s own happiness” at a high level ($\bar{X} = 4.11$, S.D. = 0.89), “you donate because you do not want to feel guilty if you do not” at a moderate level ($\bar{X} = 3.14$, S.D. = 0.87), and “you are afraid that others will blame you if you do not donate” at a low level ($\bar{X} = 2.23$, S.D. = 1.13) respectively.

2) External motivations. Respondents express their opinions on the influence of the overall external motivations on their donation to NPOs at a low level. ($\bar{X} = 2.23$, S.D. = 1.11). For each statement, respondents express their opinions on the statement "NPOs' effective operations make you decide to donate" the most at a high level ($\bar{X} = 3.92$, S.D. = 1.00), followed by “your family members influence your donation” at a high level ($\bar{X} = 3.42$, S.D. = 1.22), “people surrounding you, i.e., friends, spouse, etc. influence your donation” at a moderate level ($\bar{X} = 3.25$, S.D. = 1.19), “tax deduction is the benefits that make you decide to donate more easily” at a moderate level ($\bar{X} = 3.23$, S.D. = 1.24), “social media affiliates, i.e., colleagues, neighbors, etc. influence your donation” at a moderate level ($\bar{X} = 3.21$, S.D. = 1.19), “donation makes society accept you more” at a low level ($\bar{X} = 2.51$, S.D. = 1.20), and “donation makes your intimates, i.e., friends, family members, relatives, accept you more” at a low level ($\bar{X} = 2.45$, S.D. = 1.16) respectively.

Table 5.7 Mean, Standard Deviation, and the Level of Opinions on Donors’ Donation Behaviors

Donation Behaviors	\bar{X}	S.D.	Level of Opinion
1. Determination towards donation	4.18	0.68	High
- You are willing to donate money or other objects to NPOs	4.21	0.76	Highest
- You are willing to support NPOs in various ways, i.e., volunteers, participation in activities, organized by NPOs.	4.16	0.80	High
2. Recommendation and word-of-mouth	4.15	0.69	High
- You will recommend or pass your words	4.23	0.72	Highest

Donation Behaviors	\bar{X}	S.D.	Level of Opinion
about NPOs to which you want to donate to your friends or acquaintances.			
- You will recommend your friends or acquaintances to donate to NPOs.	4.18	0.75	High
- You will recommend friends or acquaintances to participate in activities organized by NPOs	4.05	0.83	High
3. Repeated donation	4.20	0.69	High
- You intend to donate to NPOs again in the future.	4.31	0.71	Highest
- You intend to participate in activities organized by NPOs in the future.	4.08	0.87	High
The Overall Mean	4.18	0.60	High

Table 5.7 indicates the influence of donors' donation behaviors on their donation to NPOs. Respondents express their opinions on the influence of the overall donation behaviors on their donation to NPOs, comprising determination to donate, recommendation or word-of-mouth to other people, and repeated donation at a high level ($\bar{X} = 4.18$, S.D. = 0.60), with details as follows:

1) Determination to donate. Respondents express their opinions on the influence of the overall determination to donate on their donation to NPOs at a high level. ($\bar{X} = 4.18$, S.D. = 0.68). For each statement, respondents express their opinions on the statement "you are willing to donate money or other objects to NPOs" at the highest level ($\bar{X} = 4.21$, S.D. = 0.76), and "you are willing to support NPOs in other ways, i.e., volunteers, participation in activities organized by NPOs" at a high level ($\bar{X} = 4.16$, S.D. = 0.80) respectively.

2) Recommendation and word of mouth to other people. Respondents express their opinions on the influence of the overall recommendation and word of mouth to other people on their donation to NPOs at a high level. ($\bar{X} = 4.15$, S.D. = 0.69). Respondents express their opinions on the statement "you will recommend and word of mouth about the NPOs to which you donate to your friends or acquaintances" at the

highest level (\bar{X} =4.23, S.D. =0.72), “you will recommend to your friends and acquaintances to donate to the NPOs” at a high level (\bar{X} =4.18, S.D. =0.75), and “you will recommend to your friends or acquaintances to participate in activities organized by NPOs” at a high level (\bar{X} =4.05, S.D. =0.83) respectively.

3) Repeated donation. Respondents express their opinions on the influence of the overall repeated donation on their donation to NPOs at a high level. (\bar{X} =4.20, S.D. =0.69). For each statement, respondents express their opinions on the statement “you intend to donate to NPOs again in the future” at the highest level (\bar{X} =4.31, S.D. =0.71) and “you intend to participate in the activities organized by NPOs in the future” at the highest level (\bar{X} =4.08, S.D. =0.87) respectively.

5.3 The Findings of Correlation Analysis

To validate if research variables are correlated before developing the structural equation model, Pearson’s Correlation Coefficient is analyzed to find the relationship between latent variables. The findings show that all observed variables in the model are correlated as the correlation coefficient does not exceed 0.80, which complies with the criteria. (Yuth Kaiwan, 1993, p. 220).

5.3.1 The Findings of Correlation Coefficient between Observed Variables of the Exogenous Latent Variables

The study consists of three exogenous latent variables: communication factors, social marketing, and corporate image, which comprise 13 observed variables. From the analysis of all 13 variables of 78 pairs, it is found that 74 pairs of observed variables of exogenous latent variables are found to have relationships at 0.01 and 0.05 statistical significance levels. Besides, 8 pairs are found to have relationships at a high level or the correlation coefficient is between 0.701-0.767, 19 pairs at a moderate level or the correlation coefficient between 0.502-0.670, 34 pairs at a low level, or the correlation coefficient between 0.341-0.497, and 12 pairs at a very low level or the correlation coefficient between 0.119-0.274, as illustrated in Table 5.8

Table 5.8 The Findings of the Analysis of Pearson's Correlation Coefficient between Observed Variables of Exogenous Latent Variables

	CF1	CF2	CF3	CF4	SM1	SM2	SM3	CI1	CI2	CI3	CI4	CI5	CI6
CF1	1												
CF2	-.003	1											
CF3	.233**	.616**	1										
CF4	.527**	.154**	.388**	1									
SM1	.369**	.508**	.563**	.341**	1								
SM2	.454**	.260**	.406**	.420**	.767**	1							
SM3	.400**	.368**	.414**	.385**	.706**	.741**	1						
CI1	.041	.499**	.477**	.108	.483**	.360**	.429**	1					
CI2	.385**	.247**	.387**	.274**	.475**	.484**	.489**	.453**	1				
CI3	.379**	.249**	.420**	.246**	.497**	.581**	.533**	.459**	.760**	1			
CI4	.119*	.475**	.468**	.157**	.536**	.480**	.482**	.712**	.579**	.612**	1		
CI5	.104	.485**	.463**	.187**	.526**	.436**	.502**	.630**	.515**	.547**	.756**	1	
CI6	.254**	.407**	.482**	.142*	.547**	.510**	.540**	.565**	.670**	.701**	.703**	.724**	1

5.3.2 The Findings of the Analysis of Pearson's Correlation Coefficient between Observed Variables of Endogenous Latent Variables

The study consists of three variables: trust, motivations, and donation behaviors, which comprise 8 observed variables. From the analysis of the correlation coefficient between 28 pairs of 8 observed variables, it is found that every pair of observed variables of endogenous latent variables has a relationship at a 0.01 statistical significance level. Besides, 2 pairs are found to have a relationship at a high level or the correlation coefficient is between 0.706-0.717, 5 pairs at a moderate level or the correlation coefficient is between 0.588-0.644, 18 pairs at a low level or the correlation coefficient is between 0.316-0.487, and 3 pairs at a very low level or the correlation coefficient is between 0.229-0.284, as illustrated in Table 5.9.

Table 5.9 The Findings of the Analysis of Pearson's Correlation Coefficient between Observed Variables of Endogenous Latent Variables

	TR1	TR2	TR3	DM1	DM2	DB1	DB2	DB3
TR1	1							
TR2	.717**	1						
TR3	.616**	.644**	1					
DM1	.328**	.423**	.392**	1				
DM2	.229**	.244**	.316**	.593**	1			
DB1	.362**	.405**	.340**	.349**	.333**	1		
DB2	.407**	.458**	.381**	.487**	.349**	.588**	1	
DB3	.353**	.485**	.387**	.469**	.284**	.599**	.706**	1

5.3.3 The Findings of the Analysis of Pearson's Correlation Coefficient between Observed Variables of all Latent Variables of the Study

The study consists of 6 latent variables, comprising 21 observed variables. From the analysis of Pearson's Correlation Coefficient of 210 pairs of 21 observed variables, it is found that 205 pairs of observed variables of latent variables have a relationship at 0.01 and 0.05 statistical significance level. Besides, 11 pairs are found to have a relationship at a high level or the correlation coefficient 0.701-0.767, 36

pairs at a moderate level or the correlation coefficient is between 0.502-0.670, 124 pairs at a low level or the correlation coefficient is between 0.300-0.499, and 34 pairs at a very low level or the correlation coefficient is between 0.114-0.293, as illustrated in Table 5.10.

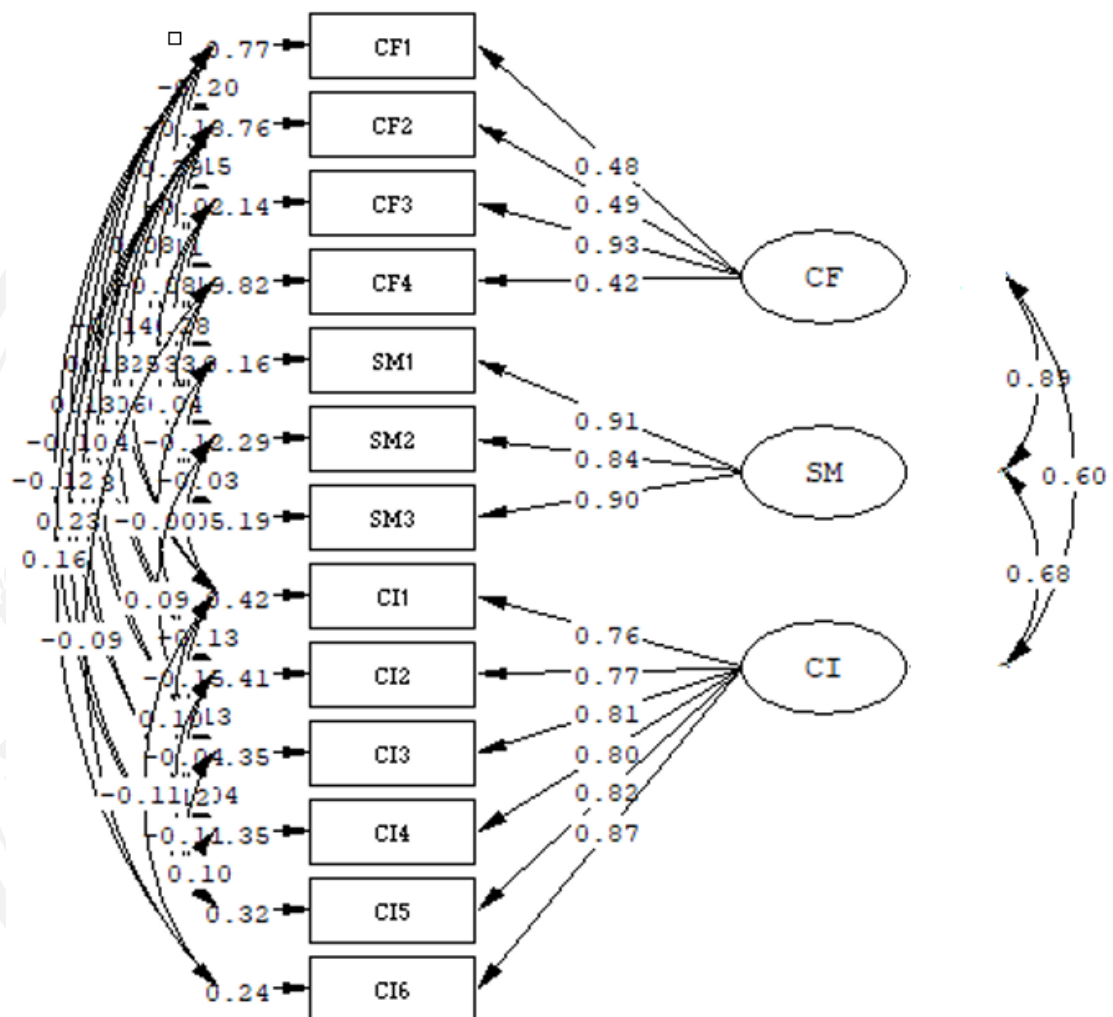


Table 5.10 The Findings of the Analysis of Pearson's Correlation Coefficient between Observed Variables or all Latent Variables of the Study

	CF1	CF2	CF3	CF4	SM1	SM2	SM3	CI1	CI2	CI3	CI4	CI5	CI6	TR1	TR2	TR3	DM1	DM2	DB1	DB2	DB3
CF1	1																				
CF2	-.003	1																			
CF3	.233**	.616**	1																		
CF4	.527**	.154**	.388**	1																	
SM1	.369**	.508**	.563**	.341**	1																
SM2	.454**	.260**	.406**	.420**	.767**	1															
SM3	.400**	.368**	.414**	.385**	.706**	.741**	1														
CI1	.041	.499**	.477**	.108	.483**	.360**	.429**	1													
CI2	.385**	.247**	.387**	.274**	.475**	.484**	.489**	.453**	1												
CI3	.379**	.249**	.420**	.246**	.497**	.581**	.553**	.459**	.760**	1											
CI4	.119*	.475**	.468**	.157**	.536**	.480**	.482**	.712**	.579**	.612**	1										
CI5	.104	.485**	.463**	.187**	.526**	.436**	.502**	.630**	.515**	.547**	.756**	1									
CI6	.254**	.407**	.482**	.142*	.547**	.510**	.540**	.565**	.670**	.701**	.703**	.724**	1								
TR1	.215**	.318**	.437**	.210**	.440**	.372**	.402**	.626**	.453**	.467**	.525**	.476**	.531**	1							
TR2	.202**	.336**	.488**	.263**	.484**	.440**	.408**	.553**	.439**	.428**	.493**	.560**	.496**	.717**	1						
TR3	.361**	.216**	.420**	.275**	.502**	.522**	.508**	.413**	.579**	.542**	.439**	.410**	.613**	.616**	.644**	1					
DM1	.201**	.301**	.425**	.339**	.385**	.358**	.384**	.316**	.399**	.376**	.330**	.413**	.320**	.328**	.423**	.392**	1				
DM2	.437**	.028	.255**	.440**	.300**	.393**	.378**	.114*	.293**	.337**	.151**	.163**	.214**	.229**	.244**	.316**	.593**	1			
DB1	.253**	.201**	.369**	.190**	.457**	.359**	.372**	.385**	.365**	.420**	.308**	.336**	.395**	.362**	.405**	.340**	.349**	.333**	1		
DB2	.222**	.316**	.485**	.320**	.461**	.423**	.468**	.427**	.366**	.452**	.436**	.483**	.442**	.407**	.458**	.381**	.487**	.349**	.588**	1	
DB3	.209**	.340**	.468**	.283**	.452**	.370**	.429**	.450**	.436**	.443**	.391**	.529**	.481**	.353**	.482**	.387**	.469**	.284**	.599**	.706**	1

5.4 The Findings of the Congruence of Structural Equation Model

5.4.1 The Validation of Construct Validity through Confirmatory Factor Analysis of the Measurement Model



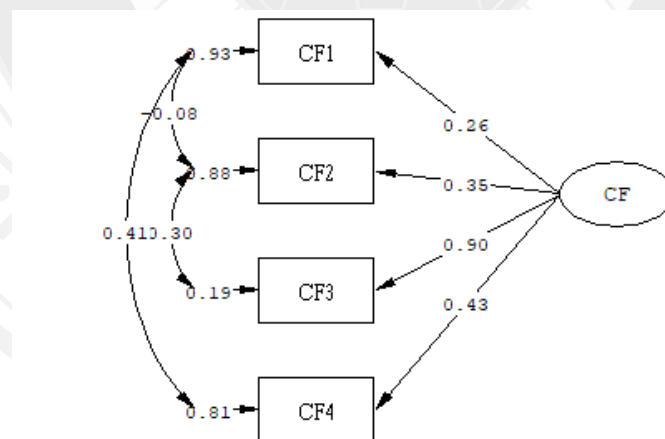
Chi – square = 30.73, df = 22, p = 0.101, Chi – square/df = 1.397,
 GFI = 0.99, AGFI = 0.94, CFI = 1.00, NFI = 0.99, IFI = 1.00, RFI = 0.98,
 RMR = 0.01, RMSEA = 0.036

Figure 5.1 Illustrates the Findings of the Validation of Construct Validity through Confirmatory Factor Analysis of Exogenous Latent Variables by a Statistical Package Program

Figure 5.1 illustrates the validation of construct validity through confirmatory factor analysis (CFA) of exogenous latent variables by a statistical package program. From the analysis, it is found that the measurement model of exogenous latent variables of communication factors influencing donation to nonprofit organizations of donors is congruent with the empirical data or has a model fit and construct validity since more than 3 indexes pass the determined criteria. (Yuth Kaiwan, 2013, p. 231; Supamas Angsuchoti et al., 2011, pp. 21-24). From the validation, 9 indices pass the criteria as follows: (1) Relative Chi-square (χ^2/df) = 1.397 (> 2) (2) Goodness of Fit Index (GFI) = 0.99 (> 0.90) (3) Adjusted Goodness of Fit Index (AGFI) = 0.94 (> 0.90) (4) Comparative Fit Index (CFI) = 1.00 (> 0.90) (5) Normed Fit Index (NFI) = 0.99 (> 0.90) (6) Incremental Fit Index (IFI) = 1.00 (> 0.90) (7) Relative Fit Index (RFI) = 0.98 (> 0.90) (8) Root Mean Square Residual (RMR) = 0.01 (< 0.05) and (9) Root Mean Square Error of Approximation (RMSEA) = 0.036 (< 0.05)

Moreover, the factor loading of most observed variables is higher than 0.50 at a 0.01 statistical significance level. The details of the factor loading of the observed variables of each latent variable are displayed in Figure 5.2-5.4.

1) Communication Factors (CF)



Chi-Square=0.13, df=1, P-value=0.72195, RMSEA=0.000

Figure 5.2 The Factor Loadings of the Observed Variables of the Latent Variables, Communication Factors (CF)

Figure 5.2 illustrates the latent variable, Communication Factors (CF), which comprises 4 observed variables: exposure to NPOs' information (CF1) (factor loading = 0.26), NPOs' credibility (CF2) (factor loading = 0.35), message and appeal strategies (CF3) (factor loading = 0.90), and religious beliefs (CF4) (factor loading = 0.43).

2) Social Marketing (SM)

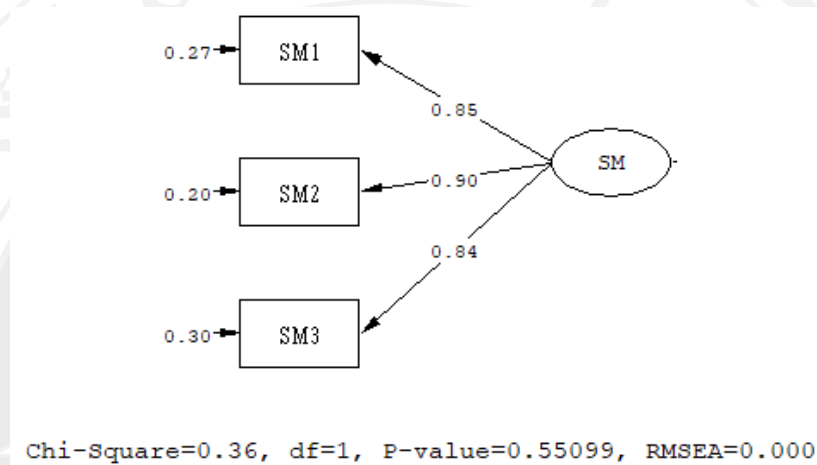


Figure 5.3 The Factor Loadings of the Observed Variables of the Latent Variable or Social Marketing (SM)

Figure 5.3 illustrates the latent variable or Social Marketing (SM), which comprises 3 observed variables: 4Ps Social Marketing Mix of Kotler & Zaltman (1971) (SM1) (factor loading = 0.85), 4Ps Social Marketing Mix of Weinreich (1999) (SM2) (factor loading = 0.90), and 3Ps Social Marketing Mix of Kotler & Roberto (SM3) (factor loading = 0.84).

3) Corporate image (CI)

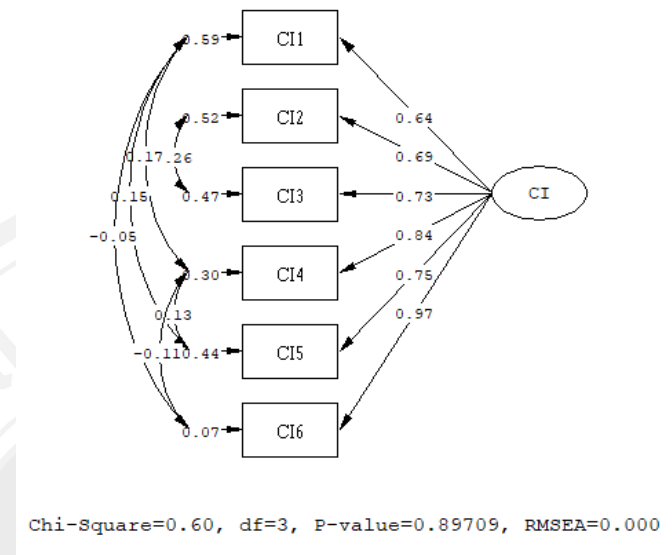
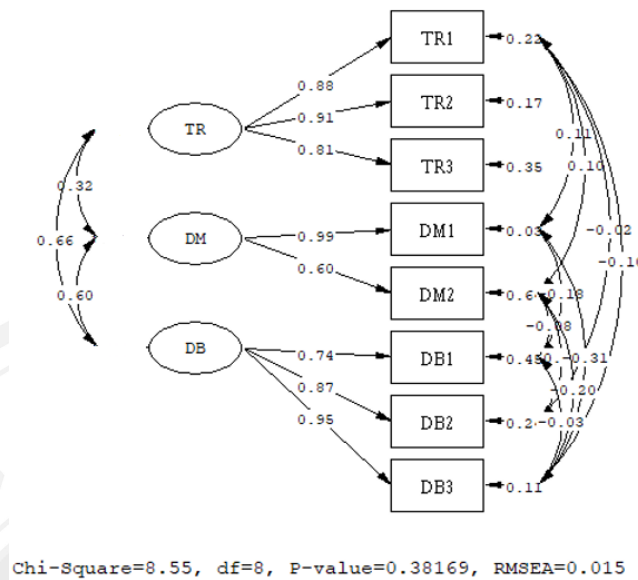


Figure 5.4 The Factor Loadings of the Observed Variables of the Latent Variable or Corporate Image (CI)

Figure 5.4 illustrates the latent variable, Corporate Image (CI), which comprises 6 observed variables: corporate image (CI1) (factor loading = 0.64), employee/ volunteer image (CI2) (factor loading = 0.69), executive image (CI3) (factor loading = 0.73), social responsibility (CI4) (factor loading = 0.84), project, product, and service image (CI5) (factor loading = 0.75), and equipment, building, and place management image (CI6) (factor loading = 0.97)



**Chi – square = 8.55, df = 8, p = 0.381, Chi – square/df = 1.069,
GFI = 0.99, AGFI = 0.97, CFI = 1.00, NFI = 1.00, IFI = 1.00, RFI = 0.99, RMR =
0.015, RMSEA = 0.015**

Figure 5.5 Illustrates the Findings of the Validation of Construct Validity through Confirmatory Factor Analysis of Exogenous Latent Variables by a Statistical Package Program

Figure 5.5 illustrates the validation of construct validity through confirmatory factor analysis (CFA) of exogenous latent variables by a statistical package program. From the analysis, it is found that the measurement model of exogenous latent variables of communication factors influencing donation to nonprofit organizations of donors is congruent with the empirical data or has a model fit and construct validity since more than 3 indexes pass the determined criteria. (Yuth Kaiwan, 2013, p. 231; Supamas Angsuchoti et al., 2011, pp. 21-24). From the validation, 9 indices pass the criteria as follows: (1) Relative Chi-square (χ^2/df) = 1.069 (< 2) (2) Goodness of Fit Index (GFI) = 0.99 (> 0.90) (3) Adjusted Goodness of Fit Index (AGFI) = 0.97 (>0.90) (4) Comparative Fit Index (CFI) = 1.00 (>0.90) (5) Normed Fit Index (NFI) = 1.00 (>0.90) (6) Incremental Fit Index (IFI) = 1.00 (>0.90) (7) Relative Fit Index (RFI) = 0.99 (>0.90) (8) Root Mean Square Residual (RMR) = 0.015 (<0.05) and (9) Root Mean Square Error of Approximation (RMSEA) = 0.015 (< 0.05)

Moreover, the factor loadings of most observed variables are higher than 0.50 at a 0.01 statistical significance level. The details of the factor loading of the observed variables of each latent variable are displayed in Figure 5.6-5.8.

4) Trust (TR)

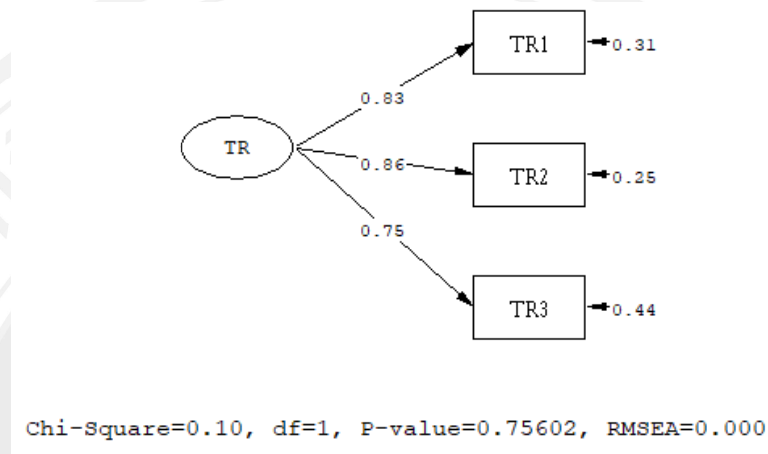
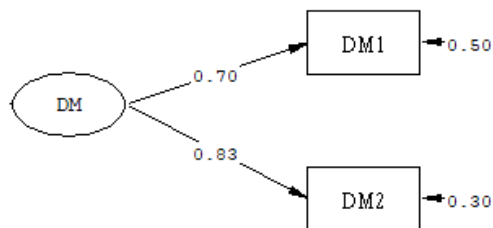


Figure 5.6 The Factor Loadings of the Observed Variables of the Latent Variable or Trust

Figure 5.6 illustrates the latent variable, Trust (TR), which comprises 3 observed variables: non-opportunistic behaviors (TR1) (factor loading = 0.83), shared values (TR2) (factor loading = 0.86), and NPOs' communication (TR3) (factor loading = 0.75)

5) Donation Motivations (DM)

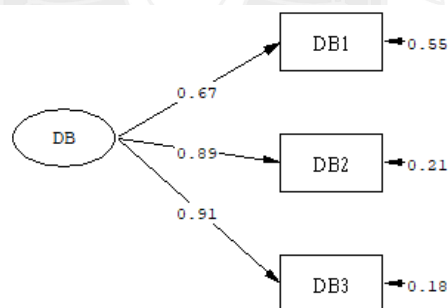


Chi-Square=0.04, df=1, P-value=0.83652, RMSEA=0.000

Figure 5.7 The Factor Loadings of the Observed Variables of the Latent Variable or Donation Motivations (DM)

Figure 5.7 illustrates the latent variable, Donation Motivations (DM), which comprises 2 observed variables: internal motivations (DM1) (factor loading = 0.70), and external motivations (DM2) (factor loading = 0.83)

6) Donation Behaviors (DB)



Chi-Square=0.16, df=1, P-value=0.68819, RMSEA=0.000

Figure 5.8 The Factor Loadings of the Observed Variables of the Latent Variable or Donation Behavior (DM)

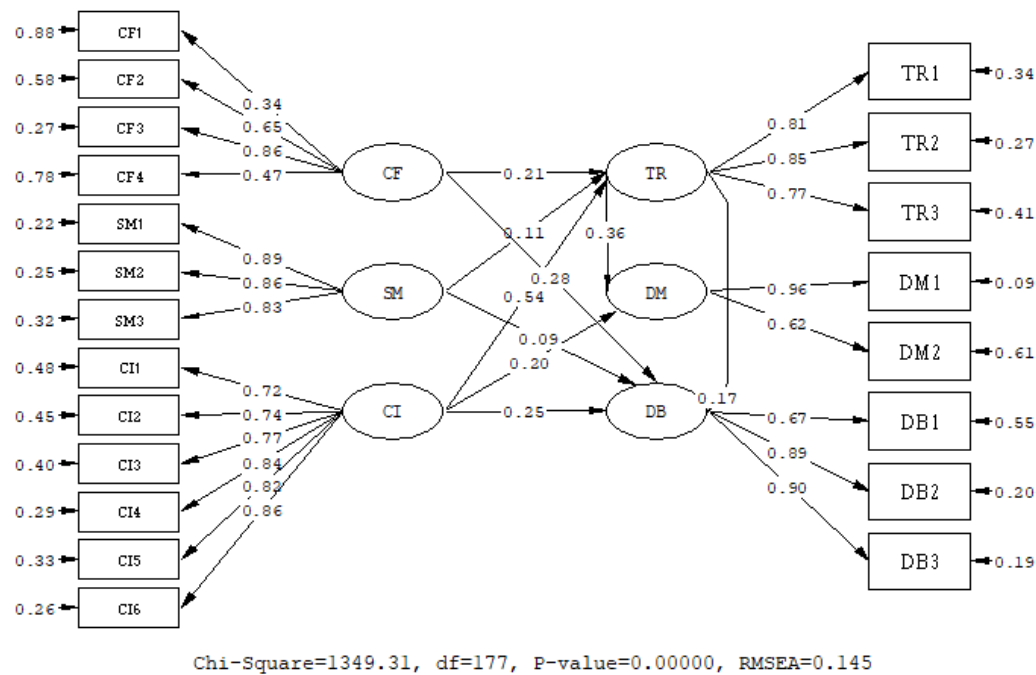
Figure 5.8 illustrates the latent variable, Donation Behavior (DB), which comprises 3 observed variables: Determination to donate (DB1) (factor loading = 0.67), recommendation, word-of-mouth to others (DB2) (factor loading = 0.82), and repeated donation (DB3) (factor loading = 0.91)

5.4.2 The Analysis of the Structural Equation Model

The analysis of the congruence of the model of communication factors influencing donation to nonprofit organizations, developed by the researcher, with the empirical data was conducted by statistical analysis of the Structural Equation Model (SEM), by estimating the model's parameter value with Maximum Likelihood Estimates (MLE) by a statistical package program, using 10 determined indices to verifying the congruence between the developed model with the empirical data, as follows: (1) Chi-square (χ^2) (2) Relative Chi-square (χ^2/df) (3) Goodness of Fit Index (GFI) (4) Adjusted Goodness of Fit Index (AGFI) (5) Comparative Fit Index (CFI) (6) Normed Fit Index (NFI) (7) Incremental Fit Index (IFI) (8) Relative Fit Index (RFI) (9) Root Mean Square Residual (RMR), and (10) Root Mean Square Error of Approximation (RMSEA). If more than 3 indices pass the determined criteria, it indicates that the developed model is congruent with the empirical data or has a model fit. (Yuth Kaiwan, 2013, p. 231: Supamas Angsuchoti et al., 2011, pp. 21-24).

5.4.2.1 The Congruence of the Model of Communication Factors Influencing Donation to Nonprofit Organizations before Adjustment

From the test of the model by a statistical package program, it is found that $p = 0.000$, $\chi^2/\text{df} = 7.623$, $\text{GFI} = 0.71$, $\text{CFI} = 0.93$, $\text{RMR} = 0.051$, $\text{RMSEA} = 0.145$, $\text{NFI} = 0.92$, $\text{AGFI} = 0.62$, $\text{IFI} = 0.93$, and $\text{RFI} = 0.91$, as illustrated in Figure 5.9 and Table 5.11.



**Chi – square = 1349.31, df = 177, p = 0.000, Chi – square/df = 7.623,
GFI = 0.71, AGFI = 0.62, CFI = 0.93, NFI = 0.92, IFI = 0.93, RFI = 0.91,
RMR = 0.051, RMSEA = 0.145**

Figure 5.9 The Congruence of the Model of Communication Factors Influencing Donation to Nonprofit Organizations and Empirical Data Before Adjusting the Model

Table 5.11 The Findings of the Test of the Congruence of the Model and the Empirical Data Before Adjusting the Model

No	Congruence Index	Criteria	Gained Index	Result
1	Chi-square (χ^2)	$p > 0.05$	0.000	Not pass
2	Relative Chi-square (χ^2/df)	$\chi^2/df < 2.00$	7.623	Not pass
3	Goodness of Fit Index (GFI)	$GFI > 0.90$	0.71	Not pass
4	Adjusted Goodness of Fit Index (AGFI)	$AGFI > 0.90$	0.62	Not pass
5	Comparative Fit Index (CFI)	$CFI > 0.90$	0.93	Pass

No	Congruence Index	Criteria	Gained Index	Result
6	Normed Fit Index (NFI)	NFI > 0.90	0.92	Pass
7	Incremental Fit Index (IFI)	IFI > 0.90	0.93	Pass
8	Relative Fit Index (RFI)	RFI > 0.90	0.91	Pass
9	Root Mean Square Residual (RMR)	RMR < 0.05	0.051	Not pass
10	Root Mean Square Error of Approximation (RMSEA)	RMSEA < 0.05	0.145	Not pass

From Table 5.11, it is found that 4 indices pass the determined criteria, but Chi-Square (χ^2) has $p = > 0.05$. As the structural equation model is complex due to a large number of observed variables, it can affect Chi-square; thus, p does not pass so the summary of findings is incorrect. Thus, Chi-square is not included for consideration. (Kanlaya Vanichbuncha (2514). Accordingly, for testing the model, the congruence of the model is verified by other indices, and it can have 4 indices pass the determined criteria, as follows: (1) CFI = 0.93 (> 0.90) (2) NFI-0.92 (> 0.90) (3) IFI-0.93 (> 0.90), and (4) RFI = 0.91 (> 0.90). This indicates that the model is congruent with the empirical data since there are more than 3 indices that pass the determined criteria. (Kanlaya Vanichbuncha, 2014, p. 135) Still, the model was adjusted to increase the number of indices that can pass the determined criteria.

5.4.2.2 The Result of the Test of the Congruence of the Model of Communication Factors Influencing Donation to Nonprofit Organizations and the Empirical Data after Adjusting the Model

From the first test of the congruence of the model, it is found that the developed model is congruent with the empirical data since more than 3 indices pass the determined criteria. After adjusting the model by considering the modification indices (MI) as suggested in the program, the modification indices are modified to reach the highest value so the results of the modification are as illustrated in Table 5.12.

Considering the modification indices, it is found that the program proposes to adjust error covariance. Thus, the researcher connects the relationship lines of error covariance of the observed variables from the line with the highest value first until covering every relationship pair.

Moreover, Chi – Square (χ^2) requires $p = < 0.05$, so it cannot pass the congruence criteria. As Kanlaya Vanichbuncha (2014, p. 135) specifies that if the structural equation model is complex due to a large number of observed variables, it can affect Chi-square and cause p not to pass the criterion so the conclusion of findings is incorrect. Thus, Chi-square is unnecessarily included for consideration. For testing the model, the congruence of the model is thus considered by other indices, and the following is found: (1) $\chi^2/\text{df} = 1.305 (< 2.00)$ (2) GFI = 0.98 (> 0.90) (3) AGFI = 0.91 (> 0.90) (4) CFI = 1.00 (> 0.90) (5) NFI = 0.99 (> 0.90) (6) IFI = 1.00 (> 0.90) (7) RFI = 0.98 (> 0.90) (8) RMR = 0.013 (< 0.05), and (9) RMSEA = 0.031 (< 0.05). From the findings, it indicates that the developed model is congruent with the empirical data as it has more than 3 indices that pass the determined criteria, as illustrated in Figure 5.10 and Table 5.13.

Table 5.12 The Results of the Adjustment or Modification of the Model

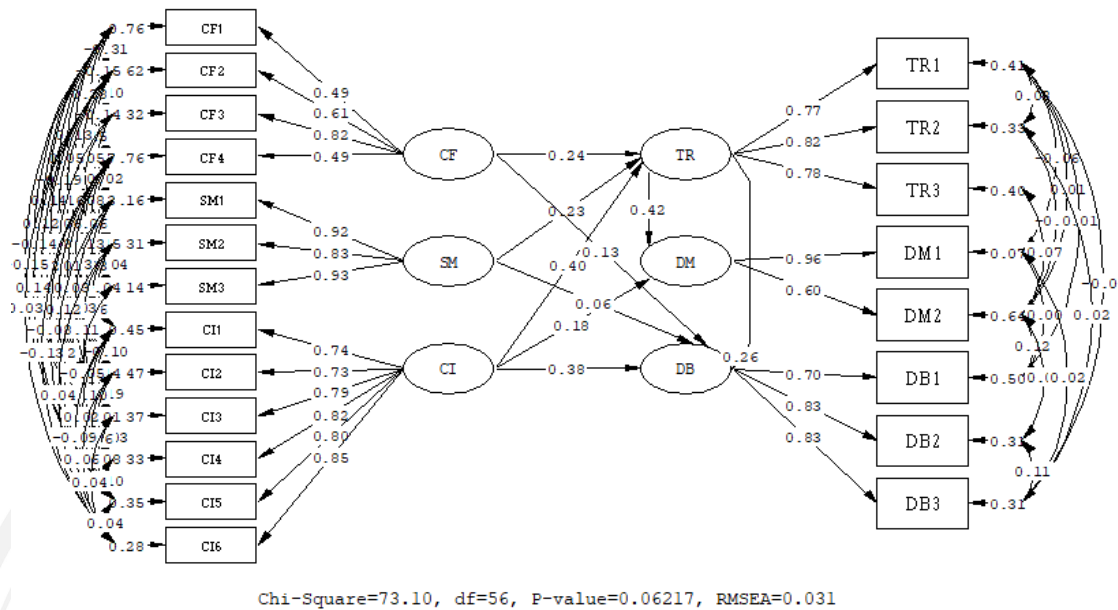
No. of Adjustment	Relationship Pair	χ^2	df	p-value	χ^2/df
1	TR1<--->TR2	1263.90	168	0.000	7.523
	TR1<--->DM2				
	TR1<--->DB3				
	TR2<--->DM2				
	TR2<--->DB3				
	TR3<--->DM2				
	DM1<--->DB1				
	DM1<--->DB3				
	DM2<--->DB1				
	DM2<--->DB3				
2	CF1<--->CF2	958.43	159	0.000	6.028

No. of Adjustment	Relationship Pair	χ^2	df	p-value	χ^2 /df
3	CF1<--->CF3				
	CF1<--->CF4				
	CF1<--->SM2				
	CF1<--->CI1				
	CF1<--->CI2				
	CF1<--->CI3				
	CF1<--->CI4				
	CF1<--->CI5				
	CF2<--->SM1	825.24	152	0.000	5.429
	CF2<--->SM2				
	CF2<--->CI1				
	CF2<--->CI2				
	CF2<--->CI3				
	CF2<--->CI4				
	CF2<--->CI5				
4	CF3<--->SM3	806.10	151	0.000	5.338
5	CF4<--->SM1	727.78	143	0.000	5.089
	CF4<--->SM2				
	CF4<--->SM3				
	CF4<--->CI1				
	CF4<--->CI2				
	CF4<--->CI3				
	CF4<--->CI4				
	CF4<--->CI6				
6	SM1<--->SM3	685.19	140	0.000	4.894
	SM1<--->CI1				
	SM1<--->CI3				
	SM2<--->SM3	623.62	135	0.000	4.619
	SM1<--->CI1				
	SM1<--->CI3				

No. of Adjustment	Relationship Pair	χ^2	df	p-value	χ^2 /df					
8	SM1<--->CI5	495.48	128	0.000	3.871					
	CI1<--->CI2									
	CI1<--->CI3									
	CI1<--->CI5									
	CI2<--->CI3									
	CI2<--->CI4									
	CI2<--->CI6									
	CI3<--->CI4									
9	CI3<--->CI5	469.90	126	0.000	3.729					
	CI3<--->CI6									
	TR1<--->SM2									
	TR1<--->CI1									
	TR2<--->CF1									
	10					TR2<--->SM3	430.33	120	0.000	3.586
						TR2<--->CI1				
TR2<--->CI2										
TR2<--->CI3										
TR2<--->CI5										
TR2<--->CI6										
11		TR3<--->CF1	376.02	113	0.000	3.327				
	TR3<--->CF2									
	TR3<--->SM2									
	TR3<--->CI1									
	TR3<--->CI2									
	TR3<--->CI5									
	TR3<--->CI6									
12	DM1<--->CF1	338.20	107	0.000	3.161					
	DM1<--->CF2									
	DM1<--->CI5									
	DM1<--->CI6									

No. of Adjustment	Relationship Pair	χ^2	df	p-value	χ^2/df
13	DB3<--->CI4	267.38	96	0.000	2.785
	DB3<--->CI5				
	DM2<--->CF1				
	DM2<--->CF2				
	DM2<--->CF4				
	DM2<--->SM1				
	DM2<--->SM2				
	DM2<--->SM3				
	DM2<--->CI1				
	DM2<--->CI2				
	DM2<--->CI3				
	DM2<--->CI4				
14	TR1<--->DB1	179.61	84	0.000	2.138
	DB2<--->DB3				
	SM3<--->CI4				
	CI1<--->CI4				
	CI1<--->CI6				
	CI2<--->CI5				
	CI6<--->CI5				
	DB1<--->SM1				
	DM1<--->CI2				
	DM1<--->CI4				
	SM2<--->CI3				
	CF2<--->CF3				
15	TR3<--->CI3	117.52	71	0.000	1.655
	TR1<--->CI4				
	TR2<--->CI4				
	DM1<--->CF4				
	DB1<--->CI1				
	DB1<--->CI4				

No. of Adjustment	Relationship Pair	χ^2	df	p-value	χ^2/df
16	DB1<--->CI5	104.60	67	0.002	1.561
	DB2<--->CI2				
	DB3<--->CI2				
	CI4<--->CI5				
	CF2<--->CF4				
	CF2<--->CI6				
	CF3<--->SM1				
	CF3<--->CI3				
	CF4<--->CI5				
	SM2<--->CI1				
17	CF1<--->SM3	73.10	56	0.062	1.305
	SM2<--->CI6				
	DM2<--->DB2				
	DM1<--->CF3				
	TR1<--->SM3				
	DB2<--->CI6				
	DB3<--->CI6				
	DB1<--->CF1				
	DB1<--->CF2				
	DM2<--->CF3				
	TR1<--->DM1				



Chi – square = 73.10, df = 56, p = 0.076, Chi – square/df = 1.305,
GFI = 0.98, AGFI = 0.91, CFI = 1.00, NFI = 0.99, IFI = 1.00, RFI = 0.98,
RMR = 0.013, RMSEA = 0.031

Figure 5.10 The Congruence of the Model of Communication Factors Influencing Donation to Nonprofit Organizations and the Empirical Data after the Adjustment of the Model

Table 5.13 The Findings of the Test of the Congruence of the Model and the Empirical Data after the Adjustment of the Model

No.	Index Indicating Congruence	Criteria	Gained index	Result
1	Chi-square (χ^2)	$p > 0.05$	0.062	Pass
2	Relative Chi-square (χ^2 / df)	$\chi^2 / df < 2.00$	1.305	Pass
3	Goodness of Fit Index (GFI)	$GFI > 0.90$	0.98	Pass
4	Adjusted Goodness of Fit Index (AGFI)	$AGFI > 0.90$	0.91	Pass
5	Comparative Fit Index (CFI)	$CFI > 0.90$	1.00	Pass
6	Normed Fit Index (NFI)	$NFI > 0.90$	0.99	Pass
7	Incremental Fit Index (IFI)	$IFI > 0.90$	1.00	Pass
8	Relative Fit Index (RFI)	$RFI > 0.90$	0.98	Pass
9	Root Mean Square Residual (RMR)	$RMR < 0.05$	0.013	Pass
10	Root Mean Square Error of Approximation (RMSEA)	$RMSEA < 0.05$	0.031	Pass

Besides, from the path analysis of latent variables in the developed model of communication factors influencing donation to nonprofit organizations, it is found that communication factors (CF) have a direct effect on trust with the path coefficients = 0.24, social marketing (SM) has a direct effect on trust with the path coefficients = 0.23, corporate image (CI) has a direct effect on trust, on donation motivations (DM), and donation behaviors (DB) with the path coefficients = 0.40, 0.18, and 0.38 respectively. Trust has a direct effect on donation motivations (DM) and donation behaviors (DB) with the path coefficients = 0.42 and 0.26 respectively, as illustrated in Table 5.14.

Table 5.14 The Findings of the Path Analysis of Variables in the Model of Communication Factors Influencing Donors' Donation to Nonprofit Organizations

Causal Relationship			Estimate	S.E.	t-value
TR	<-----	CF	0.24	0.10	2.41*
DB	<-----	CF	0.13	0.10	1.33
TR	<-----	SM	0.23	0.08	2.97**
DB	<-----	SM	0.06	0.08	0.76
TR	<-----	CI	0.40	0.11	3.84***
DM	<-----	CI	0.18	0.10	1.99*
DB	<-----	CI	0.38	0.11	3.57***
DM	<-----	TR	0.42	0.10	4.05***
DB	<-----	TR	0.26	0.10	2.50*

Note: * Represents at 0.05 statistical significance level

** Represents at 0.01 statistical significance level

*** Represents at 0.001 statistical significance level

5.4.2.3 The Findings of the Effects Analysis of Variables in the Model of Communication Factors Influencing Donors' Donation to Nonprofit Organizations

The findings of the analysis of the effects of 6 latent variables, namely communication factors (CF), social marketing (SM), corporate image (CI), trust (TR), donation motivations (DM), and donation behaviors (DB), in the developed model of communication factors influencing donors' donation to nonprofit organizations, are illustrated in Table 5.15.

Table 5.15 The Findings of the Analysis of the Effects of the Latent Variables of the Model of Communication Factors Influencing Donors' Donation to Nonprofit Organizations

Causal variable	Effect	Results		
		TR	DM	DB
CF	DE	0.24**	-	0.16
	IE	-	0.10*	0.06
	TE	0.24*	0.10*	0.19
SM	DE	0.23**	-	0.06
	IE	-	0.10*	0.06
	TE	0.23**	0.10*	0.12
CI	DE	0.40***	0.18*	0.38***
	IE	-	0.17**	0.11*
	TE	0.40**	0.35***	0.49***
TR	DE	-	0.42***	0.26*
	IE	-	-	-
	TE	-	0.42***	0.26*

Table 5.15 illustrates the analysis of direct, indirect, and total effects of the latent variables in the model of the communication factors influencing donors' donation to nonprofit organizations, with details as follows:

1) Direct Effects

(1) Communication Factors (CF) have direct effects on Trust (TR) at 0.05 statistical significance level with the effect size = 0.24.

(2) Social Marketing (SM) has direct effects on Trust (TR) at 0.01 statistical significance level with the effect size = 0.23.

(3) Corporate Image (CI) has direct effects on Trust (TR) at 0.001 statistical significance level with the effect size = 0.40.

(4) Corporate Image (CI) has direct effects on Donation Motivations (DM) at 0.05 statistical significance level with the effect size = 0.18.

(5) Corporate Image (CI) has direct effects on Donation Behaviors (Da) at 0.001 statistical significance level with the effect size = 0.38.

(6) Trust (TR) has direct effects on Donation Motivations (DM) at 0.001 statistical significance level with the effect size = 0.42.

(7) Trust (TR) has direct effects on Donation Behaviors (DB) at 0.05 statistical significance level with the effect size = 0.26.

2) Indirect Effects

(1) Communication Factors (CF) have indirect effects on Donation Motivations (DM) through Trust (TR) at 0.05 statistical significance level with the effect size = 0.10.

(2) Social Marketing (SM) has indirect effects on Donation Motivations (DM) through Trust (TR) at 0.05 statistical significance level with the effect size = 0.10.

(3) Corporate Image (CI) has indirect effects on Donation Motivations (DM) through Trust (TR) at 0.01 statistical significance level with the effect size = 0.17.

(4) Corporate Image (CI) has indirect effects on Donation Behaviors (DB) through Trust (TR) and Donation Motivations (DM) at 0.05 statistical significance level with the effect size = 0.11.

3) Total Effects

(1) Communication Factors (CF) have total effects on Trust (TR) at 0.05 statistical significance level with the effect size = 0.24.

(2) Social Marketing (SM) has total effects on Trust (TR) at 0.01 statistical significance level with the effect size = 0.23.

(3) Corporate Image (CI) has total effects on Trust (TR) at 0.001 statistical significance level with the effect size = 0.40.

(4) Communication Factors (CF) have total effects on Donation Motivations (DM) through Trust (TR) at 0.05 statistical significance level with the effect size = 0.10.

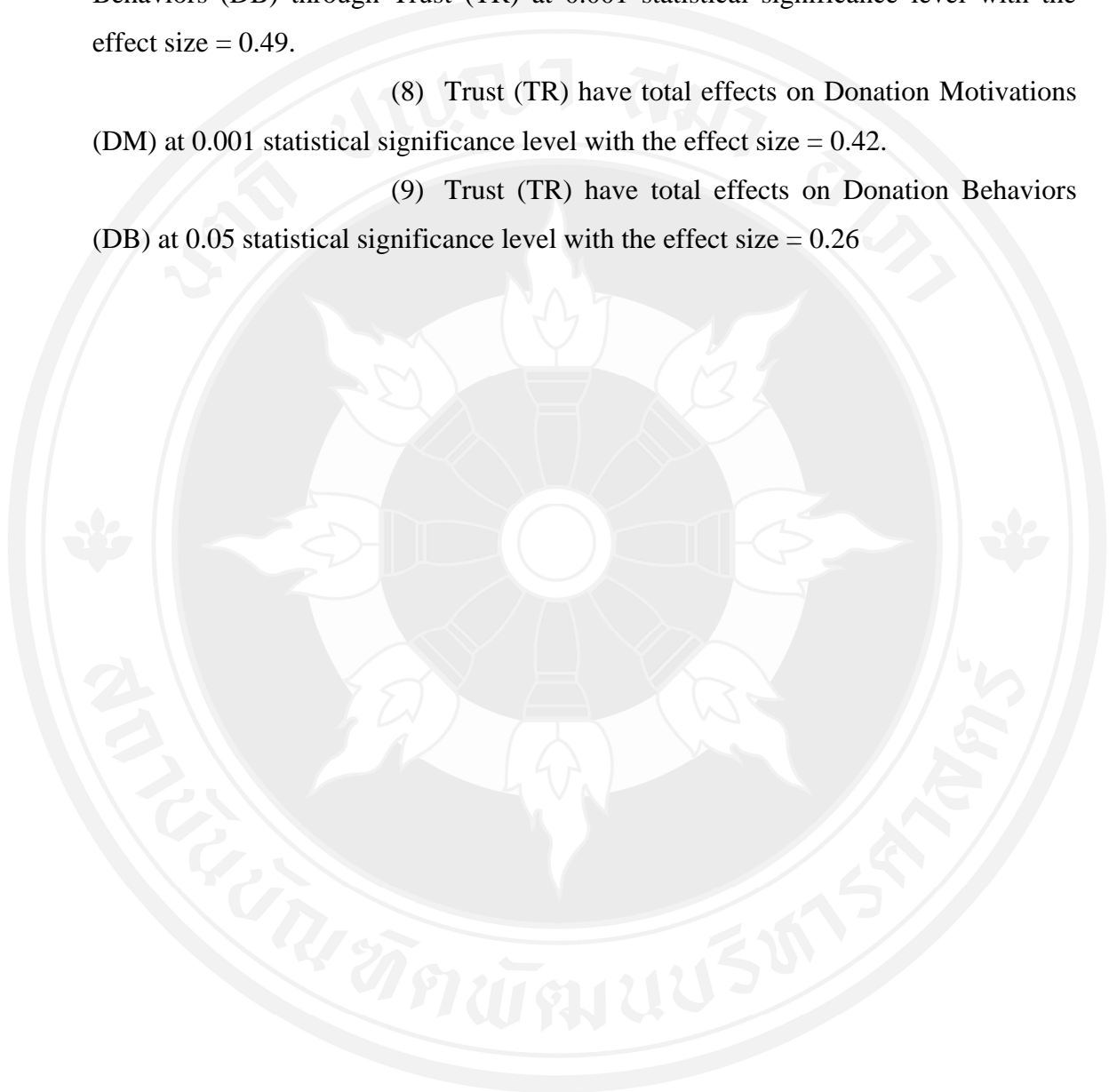
(5) Social Marketing (SM) has total effects on Donation Motivations (DM) through Trust (TR) at 0.05 statistical significance level with the effect size = 0.10.

(6) Corporate Image (CI) has total effects on Donation Motivations (DM) through Trust (TR) at 0.001 statistical significance level with the effect size = 0.35.

(7) Corporate Image (CI) has total effects on Donation Behaviors (DB) through Trust (TR) at 0.001 statistical significance level with the effect size = 0.49.

(8) Trust (TR) have total effects on Donation Motivations (DM) at 0.001 statistical significance level with the effect size = 0.42.

(9) Trust (TR) have total effects on Donation Behaviors (DB) at 0.05 statistical significance level with the effect size = 0.26



CHAPTER 6

RESEARCH SUMMARY, DISCUSSION, AND RECOMMENDATION

The study entitled, "Structural Equation Model Development of Communication Factors Influencing Donation to Nonprofit Organizations," is mixed-method research, aimed to 1) explore communication methods applied by successful nonprofit organizations in Thailand, 2) analyze communication factors influencing donors' decision-making on donation for nonprofit organizations, and 3) develop a structural equation model of communication factors influencing donors' decision making on donation for nonprofit organizations and test its congruence with the empirical data. All findings were summarized and discussed to respond to the imposed research objectives. Moreover, suggestions from the research findings were proposed for further studies.

6.1 Research Summary

The findings from in-depth interviews and statistical analysis were synthesized for summary and discussion. The findings were summarized into three parts to respond to each research objective as follows:

Part 1: The summary of communication methods of successful nonprofit organizations in Thailand.

Part 2: The summary of the analysis of communication factors influencing donors' donation to nonprofit organizations.

Part 3: The summary of the validation of the congruence of the structural equation model of communication factors influencing donors' donation to nonprofit organizations and the empirical data.

6.1.1 Part 1: The Summary of Communication Methods of Successful Nonprofit Organizations in Thailand

From analyzing data from in-depth interviews with organizational personnel of two nonprofit organizations responsible directly for communication on their communication methods and strategies, the major issues are summarized as follows:

1) Communication of nonprofit organizations. Nonprofit organizations use traditional media mainly, but nowadays turn to use more social media due to the lower cost and their accessibility. Mostly, they tend to use media without buying time and space, but through the assistance of mass media.

2) Strategies used to communicate to donors of nonprofit organizations

(1) The establishment of trust and faith. Nonprofit organizations communicate by emphasizing organizational strength, especially if they are under the Royal patronage, and their transparency. Mostly, they communicate by focusing on being long-lived organizations, which are regularly audited by several board committees. Moreover, communication on the results or accomplishment of the operations or projects in helping donees or needy people must be portrayed genuinely to create donors' trust and faith in the organizations.

(2) Proper communication for accessing donor groups of different generations. Nonprofit organizations have to understand each group of donors of different generations since donors of different ages have different media exposure. Besides, they must know that what kind of media can access each group of donors and how each group responds to their communication so that they can choose to use media and communication methods that respond to each group's needs towards the utmost effectiveness.

(3) The use of personal media. The use of personal media is a strategy to which nonprofit organizations paid high importance. There are several kinds of personal media. Firstly, to have a Royal Member as a patron helps to increase organizational credibility in the eyes of donors and the general public. Secondly, organizational employees also play an important role in communicating with donors and in establishing good relationships with them increasingly. Thirdly, stars, actors, or celebrities can draw the public's attention, including fan clubs and the general public, to what the nonprofit organizations want to convey, and can acquire good

collaboration in the form of volunteers or participation in activities organized by the organizations.

(4) Collaboration with alliances or partners. Since nonprofit organizations require collaboration from several sectors in society: private and government sectors, including other nonprofit organizations, collaboration with alliances or partners thus helps to bring about coordination and joint operation for social contribution and enhance the success of projects or what needed to do for society more easily.

(5) Crowdfunding. Nonprofit organizations should communicate with people gathering in an online community straightforwardly and report the results or performance after the completion of each project to assure the most effective communication with this group.

3) Content or message used in persuading donors. Nonprofit organizations should focus on the factual message, organizational missions, and projects planned to help, including the outcome or accomplishment occurring after any project or operation. Moreover, the emotional message should be used for persuasive purposes, but within the proper scope and always based on facts to ensure effective persuasion.

Furthermore, from the point of view of communication academicians in the context of nonprofit organizations, the findings are as follows:

1) Communication issues needed to communicate with donors. Nonprofit organizations should start their communication to donors with organizational goals or missions first with concrete performance, as it will reflect an organization's ability ineffective financial management, which is very important to make donors trust and lead to their decision to donate to nonprofit organizations eventually.

2) Media usage. Nonprofit organizations should use both online and offline in combination since both kinds can access donors effectively up to the present time. However, each kind of media can access donors of different ages or generations differently, while some communication issues can be successful for each group differently too.

3) Communication strategic planning. Nonprofit organizations should apply the following strategies for communicating with donors: 1) communication that reflects sincerity, integrity, and frankness without any ambiguity to avoid misinterpretation. 2) Communication strategies that can lead to donation sustainably. Besides these two strategies, nonprofit organizations can apply a lot of communication strategies, such as the adoption of social marketing suitable for organizations' products; the narration about organizations' thought and background, pinpointing an organizational identity; making donors feel confident and trust in the organizations' contribution to society truly without any exploitation or business benefits; crowdsourcing or fundraising from online communities through campaign strategy or by raising some social issues or problems to draw attention, which can open an opportunity for donation and prompt assistance increasingly; participation of donors as community members in virtual communities, who are ready to participate, assist, and help to solve problems with nonprofit organizations, which will be another channel to increase donation and collaboration from community members besides those offline donors.

4) Barriers to successful operations and ways for improvement. Nonprofit organizations should maintain their reputation and clarify all problems to donors. Solved issues can assure donors to donate further. However, most nonprofit organizations tend to focus on religious purposes, especially making merits. The word "donation" is used in a limited view, while in fact, it involves deeper and more complex dimensions than simply giving money or making merits. Organizations thus should always connect their communication to organizational missions and goals.

What nonprofit organizations should improve in general is to present facts straightforwardly and sincerely to cause no doubt. Besides, communication should focus on conveying concrete performance or achievement to reflect their professionalism. Moreover, they should prepare their personnel to be ready and capable of two things: the application of the "concept of crowdsourcing" and "social enterprise" in their operations, including related regulations and laws and new technologies towards organizational success.

5) What to be concerned the most nowadays towards the repeated or sustainable donation. Nonprofit organizations should establish good relationships with

donors and conduct regular communication leading to more intimacy, commitment, and good experience between nonprofit organizations and donors. Communication has to be done with sincerity and reflects transparency in operations. Such feeling can lead to donors' needs to donate repeatedly to the organizations. Furthermore, organizations should mobilize people with same needs to create an online community as a major force for driving the organizations' operations towards sustainable accomplishment.

6.1.2 Part 2: The Summary of the Analysis of Communication Factors Influencing Donors' Donation to Nonprofit Organizations

From the analysis of interviewing with organizational personnel responsible directly for communication for nonprofit organizations on communication factors influencing donors' donation to nonprofit organizations, the major factors are found as follows:

- 1) Donors' trust and faith in NPOs. What makes donors confident and trust in nonprofit organizations is the long-living of the organizations in Thai society and under the Royal patronage, which leads to their donation.
- 2) Organizational missions and operations. Each nonprofit organization has to communicate its missions. Donated money has to be used to accomplish the goal of each project as desired by donors explicitly. Besides, the performance or results after the donation must be reported and let donors be informed to establish donors' trust and confidence that what they donate to the organizations is used beneficially and influences their decisions to donate further.
- 3) A variety of convenient donation channels. Nonprofit organizations have to provide convenient channels for donation. Easy access to and convenient channels are other factors that can increase donations.
- 4) A display of respect and admiration to donors. Nonprofit organizations should always give importance to and communicate to portray their respect and admiration to donors since some groups of donors may need to be admired, which makes them proud of themselves. Accordingly, donors will be pleased to donate continually or to participate in charity activities regularly.

5) The establishment of a good relationship with donors. Nonprofit organizations should create good relationships with donors as when donors want to donate or participate in any charity projects, they will think of the organization with which they have good relationships.

6) Tax deduction for donors. A tax deduction is another factor that makes donors decide to donate. However, this factor may be only a supplementary factor or a by-product, not the main factor leading to donation directly, since most donors intend to donate without any expected remuneration. Organizations may apply this factor in combination with other factors, but should not use it as the main persuasive appeal as it might affect the organizational image.

7) Donors' predisposed motivations. A donation can occur from the internal motivations of people who intend to donate without any return. It is for responding to some psychological needs of donors in helping others or bettering society with their delight, satisfaction, and willingness. Thus, this factor can be used for persuasion towards the increased donation.

8) Image of NPOs. Nonprofit organizations should create and maintain their positive image in the donors' and public perception, which can lead to donation or participation in activities organized by the organizations.

9) Shared values. Nonprofit organizations should communicate or persuade donors who have the same interest in or goal of supporting certain groups as the organizations. This shared value can help organizations to communicate precisely and directly to this group of donors, and consequently, organizations can operate their tasks more successfully and effectively.

10) Social factors facilitating donation behaviors. At present, Thai society communicates stories that call for help and assistance widely, while more people willingly offer their help increasingly too. Much more people gather in a form of online-community volunteers, which is another factor to which nonprofit organizations should pay attention and apply for raising funds in the form of crowdfunding, which tends to be increasing at present and can help organizations gain more donation and assistance through another channel.

From the perspectives of communication academicians, nonprofit organizations should concern about the following factors:

1) NPOs' credibility. It is vital for nonprofit organizations to concern about establishing their credibility by communicating to donors about how the donation is used and the results after the donation.

2) Tax deduction for donors. Tax deduction after the donation is another factor influencing donation decisions. However, it should be communicated and mobilized in combination with other factors because nowadays donors are diverse and have different factors influencing their decisions increasingly.

3) Organizational missions and operations. It is important to have donors be informed of organizational missions and operations; however, such missions and performance should be presented concretely; otherwise, they will be intangible and look like policies instead. Concrete performance and assistance can increase donors' confidence and trust and lead to further donations.

4) A display of respect and admiration to donors. This factor should not be overlooked as some donors may need intrinsically to be acknowledged and admired after their donation.

5) Shared values. From projecting organizational values explicitly, donors can know it, especially donors who have the same philosophy to help the same group of people in society as the organization. Thus, they can make decisions towards donation more easily.

6) Social factors facilitating donation behaviors. Thai society turns to be a society of volunteers more than before, which facilitates donors' donation behaviors. On the other hand, nonprofit organizations should promote "crowdsourcing" or mobilization by creating an online community. If possible, donors or these volunteers will collaborate with the organizations well and it can help organizations to drive their projects towards accomplishment more easily. Moreover, donors or people in the online community are ready to suggest or propose useful ideas for improving their operations.

7) The establishment of good relationships with donors. Nonprofit organizations should create a good relationship with donors and mass media who support the organizations. With good relationships, organizations can drive their operations more successfully.

6.1.3 Part 3: The Summary of the Validation of the Congruence of the Structural Equation Model of Communication Factors Influencing Donors' Donation to Nonprofit Organizations and the Empirical Data

From the test of the structural equation model of communication factors influencing donation to nonprofit organizations, developed by the researcher, it is found that the model is congruent with the empirical data at 0.001, 0.05, and 0.01 statistical significance level, based on the determined index criteria as follows: $\chi^2/df = 1.305$ (< 2.00) (2) GFI = 0.98 (> 0.90) (3) AGFI = 0.91 (> 0.90) (4) CFI = 1.00 (> 0.90) (5) NFI = 0.99 (> 0.90) (6) IFI = 1.00 (> 0.90) (7) RFI = 0.98 (> 0.90) (8) RMR = 0.013 (< 0.05), and (9) RMSEA = 0.031 (< 0.05)

From the Confirmatory Factor Analysis (CFA), it is found that the measurement model of the latent variables in the structural equation model of communication factors influencing donation to nonprofit organizations, developed by the researcher, has construct validity by having factor loadings of the latent variables as follows:

1) Communication Factors (CF) comprise 4 observed variables with the following factor loadings: Message and appeal strategy (CF3) (factor loading = 0.90), religious beliefs (CF4) (factor loading = 0.43), NPOs' credibility (CF2) (factor loading = 0.35), and exposure to NPOs' information (CF1) (factor loading = 0.26) respectively.

2) Social Marketing (SM) comprises 3 observed variables: 4Ps Social Marketing Mix of Weinreich (1999) (SM2) (factor loading = 0.90), 4Ps Social Marketing Mix of Kotler & Zaltman (1971) (SM1) (factor loading = 0.85), and 3Ps Social Marketing Mix of Kotler & Roberto (1989) (SM3) (factor loading = 0.84) respectively.

3) Corporate Image (CI) comprises 6 observed variables: equipment, building, and place management image (CI16), social responsibility Image (CI4), project, product, and service image (CI5), executive image (CI3), employee/volunteer image (CI2), and corporate image (CI1), with the factor loadings of 0.97, 0.84, 0.75, 0.73, 0.69, and 0.64 respectively.

4) Trust (TR) comprises 3 observed variables: shared values (TR2) (factor loading = 0.86), non-opportunistic behaviors (TR1) (factor loading = 0.83), and NPOs' communication (TR3) (factor loading = 0.75) respectively.

5) Donation Motivations (DM) comprise 2 observed variables: internal motivations (DM2) (factor loading = 0.83) and external motivations (DM1) (factor loading = 0.70) respectively.

6) Donation Behaviors (DB): comprise 3 observed variables: repeated donation (DB3) (factor loading = 0.91), recommendation/word-of-mouth to others (DB2) (factor loading = 0.89), and determination to donate (DB1) (factor loading = 0.67) respectively.

Moreover, from the path analysis and effects analysis of latent variables in the model, it is found that two latent variables are found to influence donation to nonprofit organizations, namely "corporate image" and "trust." The path analysis and effect size of each variable are summarized as follows:

1) Corporate Image (CI) has direct effects on Donation Behaviors (DB) at 0.001 statistical significance level with the effect size = 0.38.

2) Trust (TR) has direct effects on Donation Behaviors (DB) at 0.05 statistical significance level with the effect size = 0.26.

3) Communication Factors (CF) have direct effects on Trust (TR) at 0.05 statistical significance level with the effect size = 0.24.

4) Social Marketing (SM) has direct effects on Trust (TR) at 0.01 statistical significance level with the effect size = 0.23.

5) Corporate Image (CI) has direct effects on Trust (TR) at 0.001 statistical significance level with the effect size = 0.40.

6) Corporate Image (CI) has direct effects on Donation Motivations (DM) at 0.05 statistical significance level with the effect size = 0.18.

7) Trust (TR) has direct effects on Donation Motivations (DM) at 0.001 statistical significance level with the effect size = 0.42.

8) Corporate Image (CI) has indirect effects on Donation Behaviors (DB) through Trust (TR) and Donation Motivations (DM) at 0.05 statistical significance level with the effect size = 0.11.

9) Communication Factors (CF) have indirect effects on Donation Motivations (DM) through Trust (TR) at 0.05 statistical significance level with the effect size = 0.10.

10) Social Marketing (SM) has indirect effects on Donation Motivations (DM) through Trust (TR) at 0.05 statistical significance level with the effect size = 0.10.

11) Corporate Image (CI) has indirect effects on Donation Motivations (DM) through Trust (TR) at 0.01 statistical significance level with the effect size = 0.17.

Before testing the congruence of the developed structural equation model of communication factors influencing donation to nonprofit organizations, the model was developed from the related concepts, theories, and studies, the findings of qualitative research and confirmed by the quantitative research, as illustrated in Figure 6.1.

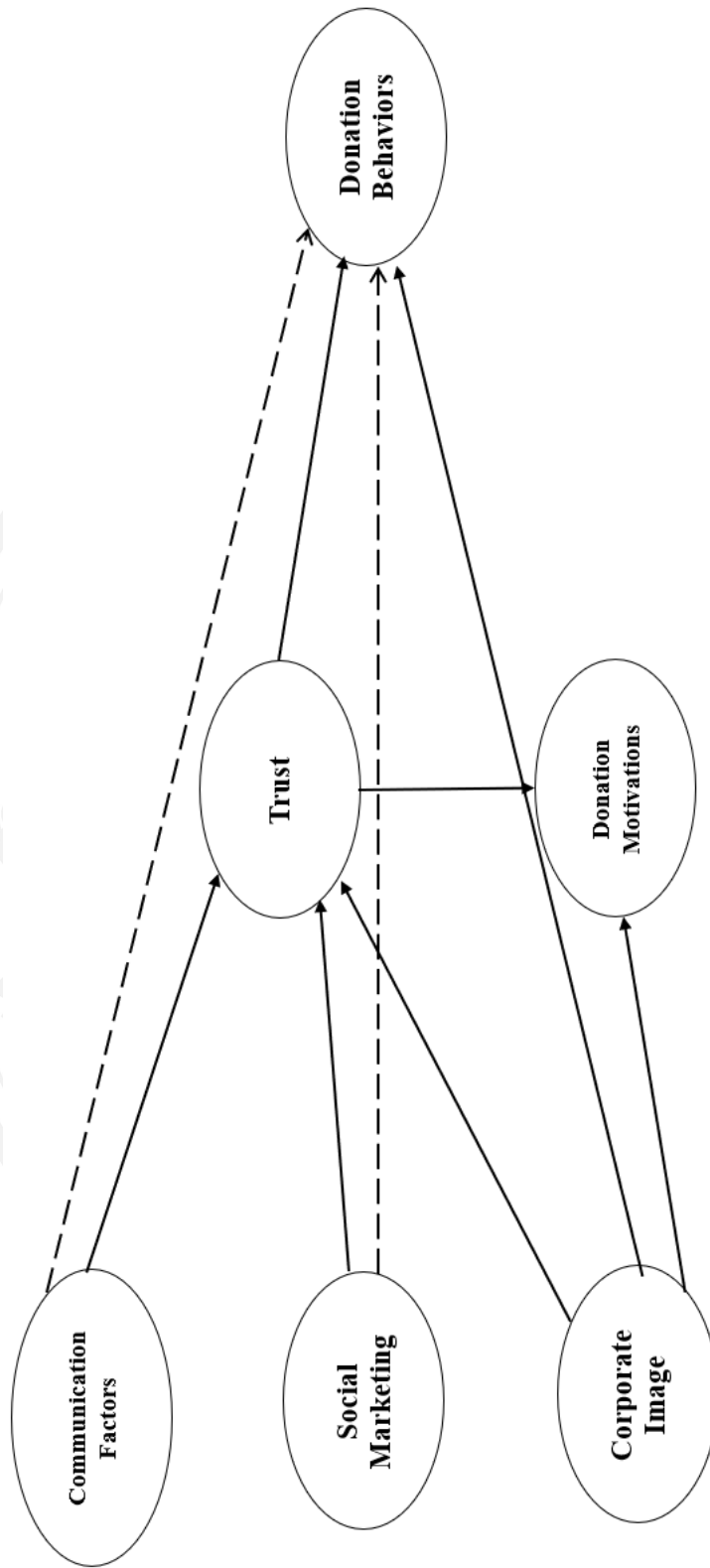


Figure 6.1 The Structural Equation Model of Communication Factors Influencing Donation to Nonprofit Organizations, Developed by the Researcher from Related Concepts, Theories, and Studies, Including the Findings of Qualitative Research, and Confirmed by the Findings of Quantitative Research

6.2 Discussion

For further discussion, the research findings are divided into three parts, based on the research objectives: Part 1: The discussion on communication methods of successful nonprofit organizations in Thailand, Part 2: The discussion on communication factors influencing donors' donation to nonprofit organizations, and Part 3: The discussion on the congruence of developed structural equation model of communication factors influencing donation to nonprofit organizations with the empirical data. The details of each part are as follows:

6.2.1 Part 1: The Discussion on Communication Methods of Successful Nonprofit Organizations in Thailand

From synthesizing the findings of qualitative research, it is found that nonprofit organizations use traditional media mainly, but nowadays turn to use more social media due to the lower cost and their accessibility. Mostly, they tend to use media without buying time and space, but through the assistance of mass media. Such findings accord with the study, "Communication Factors Influencing Organ Donation Decisions by Bangkok Residents" of Pornpan Chomngam (2009), which found that most of the organ donors who are Bangkok residents were exposed to advertising films on organ donation the most, followed by brochures and Red Cross Relations Journal. The findings also accord with another study by Anong Pongsri (2004) entitled, "Information Exposure, Attitude, and Decision-Making of the Organ Donors of the Thai Red Cross Organ Donation Center," which found that the media to which the samples exposed the most was television, and the study of Noppadol Thongman (1998), "A Study of Relationship of Demographic Characteristics and Media Exposure to Knowledge, Attitudes and Behaviors towards Organ Donation of People in Bangkok Area, which found that the samples were exposed to television more than other media. Besides, the research of Hyunjung (2018), "The Media Factor Influencing the Effect of Organ Donation Advocacy in South Korea," also found that donors were exposed to information from the mainstream more than new media relatively. The findings of these four studies indicate that nonprofit organizations still use traditional media, i.e., TV, advertising films, brochures, and journals, mainly to

communicate to their donors. Thus, it is remarkable that traditional media still plays a role in communicating to donors and can still access their donors by such media, even nowadays. Moreover, from the in-depth interviews of key informants, major nonprofit organizations in Thailand still communicate by the traditional media mainly, but they are adjusting to using social media increasingly because of its much lower cost and effective accessibility to donors.

For the strategies used by nonprofit organizations to communicate to donors, the following strategies are found:

- 1) The establishment of trust and faith. From the in-depth interview of all four key informants who are responsible directly for communication, it is found that nonprofit organizations communicate by emphasizing organizational strength, especially if they are under the Royal patronage and their transparency. Accordingly, nonprofit organizations should create trust and faith and enables donors to decide to donate to the organizations. Such findings are supported by the research, "Fundraising Efficiency of Non-Profit Religious Organizations in Thailand, conducted by Natchanon Phairoon (2017), which found that donors concerned greatly about a nonprofit organization's credibility before their donation, which is also congruent with the findings from the research called, "Marketing Strategy of Nonprofit Organizations for Meditation Center in the United States of America and the United Kingdom," of Somruedee Srichanya (2008), which found that the factor influenced the decisions on choosing a mediation center of people interested in mediation was the credibility of a center. This agrees with the findings from the in-depth interviews that nonprofit organizations' credibility is an influential factor inducing donors' trust and leading them to decide towards the donation. To gain such trust, nonprofit organizations have to communicate clearly about the results or accomplishment of their operation after the receipt of donation to assure donors that their donation is used to help needy people as intended. Hovland et al. (1953) state that one factor of creating a sender's source credibility is to be able to present truth or facts. Thus, concrete performance or results after the donation can prove to donors that their donation is for social contribution genuinely. Thus, they trust the organization and decide to donate eventually.

2) Proper communication for accessing donors of different ages or generations. All four key informants in the in-depth interviews agree that nonprofit organizations have to understand each group of donors of different generations since donors of different ages have different media exposure. Besides, they must know that what kind of media can access each group of donors and how each group responds to their communication so that they can choose to use media and communication methods that respond to each group's needs towards the utmost effectiveness. This notion accords with the concept of Berlo (1960) that the success of communication for cognitive, affective, and behavioral changes depends on several factors. It starts from the gathering of ideas, deconstructing ideas into content, using senders' and receivers' ability to interpret the message, determining conditions for selective reception and selective transmission of the message. Moreover, it depends on the effectiveness of communication media and channels. In addition, Lovell (1980) and Rune (2002) state about the use of proper media that message to be conveyed can communicate effectively through the proper use of media or the integration of media. Therefore, media selection must be appropriate for donors of each group to ensure communication success.

3) The use of personal media. All four key informants of nonprofit organizations note that having the Royal Family Member as their patron is a very influential personal medium that can increase the organization's credibility and donors' and general public's trust and faith. Bettinghaus (1980) cites that a person's status determines a sender's credibility. Persons with higher status than receivers can gain high credibility. Therefore, since both studied nonprofit organizations have the Royal Family Members as personal media with high status, this thus helps to increase the organizational credibility, as supported by the study of Thawee Limpakornwanich (2004), "Communication Strategies to Persuade People for Organ Donation," the Thai Red Cross Society used high-status senders to persuade people to donate their organs or to ask organs from the dead people's relatives, i.e., physicians, coordinators or staffs of Organ Donation Office, etc. These people have high source credibility as they have high status and good knowledge in the subjects they communicate to the general public. Besides having the Royal Family Members as personal media, nonprofit organizations also have their employees as personal media

as well since they play an important role in communicating with donors and create good relationships with donors well. The findings are supported by the study of Woraphat Sungnoi (1998), "Factors Affecting the Decision of Family to Donate Organs," which found that external factors influencing the organ donation decision of dead people's relatives were medical personnel, which also accords with the findings of the study "A Study of the Mediating Variables between Service Delivery Environments and Blood Donation Loyalty," conducted by Nichcha Pairatana et al. (2017), which found that emotional display of service staff affected the level of satisfaction in blood donation.

Furthermore, from the in-depth interviews, three of four key informants also give a similar remark on the use of stars, actors, or celebrities, as personal media for nonprofit organizations that such personal media can draw attention from the general public, fan clubs, and donors to what organizations want to convey very well. They can help people in society to know for which projects organizations give supports or operate increasingly. Besides, they help organizations to get good collaboration and participation in the form of volunteers. However, it is notable that they do not have a direct effect on donors' donation, but can draw attention and publicize to let people know about organizations instead. This finding is supported by the study of Thawee Limpakornwanich (2004), "Communication Strategies to Persuade People for Organ Donation," which found that the strategy of using celebrities, i.e., artists, actors, singers, etc. to communicate to donors was very effective since the original affiliation of these celebrities invited a variety of mass media to make news so general people could know news, movement, and activities of the Organ Donation Center more substantially. The findings also accord with the study of Porncharas Supiriyapin (2013), "Public Relations Strategy and Effectiveness of Celebrity Endorser in International Non-Profit Organizations," which found that most samples had seen PR endorsed by celebrities of both organizations, WWF Thailand, and UNICEF, and could recall the celebrity who was the latest ambassador of UNICEF. In general, the samples agreed with having celebrities to endorse nonprofit organizations' PR but had a neutral feeling towards their effect on donation. From the research, it indicates apparently that the use of personal media who are stars, actors, or celebrities for

nonprofit organizations' communication can help people and fan clubs to pay attention to the organizations' PR, but have no direct effect on their donation decision.

4) Collaboration with alliances. All four key informants stated that nonprofit organizations should collaborate with alliances in operations, which is very vital since nonprofit organizations require collaboration from several sectors in society: private and government sectors, including other nonprofit organizations, collaboration with alliances or partners thus helps to bring about coordination and joint operation for social contribution and enhance the success of projects or what needed to do for society more easily. According to the concept of Weinreich (1999), organizations should collaborate with their partners because most social problems are too complex to be solved by only one organization. Besides, working with other groups in society can distribute resources to access target groups more widely, induce collaboration with organizations with the same goals, and be able to determine the co-working direction towards mutual benefits. For Kotler and Roberto (1989) and Kotler and Lewy (1973, as cited in Pornthip Sampattavanija, 1997), they suggest that the issue social marketing activists concern is whether and to what extent their campaign projects are collaborated and supported as collaboration and support are important reinforcers towards the target groups' behaviors and success of the projects after their perception and understanding of the delivered message. Furthermore, from the study of Thawee Limpakornwanich (2004), it is found that the Organ Donation Center, the Thai Red Cross Society, used the strategy of partnership by coordinating with other agencies to make organ donation operations more well-known, which helped to make the operations more convenient, rapid, and dexterous.

5) Crowdfunding. One of the key informants suggested one interesting strategy, which is the crowdfunding strategy or the donation from groups of people who gather as an online community via social media. Nowadays, donors on online communities exchange their news on donation and activities of nonprofit organizations via social media, which help to increase more donation and collaboration. The concept accords with the findings of the study, "Public Relations Strategy and Effectiveness of Celebrity Endorser in International Non-Profit Organizations," of Porncharas Supiriyapin (2013), which suggested that organizations

should adopt the concept of progressive brands for their PR endorsed by celebrities, create their networks and promote supporters to participate with organizations.

Regarding the content used by nonprofit organizations in persuading donors, all four key informants, all four key informants from the in-depth interviews suggested that nonprofit organizations should emphasize factual information and consequences that occurred after the donation. Besides, some emotional appeals may be used too. The suggestion accords with the study, “Communicating for Donations - Do You Give with the Heart or with the Brain?” of Gagic and Leuhusen (2013), which found that emotional communication is more effective than using only informative communication for persuading people to donate or donors. Still, in general, informative communication or content can yield trust in the long term. Therefore, nonprofit organizations should use both kinds of communication or message to enhance trust, while using emotional messages on social media. Moreover, to create relationships with potential donors and donors at present, informative communication should be used in combination for long-lived organizations. From the interviews, it is further found that if nonprofit organizations will use emotional messages or communication, they should use it within an appropriate scope to enhance effective persuasion. This notion is supported by another research of Wanna Poolkueh (2003), “The Advertisement Design for Donation Stimulating to the Foundation for Children,” which suggested that for the picture presentation, pictures giving positive feeling should be used without too heavy problems or problems without solutions. Besides, it must be an issue in which receivers can participate in bettering society, such as causing changes or giving opportunities for the disadvantaged children. By doing so, it will be another way to stimulate donation. Remarkably, all four key informants from the in-depth interviews disagreed to use religious or Buddhist beliefs for persuading donors since they tend to be each person's beliefs. If they believe in such beliefs, they will believe on their own without persuasion from nonprofit organizations. However, such a notion is contrary to some research findings, especially those related to religious nonprofit organizations. For instance, the study of Phra Kiattipong Maneewan (2011), “Factors Influencing Money Donation in Ban Morn Temple (Ton Po Fad) Tambon Sanklang, Amphoe San Kamphaeng, Changwat Chiang Mai,” found that most donors donated to

the temple because of their belief and expectation that after donation, they will gain comfort, happiness, good fortune since they have donated to persons whom donors owed in the past life. Moreover, the finding of the study “The Offering Behavior and Motivation of Donors at Seventh Day Adventist Churches in Thailand,” of Subin Putsorn (2013) found that people donated to the Church to comply with religious preaching than other benefits. Such findings illustrate a gap in the study that some kinds of nonprofit organizations can use content related to religious or Buddhist beliefs in communicating donors towards donation behaviors. Typically, nonprofit organizations often include religious beliefs, i.e., merits, giving, karma, etc. for communicating with donors towards donations.

Additionally, from the synthesis of the findings from the qualitative research, both key informants who are communication academicians in the field of nonprofit organizations agreed that nonprofit organizations should communicate with donors by starting from organizational missions and goals. The suggestion accords with the concept of social marketing of Kotler and Zaltman (1971), which recommends that for determining social marketing strategies, nonprofit organizations should begin with a concept or an idea in solving the specified problem or social product to be sold. The social concept must respond to what the target buyers want and are willing to buy. Most importantly, it must be a product that is visible and easy to understand.

Regarding the media usage of nonprofit organizations, both academicians perceived in the same way that they should use both online and offline media since both kinds of media still play a role in accessing donors effectively at present. However, each kind of media can access and convey some issues to donors of different ages or generations differently. Such a remark corresponds to the findings of the study of Porncharas Supiriyapin (2013), “Public Relations Strategy and Effectiveness of Celebrity Endorser in International Non-Profit Organizations,” which found that UNICEF Thailand had celebrities participate in its activities rather diversely by using a variety of both online and offline in combination, such as newsletters, printed media, PR media, and organizational online media. It was further recommended by both academicians in the in-depth interviews that nonprofit organizations should use the public relations approach mainly due to the limited media budget for this kind of organization. On the other hand, they can arouse the

mass media's interest through their social issues. This notion accords with the concept of social marketing of (Kotler & Zaltman, 1971), which says that public relations are a tool of product promotion strategy for presenting information to society in a more simplified way to enhance more understanding and positive attitude towards behavioral changes as planned increasingly.

Furthermore, from the point of view of a communication academician, organizations should use two main communication strategies to communicate to donors. The first strategy is to express their sincerity, integrity, and frankness. Such a strategy is supported by the concept of Bettinghaus (1980) that one of the major factors increasing source credibility is the sincerity, integrity, and generosity of a sender. Due to the regular expression of these desirable attributes, donors will trust, which leads to their decision towards the donation. The second strategy is communication that reflects organizational management effectiveness. This strategy accords with what is found in the study of Phra Kiattipong Maneewan (2011). Factors Influencing Money Donation in Ban Morn Temple (Ton Po Fad) Tambon Sanklang, Amphoe San Kamphaeng, Changwat Chiang Mai. The study found that the ability to manage the temple effectively influenced the donation at the temple at a high level, which corresponds to the study entitled, "Impacts of Board Roles and Responsibilities, Leadership Styles and Information and Communication Technology Adoptions on Organizational Performance: A Study of Nonprofit Organizations in Thailand" of Senakham (2013), which found that organizational management in fundraising and financial management had a positive effect on the effectiveness of nonprofit organizations, while perceived management leading donors to have trust and donate to the organizations accordingly. Therefore, both strategies are very crucial for inducing donors to have trust and donate to nonprofit organizations sustainably.

6.2.2 Part 2: The Discussion on Communication Factors Influencing Donation to Nonprofit Organizations

From the synthesis of the qualitative research findings, gained from in-depth interviews with nonprofit organizations' personnel responsible directly for communication and communication academicians, the following communication

factors are perceived as major factors influencing donors' decision to donate to nonprofit organizations:

1) Donors' Trust and Faith in NPOs.

From the point of view of all four communication practitioners, donors' trust and faith in nonprofit organizations is a major factor that makes donors decide to donate. Two main factors that make donors trust are found. Firstly, it is the long-living of the studied organizations in Thai society, and secondly, both organizations are under the Royal patronage or having a Royal family member to be a chairperson or president. Such findings are supported by the study of Natchanon Phairoon (2017), "Fundraising Efficiency of Non-Profit Religious Organizations in Thailand," which found that before donation, donors considered the credibility of organizations first. For both studied nonprofit organizations, they communicate the organizational credibility by emphasizing the Royal patronage for their organizations. According to Bettinghaus (1980), if a sender has a higher status than a receiver, the higher status will make the person be perceived as high credible too. In Thai society, the Royal Institution, or the Monarchy, is an institution of the highest status, respected by Thai people; thus, it can make general people trust and decide to donate easily. Bettinghaus (1980) further explains the concept of source credibility that a sender with experience and expertise can make receivers have more trust. In addition, Orawan Pilun-o-wad (1994) cites that source credibility comes from a sender's competence or expertness. Especially, due to the long-living of both studied organizations up to the present, it reflects the organization's long experience and expertness in management.

Concurrently, both communication academicians also give high importance to the establishment of organizational credibility by communicating to donors to let them be informed of their operations and report of the consequence or accomplishment after the donation. Miller and Burgoon (1973) give a remark that the more a sender had past accomplishments and a receiver is informed of it, the more trust a receiver will have in a sender. The remark accords with the concept of source credibility of Hovland et al. (1953) that source credibility comprises a sender's expertise, trustworthiness, and capabilities in presenting evidence. Regarding "presenting evidence," from this study, the studied nonprofit organizations regularly present their evidence through the report of their explicit performance or how the

organizations spend the donated money to help society genuinely. Accordingly, it makes donors and the general public trust them and leads to their donation eventually.

2) Organizational Missions and Operations

All six key informants in the study suggested that nonprofit organizations should communicate their organizational missions and operations clearly and transparently, especially how the donation is used to help society as wished by donors. Moreover, they should report the consequences or the accomplishment of the operations after the donation to inform donors. The suggestion is supported by the concept of Morgan and Hunt (1994) that trust is what occurs when consumers feel confident after perceiving an organization's integrity and benevolence. Therefore, when the studied nonprofit organizations prove that they have operated their missions with integrity and transparency with explicit evidence of how the donated money is spent concretely, as confirmed by the concept of Hovland et al. (1953), donors will have trust, confidence, and willingness to donate without any doubt or suspicion.

3) A Variety of Convenient Channels

All four communication practitioners in the study agreed that donation channels that are diverse and convenient are another factor leading to donation, which accords with the concept of Kotler and Roberto (1989) on social marketing strategy in the process component that the steps to motivate the target buyers to acquire social products or services must be the shortest and easiest to ensure their response as planned. Thus, nonprofit organizations should provide a variety of channels, which are convenient for donation the most. Thawee Limpakornwanich (2004) studied "Communication Strategies to Persuade People for Organ Donation," and found that the Organ Donation Center, the Thai Red Cross Society, has a mobile donation service, which is another additional channel and helps to provide more convenience for donors with donation intention. This strategy is supported by the findings of the study of Nutchai Jamroonjan (2009), "the Economics of Repeated Blood Donation," which found that most blood donors chose to donate most frequently to the place that was convenient to go. Besides, from the study, "Thai Merit Making Behavior and Its Implication on Communication Plan for NPOs" of Kachonnarongvanish (2017), it was found that the most frequent donors gave importance to the convenience factor.

The more convenient the donation is, the more donation will be gained. Therefore, nonprofit organizations should pay attention to a variety of convenient donation channels, which is another factor to enhance donation.

4) A Display of Respect and Admiration to Donors

All four communication practitioners and one of the communication academicians perceive a display of respect and admiration to donors as a factor to increase donation. Generally, donors have to need to help others initially, but some of them also need to be respected and admired by others for their donation or social contribution. Concurrently, Natcha jamroonjan (2009) studied "the Economics of Repeated Blood Donation," and found that the factor influencing the frequencies of blood donation positively is the motivation from getting blood donation gifts or any sign or symbol as being respected or admired. Despite its supplementary role, nonprofit organizations should not overlook this motivation. According to Mixer (1993), one of the donors' external motivations is an award or gift they will receive after the donation as it indicates that they are accepted or recognized as being a decent person by other people.

5) The Establishment of Good Relationships with Donors

From the opinions of all four communication practitioners and one of the two communication academicians, nonprofit organizations should establish good relationships with donors and potential donors, including former donors who used to donate but have not continued their donation. Regular and consistent relationships with donors are very vital for leading donors to choose which organization they will donate to whenever they desire to have a donation. Stride and Lee (2007) state that good relationships between donors and nonprofit organizations are very essential nowadays, which is also supported by the concept of Morgan and Hunt (1994) that suggests that nonprofit organizations should maintain good relationships with donors and make donors feel that they are important for the organizations; thus, this will help organizations to receive donations continually.

6) Tax Deduction for Donors

Three of four communication practitioners and both academicians in this study view that tax deduction for donors after the donation is one of the factors influencing people to decide towards donation and about which nonprofit

organizations should concern. Mixer (1993) states that motivations can stimulate donation, and one of the external motivations is tax deduction after donation to nonprofit organizations. However, half of the key informants remarked that tax deduction after the donation is just a supplementary factor, not the main factor. They believed that most people intend to donate without expecting to get anything in return. Thus, it was noted by an academician that to get a tax deduction may not be sufficient for motivating people towards donation, nonprofit organizations should communicate and mobilize in combination with other factors as well since nowadays donors are diverse and are influenced by different factors.

7) Donors' Predisposed Personal Motivation

Two of four communication practitioners perceived that some donors have their willingness or personal motivations towards donation beforehand, this group of donors will not expect anything in return. Instead, a donation is for responding to their psychological needs. They need to help others or bettering a society to fulfill their happiness, satisfaction, and intention. Such notion accords with the concept of donation motivations of Mixer (1993) that donation motivations are personal or "I" motivations. From donation, they can help others in society and it can fulfill the spirit of giving. Moreover, the study of Rattana Kawhai. (2017), "A Study of Positive Attitude Donations Behavior and Media Campaign Approach Affecting Motivating Donation Through Underprivileged Children of Private Company Employees," which found that sharing what ones had sufficiently was proper action that became a factor influencing donation to the disadvantaged children. Such findings accord with the study of Arunee Suphanam (1996), "Knowledge, Attitude, and Behavior Regarding Blood Donation among Youth of Educational Institutes in Bangkok Metropolitan," which found that the factor that influenced blood donation of teenagers the most was the need to donate to help others' lives. Thus, nonprofit organizations should apply this factor to communicate to donors how a donation can make them feel happy and satisfied from helping others, which can lead to their donation decision.

8) NPOs' Image

Two of four communication practitioners from the in-depth interviews recommended that nonprofit organizations give importance to image creation and

maintenance to be impressed by donors and general people. The perceived good image of an organization is a crucial factor leading to donation and participation in activities, organized by the organization. Such recommendation is supported by the findings of Charaslak Phonboribooncharoen (1999) from her study, “the Image of Recruitment Agency and Job Seekers' Use of Employment Services,” which found that organizations have to create a positive image in the eyes of consumers to enhance their knowledge, understanding, and positive attitude towards the organizations, which will lead to the organizational success and consumers’ acceptance and support. Thananya Prapasanobol (1984) states that an image is influential for every organizational activity. Organizations with a good image will gain faith, trust, and collaboration from people, which leads to smooth and progressive organizational operations. The concept of image is also supported by the findings of Natchanon Phairoon (2017), which found that donors are concerned about the image of nonprofit organizations before deciding to donate.

9) Shared Values

One of four communication practitioners and one of two academicians perceived that shared values play a part in donors' decision to donate. Thus, it was recommended that nonprofit organizations should communicate what the organizations want to help or contribute to society. Especially, if the groups of people the organizations plan to help are identical with those in the donors' mind which induces their shared values, donors will decide to donate to those organizations more easily, especially if the organizations give importance and communicate such shared values to donors. MacMillan et al. (2005) state that shared values is very essential as they are a core message that brings about tight or close relationships between donors and nonprofit organizations, including the main cause of the organizations' establishment and maintenance. Shared values are also the main link between donors and the organizations. Stride and Lee (2007) state that shared values is very significant and essential as the foundation of nonprofit organizations. They can make donors trust and need to maintain their relationship with the organizations. Primarily, both nonprofit organizations and donors must have an effort to help others or to solve social problems in common.

10) Social Factors Facilitating Donation Behaviors

One of the four communication practitioners and an academician from the in-depth interviews suggested that nonprofit organizations should pay attention to social factors facilitating donation behaviors and adopt them to develop their communication for fundraising in the form of "crowdfunding" on social media, which tends to have more participants nowadays. It can help the organizations to have another approach for donation and collaboration. Especially, at present, Thai society turns to be a society of volunteers increasingly, which enables nonprofit organizations to mobilize donation in an online community created by the organizations to gather all these volunteers who are ready to help society help to drive the organizations' activities or projects towards achievements more easily. These people also are ready to offer or suggest useful ideas for nonprofit organizations' operations. From the study of Nichcha Pairatana et al. (2017), "A Study of the Mediating Variables between Service Delivery Environments and Blood Donation Loyalty," which found that social environment of blood donors in the form of social networks comprising people with public spirit and readiness for social contribution had a direct effect on the perceived value of blood donation.

6.2.3 Part 3: The Discussion on the Congruence of the Structural Equation Model of Communication Factors Influencing Donation to Nonprofit Organizations with the Empirical Data

From the analysis of the structural equation model of communication factors influencing donation to nonprofit organizations, developed by the researcher, it is found that the developed model is congruent with the empirical data, as hypothesized in this study. The findings can be summarized and discussed as follows:

Communication factors have a direct effect on trust. Each factor of communication factors is discussed in details as follows:

Donors' exposure to information of NPOs. From the quantitative research, it is found that donors are exposed to information of the nonprofit organizations for following news on the organizational operations and making their decisions towards donation or participation in the activities organized by the nonprofit organizations. When donors receive sufficient information from the organization to which they

intend to donate, it can lead to their trust and then donation behaviors eventually. From the study of Pornpan Chomngam (2009, "Communication Factors Influencing Organ Donation Decisions by Bangkok Residents," it was found that media exposure to PR of the Organ Donation Center, the Thai Red Cross Society, correlated with organ donation behaviors of Bangkok residents. The findings accord with the study of Utumporn Namcharoenvudhi (2010), "Media Exposure, Knowledge, Attitude, and Participation in Dog Blood Activities," which found that information exposure has a relationship with participation in taking a dog for blood donation. Thus, nonprofit organizations should communicate to donors and general people consistently to create trust, which will lead to further donation behaviors.

NPOs' credibility. From the analysis, it is found that the credibility of the nonprofit organizations has a direct effect on donors' trust in the organization. Such findings can be explained by the concept of source credibility by three groups of academicians as follows: 1) Orawan Pilun-o-wad (1994) states that source credibility comes from a sender's expertness and trustworthiness. 2) Hovland, Janis, and Kelly (1953) state that source credibility comprises expertness, trustworthiness, and the ability to present evidence. 3) Bettinghaus (1980) states that three factors affecting source credibility: safety or trustworthiness, a sender's characteristics, and a sender's personality. The concept of all these three groups supports the found relationship between the credibility of the nonprofit organizations and trust. Besides, it is found that the organizations' credibility has a direct effect on donation behaviors, which is supported by the study of Natchanon Phairoon (2017), which found that donors considered the credibility of the organizations before donation. Accordingly, nonprofit organizations should establish credibility of their organizations through the use of a variety of strategies. Furthermore, from the qualitative research of this study, several strategies are found, i.e., the use of celebrities or persons with high credibility as personal media for communicating to donors, or to create donors' confidence by proving that donors' donation is used to help others and society effectively and credibly as wished by donors to gain donors' confidence for further donation.

Message and Appeal Strategy. From the findings, it is found that the nonprofit organizations convey the message that reflects the suffering and difficulties of people who need help from the organizations, and the content that portrays what is donated is

contributed for social benefits genuinely. Besides, from the statistical analysis, the message and appeal strategy is found to have a direct effect on donation behaviors. The study, “The Advertisement Design for Donation Stimulating to the Foundation for Children,” of Wanna Poolkueh (2003) supports the above finding by pinpointing that the presentation of images must be the issue that receivers feel to be able to play a part in bettering the society, which leads to donation behaviors. Moreover, a foreign study, “Communicating for Donations: Do you give with the heart or with the brain?” by Gagic and Leuhusen (2013), asserted additional findings that emotional communication could influence donation decision more than communication by informative communication only. Nevertheless, informative communication could make donors trust and lead to long-term donation behaviors better. Furthermore, it was further suggested that nonprofit organizations should use both message appeals, namely informative message for providing information about what the organizations help people and society, and emotional message for stimulating people’s attention and emotion, towards utmost effectiveness. Such findings were accordant with the findings of the qualitative research from this study.

Religious beliefs. Religious beliefs are another influential factor having a direct effect on donation behaviors. From the study, it is found that donors with religious beliefs that donation is a merit-making way, which can bring them happiness and good luck. The finding accords with another study of Phra Kiattipong Maneewan (2011), “Factors Influencing Money Donation in Ban Morn Temple (Ton Po Fad) Tambon Sanklang, Amphoe San Kamphaeng, Changwat Chiang Mai,” which found that most samples donated their money to the temple with the expectation that their merits could give to some dead people who used to have their previous life with them, which would bring them physical and mental happiness. However, it was suggested that religious beliefs should be applied cautiously within a proper scope and in some issues only. From the review of previous studies, this factor is found to be used by religious nonprofit organizations. From the in-depth interviews, all four communication practitioners viewed that nonprofit organizations should not apply religious beliefs for their persuasion to donors since they are personal beliefs and very sensitive, while donors have different religions. On the other hand, it is the right of donors to adhere to their beliefs. However, from the

quantitative research, it is found that religious beliefs are found to be a communication factor that has a direct effect on donation behaviors, which might be caused by donors' internal beliefs or motivations but not by communication of nonprofit organizations.

Social Marketing has a direct effect on trust. Each strategy of social marketing can be summarized and discussed as a whole as follows:

4Ps Social Marketing Mix Strategy of Kotler and Zaltman (1971) comprises of 1) Product Strategy, 2) Price Strategy, 3) Place Strategy, and Promotion Strategy. All 4Ps have a direct effect on trust and donation behaviors. Thus, for imposing product strategy for nonprofit organizations, it is necessary to induce donors' positive attitude towards the projects assisted by the organizations as needed by donors. According to Kotler and Zaltman (1971), marketing activists must determine product strategies used as guidelines for solving social problems as needed by each target donor group. For Price Strategy, nonprofit organizations should make donors feel the psychological value from their donation. Kotler and Zaltman (1971) state that in social marketing strategic planning, it is important to concern about how to make the target donors lose the least of their time, energy, and money while having good mental health. For Place Strategy, the study indicates that the more nonprofit organizations can provide convenient donation channels with a variety of channels, the more trust and donation behaviors the organizations can achieve. Such findings accord with the study, "The Economics of Repeated Blood Donation" of Nutchra Jamroonjan (2009), which found that most blood donors chose to donate most frequently to the place that was convenient to go. Besides, from the study, "Thai Merit Making Behavior and Its Implication on Communication Plan for NPOs" of Kachonnarongvanish (2017), it was found that the most frequent donors gave importance to the convenience factor. The more convenient the donation is, the more donation will be gained. Therefore, nonprofit organizations should pay attention to a variety of convenient donation channels, which is another factor to enhance donation. Besides, the research of Hyunjung (2018), "The Media Factor Influencing the Effect of Organ Donation Advocacy in South Korea," also found that donors were exposed to information from the mainstream more than new media relatively, and because of advertising and

public relations through various channels, it helped to persuade people to have donation intention.

4Ps Social Marketing Mix Strategy of Weinreich (1999) comprises 4 strategies: 1) Partnership, 2) Public, 3) Purse Strings, and 4) Policy. All 4Ps are found to have a direct effect on donors' trust. Thawee Limpakornwanich (2004) studied "Communication Strategies to Persuade People for Organ Donation," and found that the Organ Donation Center, the Thai Red Cross Society, applied the strategy of finding collaborations with alliances or partners, while to the general public, it focused on providing information to general people who tended to donate, including jointly communicating with other authorized agencies to promote donation behaviors. Regarding budgets and policies, they had to be transparent by making donors confident that it could be auditable of where the budgets came from and how each project could be beneficial for society, to acquire trust and lead to donation behaviors.

3Ps Social Marketing Mix Strategy of Kotler and Roberto (1989) Three strategies are 1) Person, 2) Presentation, and 3) Process, all of which are found to have a direct effect on trust and donation behaviors. For Person Strategy, it is found that most donors are influenced by persons close to potential donors. The finding is supported by the study of Arunee Suphanam (1996), "Knowledge, Attitude, and Behavior Regarding Blood Donation among Youth of Educational Institutes in Bangkok Metropolitan," and found that friends and teachers were influential persons who mobilized the youth's blood donation. Besides, the findings also accord with the research of Woraphat Sungnoi (1998), "Factors Affecting the Decision of Family to Donate Organs," which found that external factors influencing dead persons' relatives on donating the dead persons' organs were the youth's intimates. For Presentation Strategy, it was found that the presentation of news on the fundraising activities and the benefits of people assisted by the organizations induced donors' trust and donation intention. Besides, from the study of Thawee Limpakornwanich (2004), "Communication Strategies to Persuade People for Organ Donation," it was found that the Organ Donation Center, the Thai Red Cross Society used the strategies of organizing trainings, seminars, and campaign activities towards organ donation. For Process Strategy, it was suggested that nonprofit organizations should provide a variety of convenient donation channels for donors to facilitate donors' decision-

making and donation behaviors more quickly. Such recommendations accord with the concept of Kotler and Roberto (1989) that a process of donation should be the shortest and easiest for donors to ensure desirable responses from people in society. In other words, the organizations have to concern about the principle of convenience for the target groups as much as possible.

6.2.3.1 Corporate Image has a Direct Effect on Trust, Donation Motivations, and Donation Behaviors

As aforementioned, this study measured the corporate image of the studied nonprofit organizations in six aspects: 1) corporate image, 2) employee/volunteer image, 3) executive image, 4) social responsibility image, 5) project, product, and service image, and 6) equipment, building, and place management image (Wasamon Sabaiwan, 2010). From the statistical analysis, it is found that all six images have a direct effect on trust, donation motivations, and donation behaviors. Accordingly, nonprofit organizations should give importance to the creation of all these images to achieve sustainable success. The findings are supported by the study of Thananya Prapasanobol (1984), which emphasized the roles of an image on the operations of all organizations and institutions. Organizations or institutions with a good image can make people trust and collaborate with them. On the contrary, in organizations with a negative image and bad reputation, people will distrust, be unconfident, suspicious, or even hate them. The consequences are obstacles to their operations. If the negative image is unresolved, such organizations or institutions cannot survive and their operation may be ended. Thongchai Santiwong and Chanathip Santiwong (1999) summarize the importance of an organizational image that it affects the trust and faith of their target groups in the organizations and thus affects their trust in a donation. Besides, Natchanon Phairoon (2017) found in her study, "Fundraising Efficiency of Non-Profit Religious Organizations in Thailand," that donors are concerned about the organizational image to a great extent before their donation. Consequently, if nonprofit organizations intend to create trust, donation motivations, and donation behaviors, they must pinpoint the creation of all these six images to be embedded in the donors' hearts to ensure sustainable operational success.

6.2.3.2 Trust has a Direct Effect on Donation Motivations and Donation Behaviors

Trust is another factor that is found to have a direct effect on donation motivations and behaviors. For nonprofit organizations, three components are found to create trust: 1) non-opportunistic behaviors, 2) shared values, 3) NPOs' communication. Non-opportunistic behaviors make donors assured that nonprofit organizations' operations are full of integrity and good corporate governance. Shared values enable donors to feel that organization values are identical with their values, and communication of nonprofit organizations should focus on the issues of which donors should be informed frequently and consistently, while the organizations have to update their information related to donors regularly. If nonprofit organizations can create trust based on those three components, donors should have donation motivations and behaviors. Venable, Rose, Bush, and Gilbert (2005) remark that trust plays a significant role in donors' decision-making on donation to nonprofit organizations. Besides, Bagozzi (2000) asserts that trust also influences loyalty and repeated donation, which is supported by the concept of Venable et al (2005) that trust plays important roles in donors' decisions towards a monetary donation to nonprofit organizations.

6.2.3.3 Communication Factors have an Indirect Effect on Donation Motivations Via Trust

Communication factors are factors leading to trust and affect further donation motivations. As donors are exposed to information related to nonprofit organizations via various media regularly and witness the consequences or performance of the organizational operations explicitly and transparently. Consequently, donors have trust and faith in the organizations. Moreover, if the nonprofit organizations select media and message appeals that are suitable for donors, donors will have trust in such nonprofit organizations. Furthermore, from the study, "Communicating for Donations-Do you give with the heart or with the brain?" of Gagic and Leuhusen (2013), the use of emotional communication was found to be more effective than the use of informative communication only for potential donors. Nevertheless, informative communication could yield more long-term trust. Therefore, the use of both message appeals will be the best for enhancing trust. Social

media can be used for emotional messages, while the establishment of the relationship with potential donors or current donors should be conveyed by combining informative messages too to ensure long-term trust. From trust, it can be developed to be donation motivations eventually.

6.2.3.4 Social Marketing has an Indirect Effect on Donation Motivations Via Trust

Social marketing is a factor leading to trust and then to donation motivations if nonprofit organizations can apply each social marketing strategy properly and harmoniously. For Product Strategy, nonprofit organizations should communicate with donors to see and understand easily how the organizations help or assist society. Besides, they have to communicate their performance transparently and use a variety of convenient donation channels, while organizational personnel or staff have to be willing and devote themselves to social work. Sargeant and Wymer (2007) state that the development of donors' trust depends on the treatment of nonprofit organizations' personnel or staff on donors, especially if they have direct experience in working with donors in organizational activities. From having applied social marketing strategies properly and continually for a long time, donors develop their trust in such organizations, which leads to their motivation and decision towards donation finally.

6.2.3.5 Corporate Image has an Indirect Effect on Donation Behaviors Via Trust and Donation Motivations

Corporate image is a factor leading to trust and donation motivations, which finally lead to donors' donation behaviors. After donors perceive organizational image in various aspects consistently, which takes time, they will gradually develop their trust and motivations towards donation to nonprofit organizations. Such a process requires accumulated time, but yields donation behaviors after all. Thongchai Santiwong and Chanathip Santiwong (1999) state that image is a representative of what occurs in the mind of receivers. It affects directly receivers' attitudes and then their behaviors. Therefore, any organization should not overlook the importance of organizational image. On the contrary, they should aim to create a good impression, either intentionally or non-intentionally, on all parties with which the organizations collaborate or work for assuring effective operations.

6.3 Research Recommendations

6.3.1 Recommendations from the Research Findings

From the findings of both qualitative and quantitative research, the following, based on an SMCR model, is recommended:

6.3.1.1 Recommendations from Research Findings related to a Source/Sender

1) Personal media play a significant role in communication with donors; thus, nonprofit organizations should use personal media that are proper for organizational communication purposes. For instance, if the goal of organizational communication is to create trust, nonprofit organizations should pinpoint the image of the organizations as under the Royal patronage and having the Royal family member as the chairperson or president of the organizations. If organizations need to create a good relationship with donors, they should emphasize the use of employees or volunteers as their media. In some areas, personal media play the role of opinion leaders in persuading people towards the donation. On the other hand, if organizations want to call attention from the general public or publicize people to know about the organizations, they should use stars, actors, or celebrities as personal media to persuade more potential donors.

2) Nonprofit organizations should maintain the organization's reputation and clarify doubtful issues to donors. If the organizations can clarify them clearly, donors will be more confident and willing to donate increasingly. However, they should not communicate with the term "donation" based on the connotative meaning of giving money only. There are diverse communication methods for communicating with donors and most of all, organizations should always focus on connecting organizational missions in their communication to ensure more effectiveness.

3) At present, nonprofit organizations should adapt themselves towards more skills and readiness towards the concept of "crowdsourcing" and "social enterprise" in their operations. Moreover, related rules and laws, including new technologies should be learned and adopted to increase organizational success.

4) Nowadays, Thai society has an atmosphere of becoming a more volunteer society, which will be good opportunities for nonprofit organizations to acquire their donations by giving importance to the mobilization through the creation of an online community in which volunteers or people who need to help others gather together. The concept of "crowdfunding" should be adopted to increase another channel for donation and collaboration.

6.3.1.2 Recommendations from Research Findings related to the Message

1) Nonprofit organizations should use both factual messages for presenting facts and emotional content to stimulate emotions for persuasion towards the utmost effectiveness. However, the use of emotional messages should be used in a proper scope, including the adoption of religious beliefs of any religion, especially Buddhist, for communicating with donors since they are personal beliefs of each donor, and can be applied only for some kinds of nonprofit organizations only.

2) Nonprofit organizations should communicate the consequences from the operations of the project in which a nonprofit organization uses donated money to help those who need assistance, including how it helps to improve the quality of their lives to let donors perceive the use of donated money to achieve the most beneficial goal concretely via the organization's media to create donors' trust and confidence.

6.3.1.3 Recommendations from Research Findings related to Communication Channels

1) Nonprofit organizations should use traditional media in combination with social media in communicating to donors since nowadays social media can access donors very effectively and are less costly. While communication through traditional media still plays a role, nonprofit organizations should ask for support from mass media mainly so that the organizations can spend the donated money to accomplish their missions fully and to operate all projects towards maximal benefits without paying it for buying media time and space.

2) Nonprofit organizations should understand donors of each group of different ages or generations who have different media exposure behaviors. They should understand which media can access each group of donors the most and to

which communication approach donors of each generation respond to so that they can select the media and communication approach that is suitable for donors of each group most effectively.

3) Nonprofit organizations should increase more diverse donation channels and provide donors the most convenient donation channel so that the organizations can gain more donations. Nevertheless, from the quality research, communication practitioners responsible directly for communication of the Organ Donation Center, the Thai Red Cross Society, recommended that besides increasing donation channels and provide convenience for donors, organizations must communicate to donors or the general public to know that the organizations need donation or assistance whenever they need special donation. Without clear communication of needed donation or help, donors may not donate so much and the amount of donated money may stay still no matter how many channels and how much convenience the organizations provide for donors.

6.3.1.3 Recommendations from Research Findings related to Receivers

Nonprofit organizations should give importance to a display of respect and admiration to donors after their donation. From the findings, it was found that some donors still need to be admired by the nonprofit organization to which they donate, to be recognized for their social contribution, or to be awarded some symbols as admiration. Because of these returns, it may motivate donors to donate continually or willing to participate in charity activities organized by the nonprofit organizations regularly.

6.3.2 Recommendations for Further Studies

1) This research studied the influence of communication and psychological factors on donors' donation behaviors mainly. However, there may be some other variables that might influence people's decision to donate to nonprofit organizations. Therefore, for future studies, some additional variables suitable for the Thai society context may be included in the model, such as the influence of crowdfunding of groups of people gathering in an online community, since nowadays most donors in Thai society are exposed to information of nonprofit organizations via social media increasingly and continually. In an online community, people exchange

their information about donations and activities organized by nonprofit organizations. Therefore, social variables that open an opportunity for nonprofit organizations to promote donation behaviors can also be studied. Apparently, at present Thai society tends to be a society of volunteers. People in society need to help others, especially during a crisis, increasingly. Thus, it is expected that more or additional variables in the developed model will be more effective in explaining the occurring phenomena more inclusively.

2) The study, especially in the part of qualitative research, explored only two nonprofit organizations that are prototyped organizations. In the future, researchers, academicians, or interested people can further develop or extend the constructed model to gain a broader body of knowledge by studying other types of nonprofit organizations additionally and diversely.

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The logo of the University of Phayao is a circular emblem. It features a central wheel with eight spokes, surrounded by a ring of eight lotus petals. The entire emblem is enclosed within a circular border containing the university's name in Thai script: "มหาวิทยาลัยพะเยา" at the top and "มหาวิทยาลัยราชภัฏ" at the bottom.

APPENDICES



APPENDIX A

Interview Guide

Structural Equation Model Development of Communication Factors Influencing Donation to Nonprofit Organizations

Part 1: Information about the interviewee or key informant

1. Name and family name _____
2. Current position _____
3. Responsibility _____

Part 2: Questions for interviewing

Part 1 To respond to research questions No. 1 and 2, namely 1) how do successful nonprofit organizations in Thailand communicate to donors? 2) What are communication factors influencing donors' decisions towards a donation to nonprofit organizations?

Questions for personnel responsible directly for communication of nonprofit organizations.

- 1) How does your organization communicate to donors?
- 2) What are your imposed communication strategies for donors?
- 3) What kind of content do you use to persuade donors towards donation behaviors for your organization?
- 4) In your opinion, what are important factors influencing donors' decisions towards a donation to your organization?
- 5) How does your organization communicate to make donors perceive their self-value and have pride in donating to your organization?

Part 2: To respond to research questions No. 1 and 2, namely 1) how do successful nonprofit organizations in Thailand communicate to donors? 2) What are communication factors influencing donors' decisions towards a donation to nonprofit organizations?

Questions for academicians in communication in the context of nonprofit organizations.

- 1) In your opinion, how should nonprofit organizations communicate to donors?
- 2) In your opinion, what should nonprofit organizations impose on the communication strategies as a whole for donors?
- 3) In your opinion, which factors should nonprofit organizations consider in mobilizing donors towards donation behaviors?
- 4) What, do you think, are current problems causing unsuccessful donation behaviors as planned? What are the causes of such problems?
- 5) In your opinion, which issues should nonprofit organizations improve or correct in general?
- 6) As an academician, what should nonprofit organizations concern the most about communication under the current communication situation for mobilizing donors towards a repeated donation to nonprofit organizations sustainably?



APPENDIX B

Questionnaire

“Structural Equation Model Development of Communication Factors Influencing Donation to Nonprofit Organizations.”

This questionnaire is a tool of a student for the degree of Doctor of Philosophy in Communication Arts and Management Innovation, the National Institute of Development Administration, for collecting data. Your kind cooperation in responding to this questionnaire is highly appreciated herewith.

Questions for Screening Respondents

1. Is Buddhism your religion?

☐ Yes ☐ No. (Questionnaire ends if you answer No)

2. During one past year, have you ever donated to any nonprofit organization at least twice?

☐ Yes ☐ No. (Questionnaire ends if you answer No)

Part 1 General Information of the Respondent

Instruction Please kindly check ✓ in ☐ that matches your correct answer the most (only one answer)

1. Sex

☐ 1. Male ☐ 2. Female

2. Ageyears old

3. Education

☐ 1. Lower than a bachelor's degree ☐ 2. A bachelor's degree
☐ 3. Higher than a bachelor's degree

4. Occupation

- ☐ 1. Government/state enterprise personnel
☐ 2. Private company employees/staff
☐ 3. Entrepreneurs/ commerce
☐ 4. Hireling/ freelance
☐ 5. Student ☐ 6. Others (please specify)

5. Monthly income

- ☐ 1. Less than 10,000 baht ☐ 2. 10,001-20,000 baht
☐ 3. 20,001-30,000 baht ☐ 4. 30,001-40,000 baht
☐ 5. More than 40,001 baht

Part 2 Communication Factors Influencing Donation to Nonprofit Organizations (NPOs)

2.1 Information on the frequency of donors' exposure to NPOs' information

Instruction Please kindly check ✓ in the column that matches your exposure to NPOs' information the most. Each level/degree contains the following meaning:

The Level of Frequency of Exposure to NPOs' Information				
5	4	3	2	1
Very high	High	Moderate	Low	Very low

No.	Frequency of Exposure to NPOs' Information	Frequency Level				
		5	4	3	2	1
1.	Television, i.e., TV advertising, TV programs organized by NPOs					
2.	Radio, i.e., radio advertising, radio programs organized by NPOs					
3.	Newspaper, i.e., news about NPOs					
4.	Brochure/ leaflet					

No.	Frequency of Exposure to NPOs' Information	Frequency Level				
		5	4	3	2	1
5.	PR media, i.e., PR news, special activities, or exhibition organized by NPOs					
6.	Specific media, i.e. billboards, stickers, posters, Vinyl boards, etc.					
7.	Personal media, i.e., celebrities, stars, actors, employees, volunteers, or influencers.					
8.	NPOs' Facebook Fan page					
9.	NPOs' Website					
10.	Line					
11.	Twitter					
12.	Instagram					
13.	E-mail					
14.	NPOs' YouTube Channel					

2.2 Information on the opinion towards communication factors influencing donation to nonprofit organizations

Instruction Please kindly check ✓ in the column that matches your opinion the most.

Each level/degree contains the following meaning:

Level of Opinion				
5	4	3	2	1
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

No.	Communication Factors Influencing Donation to Nonprofit Organizations	Level of Opinion				
		5	4	3	2	1
15.	To follow NPOs' news, events, operations, and movement					
16.	To supplement decision-making on donation to					

No.	Communication Factors Influencing Donation to Nonprofit Organizations	Level of Opinion				
		5	4	3	2	1
	NPOs					
17.	To supplement decision-making on participating NPOs' activities.					
18.	The NPO to which you donated is reliable.					
19.	You are confident that what you donate is used to help others genuinely.					
20.	You believe that donation activities are effective.					
21.	Content displaying the suffering and difficulties of people to whom the organization needs to help					
22.	Content portraying the donation is used towards social benefits truly.					
23.	You believe that donation means you have a chance to make merits					
24.	You believe that donation can compensate for what you had done badly in the past					
25.	You believe that donation will bring good luck and eradicate bad things					

Part 3 Social Marketing Influencing Donation to Nonprofit Organizations

Instruction Please kindly check ✓ in the column that matches your opinion the most.
Each level/degree contains the following meaning:

Level of opinion				
5	4	3	2	1
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

No.	Social Marketing Strategy Used by NPOs	Level of Opinion				
		5	4	3	2	1
1.	Projects helped by NPOs are the same group as you need to help					
2.	You have a positive attitude towards projects helped by NPOs					
3.	What you donate is worth for helping others					
4.	The time you spent on searching for what you want to donate is worth, compared to donatees' received benefits					
5.	A donation can be made easily without complexities					
6.	Donation channels are diverse, i.e., on websites, via E-Wallet, donation boxes, credit cards, etc. (E-Wallet)					
7.	Activities organized at NPOs' places facilitate your donation					
8.	NPOs' advertisement is publicized through various media, i.e., TV, online, radio, etc.					
9.	NPOs' Public relations appear in various media, i.e., news conferences, interviewing, special					

No.	Social Marketing Strategy Used by NPOs	Level of Opinion				
		5	4	3	2	1
	activities, etc.					
10.	NPOs collaborate with other organizations with similar goals					
11.	NPOs organize activities with alliances					
12.	NPOs provide information for potential donors					
13.	NPOs communicate with other authorized agencies to promote donation behaviors, i.e., government agencies, mass media, etc.					
14.	NPOs communicate with donors' influencers, i.e., community leaders, family members, etc.					
15.	NPOs' budget is supported by the government sector for their operation and social support					
16.	NPOs receive donations continually so they have enough budget for operations and social support.					
17.	NPOs' policies are beneficial for society					
18.	NPOs' policies accord with the government's policies in helping society					
19.	The use of stars, actors, celebrities makes you interested in donation					
20.	Persuasion of family members or friends makes you interested in donation					
21.	NPOs' presentation of donation news makes you interested in donation.					
22.	NPOs' presentation of the benefits donatees receive makes you interested in donation.					
23.	NPOs have diverse donation channels, which facilitates your donation					
24.	The donation procedure is not complex.					

Part 4 Corporate Image Influencing Donation to Nonprofit Organizations

Instruction Please kindly check ✓ in the column that matches your opinion the most.
Each level/degree contains the following meaning:

Level of opinion				
5	4	3	2	1
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

No.	Corporate Image Influencing Donation to Nonprofit Organizations	Level of Opinion				
		5	4	3	2	1
1.	NPOs to which you donate is transparent					
2.	NPOs to which you donate is a leader in helping specific-group donatees					
3.	NPOs' employees/volunteers are knowledgeable and can provide information well					
4.	NPOs' employees/volunteers can persuade people towards donation well.					
5.	NPOs' executives are knowledgeable and capable					
6.	NPOs' executives have visions.					
7.	NPOs to which you donate have social responsibilities					
8.	NPOs to which you donate play a role in promoting the well-being of a society					
9.	Donation helps to respond to the psychological needs of helping others.					
10.	Projects and activities operated by NPOs are beneficial for society					

No.	Corporate Image Influencing Donation to Nonprofit Organizations	Level of Opinion				
		5	4	3	2	1
11.	NPOs have effective management					
12.	NPOs use modern technologies to donate more easily.					

Part 5 Donors' Trust in NPOs

Instruction Please kindly check ✓ in the column that matches the level of your trust the most. Each level/degree contains the following meaning:

Level of trust				
5	4	3	2	1
Very High	High	Moderate	Low	Very Low

No.	Donors' Trust	Level of Trust				
		5	4	3	2	1
1.	NPOs to which you donate have honest operations					
2.	NPOs to which you donate have good governance in the management					
3.	NPOs to which you donate have values following your psychological needs of helping others.					
4.	You want to help the same groups of people NPOs want to help.					
5.	NPOs communicate with donors often about the issues donors want to know.					
6.	NPOs are consistent in updating information					

No.	Donors' Trust	Level of Trust				
		5	4	3	2	1
	related to donors.					

Part 6 Donors' Donation Motivations

Instruction Please kindly check ✓ in the column that matches the level of your motivation the most. Each level/degree contains the following meaning:

Level of Donation Motivation				
5	4	3	2	1
Very High	High	Moderate	Low	Very Low

No.	Donors' Donation Motivations	Level of Motivation				
		5	4	3	2	1
1.	A donation makes you feel proud of yourself					
2.	Donation for helping others is a part of your goals in life.					
3.	Donation for helping others fulfills your complacency.					
4.	The donation reflects interdependence between donors and donatees.					
5.	Donation indicates that others' happiness is more important than one's happiness					
6.	You are afraid that others will blame you if you do not donate.					
7.	You donate because you do not want to feel guilty if you do not.					
8.	A donation makes your intimates, i.e., friends,					

No.	Donors' Donation Motivations	Level of Motivation				
		5	4	3	2	1
	family members, relatives, etc. accept you more.					
9.	A donation makes society accept you more					
10.	NPOs' effective operations make you decide to donate.					
11.	A tax deduction is a benefit that makes you decide to donate more easily					
12.	People surrounding you, i.e., friends, spouse, etc. influence your donation					
13.	Social media affiliates, i.e., colleagues, neighbors, etc. influence your donation					
14.	Your family members influence your donation					

Part 7 Donors' Donation Behaviors

Instruction Please kindly check ✓ in the column that matches the level of your donation intention/ determination the most. Each level/degree contains the following meaning:

Level of Donation Intention/Determination				
5	4	3	2	1
Very High	High	Moderate	Low	Very Low

No.	Donors' Donation Behaviors	Level of Determination				
		5	4	3	2	1
1.	You are willing to donate money or other objects to NPOs					
2.	You are willing to support NPOs in various					

No.	Donors' Donation Behaviors	Level of Determination				
		5	4	3	2	1
	ways, i.e., volunteers, participation in activities, organized by NPOs.					
3.	You will recommend or pass your words about NPOs to which you want to donate to your friends or acquaintances					
4.	You will recommend your friends or acquaintances to donate to NPOs.					
5.	You will recommend friends or acquaintances to participate in activities organized by NPOs					
6.	You intend to donate to NPOs again in the future.					
7.	You intend to participate in activities organized by NPOs in the future.					

.....

Thank you very much for your kind cooperation.

BIOGRAPHY

Name-Surname

Charocha Kanokprajak

Academic Background

M.A. in Communication Arts and Innovation (Honored)
The Graduate School of Communication Arts and
Management Innovation, National Institute of
Development Administration in 2015

B.A. (Journalism Program), Majoring in Advertising
The Faculty of Journalism and Mass Communication,
Thammasat University in 2010

