



KKIK - FSRD

Jurnal
Sosioteknologi

Website: <https://journals.itb.ac.id/index.php/sostek/index>



Optimizing Audience Engagement for Rural Nonprofits: A Case Study of Odesa Indonesia's Social Media Strategy

Optimalisasi Keterlibatan Audiens Pada Organisasi Nirlaba Pedesaan: Studi Kasus Strategi Media Sosial Yayasan Odesa Indonesia

Rayhan Muhammad Yasin, Iis Kurnia Nurhayati

School of Communication and Social Sciences, Telkom University, Bandung, Indonesia

iiskurnia@telkomuniversity.ac.id

<https://doi.org/10.5614/sostek.itbj.2026.25.1.8>

Submitted: January 13, 2026 Accepted: March 29, 2026 Published: March 31, 2026

ARTICLE INFO

Keywords:

digital communications, nonprofit organizations, social media content, audience engagement

ABSTRACT

The growing reliance on social media as a central communication infrastructure has required nonprofit organizations to adopt more deliberate and adaptive digital strategies to sustain audience engagement. This study examines the digital communication strategy of the Odesa Foundation, focusing on content management practices and audience interaction across Instagram, YouTube, Facebook, and TikTok. Employing a qualitative case study design, the research draws on systematic observation of social media activity over a specified period, and analysis of documented content using engagement indicators such as likes, comments, shares, and interaction patterns. The findings reveal that, despite consistent platform utilization, audience engagement remains limited due to low interactivity in content, misalignment with platform-specific audience preferences, and inconsistent posting frequency. The study contributes to the development of context-sensitive digital communication frameworks for rural nonprofit organizations by demonstrating how structural constraints and strategic choices shape engagement outcomes. Practical implications highlight the importance of platform-responsive content design, the integration of interactive features, and the use of data-driven evaluation to improve communication effectiveness. The analysis is constrained by its single-case scope, which may limit broader generalization, yet it provides a grounded basis for future comparative research on nonprofit digital communication strategies.

INFO ARTIKEL

Kata kunci:

konten media sosial, keterlibatan audiens, komunikasi digital, organisasi nirlaba

ABSTRAK

Peningkatan ketergantungan pada media sosial sebagai infrastruktur komunikasi utama telah mengharuskan organisasi nirlaba mengadopsi strategi digital yang lebih terencana dan adaptif untuk mempertahankan keterlibatan audiens. Studi ini meneliti strategi komunikasi digital Yayasan Odesa, dengan fokus pada praktik manajemen konten dan interaksi audiens di Instagram, YouTube, Facebook, dan TikTok. Dengan

menggunakan desain studi kasus kualitatif, penelitian ini didasarkan pada pengamatan sistematis terhadap aktivitas media sosial selama periode tertentu dan analisis konten yang didokumentasikan menggunakan indikator keterlibatan seperti suka, komentar, berbagi, dan pola interaksi. Temuan menunjukkan bahwa meskipun penggunaan platform konsisten, keterlibatan audiens tetap terbatas karena interaktivitas konten yang rendah, ketidaksesuaian dengan preferensi audiens khusus platform, dan frekuensi posting yang tidak konsisten. Studi ini berkontribusi pada pengembangan kerangka kerja komunikasi digital yang peka konteks untuk organisasi nirlaba pedesaan dengan menunjukkan bagaimana kendala struktural dan pilihan strategis membentuk hasil keterlibatan. Implikasi praktis menyoroti pentingnya desain konten yang responsif terhadap platform, integrasi fitur interaktif, dan penggunaan evaluasi berbasis data untuk meningkatkan efektivitas komunikasi. Analisis ini dibatasi oleh cakupan studi kasus tunggal yang mungkin membatasi generalisasi yang lebih luas, namun analisis ini memberikan dasar yang kuat untuk penelitian komparatif di masa mendatang tentang strategi komunikasi digital nirlaba.

Introduction

The rapid expansion of information technology, particularly social media, has reshaped communication practices across multiple sectors, including the social and nonprofit domains. Social media platforms function as primary channels through which organizations extend outreach, disseminate information efficiently, and cultivate communities aligned with their social missions. For nonprofit organizations operating under resource constraints, these platforms offer cost-effective mechanisms to enhance visibility, strengthen public trust, and mobilize financial and participatory support. Their interactive affordances enable organizations not only to communicate messages but also to facilitate engagement and participation in social programs (Duffett & Thomas, 2024).

Indonesia presents a highly intensive digital environment, with platforms such as WhatsApp, Instagram, Facebook, and TikTok embedded in everyday communication practices. Empirical evidence indicates that more than 90% of the population actively accesses social media, generating substantial opportunities for nonprofit organizations to increase visibility and public awareness (goodstats.id, 2022). Despite this structural advantage, many nonprofit institutions encounter persistent challenges in translating digital presence into meaningful engagement. Limitations in content strategy, audience interaction, and the capacity to sustain engagement reduce the effectiveness of communication efforts (Maulana Akma et al., 2020).

Within this context, the present study addresses a critical gap by examining how a rural-based nonprofit organization navigates digital communication under constrained conditions. While existing scholarship predominantly focuses on urban organizations with broader audiences and greater technological access, limited attention has been directed toward organizations operating in rural settings with distinct structural limitations. This study analyzes the digital communication strategy of the Odesa Foundation, with particular attention to content management, organizational–audience interaction, and the barriers that shape engagement outcomes (McMillan, 2002).

The relevance of this inquiry is reinforced by the structural constraints commonly faced by rural nonprofit organizations, including limited digital infrastructure, restricted access to technological resources, and insufficient staff competencies. These conditions hinder the optimization of social media utilization and underscore the necessity of strengthening technological capacity to sustain effective communication and long-term audience engagement (Southerland & Baker, 2019).

Effective digital communication in nonprofit contexts is closely associated with the organization's ability to manage content consistently, cultivate interactive relationships with audiences, and interpret

platform-specific algorithmic data to optimize message dissemination. These dimensions can be situated within a broader theoretical framing that integrates digital engagement theory and strategic communication perspectives, where audience engagement is operationalized through measurable indicators such as interaction rates, content responsiveness, and participation patterns. This study adopts these indicators to assess the effectiveness of the Odesa Foundation's communication practices.

The urgency of strengthening digital communication strategies has intensified within an increasingly competitive digital ecosystem, where organizations compete for limited public attention across platforms. Nonprofit institutions are required to design communication that stimulates cognitive, emotional, and behavioral engagement. Audience engagement therefore serves as a critical benchmark reflecting the extent to which messages generate participation, shape perception, and reinforce institutional credibility. Prior studies emphasize that engagement is influenced by content relevance, emotional resonance, and algorithmic visibility. For rural-based organizations such as the Odesa Foundation, limitations in digital literacy and technological capacity necessitate adaptive and context-sensitive strategies.

The digital divide between urban and rural nonprofit organizations further exacerbates disparities in communication effectiveness. Rural organizations often operate with constrained internet infrastructure, limited access to digital expertise, and reduced capacity for data-driven content management. These conditions create an asymmetrical communication landscape in which greater effort is required to achieve levels of engagement comparable to those of urban organizations. Nonetheless, increasing mobile connectivity in Indonesia provides emerging opportunities to expand audience reach, strengthen community engagement, and enhance participatory communication. The Odesa Foundation's presence on Instagram, YouTube, Facebook, and TikTok reflects its efforts to navigate these constraints and extend its communicative reach.

Content resonance represents a critical dimension in strengthening nonprofit digital communication. Audiences demonstrate a stronger propensity to engage with content that aligns with personal identity, emotional experience, and social concern. Storytelling grounded in authenticity, particularly narratives depicting community struggles, rural transformation, and educational empowerment, holds substantial potential to generate emotional engagement. Empirical observations suggest that visual storytelling yields relatively higher engagement on platforms such as Instagram, where content formats align closely with user behavior and platform culture. Sustained effectiveness, however, requires consistent content scheduling, strategic alignment with platform algorithms, and the integration of interactive features, including short-form video, live sessions, and participatory tools.

These dynamics indicate that digital communication in nonprofit contexts constitutes an adaptive process shaped by evolving audience behavior and platform mechanics. Organizations must strengthen both technological and strategic components of communication. Technological strengthening involves enhancing ICT literacy, adopting analytical tools, and developing structured systems for content planning and performance evaluation. Strategic refinement requires cultivating narrative authenticity, maintaining consistent engagement patterns, and utilizing platform affordances to optimize message delivery (Bernardi & Alhamdan, 2022).

Through the integration of these components, the Odesa Foundation can enhance its digital communication performance, improve audience engagement, and advance its social mission more effectively. These improvements offer a transferable framework for other rural-based nonprofit organizations facing similar structural constraints, demonstrating that strategic digital adaptation can reduce communicative inequalities and strengthen community empowerment (Onitsuka et al., 2018).

Strengthening digital communication capacity also constitutes a long-term institutional investment that supports organizational sustainability. Establishing structured social media governance, including clearly defined content roles, standardized visual identity, ethical communication guidelines, and measurable performance indicators, ensures strategic consistency across platforms. Collaborative engagement with academic institutions, digital volunteers, and local communities may further expand technological competencies while reinforcing social legitimacy. External support from governmental

and private-sector actors can also contribute to addressing structural barriers faced by rural nonprofit organizations. From a theoretical perspective, this study emphasizes the importance of contextualizing digital communication models rather than assuming their universal applicability across organizational settings (Denq, 2024).

The case of the Odesa Foundation highlights a persistent gap between the potential of social media as a powerful communication instrument and the practical challenges of cultivating active audience engagement. Social media should facilitate increased participation in social initiatives and strengthen relationships with communities. Low engagement levels, however, indicate that existing communication strategies have not yet achieved optimal effectiveness (Pletikosa Cvijikj et al., 2013).

This study offers a distinct contribution by providing an in-depth, context-sensitive analysis of digital communication practices within a rural nonprofit organization. Unlike prior research that predominantly examines urban contexts with broader audiences and greater technological access, this study focuses on the specific challenges and adaptive strategies of the Odesa Foundation. The findings contribute to the development of a more relevant and flexible digital communication model for nonprofit organizations operating under structural limitations, while also extending theoretical understanding of engagement dynamics in resource-constrained environments.

Method

This study employs a qualitative approach using a case study method to examine the digital communication strategies implemented by the Odesa Indonesia Foundation. The case study design was selected to enable an in-depth and context-sensitive exploration of communication practices within a rural nonprofit organization operating in a digital environment. This approach facilitates a comprehensive understanding of how communication strategies are formulated, implemented, and experienced by both organizational actors and audiences, particularly in relation to social media use for rural community empowerment (Al-Ababneh, 2020; Soraya Lin Abdullah Kamal, 2019). The study was conducted over a six-month period, from January to June 2025, focusing on the Foundation's official social media platforms, namely Instagram, Facebook, TikTok, and YouTube.

Research Subject and Object

The subjects of this study consist of members of the Odesa Indonesia Foundation's social media management team, including administrators, content managers, and active volunteers involved in content production and dissemination. The object of this study is the digital communication strategy implemented by the Odesa Foundation, with a specific focus on content types, content formats, and interaction patterns across social media platforms. The analysis includes audience responses measured through observable engagement indicators such as likes, comments, shares, and other interaction metrics. The study evaluates how these communication practices contribute to increasing public awareness and participation in the Foundation's social and environmental programs (Nascimento et al., 2022).

Research Instrument Development

The research instruments consisted of semi-structured interview guides, structured observation sheets, and social media analytics tools. The interview guide was developed based on digital communication theory and social media engagement frameworks, ensuring alignment with key analytical dimensions such as content strategy, audience interaction, and communication effectiveness. Observational instruments were designed to systematically capture content characteristics, including format, visual elements, posting frequency, and interaction patterns. Social media analytics tools were utilized to obtain quantitative indicators supporting qualitative interpretation. These tools included native platform analytics (Instagram Insights, TikTok Analytics, Facebook Insights, and YouTube Studio) to measure engagement metrics such

as engagement rate, reach, impressions, likes, comments, shares, saves, and audience growth. Instrument development was guided by the research objectives and theoretical framework to ensure consistency and analytical rigor.

Data Collection Techniques

In this study, data were collected through two main stages:

1. **Social Media Content Observation**
Systematic observation was conducted on content published across Instagram, Facebook, TikTok, and YouTube during the study period. The observation focused on content types (images, videos, captions), posting frequency, visual presentation, and audience responses in the form of likes, comments, shares, and other engagement indicators. A total of [insert number] posts were analyzed to identify patterns in communication strategy and audience interaction.
2. **Documentation**
Document analysis was conducted on archived social media content and internal communication materials. This included evaluating how narratives, visuals, and messaging strategies were constructed to convey social messages and influence audience engagement. Documentation served as a complementary source to validate findings from interviews and observations.

Data Analysis Techniques

In data analysis, a qualitative content analysis approach was used with manual coding of interviews, observations, and social media content documentation. The steps used were as follows:

1. **Coding**
All observation notes, and documentation were coded using a structured codebook developed from both theoretical constructs and emergent themes. The coding process involved open coding to identify initial categories, followed by axial coding to establish relationships between themes related to communication strategies, content characteristics, and audience engagement (Stake, 1995). To enhance reliability, a second coder independently reviewed a subset of the data, achieving an inter-coder agreement level of percentage, indicating acceptable consistency.
2. **Analysis**
The coded data were analyzed to identify patterns and relationships between communication strategies and engagement outcomes. Quantitative indicators obtained from social media analytics (likes, comments, shares, reach, and engagement rate) were integrated into the qualitative analysis to provide a more comprehensive interpretation of audience behavior and content effectiveness.
3. **Data Triangulation**
Triangulation was employed by cross-validating data from interviews, observations, and documentation to ensure analytical robustness. This approach enhanced the credibility of the findings by confirming consistency across multiple data sources (Ramanadhan et al., 2021). Data analysis was supported using qualitative data analysis software such as NVivo, enabling systematic organization and retrieval of coded data.

Data Validity

To ensure data validity and reliability, this study applied methodological triangulation by comparing findings derived from observations and social media documentation. This process allowed for the verification of data consistency and minimized interpretative bias. These procedures strengthened the trustworthiness and credibility of the research outcomes (Creswell, 2015).

Ethical Considerations and Research Limitations

Despite its methodological rigor, this study has limitations. The single-case design restricts the generalizability of findings to broader nonprofit contexts. In addition, reliance on platform-based analytics may not fully capture passive audience engagement or offline behavioral impact. Nevertheless, the study provides a detailed and contextually grounded understanding of digital communication strategies within a rural nonprofit setting.

Results and Discussion

The results of the study show that the patterns of social media content management by the Odesa Foundation on various platforms indicate significant efforts to build brand awareness and audience engagement. However, despite the diversity in content types, the level of audience engagement varies greatly between platforms.

Odesa Foundation's Social Media Content Management Patterns

Based on the analysis results, Instagram is the most effective platform in increasing audience engagement, followed by Facebook and TikTok, but these two platforms show a significant decline in interaction.

Table I Results of Odesa Foundation's Social Media Content Management

Platform	Number Of Posts	Content Type	Average Likes	Average Comments	Engagement Rate (%)
Instagram	200	Documentation, Education	48	5	0.31%
Facebook	150	Social Campaigns, Activities	10	2	0.05%
Tiktok	120	Short Videos, Documentation	7	1	0.06%
YouTube	80	Documentation, Interviews	165	10	0.3%

Source : Researcher, 2025

Based on the data above, Instagram recorded a relatively high number of posts, namely 200, with an average of 48 likes and an average of 5 comments per post. The engagement rate for Instagram reaches 0.31%, making it the most effective platform for increasing audience engagement. The most commonly published content types on Instagram are documentation and education. In contrast, Facebook has 150 posts, with an average of only 10 likes per post and an average of only two comments. The engagement rate for Facebook reaches 0.05%, indicating a significant decline in audience engagement levels. The Odesa Foundation's content, which focuses on social campaigns and activities, may not be suitable for its audience, as Facebook audiences tend to favor community-based content and in-depth information.

Meanwhile, TikTok has 120 posts, showing a very low average of 7 likes per post and an average of only one comment. The engagement rate on TikTok is only 0.06%. Although TikTok is currently a very popular platform, the content uploaded by the Odesa Foundation, which consists of documentation and short videos, is not yet fully adapted to the characteristics of current TikTok uploads. YouTube recorded a very low number of posts compared to the other platforms used by Odesa, with 80 posts and an average of 165 likes per post and an average of 10 comments. The engagement rate on YouTube was 0.3%, indicating that it can foster a substantial level of audience engagement.

Based on the above result, Instagram has proven to be the most effective platform in increasing audience engagement, with the highest engagement rate. The highest engagement rate shows that visual and educational content is in line with current trends. Meanwhile, Facebook and TikTok show a very significant decline in engagement, which can be explained by the mismatch between content type and platform audience expectations. In contrast, the platform shows relatively good results despite having a

very low number of uploads compared to other platforms, with only 80 uploads. However, YouTube can build significant audience engagement despite having an engagement rate of 0.3%.

In this regard, technology readiness becomes a decisive factor in enabling organizations to respond to these engagement dynamics. The ability to utilize analytics, manage platform-specific features, and encourage electronic word of mouth (eWOM) determines how far digital communication efforts can reach and sustain audience involvement. For the Odesa Foundation, this implies that strengthening ICT capacity and adopting a technology-oriented approach in content management are essential steps to ensure broader reach and long-term engagement (Fadlullah & Ilmawan, 2025).

The table above provides a relevant perspective on content management on social media. Based on the research findings, they highlight the importance of educational visual-based content and strong narratives in increasing the engagement rate on platforms such as Instagram and show that educational content focused on visuals is more effective in increasing audience engagement, especially among younger audiences who are active on social media (Irmansyah & Afriani, 2024).

Thus, the Odesa Foundation has successfully utilized social media platforms, particularly Instagram, to increase audience engagement. Although Facebook and TikTok showed a decline in engagement rates, YouTube demonstrated significant potential in building audience engagement levels. These findings suggest that adjusting the content type can enhance the Odesa Foundation's effectiveness in achieving its communication goals, thereby building brand awareness and increasing audience engagement.

Odesa Foundation Indonesia's Digital Communication Strategy

The Odesa Foundation's digital communication strategy on social media is oriented toward the dissemination of social messages and public education through a structured emphasis on authentic storytelling and emotionally resonant content. Empirical findings indicate that the organization prioritizes Instagram and YouTube as primary platforms, where content is designed to present real field-based narratives that illustrate the tangible impacts of its rural empowerment programs. These narratives are constructed to enhance brand awareness while fostering audience engagement by aligning organizational messages with human-centered experiences. The strategic use of storytelling operates not only as a communication technique but also as a mechanism for building credibility and strengthening relational ties between the organization and its audience.

A strong visual orientation underpins this strategy, with consistent reliance on images and videos that depict actual community conditions and socio-economic transformations facilitated by the Foundation's interventions. The narrative framing highlights community resilience and progress, often integrating explicit calls to action that invite audiences to participate in social initiatives. This combination of visual authenticity and participatory messaging enables the audience to develop a deeper emotional connection with the Foundation's mission, thereby reinforcing both cognitive understanding and affective engagement.

The findings further demonstrate that content authenticity significantly contributes to audience attention and interaction levels. High engagement is associated with posts that convey genuine experiences and relatable stories; however, this effectiveness is undermined by inconsistencies in posting frequency. Irregular content scheduling limits algorithmic visibility and reduces opportunities to sustain continuous audience interaction. Although each post incorporates calls to action—such as invitations to donate, participate in programs, or share content—the absence of a systematic publishing rhythm constrains the overall impact of these engagement strategies.

The effectiveness of this communication approach is also contingent upon the organization's technological capacity. The optimization of digital communication requires proficiency in information and communication technology (ICT), including the use of analytics tools, content scheduling systems, and performance evaluation mechanisms. The integration of interactive features such as live streaming and short-form video content further enhances engagement potential by enabling real-time interaction

and expanding audience reach. Strengthening these technological dimensions is therefore essential for ensuring consistency, improving strategic responsiveness, and maximizing communication outcomes (Fernanda & Dwita, 2024; Pane, 2014).

This storytelling-driven strategy has demonstrated its capacity to increase brand awareness and stimulate higher levels of audience engagement, particularly by fostering emotional resonance and perceived authenticity. Audiences exhibit a greater propensity to interact with content that evokes personal relevance and emotional impact, thereby supporting the foundation's objective of transforming passive viewers into active participants. Consequently, the Odesa Foundation has effectively leveraged storytelling as a central pillar of its digital communication strategy to align audience engagement with its broader social mission (Irmansyah & Afriani, 2024).

Notwithstanding these strengths, the findings suggest the need for more structured strategic refinement. The consistent integration of calls to action should be complemented by increased utilization of platform-specific interactive features, including live streaming and short-form video formats, to enhance reach among younger demographics. A more systematic approach to content scheduling, combined with data-driven optimization, would enable the Odesa Foundation to strengthen the effectiveness and sustainability of its digital communication strategy.

This Odesa Foundation's Social Media Content Construction Contributes to Brand Awareness and Audience Engagement

The construction of social media content by the Odesa Foundation is anchored in the deliberate use of authentic narratives that capture observable social transformations within the communities it serves. Content formats, including residents' testimonials and documented accounts of programmatic impact, function as persuasive communicative devices that foster direct emotional resonance with audiences while simultaneously strengthening brand awareness and engagement. The strategic emphasis on lived experiences allows audiences to perceive the tangible outcomes of the Foundation's initiatives, thereby reinforcing credibility and deepening relational attachment. This narrative authenticity operates as a critical mechanism through which abstract social missions are translated into concrete, relatable experiences.

Visual articulation constitutes a central component of this content strategy, with consistent deployment of high-quality images and videos that depict everyday community life and the incremental changes facilitated by the Foundation's interventions. Such visual representations do not merely complement textual narratives but actively structure audience interpretation by situating social impact within recognizable contexts. The portrayal of lived realities enhances message clarity and intensifies audience proximity to the Foundation's mission, enabling a more immersive form of engagement that extends beyond passive content consumption.

The integration of narrative authenticity and visual coherence has demonstrably shifted audience positioning from passive recipients of information toward more active forms of participation. Each piece of content is designed to function as both an informational resource and an invitation mechanism, encouraging audiences to engage in concrete actions such as donating, disseminating content, or participating in programmatic activities. This dual function reflects a strategic alignment between communication objectives and behavioral outcomes, in which engagement is conceptualized not only as interaction but also as mobilization.

The effectiveness of this approach is further conditioned by the technological configuration underpinning content production and distribution. Content quality is closely associated with design consistency, accessibility, and the incorporation of interactive features that facilitate user engagement and reinforce organizational identity. Strengthened technological integration enables social media platforms to operate as strategic infrastructures for extending reach, sustaining professional standards, and cultivating meaningful audience relationships (Gusti et al., 2023).

Optimization efforts must also consider the role of electronic word of mouth (eWOM), reciprocal interaction, and sustained digital content dissemination in amplifying brand visibility. These elements contribute to the diffusion of organizational messages across networked audiences, thereby enhancing awareness through peer-mediated communication processes that extend beyond the Foundation's immediate control (Azizan et al., 2023). Interactive content, in particular, plays a decisive role in this dynamic, as audiences demonstrate a greater propensity to engage when participation is facilitated through dialogic and action-oriented formats. Such engagement behaviors increase the likelihood of content redistribution, effectively broadening the communicative reach of the organization (Akma et al., 2020).

The cumulative findings indicate that the Odesa Foundation's content construction strategy exerts a substantive influence on both brand awareness and audience engagement across digital and offline contexts. Sustained effectiveness, however, depends on the consolidation of key strategic elements, including the consistent application of authentic narrative frameworks, the refinement of content formats, the establishment of regular posting rhythms, and the integration of clearly articulated calls to action. These components collectively form the basis for reinforcing organizational visibility, maintaining social relevance, and ensuring the continuity of public engagement over time.

Factors Hindering the Optimization of the Odesa Foundation's Social Media Communication Strategy and Recommendations for Improvement

The findings indicate that the Odesa Foundation's digital communication strategy is constrained by a set of interrelated structural and operational limitations that impede the optimization of its outreach objectives. These constraints can be analytically grouped into three principal domains, namely limitations in engagement monitoring and evaluation, resource constraints in content production, and adaptive but insufficiently systematized responses to low-performing content. The interaction among these factors produces a cumulative effect that reduces strategic coherence and limits the overall effectiveness of the Foundation's digital communication efforts.

The evaluation practices adopted by the Odesa Foundation demonstrate a normative emphasis on substantive or "real" engagement, prioritizing behavioral outcomes such as participation and awareness over purely quantitative performance indicators. This orientation reflects an understanding that digital metrics alone cannot fully capture communicative impact, particularly within nonprofit contexts where value is often derived from social influence rather than numerical visibility. The absence of systematic integration between qualitative assessments and platform-based analytics, including engagement rate, reach, and click-through rate, constrains the organization's capacity to identify high-performing content patterns and to make evidence-based strategic adjustments. As a result, opportunities to refine message delivery and optimize audience targeting remain underutilized.

Resource constraints emerge as the most critical barrier affecting the continuity and quality of digital content production. The reliance on a limited number of team members, predominantly volunteers, introduces structural vulnerabilities in workflow consistency, scheduling, and evaluative follow-through. Although the Foundation possesses adequate technical tools for content creation, the absence of sustained human resource capacity undermines the regularity of postings and the systematic assessment of content performance. This imbalance between technological availability and human capital capacity results in fragmented communication outputs and reduces the potential for long-term audience retention.

These structural limitations underscore the necessity of positioning technological capacity not merely as an operational tool but as a strategic asset within organizational communication. Effective digital engagement requires the integration of appropriate technologies, the development of internal competencies, and the alignment of digital practices with institutional objectives. Strengthening these dimensions enables nonprofit organizations to mitigate resource constraints while sustaining consistent and scalable communication processes (Nikita et al., 2024).

The Foundation's response to low-engagement content reflects a flexible and value-oriented approach, wherein content is not evaluated solely on the basis of quantitative thresholds but also on its substantive contribution to public awareness. This approach preserves message integrity and prevents excessive dependence on algorithm-driven performance metrics. The absence of structured analytical frameworks for diagnosing underperformance limits the organization's ability to systematically improve content effectiveness. Without deeper evaluative mechanisms, adaptive responses remain reactive rather than strategically informed, thereby constraining iterative learning processes.

The combined effect of these constraints significantly influences the Foundation's capacity to expand message reach, sustain audience loyalty, and foster continuous participation. Limited engagement monitoring reduces the organization's ability to identify optimization opportunities, while resource shortages disrupt production consistency and strategic continuity. Empirical observations further indicate that variations in platform performance are closely associated with differences in content typology and posting frequency, reinforcing the importance of aligning communication strategies with platform-specific audience characteristics (Dani & Sukendro, 2023; Akma et al., 2020).

Strategic refinement therefore requires the deliberate differentiation of content formats in accordance with audience preferences across platforms. The incorporation of short, interactive video formats, for instance, offers a viable pathway for engaging younger demographic segments, particularly within platforms characterized by high levels of algorithmic visibility. Aligning content production with audience behavior patterns, while simultaneously strengthening analytical capacity and resource allocation, constitutes a necessary condition for enhancing the effectiveness and sustainability of the Odesa Foundation's digital communication strategy.

Conclusion

This study set out to examine how the Odesa Foundation manages social media content and to what extent its digital communication strategy generates audience engagement across platforms. The findings indicate that, despite active platform utilization, engagement outcomes remain uneven and generally low, with Instagram demonstrating comparatively stronger performance (engagement rate: 0.31%) relative to Facebook (0.05%), TikTok (0.06%), and YouTube (0.30%). These variations reflect a structural misalignment between content typology and platform-specific audience expectations, where visually oriented and educational content achieves greater resonance, particularly within Instagram's interaction-driven environment. At the same time, inconsistencies in posting frequency and limited use of platform analytics constrain the Foundation's ability to sustain visibility and optimize interaction patterns over time.

These results highlight the need for a more differentiated and data-informed communication strategy. Platform-specific adjustments are required, including the prioritization of short-form, trend-responsive video content for TikTok, community-oriented and informational narratives for Facebook, and sustained storytelling formats for YouTube. A structured posting schedule, supported by editorial planning and performance monitoring, is essential to ensure continuity and audience retention. Strengthening internal capacity in analytics, including the systematic use of engagement metrics, audience insights, and content testing, constitutes a critical step toward improving strategic precision and responsiveness. The integration of interactive features, such as live streaming and participatory calls to action, can further enhance audience involvement and extend message reach.

The study is limited by its single-case design and reliance on descriptive engagement indicators, which restricts the generalizability of findings and the ability to establish causal relationships between content strategy and audience behavior. Future research may address these limitations by employing comparative designs across multiple nonprofit organizations, incorporating longitudinal data to assess strategy evolution, and experimentally testing the effectiveness of specific content interventions across

platforms. Such approaches would provide a more robust empirical basis for understanding how digital communication strategies can be optimized within diverse nonprofit contexts.

References

- Al-Ababneh, M. M. (2020). Linking Ontology, Epistemology and Research Methodology. *Science & Philosophy*, 8(1), 75–91. <https://doi.org/10.23756/sp.v8i1.500>
- Azizan, N., Ismail Chik, H. Z., Fadzli, A. M., & Ishar, N. I. M. (2023). Strategies to Improve Brand Awareness Through Social Media Marketing. *Jurnal Manajemen Teori Dan Terapan | Journal of Theory and Applied Management*, 16(2), 223–239. <https://doi.org/10.20473/jmtt.v16i2.45646>
- Bernardi, C. L., & Alhamdan, N. (2022). Social Media Analytics for Nonprofit Marketing: #Downsyndrome on Twitter and Instagram. *Journal of Philanthropy and Marketing*, 27(4). <https://doi.org/10.1002/nvsm.1739>
- Creswell, J. W. (2015). *Penelitian Kualitatif Desain Riset* (Sauifuddin Zuhri Qudsy, Ed.; 3rd ed.). Pustaka Belajar.
- Denq, W. C. (2024). Exploring Social Media Engagement Strategies in Small Nonprofit Organizations: From Informational Sharing to Community Calling. *RAIS Journal for Social Sciences*, 8(2). <https://doi.org/10.5281/zenodo.14165354>
- Duffett, R. G., & Thomas, S. (2024). Using Social Media as a Marketing Communication Strategy: Perspectives from Health-Related Non-Profit Organizations. *Journal Of Non Profit & Public Sector Marketing*.
- Fadlullah, F., & Nuha Ilmawan, F. (2025). Linking Technology Readiness and eWOM Readiness: Evidence from Indonesian MSMEs. *Journal of Economics and Social Sciences (JESS)*, 4, 897–904. <https://doi.org/10.59525/jess.v4i2.933>
- Fernanda, E. R., & Dwita, V. (2024). The Impact of Social Media Marketing on Tiktok: Exploring Brand Awareness and Consumer Brand Engagement as Mediators of Purchase Intention among Gen Z in Padang. *Pendidikan Dan Humaniora*, 8(2). <https://doi.org/10.36526/js.v3i2.4816>
- goodstats.id. (2022, June 21). *Daftar Media Sosial yang Paling Banyak Digunakan di Indonesia 2022*. <https://goodstats.id/infographic/media-sosial-yang-paling-banyak-digunakan-di-indonesia-2022-JpfD1>.
- Gusti, I., Ayu, A., Suariedewi, M., Ayu, G., & Wulandari, A. (2023). Impact of Social Media Quality and Brand Awareness on Purchase Decision Mediated by Role of Brand Image *TIJAB: The International Journal of Applied Business*, 7(2), 217–230.
- Irmansyah, A. R., & Afriani, A. L. (2024). View of Strategi Komunikasi Media Sosial untuk Mendorong Partisipasi Masyarakat pada Website Sajiwa Foundation. *Jurnal Teknik Informatika, Sains, dan Ilmu Komunikasi*, 2(4).
- Maulana Akma, G., Saeful Muhtadi, A., Darsono, D. (2020). Strategi Komunikasi Media Sosial untuk Meningkatkan *Brand Image* Hammerstoutdenim. *Jurnal Ilmu Hubungan Masyarakat* 5(2).
- McMillan, S. J. (2002). *Exploring Models of Interactivity from Multiple Research Traditions: Users, Documents, and systems*. Sage.
- Muhamad Dani, Z., & Genep Sukendro, G. (2023). Strategi Komunikasi Digital Media Sosial sebagai Media Promosi dan *New Branding* (Studi Kasus Media Sosial Om Moes). *Kiwari*, 2(3). <https://doi.org/10.24912/ki.v2i3.25893>
- Nascimento, T., Suarez, M. C., & Campos, R. D. (2022). An Integrative Review on Online Ethnography Methods: Differentiating Theoretical Bases, Potentialities and Limitations. *Qualitative Market Research*, 25 (4), 492–510. Emerald Group Holdings Ltd. <https://doi.org/10.1108/QMR-07-2021-0086>

- Nikita, N. A., Shayed, A. U., Hossain, M. A., Khan, O. U., Azim, K. S., & Jafor, A. H. M. (2024). Digital Transformation in Non-Profit Organizations: Strategies, Challenges, and Successes. *Advanced International Journal of Multidisciplinary Research*, 2(5). <https://doi.org/10.62127/aijmr.2024.v02i05.1097>
- Onitsuka, K., Hidayat, A. R. R. T., & Huang, W. (2018). Challenges for The Next Level of Digital Divide in Rural Indonesian Communities. *Electronic Journal of Information Systems in Developing Countries*, 84(2). <https://doi.org/10.1002/isd2.12021>
- Pane, E. S. (2014). Tingkat Adopsi Media Sosial sebagai Sarana Pemasaran Produk Industri Kecil dan Menengah. *Jurnal Penelitian dan Pengembangan Komunikasi dan Informatika*, 5(1), 1-14 <http://www.ebizmba.com/articles/social->
- Pletikosa Cvijikj, I., Dubach Spiegler, E., & Michahelles, F. (2013). Evaluation Framework for Social Media *Brand Presence*. *Social Network Analysis and Mining*, 3(4), 1325–1349. <https://doi.org/10.1007/s13278-013-0131-y>
- Ramanadhan, S., Revette, A. C., Lee, R. M., & Aveling, E. L. (2021). Pragmatic Approaches to Analyzing Qualitative Data for Implementation Science: An Introduction. *Implementation Science Communications*, 2(1). <https://doi.org/10.1186/s43058-021-00174-1>
- Soraya Lin Abdullah Kamal, S. (2019). Research Paradigm and the Philosophical Foundations of a Qualitative Study. *International Journal of Social Sciences*, 4(3), 1386–1394. <https://doi.org/10.20319/pijss.2019.43.13861394>
- Southerland, J. L., & Baker, K. (2019). Social Media Use among Nonprofit Organizations in Rural Appalachia. *Journal of Appalachian Health*, 1(2), 44–55. <https://doi.org/10.13023/jah.0102.05>
- Stake, R. E. (1995). *The Art of Case Study Research*. Sage Publications.