

Effective governance in nonprofit organizations: A literature based multiple stakeholder approach

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Introduction

- Nonprofit organisations (NPOs) need to become more effective
- Stakeholder theory & empirical research → Important to know stakeholders' governance expectations
- No overview of stakeholders' needs and objectives in relation to governance

Research focus (1/2)

- The relationship between (1) the needs and objectives of key stakeholders and (2) (expected) governance (structures) in NPOs

Research focus (2/2)

- Expanding the research focus
 - General organizational effects that arise from the contacts/relationships between primary stakeholders and NPOs

Methodology (1/2)

- Web of Knowledge
- Keywords, title, abstract
- Full article
- Reference lists review

Methodology (2/2)

- Only peer-reviewed studies
- Search period
- Language barriers

→ Including 110 studies in results section

Results (1/5)

- Results section divided in seven subsections
- Appendix: table

Results (2/5)

- Lack of European studies
- Some industries received limited attention
- Some stakeholders received limited attention

Results (3/5)

- Conflicting needs and objectives between and within stakeholder groups
- (Unforeseen) negative impact of only paying attention to one/several stakeholder groups
- Positive association between being accountable to/involving different key stakeholders and beneficial effects on the NPO and/or the stakeholders themselves

Results (4/5)

- The beneficiary
 - ✓ Lack of research
 - ✓ Unclear which beneficiary related accountability / governance mechanisms are most preferable and effective
 - ✓ Value of beneficiaries' involvement on governance is uncertain

Results (5/5)

- The beneficiary

- ✓Governance related conflicting needs and objectives between beneficiaries and other stakeholder groups

- ✓Negative impact on (being accountability to) beneficiaries when NPOs tried to be responsive to the needs and objectives of a particular stakeholder group

Importance and implications of research findings (1/2)

- Complexity of and need for stakeholder management

Importance and implications of research findings (2/2)

- Identify who the stakeholders are
- Listen to stakeholders' needs and objectives
- Implement governance structures that function as information exchange platforms

Cave: NPOs' idiosyncrasies and context

Research limitations

- Books / non-peer reviewed papers / ...
- European data
- Longitudinal data
- Statistically significant (e.g. meta-analytic) grounding

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