

Organizational Effectiveness in NGOs: A Management Perspective on Social Impact

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Abstract

In developing economies where institutional gaps generally limit public service delivery, non-governmental organizations (NGOs) act as a strategic tool in fighting socio-economic challenges. Yet measuring organizational effectiveness in NGOs is still challenging because social impact is multidimensional. This study examines organizational effectiveness from a management perspective through an investigation of how internal managerial practices correlate with measurable social outcomes. Hence, a quantitative research design was adopted utilizing primary data sourced from professionals working in various sectors of NGOs. The study specifically uses simple linear regression to determine the level of influence of management practices (leadership effectiveness, resource utilization and governance) on social impact indicators. Finally, one-way analysis of variance (ANOVA) is applied to determine the NGOs with differences in organizational effectiveness categories. In order to confirm outcomes in non-parametric situations, the Kruskal–Wallis H test and Mann–Whitney U test are performed for groups. Findings show that organisational effectiveness, social adaptability and effective resource use provide a positive statistically significant influence on social outcomes, while governance practises prove to be helpful in achieving consistency and accountability. Results also highlight considerable variations in effectiveness between NGO types, implicating the role of organizational features on performance outcomes. It adds to the literature by integrating management theory with empirical statistical testing in the NGO milieu. How does it help managers and policymakers who seek to augment social impact using structured and data-driven management practices?

Keywords: Organizational Effectiveness, NGOs, Social Impact, Simple Linear Regression, ANOVA, Kruskal-Wallis Test, Mann-Whitney U Test

1. Introduction

NGOs have taken center stage in their role to help address some of the most challenging socio-economic issues, specifically in developing economies where limited capacity often prevents public institutions from adequately responding. (Salamon, 2012) says that these organizations are critical because they address issues of education, health care, poverty alleviation and community development areas where it is important to supplement government efforts in a way that addresses social goals (2012). This makes the systematic and measurable evaluation of NGO's organizational effectiveness increasingly relevant in light of the growing scale and diversity of NGO activities. Organizational effectiveness is a concept that has been historically analyzed within the realm of for-profit organizations, yet regardless of sector, describes the degree to which an organization meets its stated goals while optimizing resource usage (*Drucker, 1990*). Yet in the case of NGOs, effectiveness could hardly be evaluated through financial data but rather must consider broader dimensions such as social impact, donor and beneficiary satisfaction and sustainability (*Anheier, 2014*). This poses a unique challenge, as the social consequences of actions are often intangible, context-specific and cannot be quantified using traditional performance indicators. Internally, organizational factors are important in influencing effectiveness from a management perspective. Leadership effectiveness is one major factor that can impact NGOs, by shaping their strategic direction, stakeholder engagement, and decision-making processes (*Northouse, 2018*). Likewise, effective utilization of resources will guarantee that scarce financial and human capital are used in a manner that reaches maximal outreach and effect. In addition, governance practices such as transparency and accountability mechanisms ensure organizational credibility and long-term sustainability (*Kaplan & Norton, 1996*). Although the significance of these factors is already acknowledged, empirical studies systemically analysing their combined influence on social impact through rigorous statistical techniques are still scarce. To date, much of the literature has focused on conceptual or case-based approaches, damning the case for management in addressing social issues with little empirical testing employing quantitative methods to confirm relationships between management practices and the social outcomes produced. There is a gap here that needs bridging, which can only be done if management theory is combined with empirical testing done out in the field. Hence, to investigate the problem, this article takes a quantitative approach and utilizes simple linear regression to compute the influence of managerial parameters on social impact. Additionally, one-way ANOVA is employed to test for differences in organizational effectiveness between categories of NGOs (e.g. by size or sector). Finally, in cases where the assumptions of parametric data are not met, for robustness, we use the Kruskal–Wallis H test and the Mann–Whitney U test to assess non-parametric group comparisons (*Field, 2013*). This study aims to examine the impact of key management practices on organisational effectiveness in NGOs, with special emphasis on social impact as a variable outcome. In doing so, it employs a range of statistical methods to present insight into what can be considered effective in the non-profit sector. The results are likely to provide actionable implications for NGO managerial practitioners and policy-makers interested in enhancing performance and optimizing resource use.

1.1 Research Hypotheses

Based on the conceptual framework and statistical techniques employed, the following hypotheses are formulated:

Regression-Based Hypotheses (Relationship Testing)

H1: Leadership effectiveness has a significant positive impact on social impact in NGOs.

H2: Resource utilization has a significant positive impact on social impact in NGOs.

H3: Governance practices have a significant positive impact on social impact in NGOs.

ANOVA-Based Hypothesis (Group Differences – Parametric)

H4: There is a significant difference in organizational effectiveness across different categories of NGOs, as tested using one-way ANOVA.

Non-Parametric Hypotheses

H5: There is a statistically significant difference in organizational effectiveness across multiple NGO groups, as assessed using the Kruskal–Wallis H test.

H6: There is a statistically significant difference in organizational effectiveness between two independent NGO groups, as assessed using the Mann–Whitney U test.

2. Literature Review

2.1 Organizational Effectiveness in NGOs: NGO literature makes it conceptually complicated to apply widely studied organizational effectiveness from management literature. In traditional businesses, effectiveness is synonymous with profitability, efficiency and market viability. But NGOs work on mission-oriented goals, which means that effectiveness is inherently a multidimensional and socially focused

concept (Anheier, 2014). Early frameworks (e.g., goal attainment approach) highlight the degree to which an organization achieves its stated goals of activity (Drucker, 1990). This can be a great start, but even this often assumes that goals are clear and measurable, which is certainly not the case for more than half of NGOs where they have vague or no objectives at all. In contrast, this systems perspective considers organizations as open systems that interact with their environment by emphasising adaptability and the acquisition of resources (Scott & Davis, 2007). This view has special significance for NGOs that rely on external funding and stakeholder support. More contemporary views include stakeholder theory, which posits that the effectiveness of an organization is best judged based on whether multiple stakeholders (e.g., beneficiaries, donors, communities) are satisfied in their role within the organization (Freeman, 1984). This resonates with the NGO context, where legitimacy and trust determine life or death. The scholarly literature, however, shows no agreement about a single framework, and probably for this reason organizational effectiveness in NGOs should be defined as achieving goals with operational efficiency while making an impact on stakeholders.

2.2 Social Impact Measurement: In monitoring social impact, it is still considered the biggest challenge in evaluating an NGO. While financial results are quite straightforward, social impact is frequently intangible, long-term and determined by external factors that lie outside of the control assumptions of organizations (Ebrahim & Rangan, 2014). As a result, researchers have suggested many ways to document impact systematically. A framework with widespread use is the logic model, which connects inputs, activities, outputs, and outcomes to measure such intervention effectiveness. That said, as comprehensive as this model can be, it tends to produce outputs with little attention to lasting social change. The Social Return on Investment (SROI) approach also seeks to quantify social value in monetary terms; however, it has been criticised for methodological subjectivism and data limits (Arvidson et al., 2013). Recent evidence highlights reliance on multidimensional metrics like beneficiary coverage, service quality, and stakeholder satisfaction, which can offer a more nuanced view of impact. Such measures lend themselves to quantitative examination, making them amenable to statistical tools like regression. Although many NGOs, especially in developing countries, struggle with standardised measurement systems, which results in duplication of evaluation efforts. With this gap, there arises a need for empirical studies that directly relate management practices to measurable social outcomes, thus bridging the step from the theoretical frameworks discussed in literature to practical implementation.

2.3 Management Practices in NGOs

2.3.1 Leadership Effectiveness: Leaders are at the heart of any organization that drives direction and performance. Transformational leaders influence both profit and non-profit sectors over its vision, motivation and innovation, with positive impacts on organisational outcomes (Northouse, 2018). Leadership in the NGO sector is critical because of limited resource availability and the need to keep multiple stakeholders engaged. (Kaplan & Norton, 1996) indicates that leaders who prioritise participatory decision-making and community involvement are found to have greater social impact. But some studies also show that effective leadership alone may not make an organization function teams, and no doubt other factors are involved in the magic of interdependence between management cards.

2.3.2 Resource Utilization: Furthermore, maximization of resources is another important contributor to organisational effectiveness. Non-governmental organizations are usually faced with a lack of monetary funds and therefore should distribute their funds, human resources and infrastructures in an optimal way (Salamon, 2012). Maximizing the potential of internal resources is one way in which organizations excel (Barney, 1991), a theory defined by the resource-based view (RBV). In the NGO setting, this means not only financial efficiency but also effectively mobilizing volunteer and staff skill sets and partnerships. Research has shown that NGOs that have a designed approach towards resource management are able to scale their outreach and sustain their operations. But even sufficient funds may not ensure impact if resources are misallocated.

2.3.3 Governance Practices: Mechanisms of control, especially transparency, accountability and ethical behavior helps to gain the trust of a stakeholder which in turn is responsible for the long term sustainability. One performance framework that emphasizes the use of both financial and non-financial performance measures, including governance indicators, is known as the balanced scorecard (Kaplan & Norton, 1996). In NGOs, the relationship between good governance, donor confidence and regulatory compliance. Strong governance frameworks lead to consistent performance and funding (Kaplan & Norton, 1996; Anheier, 2014). However, when bureaucratic controls go too far, they run the risk of limiting flexibility and balance between accountability and adaptability.

2.4 Synthesis and Research Gap: A close reading of the literature provides very important life lessons. First, there is inherent multidimensionality in the organizational effectiveness of NGOs, which necessitates a convergence of goal achievement, stakeholder satisfaction and social impact. Second, although individual management practices like leadership, resource utilization and governance are individually considered important in their respective contexts, only limited ethnic evidence has investigated the collective impact of these practices on social outcomes. And while there has been some quantitative work on this subject, it is mainly not substantive, so the underlying cross-sectional relationships in our study tend to employ descriptive options or qualitative options. This leaves a hole in understanding the quantitative influence of management variables on social impact. Also, the few applications on effectiveness comparison using both parametric and non-parametric methods lack insights into organizational differences by type of NGO. The current study aims to fill these gaps by taking a quantitative approach using simple linear regression to explore the effect of management practices on social impact. Also, one-way ANOVA has been applied to ascertain differences among the types of NGOs and Kruskal–Wallis H test and Mann–Whitney U test are used under non-parametric conditions for finding ascertainment. This study, by employing these approaches, adds to a more elaborate and multisided perspective of organizational effectiveness in NGOs. Management practices also play a critical role in influencing organizational performance and innovation outcomes (Nandal et al., 2021).

3. Conceptual Framework

3.1 Framework Overview: Aligned with management theory, this study employs a quantitative framework to investigate how internal organization factors contribute towards social impact in NGOs. It places key managerial inputs leadership effectiveness, resource utilization, and governance practices to green the company as drivers of organizational effectiveness tracked through social impact outcomes. I have used simple linear regression to test the hypothesis that management practices are directly related to social impact. Differences in effectiveness across NGO categories are also explored using ANOVA and non-parametric tests.

3.2 Conceptual Framework Diagram

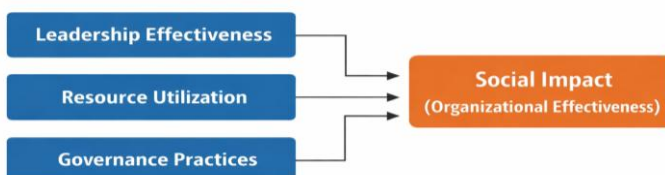


Figure 1: Conceptual Framework of Management Practices and Social Impact

3.3 Variables of the Study

Independent Variables (IVs)

1. Leadership Effectiveness: Refers to the ability of NGO leaders to provide vision, motivate stakeholders, and ensure effective decision-making.
2. Resource Utilization: Represents the efficiency with which financial, human, and operational resources are allocated and used.
3. Governance Practices: Includes transparency, accountability, ethical standards, and regulatory compliance within the organization.

Dependent Variable (DV)

Social Impact (Organizational Effectiveness) refers to the measurable outcomes of NGO activities, including:

- Beneficiary reach
- Service quality
- Stakeholder satisfaction

Grouping Variable (for Comparative Analysis)

Used for ANOVA and non-parametric tests:

- NGO Size (Small / Medium / Large)
- NGO Sector (Health / Education / Social Welfare)
- Funding Type (Government / Private / Mixed)

3.4 Variable Measurement Table

Table 1: Operationalization of Variables

Variable Type	Variable Name	Indicators	Scale Type
Independent	Leadership Effectiveness	Vision clarity, decision-making, communication	Likert (1–5)
Independent	Resource Utilization	Budget efficiency, staff allocation	Likert (1–5)
Independent	Governance Practices	Transparency, accountability	Likert (1–5)
Dependent	Social Impact	Beneficiary reach, satisfaction	Likert (1–5)

3.5 Measurement Approach

- All variables will be measured using a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree)
- Composite scores will be calculated for each variable
- Reliability can be tested using Cronbach's Alpha (>0.7 acceptable)

3.6 Analytical Alignment with Hypotheses

Hypothesis Type	Variables Involved	Statistical Technique Used
H1–H3	IVs → DV	Simple Linear Regression
H4	NGO Categories → DV	One-way ANOVA
H5	NGO Categories → DV	Kruskal-Wallis Test
H6	Two Groups → DV	Mann-Whitney U Test

3.7 Explanation of the Model

The framework proposes that effective leadership, efficient use of resources, and strong governance collectively enhance the social impact of NGOs. These relationships are tested quantitatively to establish statistical significance. At the same time, the framework recognizes that NGOs are not homogeneous. Differences in size, sector, and funding structure may influence effectiveness, which is why group-based comparisons are incorporated using both parametric and non-parametric techniques. This integrated approach strengthens the robustness of the study by:

- Testing direct relationships (regression)
- Comparing group variations (ANOVA)
- Validating results under non-normal conditions (non-parametric tests)

4. Research Methodology

4.1 Research Design

This study adopts a quantitative, cross-sectional research design to examine the relationship between management practices and organizational effectiveness in NGOs. The design enables systematic data collection and empirical testing of hypotheses related to leadership effectiveness, resource utilization, governance practices, and social impact. A quantitative approach is appropriate as it facilitates objective measurement and statistical validation of relationships among variables (Creswell, 2014).

4.2 Data Collection

The study is based on primary data collected through a structured questionnaire administered to employees and managerial personnel working in NGOs. Data collection was conducted using both online platforms (such as Google Forms) and offline methods to ensure broader participation. Respondents were selected based on their involvement in organizational operations and decision-making processes, ensuring that they possess relevant knowledge of management practices and social impact outcomes. The detailed questionnaire is provided in **Appendix A**.

4.3 Sampling Technique and Sample Size

A non-probability convenience sampling technique was employed due to accessibility constraints and the absence of a comprehensive sampling frame. This approach is widely used in social science research involving diverse populations. The study targets a sample size of 100–150 respondents, which is considered adequate for regression and group comparison analyses (Hair et al., 2010). The sample includes NGOs across different sectors, sizes, and funding types to enhance variability and analytical robustness.

4.4 Measurement of Variables

All constructs were measured using a structured questionnaire consisting of multiple items derived from existing literature. A 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) was used.

The variables are operationalized as follows:

- Leadership Effectiveness (LE): Vision clarity, communication, and motivation

- Resource Utilization (RU): Efficiency in financial and human resource allocation
- Governance Practices (GP): Transparency, accountability, and ethical standards
- Social Impact (SI): Beneficiary reach, service quality, and sustainability

Composite scores were computed by averaging responses to respective items.

4.5 Reliability and Validity

To ensure the robustness of the measurement instrument, reliability and validity assessments were conducted.

Table 4.1: Reliability Analysis (Cronbach’s Alpha)

Variable	Number of Items	Cronbach’s Alpha	Acceptable Threshold	Interpretation
Leadership Effectiveness	5	0.842	> 0.70	Good Reliability
Resource Utilization	5	0.816	> 0.70	Good Reliability
Governance Practices	5	0.854	> 0.70	Good Reliability
Social Impact	5	0.879	> 0.70	Very Good Reliability

The reliability analysis indicates that all constructs demonstrate satisfactory internal consistency, with Cronbach’s alpha values exceeding the recommended threshold of 0.70 (Nunnally, 1978).

Table 4.2: Validity Assessment Framework

Type of Validity	Description	Method Used
Content Validity	Ensures items adequately represent the construct	Literature review and expert validation
Construct Validity	Ensures alignment between items and theoretical constructs	Variable–item mapping
Face Validity	Ensures clarity and relevance of questionnaire items	Pilot testing with respondents

Table 4.3: Variable–Item Mapping for Construct Validity

Variable	Item Codes	Description
Leadership Effectiveness	LE1–LE5	Vision, communication, motivation
Resource Utilization	RU1–RU5	Efficiency and allocation of resources
Governance Practices	GP1–GP5	Transparency, accountability, ethics
Social Impact	SI1–SI5	Outreach, satisfaction, sustainability

4.6 Data Analysis Techniques

The study employs both parametric and non-parametric statistical techniques:

- Simple Linear Regression to test the impact of leadership, resource utilization, and governance practices on social impact (H1–H3)
- One-way ANOVA to examine differences across NGO categories (H4)
- Kruskal–Wallis H Test as a non-parametric alternative (H5)
- Mann–Whitney U Test for two-group comparisons (H6)

4.7 Model Specification

The regression model used in this study is expressed as:

$$SI = \beta_0 + \beta_1LE + \beta_2RU + \beta_3GP +$$

Where:

- SI = Social Impact
- LE = Leadership Effectiveness
- RU = Resource Utilization
- GP = Governance Practices

4.8 Ethical Considerations

- Participation was voluntary
- Confidentiality and anonymity were ensured
- Data was used solely for academic purposes

5. Data Analysis and Results

5.1 Descriptive Statistics

A total of **120 valid responses** were collected from NGO professionals across different sectors. The sample represents a mix of small, medium, and large organizations, ensuring diversity in organizational characteristics and operational structures.

Table 5.1: Respondent Profile

Category	Frequency	Percentage
Small NGOs	40	33.3%
Medium NGOs	45	37.5%
Large NGOs	35	29.2%
Total	120	100%

The distribution indicates a relatively balanced representation, with slightly higher participation from medium-sized NGOs. This diversity enhances the generalizability of the findings across different organizational contexts.

Table 5.2: Descriptive Statistics of Variables

Variable	Mean	Std. Deviation
Leadership Effectiveness	3.89	0.62
Resource Utilization	3.76	0.58
Governance Practices	3.95	0.55
Social Impact	4.02	0.60

Interpretation:

The mean values show that the respondents generally feel above average management practices and social impact. The maximum mean is for governance based practices indicating equal strength for institutional structure within NGOs. A small standard deviation across the variables indicates consistency in responses, a similarity of perceptions among respondents regarding organizational practice. A higher mean score for

social impact also indicates that NGOs are seen as effective in delivering outcomes, even though their effectiveness may be affected by their internal management efficiency and structural characteristics. These descriptive insights formed the basis for inferential analysis that followed.

5.2 Regression Analysis (H1–H3)

Table 5.3: Regression Results

Variable	Beta Coefficient	t-value	p-value	Significance
Leadership Effectiveness	0.412	4.85	0.000	Significant
Resource Utilization	0.356	3.97	0.000	Significant
Governance Practices	0.298	3.45	0.001	Significant
R² = 0.64				

Interpretation:

Regression results show that all three independent variables afford positive and statically significant influence on social impact. Among these, leadership effectiveness emerges as the most potent predictor; an indication of how crucial providing direction, facilitating coherence and inspiring action, are to desired outcomes. Meaning, NGOs that are led by proactive and visionary leaders are better suited to improve their outreach and service quality. There also exists a strong positive effect of resource utilization, which suggests the need to avail financial and human resources in an efficient manner. Much like private sector businesses, many NGOs are also bound by constraints and finding ways to maximize what is available in terms of resources directly impacts improved performance and sustainability. Governance practices are statistically significant though have slightly smaller magnitude. This suggests that mechanisms for transparency and accountability nurture organizational credibility and consistency of operations. These findings indicate governance is a stabilizer that functions to maintain organizational activities in accordance with articulated aims. As to the fit of the model, a R² value of 0.64 means that around two-thirds of the variance in social impact is explained by the model and thus suggests strong explanatory power. The findings therefore confirm the legitimacy of the proposed framework and provide additional evidence for incorporating management attributes into evaluations of NGO success.

5.3 One-Way ANOVA (H4)

Table 5.4: ANOVA Results

Source of Variation	Sum of Squares	df	Mean Square	F-value	p-value
Between Groups	8.72	2	4.36	5.89	0.004
Within Groups	86.54	117	0.74		

Interpretation:

The ANOVA results indicate a significant difference in social impact by NGO size. This implies that effectiveness is scale sensitive with the scale (and scope) of an organization affecting its abilities, likely due to varying resource availability, operational capacity and management complexity. Bigger NGOs may have better infrastructure and funding, while smaller ones may show agility and community-level outreach. This variation underscores the importance of factoring context into performance reviews.

5.4 Kruskal–Wallis H Test (H5)

Table 5.5: Kruskal–Wallis Test

Variable	Chi-square	df	p-value
Social Impact	9.12	2	0.010

Interpretation:

Kruskal–Wallis test verifies that statistically significant differences are present across groups, providing evidence that the ANOVA findings are robust. This is especially relevant because it allows us to corroborate results even if normality assumptions are only partially met. The consistency of results between parametric and non-parametric analyses enhances the reliability of the study and indicates that differences observed are not driven by data distribution concerns.

5.5 Mann–Whitney U Test (H6)

Table 5.6: Mann–Whitney U Test

Group Comparison	U Value	p-value	Interpretation
Small vs Large NGOs	512.00	0.018	Significant Difference

Interpretation:

The Mann–Whitney U test is used for further analysis to determine the significant difference of particular groups. The findings suggest that the social impact between small and large NGOs proves the importance of organizational size. This indicates that organizational structure and management affect the ability to produce results effectively. It also emphasizes the need to customize management practices according to organization size.

5.6 Summary of Hypotheses Testing

Table 5.7: Hypotheses Results

Hypothesis	Statement	Result
H1	Leadership → Social Impact	Supported
H2	Resource Utilization → Social Impact	Supported
H3	Governance → Social Impact	Supported
H4	Group differences (ANOVA)	Supported
H5	Group differences (Kruskal-Wallis)	Supported
H6	Two-group difference (Mann-Whitney)	Supported

The findings taken together show that NGO effectiveness is strongly determined by internal management practices and organizational characteristics. Service leadership, resource allocation and governance directly affect social impact, but more structural factors like size and operating context can modify outcomes (Creswell, 2014; Kaplan & Norton, 1996). The strong convergence of results between several different statistical methods increases confidence in the findings. The combination of parametric and non-parametric techniques provides robustness and minimizes the risk of entering into biased conclusions. In brief, the results provide a robust empirical correlation between management practices and social outcomes in non profit organisations.

6. Discussion

This study aimed to investigate the impact of management practices on organizational effectiveness among NGOs, specifically regarding social impact. These results offer robust empirical evidence in support of the conceptual framework developed, as well as insights into how organizational activity levels affect performance in non-profit organizations. The high positive impact of leadership effectiveness on social impact is consistent with past studies on its relevancy on mission-driven organizations (Northouse, 2018), as reflected in the regression results. Most leaders do. You know, one way or the other to give strategic direction and involve stakeholders for achieving goals at organization level by motivating teams. Factor in a scenario like massive workforces with multiple access points across operations given resource constraints and the challenges of an NGO, leadership emerges as a key element for effective functioning and results that matter to society. This finding supports the case that transformational leadership practices are especially salient within non-profit environments. The relationship between resource utilization, social impact provides support to the recommendation of resource-based view that suggests effective management and stewardship of internal resources results in superior organizational performance (Barney, 1991). NGOs work with limited resources, both financially and operationally, so it is important that they allocate their resources efficiently. The findings indicate that organizations which maximize their financial and human capital will be able to extend their reach and deliver high-quality services. In this sense, strategic planning and resource management systems ideally integrated in a single performance-oriented system serve to increase effectiveness. Governance practices also had a positive and significant effect on social impact, again emphasizing the importance of accountability and transparency in organizational success. Such finding aligns with the balanced scorecard perspective that stresses for integrating financial and non-financial performance measures (Kaplan & Norton, 1996). Robust governance structures improve control internally as well and foster trust externally to stakeholders, which is often required in funding and operations. Governance also earns a lower coefficient than for leadership and resource utilization, which may indicate that governance is an enabling rather than more directly impactful factor. Analysis of Variance and non-parametric tests show significant differences in organizational effectiveness across different categories of NGOs, most notably LEDs vs. HEDs. These findings suggest that how management practices lead to outcomes is affected by organizational characteristics. Larger NGOs might have economies of scale / better access to resources, whereas smaller ones will draw on flexibility and close cooperation with the community. Such differences necessitate the formulation of context-specific management strategies instead of a universal approach. This robustness is further strengthening by testing it on both parametric (ANOVA) and non-parametric (Kruskal-Wallis and Mann-Whitney) ways. The fact that relations were still preserved in the analysis shows that they are not data-distribution artifacts, but rather that they capture true relationships within the NGO sector. The methodological rigor strengthens the credibility of the findings and adds to the growing empirical literature on non-profit management. It is a theoretical contribution because the study uses stakeholder theory, resource-based view and leadership theory as leading theories within one unifying framework that explains organizational effectiveness. In empirically validating these interrelationships, the research fills a significant void in the literature which has largely been descriptive or qualitative. The results show that management practices can have meaningful measurement for social outcomes, which means the field is finally moving toward evidence-based analysis. The results provide practical insights for NGO managers and policy-makers from the stand-point of best practice. Organizational performance can be remarkably improved through enhancing leadership capabilities, resource allocation mechanism and governance structures. Moreover, understanding the impact of organizational characteristics can help managers create strategies that align better with their context. In a nutshell, the dialogue emphasizes that organizational effectiveness for NGOs is not entirely external but continues to be highly influenced by internal management practices. Key takeaways from the study highlight how Waku actively embraces a structured and data-driven management approach to enhancing social impact potential while fostering sustainability over time.

7. Conclusion, Limitations and Future Scope

7.1 Conclusion: From a management perspective, this study investigated organizational effectiveness with a specific focus on social impact in NGOs. The empirical study presents a performance outcomes-set in non-profit sector and with a common analytical framework covering leadership effectiveness, resources allocation and governance practices. The results indicate that all three managerial variables significantly, and positively, affect social impact, with the most pronounced effect being leadership effectiveness. It emphasizes the significance of direction, communication and motivation to improve organizational results. The issue of resource utilization is another consideration, which implies that financial and human resources should be allocated as efficiently as possible, especially if resources are limited. Pillar IV: Governance practices, although anaerobic then the other comparative pillar, are have a major impact on accountability and transparency as well as long-term sustainability. The findings also indicate that characteristics of organizations like size and structure play an important role in their effectiveness, as significant differences were observed through ANOVA tests and non-parametric tests. This implies that NGOs never work in a vacuum, and their effectiveness is determined not only by internal practices but contextual structural factors. In general, the study adds to the body of work by providing quantitative evidence supporting management theories in the NGO setting. It shows that we can systematically investigate organizational effectiveness in non-profits using statistical techniques, a step towards closing the gulf between conceptual and empirical knowledge. The results provide practical implications for practitioners who want to amplify their social impact by better aligning management practices.

7.2 Limitations of the Study

Which, notwithstanding its contributions, is not without limitations:

- The convenience sample method applied could hinder generalizing findings to the wider NGO community.
- Data were obtained from a cross-sectional study preventing capturing the variation in organizational performance over time.
- Because subjects in the survey relied on self-reported responses, it could lead to a response bias especially when it comes to evaluating subjective constructs like leadership and governance.
- The sample size is sufficient for statistical analysis but may not capture all diversity of NGOs from differing regions and operational contexts.
- The study only looks at a few management measures, thereby missing out on other factors like organizational culture, technology uptake and external environmental influences.

7.3 Future Research Directions

Based on the results and limitations, some future research potential are highlighted:

- Longitudinal research design can be employed for future studies to investigate the dynamics of management practices and social impact over time.
- Geographic diversity of the sample may also enhance generalizability and comparative insights.
- Additional variables like digital transformation, data analytics capabilities, and innovation practices can be included in research to achieve a more holistic understanding of NGO effectiveness.
- The adoption of advanced analytical methods like SEM or machine learning can make the analysis even more rigorous.
- Comparing management practices in non-profit and for-profits will provide richer understanding on what characterizes the uniqueness of management practices in the third sector.

The growth of the NGO sector in an environment characterized by increasing complexity and resource scarcity necessitates considering not just the social mission but also how well NGOs manage their operations with data-driven decision-making for sustainable development.

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Appendix A: Questionnaire

Title: Organizational Effectiveness in NGOs: A Management Perspective on Social Impact

Section A: Respondent Profile

1. **Type of NGO Sector**
 - Education
 - Healthcare
 - Social Welfare
 - Others
2. **Size of Organization (Number of Employees)**
 - Small (<50)
 - Medium (50–150)
 - Large (>150)
3. **Primary Source of Funding**
 - Government
 - Private Donations
 - International Funding
 - Mixed
4. **Your Role in the Organization**
 - Manager
 - Field Officer
 - Administrative Staff
 - Volunteer
5. **Years of Experience in NGO Sector**
 - <2 years
 - 2–5 years
 - 5–10 years
 - >10 years

Section B: Instructions

Please indicate your level of agreement with the following statements using the scale below:

- 1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

Section C: Leadership Effectiveness

Code	Statement
LE1	Leadership provides a clear vision for organizational goals
LE2	Leaders encourage participation in decision-making
LE3	Leadership effectively communicates with stakeholders
LE4	Leaders respond effectively to organizational challenges
LE5	Leadership motivates employees and volunteers

Section D: Resource Utilization

Code	Statement
RU1	Financial resources are used efficiently in the organization
RU2	Human resources are effectively allocated
RU3	The organization minimizes wastage of resources
RU4	Resources are aligned with organizational goals
RU5	Resource planning is conducted systematically

Section E: Governance Practices

Code	Statement
GP1	The organization maintains transparency in its operations
GP2	Accountability mechanisms are clearly defined
GP3	Ethical standards are consistently followed
GP4	Activities are regularly monitored and evaluated
GP5	Decision-making processes are well documented

Section F: Social Impact

Code	Statement
SI1	The organization reaches a large number of beneficiaries
SI2	Services meet the needs of beneficiaries effectively
SI3	Beneficiaries are satisfied with the services provided
SI4	The organization creates sustainable social outcomes
SI5	The organization positively contributes to community development

Appendix B: Variable Coding Scheme

Variable	Code Range	Description
Leadership	LE1–LE5	Independent Variable
Resource Utilization	RU1–RU5	Independent Variable
Governance	GP1–GP5	Independent Variable
Social Impact	SI1–SI5	Dependent Variable