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
• 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