

A CORRELATION STUDY OF ORGANIZATIONAL EFFICIENCY OF FAITH-  
BASED NONPROFIT ORGANIZATIONS ON LEADERSHIP AND FUNDING

by

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A CORRELATION STUDY OF ORGANIZATIONAL EFFICIENCY OF FAITH-BASED  
NONPROFIT ORGANIZATIONS ON LEADERSHIP AND FUNDING

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## ABSTRACT

As faith-based nonprofit organizations face increased demand for assistance, the measures that define organizational effectiveness, success outcomes, and the capacity to serve their constituents are critical (Boateng et al., 2016). The purpose of the quantitative method and correlational design research study was to examine if the lack of leaders' knowledge and funding knowledge correlated with the organization's capacity to meet the food needs of their constituents in Nash and Edgecombe's counties located in North Carolina. There were two research questions. The research study included a modified version of the Western North Carolina (WNC) Nonprofit Pathways Nonprofit Effectiveness Survey as the organizational assessment tool. A pilot study and a Cronbach's Alpha test were performed to measure the reliability of the survey. Data collection and analysis were completed utilizing an anonymous 5-point Likert Scale survey via SurveyMonkey. The IBM Statistical Package Social Sciences (SPSS) version 23 data analysis software was utilized to compute the values of each survey item. The participants were selected from the local faith-based nonprofit organizations partnering with the United Way Tar River Region Food Distribution Program. The Spearman's Rho correlation was used to measure the relationships between the criterion variables, Leaders' Knowledge and Funding Knowledge with the predictor variable, Food Distribution. The study findings indicated that there was a significant strong positive correlation between Leaders' Knowledge and Food Distribution, ( $r_s (94) = .724, p < 0.01$ ). The study findings indicated there was a significant moderate positive correlation between Funding Knowledge and Food Distribution, ( $r_s (93) = .296, p < 0.01$ ).

## DEDICATION

Only once in a lifetime does a person find that special someone who unselfishly supports your dreams, encourages you to reach for the highest heights and sacrifices themselves to ensure that your needs are met. My doctoral journey has been better than blessed because of my husband, Calvin Baker, who has cooked dinner, did more than his fair share of housework and spent many nights alone while I completed my coursework. Calvin, I love you with all of my heart and I cherish the forty years of our marriage which has stood the test of time. As a 21-year breast cancer survivor, you were the one who stood by my side and cared for me as well as the children. I want to thank you for giving me the best years of my life. To my daughter Lauren and my son Patrick, I love you to eternity. I lived my life to be an example that you could learn from, follow and continue the legacy.

This study is also dedicated to the memory of my parents, James and Patricia Sherman, who are now in heaven but always taught me that education was the key to my dreams and aspirations. My Dad taught me how to develop a consistent work ethic and my mother instilled a love for reading books because they could take me to any place in the world, if only I could use my imagination. Their humble beginnings taught me the meaning of being humble, empathetic and considerate of others. They were determined that no person would ever go hungry as long as they had food in the house. Needless to say, our small humble household always had an extra plate for people in the neighborhood when they stopped by to visit. It is by their example that I learned to be a servant to others and provide my assistance for others in need of assistance.

## ACKNOWLEDGMENTS

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## Chapter 1

### Introduction

As faith-based nonprofit organizations face increased demand for assistance, the measures that define organizational effectiveness, success outcomes, and the capacity to serve their constituents are critical (Boateng et al., 2016). One possible solution is to address ways to increase organizational capacity for nonprofit organizations through cross-sector collaborations. Shumate et al. (2018) argued that businesses, government agencies, and nonprofit organizations increased their organizational benefits when they collaborate. The United Way North Carolina is the parent company of the United Way Tar River Region serving the constituents of Nash and Edgecombe counties. A quantitative method and correlational design research study were used to examine the food distribution program administered by the United Way Tar River Region that partners with local faith-based nonprofit organizations in Nash and Edgecombe's counties located in Rocky Mount, North Carolina.

### **Background of the Problem**

According to the economic report of the North Carolina Center for Nonprofits, the impact of nonprofit organizations is significant to the quality of life in the state of North Carolina (NCCN, 2016). Private and public sector nonprofit organizations contribute to the significance of life by attracting and the retention of business. For example, nonprofit organizations provide 400,000 jobs which equate to one out of every 10 jobs. In the state of North Carolina, nonprofit organizations provide 42.5 billion dollars directly into the economy. The nonprofit organizations form a very large and diverse sector, but struggle to respond to the increasing needs with fewer funds.

North Carolinian constituents who donate, give more money than the national average but less than other southern states (NCCN, 2016). Most of the nonprofits in North Carolina are small organizations that make up a total of 11, 146 organizations that have 501(C)(3) status with annual revenue over \$50,000 (NCCN, 2016). For this study, the local faith-based nonprofit organizations located in the state of North Carolina, are small in nature because the assistance mainly is distributed as benevolent donations to members of their congregation.

Small nonprofit organizations for this study have partnered with the United Way Tar River Region to serve as the focal point of the food distribution program in their local communities during crises. The economic report of the North Carolina Center for Nonprofits also detailed that in contrast, 300 large nonprofits provide more than 10 million dollars annually to the North Carolina economy as the results of monetary donations to private schools, universities, and hospitals (NCCN, 2016). The nonprofit sector pays 15 billion dollars in wages annually to North Carolinian's constituents. This economic impact to the state of North Carolina doubled from previously reported \$23.5 billion dollars, a decade earlier. Historically, the economic footprint in the state of North Carolina has grown 8% per year (NCCN, 2016).

### **Problem Statement**

According to a report from the county health rankings and roadmaps for the state of North Carolina, families are lacking adequate food resources ranging from 10-25% of food insecurity within this state (County Health Rankings, 2019). There is a lack of prior research conducted on faith-based nonprofit organizations having the leadership and funding to meet the food distribution of constituents in Nash and Edgecombe's counties

located in North Carolina (Broxton, 2012; County Health Rankings, 2019; Minzner et al., 2014). Due to the lack of prior research on faith-based nonprofit organizations, this study may fill this gap. There are ample studies on for-profit and public sector organizations regarding food distribution service (Shumate et al., 2018; Suh et al., 2018), but very few are found regarding faith-based nonprofit organizations for the state of North Carolina.

Local faith-based nonprofit organizations need to consistently identify practices that can improve their organizational effectiveness, which can demonstrate their ability to identify factors leading to organizational efficiency and organizational capacity building (Likert & Maas, 2015). In this quantitative method and correlation design research study, efforts to maintain sustainability and building organizational capacity within the local faith-based nonprofit organizations are critical to the level of services provided to their constituents. Light (2004) and Brown et al. (2016) examined the impact of efforts made by nonprofit organizations to improve their performance and found that there has been limited success. The limited success was attributed to a lack of proper planning, funding, and knowledge (Bielefeld & Cleveland, 2013; Brown et al., 2016; Light, 2004). The various research efforts have determined that the investment by nonprofit organizations in their capacity-building efforts is the key to sustainability in nonprofit organizational effectiveness (Bielefeld & Cleveland, 2013; Brown et al., 2016; Light, 2004). There is little known in publications that focus on food distribution regarding faith-based nonprofit organizations (Gundersen & Ziliak, 2018).

Faith-based nonprofit organizations struggle with definitive measures of organizational effectiveness and program capacity that affect the ability to serve their constituents (Brown et al., 2016; Jacobs & Polito, 2012; Light, 2004). Some resources

exist assisting faith-based nonprofit organizations; however, the limited success of faith-based nonprofit organizations is attributed to a lack of proper planning, funding, and knowledge (Bielefeld & Cleveland, 2013; Brown et al., 2016; Light, 2004). Faulk and Steward (2017) posited that because nonprofit organizations have internal and external pressures to be efficient and effective, the pressures have led to an emphasis on the examination of capacities of nonprofit organizations.

Many nonprofit organizations, most notably local faith-based nonprofit organizations in Nash and Edgecombe counties, North Carolina, are very small but are significant to meeting the food needs of those in crisis. Seventy-eight percent of North Carolina nonprofit organizations felt the increased demand for services in 2014, but only 40% could meet demands according to the report from the North Carolina Center for Nonprofits (NCCN, 2016). There is a potential lack of defined measures of organizational effectiveness by faith-based nonprofit organizations, which harms the capacity of the organization to serve its constituents (Broxton, 2012; Eisinger, 2002; Minzner et al., 2014).

NCCN (2016) indicated that the inability to sustain the consistency of individual programs is due to the lack of funding, voluntary resources, and adherence to strategic planning goals. As a result, the deficiencies in the organizational capacity of the local faith-based nonprofit organizations to serve the constituents in Nash and Edgecombe counties historically experience an 8% growth capacity in the state of North Carolina. Ramanath (2014) stated that the financial strength of support organizations and the perceptions of those who fund faith-based nonprofit organizations are indicators of the effectiveness of the nonprofit organization.

Ramanath (2014) identified four capacity areas critical to the effectiveness of faith-based nonprofit organizations such as professional leadership, human resource management, contract funding, and organizational alignment to mission goals. This quantitative method and correlational design research study of the partnership between the United Way Tar River Region and the local faith-based nonprofit organizations participating in the food distribution program is an appropriate contribution to the lack of literature concerning organizational efficiency and the organizational capacity in faith-based nonprofit organizations. None of the studies focus on leaders' knowledge and funding knowledge correlating with food services to meet the needs of its constituents. This study focused on leaders' knowledge and funding knowledge to fill the gap of literature on faith-based nonprofit organizations to determine if leaders' knowledge and funding knowledge correlates with food services in Nash and Edgecombe counties in North Carolina. The specific problem is not having the leaders' knowledge and funding knowledge by faith-based nonprofit organizations to meet the food distribution of constituents (Broxton, 2012; Eisinger, 2002; Minzner et al., 2014).

### **Purpose of the Study**

The purpose of the quantitative method and correlational design research study is to examine if the lack of leaders' knowledge and funding knowledge correlates with the organization's capacity to meet the food needs of their constituents in Nash and Edgecombe's counties located in North Carolina by collecting data using a 5-point Likert Scale survey. The participants were selected from the local faith-based nonprofit organizations, and the partnering organization, the United Way Tar River Region Food

Distribution program. The United Way North Carolina is the parent company of the United Way Tar River Region serving the constituents of Nash and Edgecombe counties.

The objective of the study was achieved by utilizing the quantitative method and correlational design that enabled the researcher to determine how well the food distribution program and the collaborative partnership with the local faith-based nonprofit organizations are meeting the food needs of constituents in Nash and Edgecombe's counties located in the state of North Carolina. The study included the Western North Carolina (WNC) Nonprofit Pathways Nonprofit Effectiveness Survey as the organizational assessment tool. The method and design are appropriate for this study because the researcher sought to determine if leaders' knowledge and funding knowledge correlate with the capacity of the United Way Tar River Region and the local faith-based nonprofit organizations to deliver food services to Nash and Edgecombe's counties located in North Carolina.

### **Population and Sample**

The population for the quantitative method and correlational design research study consisted of local faith-based nonprofit organizations in Nash and Edgecombe counties who are partnered with the United Way Tar River Region, located in the state of North Carolina. The total population estimated for the local faith-based nonprofit organizations is 150 employees. To determine the correct size for a sample from the population needed, the prior G\*Power calculator was used. G\*Power is an analysis program that calculates the effect size, significance level, and power to determine the total sample size (Faul et al., 2009). The calculation identified in the G\*Power calculator input parameters is as follows: a. Tail(s) = Two; b. Effect size ( $\alpha$ ) = 0.3;  $\alpha$  error

probability = 0.05; and power (1- $\beta$  error probability) = 0.95. The G\*Power calculator out parameters indicated that the total sample size = 92.

The Spearman's Rho correlation is a statistical test of the strength of a monotonic relationship between paired data, which describes the strength of the correlation using the following guide for the absolute values of .00-.19 "very weak"; .20-.39 "weak"; .40-.59 "moderate"; .60-.79 "strong"; .80-1.0 "very strong." The calculation of Spearman's Rho correlation and subsequent significance testing requires data assumptions to meet the interval, ratio, or ordinal level and must be monotonically related. Unlike Pearson's correlation, there is no requirement of normality and hence the Spearman's Rho correlation is a nonparametric statistic test. The specific participants of the sample study consisted of leaders with a minimum of two years' experience working for the faith-based nonprofit organization located in Nash and Edgecombe counties in the state of North Carolina.

### **Significance of the Study**

#### **Significance for Research**

Since there is very little research on faith-based nonprofit organizations focusing on leaders and funding skills needed to meet the food distribution program, specifically in Nash and Edgecombe counties in North Carolina, the quantitative method and correlational design research study may build a foundation to provide new knowledge to current and future literature. Small local faith-based nonprofit agencies struggle at times to meet the capacity of rising demands when delivering food services to their constituents in the community. The mission of the United Way Tar River Region is to unite people and resources to build a stronger community.



### **Significance for Theory**

For this quantitative method and correlational design research study, the theoretical framework was based on the institutional and stewardship theories. The study may build on the institutional theory because the main focus is to examine the local faith-based nonprofit organizations located in Nash and Edgecombe counties in North Carolina that have experienced an increase in the need to provide food services to the community. This study may also expand on the stewardship theory since faith-based nonprofit organizations are expected to manage operations responsibly with a focus on knowledge of leadership knowledge and funding knowledge skills.

### **Significance for Practice**

The findings from this study may assist the United Way Tar River Region in the assessment of training programs for leaders from local faith-based nonprofit organizations to enhance the management of their food distribution program. Ramanath (2014) argued that there are faith-based nonprofit organizations that are unable to meet the food needs of all the people, due to the increased growth in the community of people needing food assistance. The research study may benefit the local faith-based nonprofit organizations as they continue to develop innovative strategies to support the increased demands to render food assistance for a growing community.

### **Significance for Leadership**

Leaders from faith-based nonprofit organizations may benefit from the findings from this study to help develop leadership knowledge and funding knowledge strategies to improve their food distribution services.

## Nature of the Study

As demands increase for assistance from local faith-based nonprofit organizations by the constituents in Nash and Edgecombe's counties located in North Carolina, the importance of the elements of organizational efficiency and organizational capacity are critical to meeting the needs of the communities (NCCN, 2016). The most appropriate method and design for this study was a quantitative method and correlation design. According to Creswell (2014), quantitative correlational research is a means for testing objective theories by examining the relationships between variables that can be measured using statistical procedures. A correlation design was chosen to determine and identify the strength and direction of the relationship between leadership knowledge and funding knowledge to support the organizational capacity of meeting the food services of those in need. The goal of this study is to learn if there is a relationship between the predictor variable (Food Distribution), and the two criterion variables (Leaders' Knowledge and Funding Knowledge).

The researcher considered true experimental design which establishes cause and effect relationships and a researcher manipulated variables (Schneider, 2007). This study is not concerned about cause and effect or not involve manipulating any variables. A quasi-experimental design was considered but not appropriate because the participants are not assigned to a control or experimental group (Cook & Wong, 2008). A quasi-experimental design and a true experimental design were not appropriate for this study. The correlation design was the most appropriate to support the purpose of this study.

The instrument selected to collect data for this study was the Western North Carolina (WNC) Nonprofit Effectiveness Survey consisting of 29 questions. The WNC

Nonprofit Effectiveness Survey was slightly modified to support a 5-point Likert Scale format. A pilot study was conducted due to the modification of the WNC Nonprofit Survey (Appendix B). A Cronbach's Alpha test was performed to measure the reliability of the survey. Creswell (2014) stated that the use of an existing survey instrument provides the researcher with the opportunity to obtain scores of past surveys to compare results. The WNC Nonprofit Effectiveness Survey was administered to leaders of the local faith-based nonprofit organizations and the executive leadership of the United Way Tar River Region serving as the collaborating partner in the food distribution program. The survey is divided into two categories: Leader Knowledge and Funding Knowledge. The survey was distributed through SurveyMonkey.

A correlational analysis was performed for this study. The researcher met certain assumptions before using a Spearman's Rho test to test the null hypothesis. The assumption to meet the Spearman's Rho statistical test required the data to be ordinal or continuous. SPSS 23 statistical analysis tool was used for testing the data collected for this study.

### **Research Questions/Hypotheses**

The following research questions may serve as an important contribution to the knowledge base regarding local faith-based nonprofit organizations partnering with other faith-based nonprofits, and the United Way Tar River Region food distribution program in the Nash and Edgecombe counties, located in North Carolina, and support the purpose of the study. The specific problem was not having the leaders' knowledge and funding knowledge by faith-based nonprofit organizations needed to meet the food distribution of constituents (Broxton, 2012; Eisinger, 2002; Minzner et al., 2014). The purpose of the

quantitative method and correlational design research study was to examine if the lack of leaders' knowledge and funding knowledge correlates with the organization's capacity to meet the food needs of their constituents in Nash and Edgecombe counties, located in North Carolina.

RQ1: If, and to what extent, do the leaders' knowledge of local faith-based nonprofit organizations partnering with the United Way Tar River Region correlate with the organizational capacity to deliver food services in Nash and Edgecombe counties, located in North Carolina?

H<sub>01</sub>: There is no statistically significant correlation between the leaders' knowledge of local faith-based nonprofit organizations partnering with other nonprofits, and the United Way Tar River Region and the food distribution services supporting Nash and Edgecombe counties, located in North Carolina.

H<sub>a</sub>: There is a statistically significant correlation between the leaders' knowledge of local faith-based nonprofit organizations partnering with other nonprofits, and the United Way Tar River Region and the food distribution services supporting Nash and Edgecombe counties, located in North Carolina.

RQ2: If, and to what extent, does the funding knowledge of local faith-based nonprofit organizations partnering with the United Way Tar River Region correlate with the organizational capacity to deliver food services in Nash and Edgecombe counties, located in North Carolina?

H<sub>02</sub>: There is no statistically significant correlation between the funding knowledge of local faith-based nonprofit organizations, and the United Way Tar River

Region and the food distribution services supporting Nash and Edgecombe counties, located in North Carolina.

H<sub>a2</sub>: There is a statistically significant correlation between the funding knowledge of local faith-based nonprofit organizations, and the United Way Tar River Region and the food distribution services supporting Nash and Edgecombe counties, located in North Carolina.

**Table 1**

*Operational Model for Variables and Hypothesis Support*

Variable	Measurement	Statistical Test
CV= Leaders' Knowledge	Ordinal	All null hypotheses were tested using Spearman's Rho Correlation test because the data were ordinal
CV = Funding Knowledge	Ordinal	
PV = Food Distribution	Ordinal	

To explain the correlation between the criterion variables and the predictor variable, the researcher selected the following criterion variables (CVs) leaders' knowledge and funding knowledge and the predictor variable (PV) food distribution services.

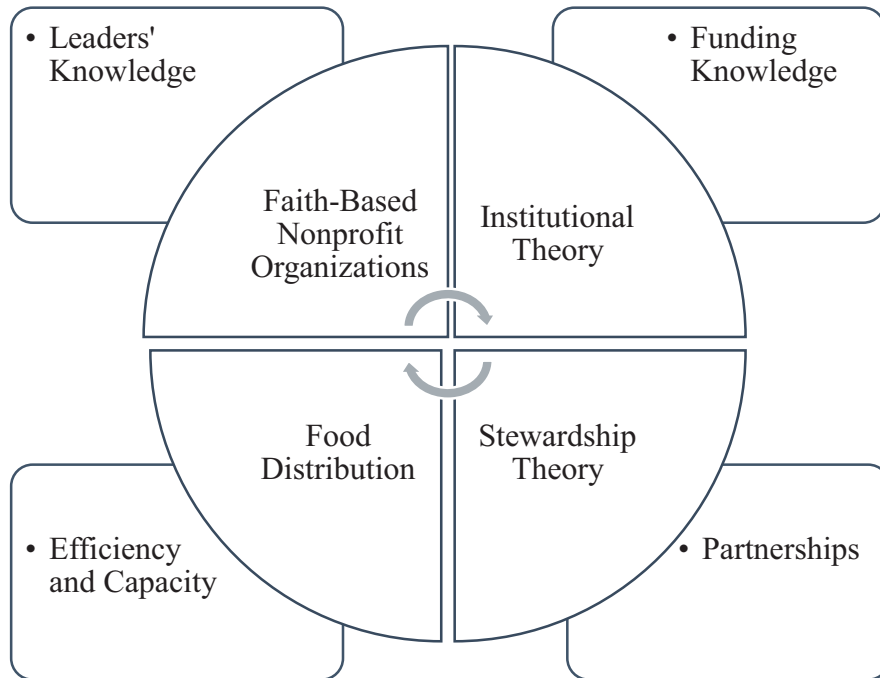
### **Theoretical Framework**

The purpose of a theoretical framework was to gain insight behind the rationale which builds the foundation of a research study. The most appropriate theories selected for inclusion in the quantitative method and correlational design research study were institutional theory and stewardship theory (Figure 1). Anheir (2004) determined that major theories address roles, reasoning, expectations, and the organizational behavior

choices of nonprofit organizations. The theoretical framework provided an insight into how the research was applied to the role of faith-based nonprofit organizations that partner with other agencies to provide food services to the community.

**Figure 1**

*Theoretical Framework*



The foundational basis in support of the purpose of the study was emphasized by the institutional and stewardship theories in the following ways: as an institution, non-profit organizations, faith-based nonprofit organizations, leaders providing food distribution services, partnerships within the community, social relationships within the community, and pressures experienced from the stakeholders (collaborative partners) to support this cause. Non-profit organizations leaders that distribute food in the community are held accountable, must be trustworthy, professional, loyal, and have concerns for the food needs of others. Leaders of non-profit organizations are part of the communities’

social structures that have attained a high degree of resilience in their activities and resources to provide food services to members of the community in need of stability in their everyday life.

### **Institutional Theory**

The institutional theory also known as the organizational theory was pioneered by Phillip Selznick after publishing his book, *Foundations of the Theory of Organizations* in 1948 (Selznick, 1948). The theoretical framework developed by Selznick (1948) has shaped research over the years and has evolved into two schools of thought: old institutionalism and new institutionalism. The foundational work conceived organizations as organisms that are adapted to environmental threats (Selznick, 1948). The main assumption of institutional theory is to examine organizational structures in diverse sectors and how their social relationships respond to external pressures.

In 1995, the new institutional theory was pioneered by William Richard Scott. Scott (2004) stated that the rationale of institutional theory involves the bases of organizational similarity and differentiation, the relation between structure and behavior as well as the stability of the organizations when facing conflict or change in the social structures. Scott (2004) described institutions as social structures that have attained a high degree of resilience in their activities and resources to provide services to those in need of stability in their social life. Whereas David et al. (2019) posited that institutional theory is used to explain the policies, standard practices and new forms of an organization.

Witesman (2016) stated when considering the institutional theory of nonprofit organizations, a distinction is made between the public and private institutions. The differences to be considered is whether or not the services had a voluntary assignment of

roles or in the form of goods and services by nonpayers (Witesman, 2016). Witesman (2016) argued that the theory should be viewed from an institutional aspect because of the types of activities that are neither sectoral nor legalistic. Witesman (2016) defined nonprofit-type institutions as voluntary exchanges between parties and separate from the role of payer and consumer as in public sector institutions.

Witesman (2016) suggested that the institutional theory is divided into two components such as old institutionalism and new institutionalism. Old institutionalism refers to the rules and beliefs that dictate how organizations must perform to survive in the environment. Whereas new institutionalism refers to the nonprofit-type of activities that distribute goods within and/or across groups (Witesman, 2016). The institutional theory is an appropriate theory to apply to the research study because of the nature of the nonprofit activities that involve the local faith-based nonprofit organizations and the partnership with the United Way Tar River Region.

The institutional theory applies to the quantitative method and correlational design research study because the main focus is to examine the local faith-based nonprofit organizations that are providing food distribution services to the constituents in Nash and Edgecombe's counties, located in North Carolina. The nonprofit partnerships are indicative of the evolution of the new institutionalism theory because the food services provided to the public falls within the redistributive criteria. Redistributive criteria of the new institutionalism means that the individual(s) that pay for the food services are not necessarily the beneficiary of the food being delivered (Witesman, 2016).



## Stewardship Theory

The stewardship theory is another appropriate theory that is relevant to nonprofit organizations, as they are expected to manage operations of their assets responsibly. Keay (2017) argued that the stewardship theory characteristics involve matters of trust, professionalism, loyalty, and willingness in the concerns of others. The necessary and most important aspect is that the stewardship theory involves accountability (Keay, 2017). The stewardship theory is relevant and supports this study because the local faith-based nonprofit organizations and its leaders partnered with the United Way Tar River Region are expected to continuously evaluate the services rendered to Nash and Edgecombe counties, in North Carolina. The partnership agreements are closely monitored not only by the constituents served, but also by the stakeholders and the organization's expectations for maintaining accountability for the leaders' knowledge in supporting the food knowledge for food distribution programs.

Carman (2011) stated that stewardship theory is an expectation for evaluation of the nonprofit organizations from the public. The evaluation information can provide necessary data to help major benefactors, funders, and other stakeholders to build public trust as well as to solidify long-term partnerships. Pressgrove (2017) conducted a psychometric data analysis of stewardship to measure four specific management factors of stewardship such as reporting (i.e. accountability), reciprocity (i.e. leveraging), relationship nurturing (i.e. organization awareness), and responsibility (i.e. interdependence). Based upon the relevance of the stewardship theory to this study, the researcher chose the following criterion variables (Leaders' Knowledge and Funding Knowledge) to explain the relationship between the predictor variable Food Distribution.

## Definition of Terms

The following list of defined terms supports this study.

*Leaders' knowledge* is an individual that guides, directs or inspires others to achieve a common goal by applying their knowledge and skills (Northouse, 2019).

*Food Distribution* pertains to how food is distributed to the community using strategic planning, innovation, diverse funding, trust and credibility among stakeholders and their involvement for meeting the urgent food needs of the community (WNC Nonprofit Pathways, 2019).

*Funding knowledge* is nonprofit portfolios designed and managed by leadership of a nonprofit organization (Kearns et al., 2014).

*Food insecurity* is defined as the percentage of the population (i.e. households) who lack adequate access to acquire enough food to meet the needs of all the members of the family due to insufficient money or other resources for food. Food insecurity is divided into two categories: low food security and very low food security (USDA, 2020).

*Capacity* is defined as the ability to deliver public services (Ramanath, 2014).

*A faith-based nonprofit organization* is defined as a religious, church congregation or other charitable organization affiliated with a religious group such as a church, mosque, synagogue, or temple (Bielefeld & Cleveland, 2013).

*Low food security* is food insecurity households that manage to get enough to eat but at a reduction of quality, variety, or desirability of their meals (USDA, 2020).

*A nonprofit organization* is defined as an institution that advocates a social cause and uses their revenues to benefit or improve the communities which they serve (Cnaan &

An, 2016). According to the National Council of Nonprofits (2019), nonprofit organizations are tax-exempt organizations generally classified as 501(C)(3) because they are designed to provide a public benefit to the constituents being served. Nonprofit organizations are divided primarily into two categories: private foundations and public charities, each having their diverse mission, goals, and objectives.

*Very low food security* is severe household food insecurity condition that includes family members that reduce and/or restrict the amount of appropriate food intake due to lack of not enough money to purchase food (USDA, 2020).

### **Assumptions, Limitations, and Delimitations**

#### **Assumptions**

Assumptions may consist of beliefs one perceives as true without verification (Polit & Beck, 2010). The main assumption for this study is that all leaders will respond honestly to each question. Another assumption is that the participant's personal bias may interfere with perceptions affecting the input provided by each participant, and the percentage of bias associated with the participant's responses to the questions.

#### **Limitations**

An identified limitation of the research study is the time allotted to conduct the study which only reflects the current snapshot in time of the sample from the population in Nash and Edgecombe counties. Cone and Foster (2006) argued that the limitations are possible in the design, generalizing findings, reliability, validity, scope, and statistical analyses selected in quantitative research. Another limitation of this study is that the data were only collected from leaders who work for faith-based nonprofit organizations in the

Nash and Edgecombe counties in North Carolina. The design for this study is limited to a correlation design using a Spearman's Rho statistical test.

### **Delimitations**

The quantitative method and correlational design research analysis study focused on the local faith-based nonprofit organizations partnering with the United Way Tar River Region. Nash and Edgecombe counties located in North Carolina are the specific geographical locations identified to address the research study. The criteria to participate in this study required that a leader must be working in a faith-based nonprofit organization that distributes food in the Nash and Edgecombe counties in North Carolina. The participants selected must have a minimum of two years or more with leadership experience working for the local faith-based nonprofit organizations. Leaders who have less than two years' experience working for a faith-based nonprofit organization and not in the Nash or Edgecombe counties did not participate in this study.

### **Chapter Summary**

The quantitative method and correlation design analysis study explored the relationship between leaders' knowledge and funding knowledge of local faith-based nonprofit organizations partnered with the United Way Tar River Region participating in the food distribution program for Nash and Edgecombe counties, located in North Carolina. The general problem is that faith-based nonprofit organizations struggle with definitive measures of organizational effectiveness and program capacity that affects the ability to serve their constituents (Jacobs & Polito, 2012; Light, 2004). The specific problem is not having the leaders' knowledge and funding knowledge by local faith-based nonprofit organizations needed to meet the food distribution of constituents

(Broxton, 2012; Eisinger, 2002; Minzner et al., 2014). The purpose of the quantitative method and correlational design research study is to examine if the lack of leaders' knowledge and funding knowledge correlates with the organization's capacity to meet the food needs of their constituents in Nash and Edgecombe counties located in North Carolina.

The expanded theoretical framework included a theoretical framework for the quantitative method and correlational design research study. The most appropriate theories selected for inclusion in the research study are as follows: institution theory and stewardship theory. The institution theory and stewardship theory apply to RQ1 because these theories address the economic impact of nonprofit organizations as well as the overall nonprofit impact in communities (Andersson et al., 2016; Brown et al., 2016). The researcher provided a literature strategy.

A qualitative method was considered, but not appropriate for this study. Other quantitative designs consisted of experimental and quasi-experimental, but neither of these designs is appropriate. The correlational design was most appropriate to determine if a relationship exists between the predictor variable (Food Distribution) and criterion variables (Leaders' Knowledge and Funding Knowledge). The instrument selected to measure organizational effectiveness and organizational capacity to serve constituents is the WNC Nonprofit Pathways Nonprofit Effectiveness Survey. The institutional theory and stewardship theory is relevant and supports this study. In Chapter 2 of the study, an overview of the literature, historical and current content, and theories supporting the quantitative method and correlational design research study are presented.

## Chapter 2

### Literature Review

The most important process that must occur before beginning the research study is to perform a literature review. The literature review provides information that has a historical context, theoretical contexts, and current research concerning the specific topic of interest. During a literature review, common trends begin to emerge regarding the research topic, as well as potential gaps within the literature can be identified due to the lack of sufficient research on the topic of interest that may be worthy to pursue. The purpose of the quantitative method and correlational design research study was to examine if the lack of leaders' knowledge and funding knowledge correlates with the organization's capacity to meet the food needs of their constituents in Nash and Edgecombe counties located in North Carolina.

#### **Title Searches and Documentation**

The literature review for the quantitative correlational analysis study involved researching at the University of Phoenix library utilizing the following databases: ProQuest, EBSCOhost, PsycInfo, Dissertations, and SAGE. The researcher also searched relevant journals about nonprofit research, management studies, and leadership studies. The literature result can include information from books, essays, biographies, and pertinent websites. The research involved the use of nonprofit databases that provides statistical data as well as United States Census data and local, state, or regional databases that specifically provide data for the state of North Carolina focusing on Nash and Edgecombe counties. Table 2 depicts the summary of major databases researched:

**Table 2***Summary of Major Database Results*

Keywords Databases	ProQuest	EbscoHost	Books	Related
Collaboration	4	2		<a href="http://www.unitedwaync.org">www.unitedwaync.org</a>
Faith-Based Nonprofits	5	5		<a href="http://www.ncsu.edu">www.ncsu.edu</a>
Institutional Theory	4	0		
Nonprofits	10	5		<a href="http://www.councilofnonprofits.org">www.councilofnonprofits.org</a>
Organizational Capacity	8	2		
Organizational Effectiveness	9	3		
Resource Dependency	4	0		
Servant Leadership	10	5	3	
Servant Organizations	7	3		
Stewardship	4	0		
Total Searched	65	20	3	4

The keyword search relevant for the research study is as follows: organizational capacity, organizational efficiency, organizational effectiveness, nonprofit, faith-based nonprofits, partnerships, collaboration, resource sufficiency, organizational assessments, nonprofit theory, leadership, assessments, team effectiveness, resource dependency theory, servant leadership, servant organizational principles, efficiency, effectiveness, evaluation, program evaluation, organizational theory, accountability, scale development, and resource capacity building. The following literature review examines the framework for the study of local faith-based nonprofit organizations participating in shared or collaborative partnerships.

## Historical Content

The following literature review focuses on nonprofit organizations, specifically faith-based nonprofit organizations, the theoretical framework, and measures utilized to determine the validity of measures used to identify organizational efficiency and organizational capacity. Nonprofit organizations providing service to communities over the years has benefitted many people in a time of need. The general problem is that faith-based nonprofit organizations struggle with definitive measures of organizational effectiveness and program capacity which affects their ability to serve their constituents (Jacobs & Polito, 2012; Light, 2004). The specific problem is not having the leaders' knowledge and funding knowledge by faith-based nonprofit organizations needed to meet the food distribution of constituents (Broxton, 2012; Eisinger, 2002; Minzner et al., 2014).

There are increasing demands on nonprofits to produce results and be held accountable to maintain the support of funding resources that assist the nonprofit organizations to maintain a sustainable level of existence (Helmig et al., 2014). Local faith-based nonprofit organizations experience a greater burden to provide services not only to their church congregations but for the constituents within the local communities where the individual church resides. As a result, the challenge for nonprofit organizations to measure their performance according to organizational efficiency and organizational capacity is critical to their relevance, sustainability, and value to the communities in which they serve (Carnochan et al., 2014). To understand why nonprofit organizations begin to develop collaborative partnerships, Guo and Acar (2005) combined resource dependency, institutional, and network theories to explore significant factors that may



have contributed to the value for the participation of nonprofit organizations in collaborative activities. The United Way of North Carolina is an example of a nonprofit organization that provides services and encourages collaborative partnerships.

The research study focused on the collaborative partnership with the United Way Tar River Region (a subsidiary), and local faith-based nonprofit organizations participating in the Food Distribution Program, located in Edgecombe and Nash counties, in North Carolina. Ferguson et al. (2007) posited that the limited studies concerning trends and evaluations of nonprofit organizations have led to questions concerning the accuracy of evaluating faith-based social service outcomes. The United States Government Accountability Office (GAO) reported that administrative indirect costs incurred by nonprofit organizations strains resources and reduces the ability of the nonprofit organization to build a substantial safety net for their charitable program mission goals and objectives (GAO, 2010).

An in-depth survey was conducted by Chaves and Wineburg (2010) of various congregations in years 1998, 2006, 2007 to assess the degree of collaboration by the congregations to participate in government funding, social services, or types of collaborative partnerships. Chaves and Wineburg (2010) found that the level of collaboration and partnerships did not change over this timeframe as well as determined the congregations did not expand roles for collaborative efforts because they felt that the congregations were overlooked by community systems and built on false assumptions concerning the capacity of their organizations. In the following sections, the literature review continues with the theoretical framework that supports the foundation of the research study.

## Current Content

According to Lee and Nowell (2015), the framework for performance measurement has become increasingly important in the evaluation of nonprofit organizations. Although the expectations for rigorous evaluation of nonprofit organizations is increasing, nonprofit organizations are facing challenges that inhibit evaluation measures. Mitchell and Berlan (2016) found that US nonprofit organizations lack sufficient time and money to conduct evaluation measures. Mitchell and Berlan (2016) further argued that evaluation of organizational efficiency and organizational effectiveness was only successful if the measures were mandates, key stakeholders provided adequate support, and that the evaluations were not personally motivated by the decision-makers.

The Institute for Nonprofits (2017) found that many nonprofit Board of Directors were reluctant to participate in studies that measured organizational effectiveness and organizational capacity. In contrast, Coupet and Berrett (2019) found that nonprofit management used ineffective measures such as overhead ratios to measure organizational efficiency because they were concerned with the appearance of being top-heavy at the board management level. Coupet and Berrett (2019) suggested that nonprofit scholars, managers, and donors should instead use financial ratios to measure organization efficiency and the outcomes associated with the organizational capacity to serve their constituents. Burkart et al. (2018) argued that although administrative cost ratios do not contribute significantly to overhead costs, nonprofit organizations are challenged to reduce administrative expenses that in turn, negatively impact the nonprofit organization's administrative capacity to serve their constituents.

The inconsistent flow of charitable donations continues to negatively impact the administrative capacity of nonprofit organizations to consistently plan the future expansion of their charitable programs because of the reduction of administrative cost ratios (Burkart et al., 2018). Lee et al. (2018) stated nonprofits dedicate a large number of their resources to measure outcomes but fail to sufficiently utilize the information derived from the outcome information gathered. Lee et al. (2018) found that there is less risk to nonprofit organizations when charitable operations are engaged interactively with internal and external stakeholders.

Kim et al. (2019) determined that there are four complex measurement criteria for nonprofit organizations: financial performance, stakeholder performance, market performance, and mission performance. Traditionally, the culture of nonprofit organizations is to work towards a cause, but Kim et al. (2019) found that when external pressures demanded performance accountability in some instances, it is met with resistance. Gazley and Abner (2014) argued that as a result of the lack of research and literature about defined nonprofit performance measures, the challenge remains for nonprofits, especially faith-based nonprofit organizations to evaluate the effectiveness of their charitable programs, the satisfaction of initiatives, and impact on constituent services. It was determined that although there are numerous challenges regarding mission performance, faith-based nonprofit organizations compared favorably to other nonprofit sector organizations in the area of performance measurement capacity (Gazley & Abner, 2014).

AbouAssi et al. (2016) emphasized that nonprofit organizations are expanding their efforts to meet performance challenges by engaging in collaborative partnerships.

Nonprofit organizations realized that engagement with collaborative partners increases the probability of survival when met with external environmental pressures (AbouAssi et al., 2016). Not only does the collaborative partnerships increase the capacities of organizational resources it presents an additional challenge for nonprofit leadership decision-making concerning additional oversight responsibilities, human resource requirements, and management strategies of charitable program initiatives (AbouAssi et al., 2016). Nolte (2018) found that collaborative nonprofit organizational partnerships assisted greatly when responding to the needs of constituents in disaster situations.

Nolte (2018) determined that inter-organizational collaborative partnerships create outcomes that establish partnership structures, collaborative community activities, and assist with targeting communities that may benefit from collaborative partnerships. Kim and Peng (2018) stated that the limitations of resource capacity continue to be the most significant challenge for small faith-based nonprofit organizations. Kim and Peng (2018) argued that the resource capacity of small faith-based nonprofit organizations is limited, therefore, it creates barriers for successful collaborative partnerships. As a result of the limited resource capacity of small faith-based nonprofit organizations, Kim and Peng (2018) determined that small faith-based nonprofit organizations that operate with very few paid staff members are not equipped to handle the demands of responsibilities required of collaborative partnerships.

The continuing dilemma for small faith-based nonprofit organizations increases because of the desire for tangible benefits of a collaborative partnership and the managerial capacity to maintain sufficient collaborations (Kim & Peng, 2018). Thus, Kim and Peng (2018) argued that professionalism and collaboration should be adopted by

small faith-based nonprofit organizations to sufficiently meet the criteria for obtaining grant funding from external sources. Umar and Hassan (2019) determined that the strength of a nonprofit organization's capacity to clarify mission goals as well as conduct performance assessments correlates with a positive relationship for performance data collection as a result of increased educational training. Faith-based nonprofit organizations recognize that food insecurity is a major health concern within their respective communities (Gundersen & Ziliak, 2018).

In 2015, nationwide more than 42 million persons were considered food insecure in 2015 (Gundersen & Ziliak, 2018). Gundersen and Ziliak (2018) suggested that there is a necessity to research food distribution to examine the effects of nonprofit charitable food assistance as well as the causal relationship between food insecurity and health outcomes. Gundersen and Ziliak (2018) emphasized that it is imperative for researchers to also examine the consequential long-term effects of food insecurity and the impact of efforts of charitable nonprofit organizations addressing these issues within the local communities. Coleman-Jensen et al. (2018) estimated that 7.7% of American households in 2015 were experiencing food insecurity (i.e. a reduction of eating patterns) and that 5% of the American households in 2015 that were experiencing very low food insecurity was because of the lack of money or other viable access to resources for food (Coleman-Jensen et al., 2018).

An unavoidable effect of the devastation of the COVID-19 global pandemic is that the capacity of food assistance programs and the process of food distribution systems are being severely tested. Shanks et al. (2020) stated that the COVID-19 pandemic has highlighted major disparities within the food assistance programs and food distribution

systems nationwide and locally. Shanks et al. (2020) posits that nonprofit and charitable organizations must take this opportunity to develop policies and strategies specifically targeting food insecurity both nationwide and locally. Shanks et al. (2020) stated that food banks and pantries have attempted to overhaul their existing food distribution systems to adhere to the requirements for social-distancing and provision to provide contactless services to an increasingly greater demand of community needs.

To minimize the drastic impact of the COVID-19 pandemic, the United States Department of Agriculture (USDA) announced that a \$192.6 million funding project with specific guidelines was allocated nationwide to assist the local communities (USDA, 2020). Specifically, the state of North Carolina received guidelines to address grants for free food programs as well as guidelines to address the food distribution challenges for disaster household food distribution processes (USDA, 2020). The purpose of the rapid provision of guidelines provided by the USDA was intended to enable food security within households as well as minimize the COVID-19 impact on food sources (USDA, 2020). Shanks et al. (2020) stated that researchers and policymakers are collectively responsible for developing sustainable policies and programs to ensure that food distribution systems are adequately implemented to ensure public health as well as reduce the socioeconomic disparities experienced nationwide and locally.

To date, there has been minimal research concerning faith-based nonprofit or other charitable nonprofit organizations that specifically address regional food insecurity or food distribution disparities. Holston et al. (2020) conducted a study before the COVID-19 global pandemic of the perceptions of rural African American Louisiana communities that detailed the negative impacts of viable methods for acquiring food,

availability of grocery stores, lack of transportation as well as food insecurity. Holston et al. (2020) found that low-income rural African American Louisiana constituents in contrast to their urban counterparts spend the majority of their total allocated household budgets to acquire food as they lack viable resources to adequately address food distribution. Whereas Lyonnnais et al. (2020) conducted a study to examine the availability of acquiring resources to address food insecurity for eastern North Carolina constituents and their perception of solutions to eliminate food insecurity.

Lyonnnais et al. (2020) found that there is a significant disparity in the eastern North Carolina constituents that experience food insecurity. Lyonnnais et al. (2020) concluded that the perceptions of eastern North Carolina constituents are that they should be included to assist in the decision-making processes, implementation, and evaluations for improvement of rural communities. Bacon and Baker (2017) found that as food banks increase their food distribution services to meet the increasing communal needs of their constituents, demographic data utilized from geographic information systems (GIS) may help determine which census tracts indicate the greatest need for food distribution services.

In contrast, Gundersen et al. (2017) determined that policies designed to improve food security within a community nationwide or locally doesn't necessarily translate into viable solutions to food insecurity and related food distribution processes. Engel-Smith (2020) found that there were five counties with the highest rates of food insecurity in the state of North Carolina. The counties were ranked in the following order: 1. Edgecombe county (24%); 2. Halifax County (23.8%); 3. Northampton County (22.9%); 4. Wilson County (19.7%); and 5. Nash County (17.9%) when compared to the entire state of North

Carolina's rate of 14.6% of households experiencing food insecurity issues. Feeding America (2018) annually conducts a research study known as Map the Meal Gap to understand food insecurity and the related issues contributing to the lack of adequate resources.

The number of food-insecure constituents in Edgecombe County is 13,820 which equates to 25.3% of the total population of 54,669 constituents experiencing food insecurity (Food Bank Central, 2017). In comparison, Nash County, North Carolina has a total number of 17,770 households experiencing food insecurity that equates to 18.8% of the total population of 94,385 households experiencing food insecurity issues (Foodbank Central, 2017). As the COVID-19 global pandemic continues to impact constituencies both nationwide and locally, the importance of efficient strategies and the capability to serve constituents in need by faith-based nonprofit organizations and other charitable organizations is imperative. In the following section, the selected theories that apply to the quantitative research study are as follows: institutional theory, and stewardship.

### **Theoretical Framework Literature**

The foundational basis in support of the purpose of the study was emphasized by the institutional and stewardship theories in the following ways: as an institution, non-profit organizations, faith-based nonprofit organizations, leaders providing food distribution services, partnerships within the community, social relationships within the community, and pressures experienced from the stakeholders (collaborative partners) to support this cause. Leaders of non-profit organizations are part of the communities' social structures that have attained a high degree of resilience in their activities and



resources to provide food services to members of the community in need of stability in their everyday life.

### **Institutional Theory**

The institutional theory also known as the organizational theory was pioneered by Phillip Selznick after publishing his book, *Foundations of the Theory of Organizations* in 1948 (Selznick, 1948). The theoretical framework developed by Selznick (1948) has shaped research over the years and has evolved into two schools of thought: old institutionalism and new institutionalism. The foundational work conceived organizations as organisms that are adapted to environmental threats (Selznick, 1948).

Whereas Scott (2004) argued that the new institutional theory is gradually maturing to include seven trends: 1) organizations operate in systems that contain similar and diverse forms; 2) organizations operate competitively and have cooperative relations; 3) the environment displays a distinctive cultural and social structure; 4) the relational structure provides diverse locations for individual organizations; 5) organizations are affected by local, distant actors, and forces; 6) organizations are involved in cooperative-competitive connections, and 7) organizations are affected by the exchange relations they participate in. Suddaby (2010) argued that the challenges to the evolution of the institutional theory lie within the manner that institutional theory research is conducted. Suddaby (2010) posited that institutional researchers must consider studying internal perspectives for evaluations instead of outcomes or products of institutional influences on organizations.

Researchers should take the position that organizations should engage in structured processes and realize that organizations are interpretive systems that contribute

to collective interpretations of organizational outcomes based on specific events (Suddaby, 2010). In contrast, Witesman (2016) found that institutional theory applied to nonprofit organizational research efforts defines the distinction between the public and private institutions. The distinction between the public and private institutions is positioned to assign roles on a voluntary versus coercive action, and the food, goods, or services provided to constituents are distributed by non-payers for the goods being exchanged (Witesman, 2016).

### **Stewardship Theory**

Stewardship theory is traditionally rooted in psychology and sociology (Davis et al., 1997). Stewardship theory was designed to enable researchers to examine diverse situations that managers who are stewards become motivated to act in their interests which are best suited according to their principles (Davis et al., 1997). Davis et al. (1997) stated that the stewardship theory is best suited to complement servant leadership theory as a steward's behavior is cooperative action not serving self-interests. Davis et al. (1997) examined the stewardship theory from the perspective of management.

A comprehensive comparison of stewardship theory and agency theory revealed that when managers are acting as an agent, the culture creates disenfranchisement of employees whereas when managers are acting as a steward, the culture derived is cooperative, mutually congruent, and less controlling (Davis et al., 1997). Keay (2017) applied stewardship theory to the accountability of the board of directors of an organization. The purpose of the study was to examine the relevance of the stewardship theory to board accountability in comparison to the classic problems of agency theory (Keay, 2017).

The results of the study identified the differences between the classical agency theory conceptualism of corporate governance to the necessity of board accountability as stewardship theory is applied to corporate behaviors (Keay, 2017). Keay (2017) posited that an accountability process must be established or viewed as a positive experience when evaluating the behaviors of a board of directors rather than in a negative light that traditionally is associated with principles of agency theory. The stewardship theory is an essential aspect when developing measures for the evaluation of organizations.

Pressgrove (2017) surveyed nonprofit stakeholders to determine and create a new model for measurement-based upon stewardship theory. Pressgrove (2017) designed the measurement model into five constructs such as relationship nurturing, reporting, regard, recognition, and responsibility of nonprofit organizational activities.

Pressgrove (2017) suggested that there is a vital need to develop instruments that detail a complete characteristic of stewardship as an assessment tool to measure the perceptions of relationship management strategies. The implications for future research can enable the development of the theory, identify relationships between the variables leadership knowledge, funding knowledge and food distribution for nonprofit organizations. The institution theory and stewardship theory best framed this study. Other relevant theories which impact this study are as follows: servant leadership theory, servant organizational theory and resource dependency theory.

### **Servant Leadership Theory**

The basic premise of servant leadership not only includes acts of service but most importantly, the leader-follower relationship that demonstrates an act by a leader as a client-server that humbly accomplishes mission goals (Greenleaf, 1977). The servant

leadership theory applies to the research study because the main focus is to examine the leadership of local faith-based nonprofit organizations located in Nash and Edgecombe counties in North Carolina that are operated in the respective communities. Sendjaya and Sarros (2002) suggested that servant leadership theory not only includes acts of service but demonstrates that the leader-follower relationship is the most important aspect when assuming the client-server role to accomplishing mission goals.

Laub (1999) further defined servant leadership as an understanding and practice of leadership that places the good of those led over the self-interest of the leader. As suggested by Laub (1999), the framework of servant leadership promotes the valuing and development of people, the building of community, the practice of authenticity, the providing of leadership for the good of the led as well as the sharing power and status for the common good of everyone to include the total organization of those being served. To further expand the framework of servant leadership, Laub (1999) introduced the concept of servant organization principles. The servant organization principles are an extension and application of servant leadership characteristics that are applied to an entire organization. As a result, Laub (1999) developed the Organizational Leadership Assessment (OLA) Instrument. The OLA is a strategic management tool used to increase the effectiveness of teams within organizations.

To expand upon the seminal work of Greenleaf (1977), Larry Spears, a former director of the Robert K. Greenleaf Center for Servant Leadership, reflected upon the philosophy of servant leadership theory by examining the concept as related to organizational research. Spears (1996) reflected on the meaning of the term servant-leadership as a part of a series of presentations from The Robert K. Greenleaf Center for

Servant Leadership in Indianapolis. Spears (1996) identified six major objectives: a) servant leadership as an institutional model; b) servant leadership is the basis for trustee education (i.e. applies to board of directors); c) servant leadership plays a major role in community leadership groups; d) servant leadership is a form of experiential education; e) servant leadership is used in various diverse educational training programs, and f) servant leadership is utilized to promote personal and spiritual growth.

Spears (1996) addressed the work of the Greenleaf Center that houses archived papers and unpublished works over 50 years of Robert K. Greenleaf. The expansive servant leadership literature has impacted many organizations and businesses worldwide. As servant leadership theory continued to evolve by scholars of leadership and organizational studies, Sendjaya and Sarros (2002) explored the depth of the philosophical foundation of servant leadership theory. Sendjaya and Sarros (2002) found that there is scarce in-depth research on the concept of servant leadership theory due to the lack of a definitive definition as it is implied in diverse contexts. Sendjaya and Sarros (2002) determined that the main contradiction of servant leadership theory research involves a lack of specific definitions attributed to a concept for thinking or acting by a leader who serves, and yet simultaneously is a servant at the same time.

Frick (2004) identified three major themes (i.e. servant, seeker, and leader) that defined the life of Greenleaf and the works he produced. As the servant, Greenleaf promoted a conscious effort to nurture the maturity of self-growth, other people, institutions, and communities in an authentic leadership role. Like the seeker, the experiences gained by Greenleaf were reflected in his work career and early retirement with the desire to be useful in his older age. As the leader, Greenleaf introduced his

writings concerning servant leadership theory, founded the Robert K. Greenleaf Center for Servant Leadership as well as published his most famously known manuscript.

A factual outline was included to highlight the timeline of Greenleaf's life from 1904 through 1977 (Frick, 2004). The information contained in this book is a relevant source of information that outlines the conceptual framework of the development of servant leadership and the expansion of future research possibilities. Dierendonck and Nuijten (2011) conducted a comprehensive literature review of peer-reviewed studies on servant leadership and follower outcomes to provide suggestions for future research purposes.

The main objective of the literature review was to clarify how servant leadership may be compared to other theoretical models of leadership (i.e. transformational or charismatic) or organizational outcomes as a conceptual model. The comprehensive literature review began with the seminal work of Greenleaf (1977) as well as dissertations and theoretical models introduced to apply servant leadership across diverse disciplines. Dierendonck and Nuijten (2011) found that the concept of servant leadership is relevant and applicable for management researchers and that the field is moving from a prescriptive nature into a descriptive nature. The review highlighted how servant leadership may be an instrumental asset that encourages and directs the focus for further inquiry.

### **Servant Organizational Theory**

Parris and Peachey (2013) sought to obtain evidence of the mechanisms, outcomes, and impacts of servant leadership by specifically focusing on the organizational aspects. A systematic literature review was adapted to research the ethics,

virtues, and morality of servant leadership to develop a transparent method of research to replicate in future research efforts. Parris and Peachey (2013) found that a) there is no consensus on the definition of servant leadership; b) servant leadership is studied across diverse contexts, cultures, and themes; c) researchers use multiple methods to explore servant leadership; and d) servant leadership is a viable leadership theory that enables organizations and improves the well-being of followers. This study is a relevant contribution that servant leadership theory may be applied to studying organizational efficiency and effectiveness.

Olesia et al. (2013) explored the challenges of servant leadership and organizational commitment that faces the public sector in Kenya corporations compared to America and Europe. A conceptual framework was developed to explain the relationship between servant leadership and employee organizational commitment (Olesia et al., 2013). The main focus considered during the study was the pivotal role that leadership has concerning moral values, fostering organizational performance, and commitment (Olesia et al., 2013). It was determined those servant leaders that exhibit a commitment to their followers by serving the needs of the followers by providing a clear vision focused on empowerment have a positive impact on follower organizational commitment (Olesia et al., 2013). The conceptual framework for the study as the independent variable was built on servant leadership with the characteristics of vision, empowerment, humility, and service (Olesia et al., 2013). Whereas the dependent variable organizational commitment was characterized by characteristics such as affective, normative, and continuance commitment (Olesia et al., 2013). The results specifically relevant to Kenya showed that there is a need for leaders to go beyond

traditional norms and adopt a servant leadership model that is based on moral values that may result in fostering organizational performance and commitment (Olesia et al., 2013).

Irving and Berndt (2017) expanded the study of servant leadership from the perspective of leader follower-focus, leader goal-orientation, and leader purposefulness utilizing the Purpose in Leadership Inventory instrument. The independent variables (i.e. servant leadership, leader follower-focus, leader goal-orientation, and leader purposefulness) were analyzed for the impact on the dependent variable's follower job satisfaction, follower organizational commitment, follower person-organization fit, and follower perception of leadership effectiveness. A regression analysis was conducted for predictive modeling. The results of the relationships were supported at a statistically significant level ( $<0.001$ ) with positive correlations that ranged from 0.40 to 0.88. Irving and Berndt (2017) provided a relevant study of the value of servant leadership research regarding the impact of leadership effectiveness and the impact on organizational effectiveness.

Willems et al. (2014) explored the relationship between servant leadership and followership creativity by examining the influence of workplace spirituality and the political skill of the servant leader. The data were collected over three time periods and contained a sample size of 280 participants. The participants included were working adults recruited by graduate and undergraduate students from a public university. Williams et al. (2017) found that the servant leader impacts the creativity of their employees by promoting workplace spirituality.

As a result, the relationship within the organization is stronger because of the high level of political skills of the servant leader. The study provides a solid foundation for



research in the area of servant leadership and political skills. One of the benefits of the study is that the data were collected from multiple organizations. The implications for future research are to be aware of the limitations of using single informants to measure all of the constructs as this may cause a level of bias.

### **Resource Dependency Theory**

Resource dependency theory (RDT) was developed by Jeffrey Pfeffer and Gerald R. Salancik. The RDT is the study of how the external resources of organizations affect the behavior of the organization (Pfeffer & Salancik, 1978). The principles of RDT are used in various ways to satisfy a diverse mix of organizations such as public, private, nonprofit, and government partnerships according to Malatesta and Smith (2014). Some of the guiding principles include: 1. An organization needs resources to survive and to pursue its goals; 2. An organization can obtain resources from its environment or other organizations; 3. Power and dependence play key roles in understanding inter-organizational relationships; and 4. The balance of power favors the organization that possesses what the other organizations need (Malatesta & Smith, 2014, p. 14).

The principles of the resource dependency theory (RDT) are an appropriate framework that can be applied to the research study. The use of the RDT is a key aspect that is relevant to determine the organizational efficiency of the partnership with the United Way Tar River Region. The RDT may also indicate relevant factors attributing to the level of organizational capacity of the local faith-based nonprofit organizations to deliver services to constituents in Nash and Edgecombe counties, North Carolina.

Carman (2011) examined organizational theory from the perspective of other organizational theories (i.e. agency theory, institutional theory, resource dependency

theory, and stewardship theory) to determine how nonprofit organizations conduct evaluations. The purpose was to determine how the decision-making process of nonprofit leaders use evaluations to improve services or achieve mission goals (Carman, 2011). The results of the comprehensive theoretical analysis indicated that although the evaluation of nonprofit organizations is used as a rational tool of analysis of the nonprofit programs to make program decisions, the perspective of this focus was not clear among the managers (Carman, 2011).

A determination was made that external accountability tools as a framework for nonprofit organization evaluation were a disservice to the nonprofits (Carman, 2011). The majority of the nonprofit organizations only conducted evaluations to satisfy requirements by outside funders to meet the criteria to receive monies for the individual programs (Carman, 2011). The final analysis recommendations suggested that managers should utilize a theoretical framework to conduct their program assessments, funders should improve requirements for nonprofit evaluation reports, and public/private sector nonprofit organizations should use the evaluation data for program improvement (Carman, 2011).

Malatesta and Smith (2014) stated that as fiscal concerns continue to challenge public and nonprofit managers, there is a consistent need to find new strategies to address the consequences of limited resources. Malatesta and Smith (2014) identified three common strategies that are necessary for managers of nonprofit organizations to obtain needed resources such as merging, forming alliances, and co-opting. Malatesta and Smith (2014) posited that the resource dependency theory provides three vital principles: 1. An organization must have resources to accomplish mission goals; 2. Organizations can

obtain necessary resources from other organizations, and 3. Understanding the concept of dependence is the key to understanding inter-organizational relationships.

Thus, nonprofit managers can gain a better perspective when comparing strategies, coordinating financial costs of operations, and can forecast the long-term survival for growing capacities. The importance of this study is relevant to researchers and practitioners when reviewing other empirical research to enhance the understanding or knowledge of how the role of resource dependency impacts the governance of nonprofit organizations when considering partnerships, outsourcing, or merging operations.

Powell and Rey (2015) explored the implication of resource dependency as it applied to public institutions of higher education. The information contained in the article explains the various strategies that university administrators can utilize to obtain resources as they prepare strategic plans to maximize the use of limited resources (Powell & Rey, 2015). Powell and Rey (2015) argued that the framework of resource dependency theory is vital to the organizational sustainability and survival of higher education in turbulent times of uncertainty regarding the sources of funds.

Although most public universities depend upon funding from alumni resources, it was determined that universities must begin to change to maintain organizational effectiveness as well as to adapt to a changing environment that impacts the ability to obtain resources (Powell & Rey, 2015). The results of Powell and Rey's (2015) study indicated that the competitiveness of higher education only flourishes depending upon the abilities of the university administrators to adapt to economic and environmental changes that in turn may strengthen the resource capacity. The stewardship theory and

institutional theory is relevant and supports this study because of the expectations of the faith-based nonprofit organizations is to be good stewards while maintaining the capacity to deliver food services in an efficient manner to their constituents.

### **Methodology Literature**

Broxton (2012) conducted a research study examining the relationship between nonprofit capacity building, organizational learning, and organizational effectiveness. The study involved the collection of pre-and post-test data from participating nonprofit organizations in two cycles (Broxton, 2012). Broxton (2012) found that programs that utilize training or workshops build organizational leadership capacity as well as influence the perceived organizational effectiveness of the capacity building participant organizations. Broxton (2012) developed pre-capacity and post-capacity organizational effectiveness surveys to measure organizational effectiveness over two years.

The purpose was to measure the relationship between nonprofit capacity building, organizational learning, and organizational effectiveness before the requirements for capacity were achieved and after the capacity requirements were met (Broxton, 2012). Broxton (2012) found that nonprofit capacity-building efforts positively influence the perceived organizational effectiveness of nonprofit organizations. DeArmond Hillard (2019) performed a quantitative correlational study that administered a self-report survey that examined the relationship between management leadership skills and employee job satisfaction. The study emphasized the importance of leadership management skills that in turn support the concept of organizational efficiency (DeArmond Hillard, 2019).

In contrast, Tanoe (2010) examined the relationship between the effects of attrition on leadership competency and organizational effectiveness. The quantitative

method used in this study involved a factorial design using a two-way analysis of variance (ANOVA) and a Likert-type survey (Tanoë, 2010). Whereas Kirkpatrick (2018) examined the relationship between effectiveness, cost-effectiveness, and modality of training for health care employees. The purpose of the study was to determine the overall organizational effectiveness that is incumbent upon the efficient and cost-effective leadership decision-making process of the leadership (Kirkpatrick, 2018). The quantitative method and correlational design research study may contribute to the literature concerning nonprofits, notably faith-based nonprofits because of the lack of literature about organizational effectiveness and organizational capacity to serve.

Laub (1999) developed the Servant Organizational Leadership Assessment (SOLA). The survey contained 80 items and was field-tested with 828 people from 41 organizations (Laub, 1999). The purpose of Laub's (1999) study was intended to answer the following questions: How is servant leadership defined? What are the characteristics of servant leadership? Can the presence of these characteristics within organizations be assessed through a written instrument? The most vital elements of the survey ranging from Necessary to Essential were utilized to develop the SOLA (Laub, 1999). The results were a significant ( $p < .05$ ) decrease to indicate a consensus among the participants (Laub, 1999).

The reliability of the instrument was estimated at .98 (Laub, 1999). The one-way ANOVA and correlation tests were found to be a significant ( $p < .01$ ) positive correlation of .653 for the instrument and the job satisfaction scores (Laub, 1999). The findings revealed that the use of this instrument is recommended for future research (Laub, 1999). Dierendonck and Nuijten (2011) developed the Servant Leadership Survey (SLS). The

purpose of this study was to describe the development process of servant leadership (Dierendonck & Nuijten, 2011). Based on expert judgment gathered from the pilot study, the SLS instrument contained 99 items specifically targeting eight-dimension of servant leadership (Dierendonck & Nuijten, 2011). The eight dimensions included: standing back, forgiveness, courage, empowerment, accountability, authenticity, humility, and stewardship (Dierendonck & Nuijten, 2011). The results indicated that the Servant Leadership Survey (SLS) contained convergent validity with other leadership measures and adds a unique value to the study of servant leadership (Dierendonck & Nuijten, 2011).

The Institute for Nonprofits at NC State University conducted a two-year survey study to measure the outcomes of the nonprofit organizations in the Triangle area of North Carolina (Institute for Nonprofits, 2017). The study was implemented to determine the challenges of nonprofit organizations as they focus on accomplishing the mission goals or objectives (Institute for Nonprofits, 2017). A representative sample from various Triangle nonprofit organizations was surveyed about specific capacities, business funders, individual donors, government funders, and consultants (Institute for Nonprofits, 2017).

### **Research Design Literature**

Bloomfield and Fisher (2019) stated that a research design is comprised of three elements, a plan, a structure and a strategy. Christensen et al. (2014) identified the characteristics of nonexperimental quantitative research involves no manipulation of the criterion variable by the researcher. The intent of nonexperimental correlational research studies is to describe relationships and make predictions (Black, 2005; Christensen et al.,

2014). For this study, a nonexperimental correlation design was used to examine faith-based nonprofit organizations partnered with the United Way Tar River Region administering the food distribution program in Nash and Edgecombe's counties located in the state of North, Carolina. The focus of the correlational design is to use measurable data to examine the relationship between variables (Field, 2018). Wells et al. (2015) indicated correlational studies have a greater external validity because the variables remain unchanged under examination.

Campbell and Stanley (2015) noted internal validity is not an issue with correlational designs because the design is focused on a relationship between criterion and predictor variables instead of cause. Chaplin et al. (2018) described external validity has to place an emphasis on identifying causal relationships that are theoretically relevant. Simon (2011) argued that a correlation design is appropriate when calculation of correlation coefficients is utilized to determine the degrees of variable relationships. In this study, the Spearman's Rho correlation was used to measure the strength of the relationship between the ordinal criterion variables (i.e., Leaders' Knowledge and Funding Knowledge) and the predictor variable, Food Distribution.

### **Conclusions**

The knowledge gained from an extensive review of the literature about nonprofit and faith-based nonprofit organizations suggested that there is a definite need to research and explore the topic further. The gap noted in the literature was there is a lack of defined measures of organizational effectiveness of faith-based nonprofit organizations and the capacity to serve their constituents that this study might fill. The literature reviewed

lacked information about definitive measures for assessing organizational effectiveness and organizational capacity to serve.

Kim et al. (2019) acknowledged that nonprofit organizations are increasingly pressured to measure their performance, yet the challenges for research has rendered a limited understanding of current performance management practices at nonprofit organizations. The Institute for Nonprofits (2017) at NC State University sponsored a project entitled Developing a Collaborative Approach to Support Nonprofit Capacity in the Triangle for the years 2016 and 2017, respectively (Institute for Nonprofits, 2017). The survey data for the report were collected to address specific capacities and perceptions of focus from various representatives within the Triangle Area nonprofits (Institute for Nonprofits, 2017). The overall findings concluded that there is a need for short-term, immediate, and adaptive long-term capacity-building systems of nonprofit organizations (Institute for Nonprofits, 2017).

The importance of sharing resources, collaborative partnerships, education, and appropriate funding is critical for the organizational effectiveness of both nonprofit and faith-based nonprofit organizations. Andersson et al. (2016) argued that the importance of organizational capacity development is an important aspect for future implications for researchers, managers, and funders interested in nonprofit capacity building. As far as nonprofit organizations conducting sustainability assessments for the public good, Jones and Mucha (2014) found that nonprofit organizations are slow to adopt the accountability practices voluntarily until external pressures derive from public awareness.



## Chapter Summary

The role of theory in nonprofit research and philanthropic studies has increased as a result of the acceptance of colleges, universities, and academics within the field (Donmoyer, 2009). There are two perspectives concerning theoretical knowledge as it pertains to nonprofit research: traditional and radical. The traditional approach involves the consistent development of academic programs and the radical approach involves new thinking concerning the theory dissemination approach and the thinking applied to the theoretical knowledge in applied fields that are relevant to nonprofit and philanthropic studies (Donmoyer, 2009).

Malatesta and Smith (2014) argued that research of hybridity in public-sector organizations would benefit from the theoretical approaches relating to a nonprofit theory such as institutional theory or organizational life cycles. The literature review included the theoretical framework to support the basis for the research study. The theories presented to support the research study include institutional theory and stewardship theory. The information presented in the literature review depicts a relevant account of the origin, concept, and evolution of the servant leadership theory as it is applied to organizational theory.

The challenges that remain for local faith-based nonprofit organizations is a daunting task to accomplish among all of the increasing demands to measure the organizational efficiency and organizational capacity to serve their constituents. Stone et al. (2004) suggested that the transformational leader is mainly focused on the organization versus a servant leader that focuses on the followers of the organization and their well-being. The challenge for leaders of nonprofit organizations is to balance the

differences to embrace a combination of both traits to accomplish mission goals.

Uzonwanne (2015) assessed leadership styles and decision-making models of leaders of corporate nonprofits and determined that there was a significant relationship between leadership style and rational decision-making.

The literature review presented examples of research design literature that may apply to the research of local faith-based nonprofit organizations. Laub (1999) developed the Servant Organizational Leadership Assessment (SOLA) for the purposes to define servant leadership, the characteristics of servant leadership, and if it was possible to measure the principles of servant organizations. Dierendonck and Nuijten (2011) designed the Servant Leadership Survey (SLS) instrument to measure servant leadership utilizing a factor analysis that examines the authenticity of the eight dimensions of servant leadership: standing back, forgiveness, courage, empowerment, accountability, authenticity, humility, and stewardship.

Broxton (2012) conducted a mixed-method analysis utilizing quantitative and qualitative data to measure the relationship between nonprofit capacity building, organizational learning, and organizational effectiveness. Whereas Shumate et al. (2018) developed the Nonprofit Capacities Instrument. The Nonprofit Capacities Instrument consisted of a 45-item survey that measured eight nonprofit capacities such as financial management, adaptive capacity, strategic planning, external communication, board leadership, operational capacity, mission orientation, and staff management.

There remains a lack of definitive measures for the evaluation of organizational efficiency and organizational capacity of faith-based and nonprofit organizations (Coupet & Berrett, 2019; Despard, 2017; Ramanath, 2014). The challenge that remains for future

nonprofit research efforts is to definitively define the measures to evaluate the sustainability of faith-based nonprofit organizations (Weerawardena et al., 2010). Brown et al. (2016) argued that organizational attributes and capabilities facilitate performance in nonprofit organizations.

Brown et al. (2016) interviewed executives of moderate-sized human service organizations and found that human, financial and social capital contribute significantly to organizational performance. Therefore, the research study may contribute to the significant gap in the research literature about faith-based nonprofit organizational efficiency and organizational capacity. In Chapter 3, the research methodology and design for the quantitative method and correlational design research study were presented.

## Chapter 3

### Research Methodology

The purpose of the quantitative method and correlational design research study was to examine if the lack of leaders' knowledge and funding knowledge correlates with the organization's capacity to meet the food needs of their constituents in Nash and Edgecombe counties located in North Carolina by collecting data using a 5-point Likert Scale Survey. The correlational research was designed to explore the relationship between leadership and funding of local faith-based nonprofit organizations partnered with the United Way Tar River Region participating in the Food Distribution Program. It is important that faith-based nonprofit agencies are consistent, effective, and capable of delivering food services to the community. In Chapter 3, the method and design appropriateness, population, sample, instrument, data collection, and analysis were presented.

#### **Research Method and Design Appropriateness**

##### **Method**

According to Creswell (2014) quantitative correlational research is a means for testing objective theories by examining the relationships between variables that can be measured using statistical procedures. The researcher used a quantitative method which is the most appropriate method to support the purpose of the study. Data were collected using a 5-point Likert Scale and a quantitative method is appropriate to support this instrument.

## **Design**

The most appropriate design for this study was a correlation design to determine if there was a relationship between the dependent variable and independent variables which supports the purpose of this study. To support the correlation design, the researcher used a Spearman's Rho statistic test to determine if there was a correlation between leaders' knowledge, funding knowledge, and meeting the food needs of the constituents (Food Distribution). As the correlational analysis was performed for this study, the researcher assumed that the variables are ordinal or continuous. Since a 5-point Likert Scale survey was used to collect data, the appropriate statistical test was the Spearman's Rho correlation method.

The researcher considered true experimental design which establishes cause and effect relationships and a researcher manipulated variables (Schneider, 2007). This study is not concerned about cause and effect and did not involve manipulating any variables. A quasi-experimental design was considered but not appropriate because the participants are not assigned to a control or experimental group (Cook & Wong, 2008). A quasi-experimental design and a true experimental design were not appropriate for this study. The correlation design was the most appropriate to support the purpose of this study.

## **Research Questions/Hypotheses**

The following research question and hypotheses were developed to support the quantitative method and correlational design research study and may serve as an important contribution to the knowledge base regarding local faith-based nonprofit organizations participating in collaborative partnerships with other faith-based nonprofits,

and the United Way Tar River Region food distribution program in the Nash and Edgecombe counties, located in North Carolina.

RQ1: If and to what extent do the leaders' knowledge of local faith-based nonprofit organizations partnering with the United Way Tar River Region correlate with the organizational capacity to deliver food services in Nash and Edgecombe Counties, located in North Carolina?

H<sub>01</sub>: There is no statistically significant correlation between the leaders' knowledge of local faith-based nonprofit organizations partnering with other nonprofits, and the United Way Tar River Region (Partnership), and the food distribution services supporting Nash and Edgecombe Counties, located in North Carolina.

H<sub>a1</sub>: There is a statistically significant correlation between the leaders' knowledge of local faith-based nonprofit organizations partnering with other nonprofits, and the United Way Tar River Region, and the food distribution services supporting Nash and Edgecombe Counties, located in North Carolina.

RQ2: If and to what extent does the funding knowledge of local faith-based nonprofit organizations partnering with the United Way Tar River Region correlate with the organizational capacity to deliver food services in Nash and Edgecombe Counties, located in North Carolina?

H<sub>02</sub>: There is no statistically significant correlation between the funding knowledge of local faith-based nonprofit organizations, and the United Way Tar River Region (Partnership), and the food distribution services supporting Nash and Edgecombe Counties, located in North Carolina.

H<sub>a2</sub>: There is a statistically significant correlation between the funding knowledge of local faith-based nonprofit organizations, and the United Way Tar River Region, and the food distribution services supporting Nash and Edgecombe Counties, located in North Carolina. The researcher selected the following criterion variables (CVs) (Leaders' Knowledge and Funding Knowledge) to explain the relationship between the predictor variable (PV) food distribution.

### **Population and Sample**

The population for the quantitative method and correlational design research study consisted of local faith-based nonprofit organizations in Nash and Edgecombe counties who are partnered with the United Way Tar River Region, located in the state of North Carolina. The total population estimated for the local faith-based nonprofit organizations is 150 employees. To determine the correct size for a sample from the population needed, the prior G\*Power calculator was used. G\*Power is an analysis program that calculates the effect size, significance level, and power to determine the total sample size (Faul et al., 2009). The calculation identified in the G\*Power calculator input parameters is as follows: a. Tail(s) = Two; b. Effect size ( $\alpha$ ) = 0.3;  $\alpha$  error probability = 0.05; and power (1- $\beta$  error probability) = 0.95. The G\*Power calculator output parameters indicated that the total sample size = 92.

The participants of the sample study were comprised of the leaders who provide food distribution services to local faith-based nonprofit organizations in Nash and Edgecombe counties, located in North Carolina. The additional criteria for participants selected for this quantitative method and correlational design study must have worked at

least two years at the local faith-based nonprofit organization in the Nash and Edgecombe counties located in North Carolina.

### **Informed Consent and Confidentiality**

The researcher obtained the appropriate permission documentation (PRN) from the Executive Director of the United Way Tar River Region office and the local faith-based nonprofit organizations partnered in the food distribution program. The researcher also contacted the WNC Nonprofit Pathways Organization to inform them of the use of the WNC Nonprofit Effectiveness Survey and to obtain permission. The researcher intended to conduct an anonymous survey therefore no personal identifying data were collected for the faith-based nonprofit organizations or administrative personnel participating in the study. All contact with the appropriate study participants was sent electronically detailing the purpose of the research as well as the potential benefits of participation in the research study as required by the University of Phoenix Institutional Review Board.

The recruitment letter contained the researcher's name, the title of the research study, the reason for the study, the method of data storage, benefits in participating, assurance that the participation is voluntary, and notification of the ability to withdraw from the study. All contact information associated with the research was available for each participant. An electronic link was provided to study participants for the SurveyMonkey website that directed potential study participants to the informed consent. The electronic link directed participants to the informed consent information contained in the introduction for the survey.



After reading the informed consent introduction, the participants were provided with two options: Yes, I accept the above terms and No, I do not accept the above terms. Participants that selected “Yes, I accept the above terms” and clicking on the “Next” button were automatically directed to the WNC Nonprofit Pathways Nonprofit Effectiveness Survey. The option to decline participation in the study by selecting “No, I do not accept the above terms” immediately ended the process, and no access to the survey was allowed. Clear instructions for the participants on keeping the consent form and survey anonymously is important for the study.

To support the anonymity of the data, the researcher chose the option in SurveyMonkey to disable the Internet Protocol (IP) location address for the respondents. No one can identify the participant or the participant’s answers therefore, organizations are unaware which employee participated in the study. Data were secured by a password only known by the researcher and the data will be retained in SurveyMonkey for three years. The data will be deleted from the registry and data files after three years elapse.

### **Instrumentation**

The researcher used an existing survey instrument for the quantitative method and correlational design research. The instrument was selected to collect data for this study was the Western North Carolina (WNC) Pathways Nonprofit Effectiveness Survey consisting of 29 questions. The survey was designed to examine and measure two core capacities: Leaders’ Knowledge and Funding Knowledge. The first component of the survey (Leaders’ Knowledge) aligns with RQ1 because it is designed to capture data relevant to the responsibilities of leaders’ knowledge of faith-based nonprofit organizations (Table 3). The second component (Funding Knowledge) aligns with RQ2

because it is designed to capture data relevant to the knowledge of financial management and fund development (Table 3).

### **Table 3**

#### *Instrumentation - Items Aligned to the Research Questions*

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#### Research Questions and Hypotheses

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RQ1: If and to what extent, do the leaders' knowledge of local faith-based nonprofit organizations partnering with the United Way Tar River Region correlate with the organizational capacity to deliver food services in Nash and Edgecombe's counties, located in North Carolina?

H<sub>01</sub>- There is no statistically significant correlation between the leaders' knowledge of local faith-based nonprofit organizations partnering with the United Way Tar River Region and the food distribution services supporting Nash and Edgecombe's counties, located in North Carolina.

H<sub>a1</sub>- There is a statistically significant correlation between the leaders' knowledge of local faith-based nonprofit organizations partnering with the United Way Tar River Region and the food distribution services supporting Nash and Edgecombe's counties, located in North Carolina.

RQ2: If and to what extent, does the funding knowledge of local faith-based nonprofit organizations partnering with the United Way Tar River Region correlate with the organizational capacity to deliver food services in Nash and Edgecombe's counties, located in North Carolina?

H<sub>02</sub>- There is no statistically significant correlation between the funding knowledge of local faith-based nonprofit organizations partnering with the United Way Tar River Region and the food distribution services supporting Nash and Edgecombe's counties, located in North Carolina.

H<sub>a2</sub>- There is a statistically significant correlation between the funding knowledge of local faith-based nonprofit organizations partnering with the United Way Tar River Region and the food distribution services supporting Nash and Edgecombe's counties, located in North Carolina.

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The Western North Carolina Nonprofit Pathways designed this survey to assist local nonprofit organizations in their respective communities. There were no reliability scores available for the WNC Nonprofit Effectiveness Survey. The WNC Nonprofit Effectiveness Survey was modified to support a 5-point Likert Scale. Since this survey was modified, there are no existing scores from past surveys to compare results (Appendix B).

After approval from the IRB, the researcher conducted a Pilot Test to obtain the reliability score for the WNC Nonprofit Effectiveness Survey. A Cronbach's Alpha test was used to measure the reliability of the survey. Creswell (2014) stated that the use of an existing survey instrument provides the researcher with the opportunity to obtain scores of past surveys to compare results. The reliability analysis was performed by the researcher with mock data comprising of the 29 items. Cronbach's Alpha 0.775 showed that the WNC Nonprofit Effectiveness Survey met the requirements of reliability.

The WNC Nonprofit Effectiveness Survey was administered to the leaders of the local faith-based nonprofit organizations and the executive leaders of the United Way Tar River Region serving as the collaborating partner in the food distribution program. The survey was divided into two categories: Leader Knowledge and Funding Knowledge. The survey was administered through SurveyMonkey. The responses to the survey were measured on a 5-point Likert Scale ranging from strongly agree to strongly disagree.

Since this was a Likert Scale survey, the data were measured as ordinal (Likert, 1932). Tokunaga (2016) defined correlational research as the method of conducting research that examines the relationship between variables without the ability to infer cause-effect relationships. The research study does not involve experimental controls or

random assignment of variables. Table 1 reflects the variables, measures, and tests that were performed on the data collected for the research study.

**Table 1**

*Operational Model for Variables and Hypothesis Support*

Variable	Measurement	Statistical test
CV = Leaders' Knowledge	Ordinal	All null hypotheses were tested using the Spearman's Rho correlation because the data were ordinal
CV = Funding Knowledge	Ordinal	
PV = Food Distribution	Ordinal	

**Pilot Study**

The WNC Nonprofit Effectiveness Survey was modified by the researcher to reflect a five-point Likert Scale (Appendix B). Pilot studies cannot be conducted before IRB approval. There were currently no reliability scores for the original instrument, therefore a Pilot Test was conducted after IRB approval. Original quantitative instruments require the use of a pilot study to produce the validity and reliability of data.

A Cronbach's Alpha test was conducted with mock data to test for reliability before conducting the study. The Cronbach's Alpha coefficient threshold indicates a 0.70 or higher is a reliable score. The Cronbach's Alpha test was used to test the reliability of the original survey instrument. The results of the Cronbach's Alpha Test performed by the researcher was 0.775, indicating a reliable score. Two subject-matter experts (SME's), who have their doctorate degrees in leadership, have conducted quantitative research, and have participated in previous pilot studies were selected to participate in this pilot study. The SME's tested the functionality of the survey link, checked that the

correct logic was applied to the survey questions, the questions were understandable by potential participants, and suggested minor language changes. The survey was administered to a small group of faith-based nonprofit participants as a mock study to ensure potential participants would have no problem understanding the questions. The data gathered from the mock study were not included in the study.

### **Validity and Reliability**

The WNC Nonprofit Pathways organization was founded in 2006 (WNC Nonprofit Pathways, 2019). The main purpose of this organization is to provide a funders' collaborative work to build the capacity of nonprofit organizations. The four core capacities identified for every nonprofit organization include leadership capacity, adaptive capacity, management capacity, and operational capacity (WNC Nonprofit Pathways, 2019). As noted, there were no reliability scores for this instrument. The researcher modified the WNC Nonprofit Effectiveness Survey instrument to support the research questions and hypotheses and was used to collect data from the participants to support the two research questions for this study.

The modified WNC Nonprofit Effectiveness Survey instrument is the most appropriate survey to support the purpose of this study. The researcher conducted a Pilot Test and a Cronbach's Alpha Test for reliability. Field (2018) indicated the threshold for internal consistency and reliability is at 0.7 and higher. The goal of this study was to achieve a Cronbach's Alpha of 0.7 for the instrument. The researcher performed the Cronbach's Alpha for each set of data (Leaders' Knowledge, Funding Knowledge and Food Distribution) using the SPSS Version 23 software. The results of the Cronbach's Alpha test performed by the researcher for the Leaders' Knowledge data were 0.876,

indicating a reliable score. The results of the Funding Knowledge data were 0.769, indicating a reliable score. The results of the Food Distribution data were 0.708, indicating a reliable score. Through the pilot study, validity and reliability were supported since the survey was modified to support the goal of the study.

### **Data Collection**

SurveyMonkey was used to collect the data from the research participants. The data were compiled and then converted into a format that is compatible with Microsoft Excel before being imported into SPSS. SurveyMonkey was used to secure the data collected to ensure anonymity.

### **Data Analysis**

Based on the nature of the study and research questions, the most suitable analysis method was to conduct inferential statistics to identify both the subjects and the methods (Warrington, 2017). Descriptive statistics were used to describe the basic characteristics of the data that were obtained. SPSS 23 was used for conducting data analysis (George & Mallery, 2003). The test conducted for data analysis was comprised of a Spearman's Rho correlation test as the research design is a correlational study that aims to determine correlation between the criterion and predictor variables and the variables were treated as ordinal due to the use of a 5-point Likert Scale survey. A Cronbach's Alpha statistical test was used to measure the internal reliability of the survey instrument.

The Spearman's Rho correlation is a statistical measure of the strength of a monotonic relationship between paired data, which describes the strength of the correlation using the following guide for the absolute values of .00-.19 "very weak"; .20-.39 "weak"; .40-.59 "moderate"; .60-.79 "strong"; .80-1.0 "very strong." The calculation

of Spearman's Rho correlation and subsequent significance testing requires data assumptions to meet the interval, ratio, or ordinal level, and must be monotonically related. Unlike Pearson's correlation, there is no requirement of normality and hence the Spearman's Rho correlation is a nonparametric statistic.

### **Chapter Summary**

The purpose of the quantitative method and correlational design research study was to examine if the lack of leaders' knowledge and funding knowledge correlates with the organization's capacity to meet the food needs of their constituents in Nash and Edgecombe counties located in North Carolina. The specific problem was not having the leaders' knowledge and funding knowledge by faith-based nonprofit organizations needed to meet the food distribution of constituents (Broxton, 2012; Eisinger, 2002; Minzner et al., 2014). The researcher examined the relationship between the criterion variables (Leaders' Knowledge and Funding Knowledge) and the predictor variable meeting the needs of the constituents (Food Distribution).

The researcher of the quantitative method and correlational design research study administered the WNC Nonprofit Effectiveness Survey instrument. The sample from the population included leaders with at least two years' experience with local faith-based nonprofit organizations and the United Way Tar River Region. Participation in the quantitative method and correlational design research study was voluntary and the appropriate PRN was provided to all local faith-based nonprofit organizations and the United Way Tar River Region for approval purposes.

Quantitative correlational research is a means for testing objective theories by examining the relationships between variables that can be measured using statistical

procedures (Creswell, 2014; Salkind, 2017; Tokunaga, 2016). The Spearman's Rho correlation statistical test determines if a correlation exists between the leaders' knowledge and funding knowledge of local faith-based nonprofit organizations and the food distribution services. In Chapter 4, the researcher presented the results of the quantitative method and correlational design research study.



## Chapter 4

### Analysis and Results

The purpose of the quantitative method and correlational design research study was to examine if the lack of leaders' knowledge and funding knowledge correlates with the organization's capacity to meet the food needs for their constituents in Nash and Edgecombe counties located in the state of North Carolina. The objective was to examine the relationship between leaders' knowledge and funding knowledge of local faith-based nonprofit organizations partnered with the United Way Tar River Region participating in the food distribution program for Nash and Edgecombe counties. The correlational design was most appropriate to determine if a relationship exists between the predictor variable (Food Distribution) and criterion variables (Leaders' Knowledge and Funding Knowledge). The instrument selected to measure organizational effectiveness and organizational capacity to serve constituents was the WNC Nonprofit Pathways Nonprofit Effectiveness Survey. The anonymous survey data were collected via the online website utilizing SurveyMonkey.

The researcher utilized the G\*Power 3.1.9.4 to perform the A priori power analysis to determine an estimated minimum sample size population before the actual study to meet the IRB application requirement. The calculation identified in the G\*Power 3.1.9.4 calculator input parameters were as follows: a. Tail(s) = Two; b. Effect size ( $\alpha$ ) = 0.3;  $\alpha$  error probability = 0.05; and power (1- $\beta$  error probability) = 0.95. The G\*Power version 3.1.9.4 calculator out parameters indicated that the total sample size = 92 (minimum).

At the end of the data collection period, the researcher performed a Post Hoc Analysis to compute the actual power of the sample size. The calculation identified in the G\*Power 3.1.9.4 calculator input parameters were as follows: a. Tail(s) = Two; b. Effect size ( $\alpha$ ) = 0.3;  $\alpha$  error probability = 0.05; and power (1- $\beta$  error probability) = 0.95; Total Sample Size =97. The Output parameters were as follows: Noncentrality parameter  $\delta$  = 3.09; Critical t = 1.98; Df = 95; and the Power (1- $\beta$  error probability) = 0.86.

The Statistical Software Package for Social Sciences (SPSS) version 23 was used to test the null hypothesis and analyze the survey results. The participants for the research study were comprised of leaders with a minimum of two years' experience working for local faith-based nonprofit organizations in Nash and Edgecombe counties, that provided food distribution services. In Chapter 4, the research questions and hypotheses, data collection, pilot study, data analysis, results, and summary of the research study were presented.

### **Research Questions/Hypotheses**

The research questions and hypotheses were developed to support the quantitative method and correlational design research study and may serve as an important contribution to the knowledge base regarding local faith-based nonprofit organizations participating in collaborative partnerships with other faith-based nonprofits, and the United Way Tar River Region food distribution program in the Nash and Edgecombe counties, located in North Carolina.

RQ1: If and to what extent do the leaders' knowledge of local faith-based nonprofit organizations partnering with the United Way Tar River Region correlate with

the organizational capacity to deliver food services in Nash and Edgecombe Counties, located in North Carolina?

H<sub>01</sub>: There is no statistically significant correlation between the leaders' knowledge of local faith-based nonprofit organizations partnering with other nonprofits, and the United Way Tar River Region, and the food distribution services supporting Nash and Edgecombe Counties, located in North Carolina.

H<sub>a1</sub>: There is a statistically significant relationship between the leaders' knowledge of local faith-based nonprofit organizations partnering with other nonprofits, and the United Way Tar River Region, and the food distribution services supporting Nash and Edgecombe Counties, located in North Carolina.

RQ2: If and to what extent does the funding knowledge of local faith-based nonprofit organizations partnering with the United Way Tar River Region correlate with the organizational capacity to deliver food services in Nash and Edgecombe Counties, located in North Carolina?

H<sub>02</sub>: There is no statistically significant correlation between the funding knowledge of local faith-based nonprofit organizations, and the United Way Tar River Region, and the food distribution services supporting Nash and Edgecombe Counties, located in North Carolina.

H<sub>a2</sub>: There is a statistically significant correlation between the funding knowledge of local faith-based nonprofit organizations, and the United Way Tar River Region, and the food distribution services supporting Nash and Edgecombe Counties, located in North Carolina.

The researcher selected the following criterion variables (CVs) (Leaders' Knowledge and Funding Knowledge) to explain the relationship between the predictor variable (PV) food distribution.

### **Data Collection**

Initial contact with the United Way Tar River Region Headquarters was made to the Executive Director of the Food Distribution Program telephonically to inquire about the feasibility of conducting a research study concerning the food distribution program. After obtaining approval from the United Way Tar River Region Headquarters the participants of the local faith-based nonprofit organizations were selected from the United Way website containing a list of the local faith-based nonprofit organizations partnering in the food distribution program. The timeframe for data collection occurred between September 2, 2020, and November 2, 2020. Data were collected from participants with a minimum of two years' experience working for faith-based nonprofit organizations that are partnered with the United Way Tar River Region Headquarters food distribution program located in Edgecombe and Nash Counties, North Carolina.

The requirements for participation in the survey were emailed to the faith-based nonprofit organizations located in Nash and Edgecombe counties in North Carolina. The details of the study were outlined in a recruitment letter and contact information for the researcher as well as the IRB were provided for any questions or concerns. The criteria for participation were that the participant held an Executive Director, Chief Executive Officer (CEO), or Program Coordinator position with a minimum of two years' experience at the local faith-based nonprofit organization that distributes food. There were no personally identifiable data (i.e., names, locations, or positions held) collected

for the anonymous online survey and internet protocol (IP) addresses were disabled to preserve the anonymity of the survey data collection process.

The instrument utilized to capture data via the online SurveyMonkey application was the WNC Nonprofit Pathways Nonprofit Effectiveness Survey (Appendix B). The survey contained 29 questions divided into two sections: leader knowledge and funding knowledge. The researcher modified the survey to reflect the 5-point Likert Scale to measure ordinal data. The survey participants were provided with a link to access the informed consent link from their browser. After participants reviewed the informed consent, the next step was to answer the following options: “Yes, I accept the above terms” or “No, I do not accept the above terms.” Participants that chose “Yes, I accept the above terms “ were directed to click the “Next” button to begin the survey. If a participant chose the option “No, I do not agree with the above terms” the process ended and no access to the survey was granted.

### **Data Sources**

The researcher intended to obtain the viewpoints from an administrative aspect of leadership concerning organizational effectiveness and the organizational capacity to deliver food distribution services. Therefore, the anonymity of the participant responses regardless of position were important to gauge the sentiments of the food distribution program. The selection of faith-based nonprofit organizations was randomly selected from the website of the United Way Tar River Region Headquarters. The survey respondents consisted of the administrative staff (i.e. Executive Directors, CEOs, and Program Coordinators) with a minimum of two years’ experience working for the local

faith-based organization and the executive staff of the United Way Tar River Region Headquarters associated with the Food Distribution Program.

### **Pilot Study**

The WNC Nonprofit Effectiveness Survey was modified by the researcher to reflect a 5-point Likert Scale (Appendix B). Pilot studies cannot be conducted before IRB approval; therefore, a Pilot Test was conducted after the researcher received IRB approval. Original quantitative instruments require the use of a pilot study to produce the validity and reliability of data. The Cronbach's Alpha coefficient threshold indicates a 0.70 or higher is a reliable score. There are no current reliability scores for the original instrument. A Cronbach's Alpha test was conducted with mock pilot study data to test for reliability before conducting the study. The Cronbach's Alpha test was used to test the reliability of the survey instrument.

The results of the Cronbach's Alpha test performed by the researcher on the mock pilot study data were 0.775, indicating a reliable score. Two Subject Matter Experts (SME's), who have their doctorate degrees in leadership, have conducted quantitative research, and have participated in previous pilot studies were selected to participate in the pilot study. The SME's tested the functionality of the survey link, checked that the correct logic was applied to the survey questions, the questions were understandable by potential participants, and suggested minor language changes.

The WNC Nonprofit Pathways organization was founded in 2006. The main purpose of this organization is to provide a funders' collaborative work to build the capacity of nonprofit organizations. The four core capacities identified for every nonprofit organization include leadership capacity, adaptive capacity, management

capacity, and operational capacity (WNC Nonprofit Pathways, 2019). As noted, there were no reliability scores for this instrument. The researcher modified the WNC Nonprofit Effectiveness Survey instrument to the 5-point Likert Scale ranging from Strongly Agree to Strongly Disagree to support the research questions and hypotheses of this study. The instrument was used to collect data from the participants to support the two research questions.

### **Cronbach's Alpha**

The modified WNC Nonprofit Effectiveness Survey instrument was the most appropriate survey to support the purpose of this study. The researcher conducted a Pilot Study and a Cronbach's Alpha Test for reliability. The goal of this study was to achieve a Cronbach's Alpha of 0.7 for the instrument. The researcher performed the Cronbach's Alpha for each set of data (leaders' knowledge, funding knowledge and food distribution) using the SPSS Version 23 software. The result of the Cronbach's Alpha test performed by the researcher for the Leaders' Knowledge data were 0.876, indicating a reliable score. The results of the Funding Knowledge data were 0.769, indicating a reliable score. The results of the Food Distribution data were 0.781, indicating a reliable score. Through the pilot study, validity and reliability were supported since the survey was modified to support the goal of the study.

## **Data Analysis**

### **Data Cleaning (EXCEL)**

The most important aspect of data analysis were the steps taken by the researcher to cleanse the data. The data cleaning process assisted the researcher to identify missing values, convert text into numerical data, and identify outliers. The repository for the

survey data collected from respondents were labeled in the online SurveyMonkey website application as Individual Collectors. The researcher modified the survey to reflect a 5-point Likert Scale (i.e., Strongly Agree = 5; Agree = 4; Neutral = 3; Disagree = 2; Strongly Disagree = 1).

The Individual Collector Data responses were exported into the numerical format from the online SurveyMonkey application in the form of an EXCEL spreadsheet. The researcher cleaned the leaders' knowledge, funding knowledge and food distribution sections individually. To further streamline the EXCEL spreadsheet, the researcher renamed the columns to reflect the labels as Participant; LKQu1 through LKQu21 for Leader; FunQu1 through FunQu8 for Funding; and FoDQu1, FoDQu4, FoDQu5, FoDQu6, FoDQu11, FoDQu16, FoDQu19, FoDQu21 for Food Distribution. A Codeword Table was developed to streamline the questions for input into SPSS for analysis of the variables specifically related to the research questions (Appendix A).

After labeling each section, the totals for each participant were calculated. The quartile information was calculated for each section to determine the outliers. The researcher used the EXCEL formulas to determine the quartile data for the leaders' knowledge Section as follows: Quartile 1 = 85; Quartile 3 = 90; Inter-Quartile (IQR) = 5; Upper Bound = 97.5; and the Lower Bound = 77.5. The Minimum Value = 0; Quartile 2 (Median) = 88; Quartile 4 (Maximum) = 100; Mean = 84.65; and Range = 100. To determine the outliers in the leaders' knowledge data, the researcher used the EXCEL formula (=OR) command that enabled the researcher to input an array of data greater than the minimum and less than the maximum ranges. If the numbers were within the range, the answer in the outlier column reflected the word "False." If the numbers were above



or below the answer, the answer was "True." There were seven outliers detected in the Leaders' Knowledge data.

The researcher used the EXCEL formulas to determine the quartile data for the funding knowledge section as follows: Quartile 1 = 30; Quartile 3 = 34; Inter-Quartile (IQR) = 4; Upper Bound = 40; and the Lower Bound = 24. The Minimum Value = 0; Quartile 2 (Median) = 32; Quartile 4 (Maximum) = 40; Mean = 30.74; and Range = 40. The researcher used the EXCEL formulas to determine the quartile data for the Food Distribution Section as follows: Quartile 1 = 37; Quartile 3 = 39; Inter-Quartile (IQR) = 2; Upper Bound = 42; and the Lower Bound = 34. The Minimum Value = 0; Quartile 2 (Median) = 38; Quartile 4 (Maximum) = 45; Mean = 30.74; and Range = 45.

To determine the outliers in the funding knowledge data, the researcher used the EXCEL formula (=OR) command that enabled the researcher to examine an array of data greater than the minimum and less than the maximum ranges. If the numbers were within the range, the answer in the outlier column reflected the word "False." If the numbers were above or below the answer, the answer was "True." There was one outlier detected in the funding knowledge data. There were eight outliers detected for the food distribution data, with four of the eight outliers labeled as extreme. When the researcher examined the data with or without the outliers, the results were not significantly different, therefore the researcher decided not to remove the outlier data. After the data cleaning process in EXCEL, the researcher imported the data into the SPSS Version 23 software application.

## **Data Cleaning (SPSS)**

The researcher examined each set of data (Leaders' Knowledge, Funding Knowledge and Food Distribution) separately to further cleanse the imported data from EXCEL. The main purpose of the data cleaning process in SPSS is to examine the data for missing values, out of range values and detecting outliers. The researcher used the Analyze-Descriptive Statistics-Frequencies command to obtain the frequencies for the leaders' knowledge data with a total of three missing data detected. The researcher repeated the command for the Funding Knowledge data and a total of four missing data were detected. The researcher performed the command for the food distribution data and a total of three missing data were detected. After examining the output indicating the missing values, the researcher labeled the missing value as -99 so that SPSS would ignore the missing data during the analysis process. In SPSS, the researcher examined the data with or without the outliers and missing values, the results were not significantly different, therefore the data were not removed.

## **Missing Values and Outliers**

To determine how to handle the missing values, the researcher examined the individual collector data sheets individually to locate the missing values. After the missing values were identified from the individual collector data sheets, the researcher labeled the missing values with the code (-99) in SPSS so that during the analysis process the system would ignore missing values. To check for outliers in SPSS, the researcher executed the Analyze, Descriptives, Explore command. Then selected the option for outliers and clicked on the Histogram option first for the leaders' knowledge data and repeated the process for the funding knowledge data.

The researcher examined the boxplot for the leaders' knowledge data as well as the ZLeaders' Knowledge data and seven outliers were designated for participants 36, 73, 75, 81, 84, 92, and 97. There were three outliers (i.e. 75, 92, 97) labeled as an extreme value with an asterisk (\*). The boxplot for the funding knowledge and ZFunding Knowledge data were examined by the researcher displayed an outlier for participant 96. To maintain the integrity of the study, the researcher decided not to remove the outliers or missing values from both data sets to avoid the appearance of bias. When examining the data with or without the outliers and missing values, the results were not significantly different, therefore the data were not removed.

## Results

### Descriptive Statistics

The researcher used the SPSS v23 software to determine the descriptive statistics to obtain the means and standard deviations for each variable.

**Table 4**

*Means and Standard Deviations*

<b>Variable</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
Leaders' Knowledge	94	87.35	6.875
Food Distribution	94	37.62	3.149
Funding Knowledge	94	30.57	13.896

### Checking Normality

The Shapiro-Wilk tests was used for checking the normality of sample populations that contained no less than 50 and below 300 for the total sample population.

The total sample population for the research study was calculated using G\*Power 3.1.9.4

that indicated the total sample size = 92 (minimum). The total sample from the population for this study was a total of 97 respondents who met the minimum requirement. When considering the skewness and kurtosis for sample populations that contained a minimum of 50 and no greater than 300, researchers use liberal z-values that range between -3.29 and +3.29. Table 3 depicts the results of the Leader Knowledge data Shapiro-Wilk test for normality.

**Table 5**

*Shapiro-Wilk Test – Tests of Normality*

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Leaders' Knowledge	.189	94	.000	.738	94	.000

a. Lilliefors Significance Correction

The researcher performed a Shapiro-Wilk's test ( $p < .001$ ) and visually examined the histogram, normal Q-Q plots which showed that the Leaders' Knowledge data were not normally distributed, with skewness of -3.21 (SE=0.249) and kurtosis of 18.87 (SE=0.493). The results for the Funding Knowledge are depicted in Table 6.

**Table 6**

*Shapiro-Wilk Test – Tests of Normality*

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Funding Knowledge	.341	94	.000	.245	94	.000

a. Lilliefors Significance Correction

The researcher performed a Shapiro-Wilk test ( $p > .05$ ) and visually examined the histogram, normal Q-Q plots which showed that the Funding Knowledge data were not normally distributed, with skewness of -8.891 (SE=0.249) and kurtosis of 83.634 (SE=0.493). The results for the Food Distribution data are depicted in Table 7.

**Table 7**

*Shapiro-Wilk Test*

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Food Distribution	.284	94	.000	.781	94	.000

a. Lilliefors Significance Correction

The researcher performed a Shapiro-Wilk test ( $p > .05$ ) and visually examined the histogram, normal Q-Q plots which showed that the Food Distribution data were not normally distributed, with skewness of -2.053 (SE=0.249) and kurtosis of 9.519 (SE=0.493).

Table 8 depicts the survey responses in percentages for key elements relevant to this study.

**Table 8**

*WNC Nonprofit Effectiveness Survey Percentages - Participant Responses*

Our program has...	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Clear mission goals	87.23%	9.51%	1.06%	1.06%	1.06%
Trust and Credibility	84.95%	13.98%	1.08%		
Diverse Funding Base	5.38%	52.69%	29.03%	12.90%	
Strategic Plans	61.70%	36.17%	1.06%	1.06%	
Met community needs	5.38%	31.18%	18.28%	35.48%	9.68%

## Nonparametric Correlations – Effect Size

The effect size for the Spearman's Rho correlation test indicated the strength of a monotonic relationship between ordinal variables on a numerical scale. The Spearman's Rho correlation test ignores the normality of distributions in contrast to the Pearson's r correlation test which measures the relationships between linearly related variables (Statistic Solutions, 2020). The researcher modified the WNC Nonprofit Pathways Nonprofit Effectiveness Survey to the 5-point Likert Scale. The scale ranged as follows: 5 = Strongly Agree; 4 = Agree; 3 = Neutral; 2 = Disagree; and 1 = Strongly Disagree. The WNC Nonprofit Pathways Nonprofit Effectiveness Survey was divided into two sections: Leaders' Knowledge and Funding Knowledge.

The Spearman's Rho is the nonparametric method chosen by the researcher to examine the ordinal data for the research study. Although the Spearman's Rho is less robust than the Pearson's correlation method, the advantage is that this test is not affected by outliers and normality rules are less restrictive. Table 9 displays the strengths of measurement for the effect size when performing the Spearman's Rho correlation statistical test.

**Table 9**

*Nonparametric Correlations – Effect Sizes*

Spearman's Rho Correlation	Negligible	Weak	Moderate	Relatively Strong	Strong	Very Strong
Effect Sizes	0.00 < 0.10	0.10 < 0.20	0.20 < 0.40	0.40 < 0.60	0.60 < 0.80	0.80 < 1.20

Source: Rea, L., and Parker, R. (1992).

### **Testing the Null Hypothesis (Leaders' Knowledge and Food Distribution)**

The intended purpose of the researcher of the quantitative correlational research study was to determine if there was a relationship between leaders' knowledge and the food distribution services provided in Nash and Edgecombe counties. The hypotheses are stated as follows:

$H_{01}$ : There is no statistically significant relationship between the leaders' knowledge of local faith-based nonprofit organizations partnering with other nonprofits, and the United Way Tar River Region, and the food distribution services supporting Nash and Edgecombe Counties, located in North Carolina.

$H_{a1}$ : There is a statistically significant correlation between the leaders' knowledge of local faith-based nonprofit organizations partnering with other nonprofits, and the United Way Tar River Region, and the food distribution services supporting Nash and Edgecombe Counties, located in North Carolina.

The researcher performed the Spearman's Rho nonparametric method to analyze the relationship between the Leaders' Knowledge (CV) and Food Distribution (PV) services provided by the faith-based nonprofit organizations for the null hypothesis. Table 10 depicts the results of the Spearman's rho output from SPSS.

**Table 10***Spearman's Rho Correlations – Leaders' Knowledge and Food Distribution*

			Leaders' Knowledge	Food Distribution
Spearman's Rho	Leader Knowledge	Correlation	1.000	.724**
		Coefficient		
	Sig. (2-tailed)	.	.000	
	N		94	94
	Food Distribution	Correlation	.724**	1.000
Coefficient				
Sig. (2-tailed)		.000	.	
N			94	94

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### Findings

The Spearman's Rho correlation test was performed by the researcher to determine the strength of the relationship between the leaders' knowledge and the food Distribution services provided by local faith-based nonprofit organizations in Nash and Edgecombe counties located in North Carolina. There was a significant strong positive correlation between Leaders' Knowledge and Food Distribution, ( $r_s(94) = .724, p < 0.01$ ).

The positive statistically significant results indicated that the researcher should reject the null hypothesis ( $H_{01}$ ). The researcher performed the same procedure to analyze the data for Funding Knowledge and Food Distribution for the second null hypothesis ( $H_{02}$ ).

### Testing the Null Hypothesis (Funding Knowledge and Food Distribution)

The intended purpose of the researcher of the quantitative correlational research study was to determine if there was a relationship between Funding Knowledge and the



Food Distribution services provided in Nash and Edgecombe counties. The hypotheses are stated as follows:

H<sub>02</sub>: There is no statistically significant correlation between the funding knowledge of local faith-based nonprofit organizations, and the United Way Tar River Region, and the food distribution services supporting Nash and Edgecombe Counties, located in North Carolina.

H<sub>a2</sub>: There is a statistically significant correlation between the funding knowledge of local faith-based nonprofit organizations, and the United Way Tar River Region, and the food distribution services supporting Nash and Edgecombe Counties, located in North Carolina.

Table 11 depicts the results of the Spearman's Rho output from SPSS.

**Table 11**

*Spearman's Rho Correlations - Funding and Food Distribution*

			Funding Knowledge	Food Distribution
Spearman's Rho	Funding Knowledge	Correlation Coefficient	1.000	.296**
		Sig. (2-tailed)	.	.000
		N	93	93
	Food Distribution	Correlation Coefficient	.296**	1.000
		Sig. (2-tailed)	.004	.
		N	94	94

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Findings

The Spearman's rank order correlation test was performed by the researcher to determine the strength of the relationship between Funding Knowledge and the Food

Distribution services provided by local faith-based nonprofit organizations in Nash and Edgecombe counties located in North Carolina. There was a significant moderate positive correlation between Funding Knowledge and Food Distribution, ( $r_s(93) = .296, p < 0.01$ ). The positive statistically significant results indicated that the researcher should reject the null hypothesis ( $H_{02}$ ).

### **Chapter Summary**

In Chapter 4, the data analysis and results for the quantitative correlational research study were presented. The instrument for the data collection process was the WNC Nonprofit Pathways Nonprofit Effectiveness Survey modified by the researcher to a 5-point Likert Scale. There were no identifying demographic data collected and the IP addresses were disabled for the anonymous survey. The data sources consisted of executive leadership (i.e. Exec Directors, CEO's and Program Coordinators) and the United Way Tar River Region Headquarters with a minimum of two years' experience working with local faith-based nonprofit organizations in Nash and Edgecombe's counties located in the state of North Carolina.

After approval from the IRB, a pilot study was conducted to determine validity and reliability. The online SurveyMonkey website was the repository for the responses collected. The data cleaning process included identifying outliers and missing data utilizing Excel and SPSS. The nonparametric correlation, Spearman's Rho was used to examine the ordinal data. The results of the Spearman's Rho correlational analysis based on the strength of the Spearman's Rho correlation supported the decision to reject both null hypotheses.

In Chapter 5, a summary of the research and details of the findings was discussed. The chapter concludes with recommendations for leaders of faith-based organizations as well as suggestions for expanding future research regarding faith-based nonprofit organizations.

## Chapter 5

### Conclusions and Recommendations

The objective of the quantitative method and correlational design research study was to examine the relationship between leaders' knowledge and funding knowledge of local faith-based nonprofit organizations partnered with the United Way Tar River Region participating in the food distribution program for Nash and Edgecombe's counties located in North Carolina. The purpose of the quantitative method and correlational design research study was to examine if the lack of leaders' knowledge and funding knowledge correlates with the organization's capacity to meet the food needs of their constituents. The theoretical framework of the research study is based on institutional theory (David et al., 2019; Kearns et al., 2014; Scott, 2004; Witesman, 2016) and the stewardship theory (Carman, 2011; Keay, 2017). The survey instrument utilized for the research study was a modified version of the WNC Nonprofit Pathways Nonprofit Effectiveness Survey measured by the 5-point Likert Scale.

The participating local faith-based nonprofit organizations were randomly selected from the United Way Tar River Region Food Distribution website. A recruitment letter was emailed to each participating faith-based nonprofit organization and a link to the SurveyMonkey online repository website. After participants completed the informed consent, the participants gained access to the survey instrument. The responses collected from the survey were divided into two categories: leaders' knowledge and funding knowledge. Chapter 5 included the research questions and hypotheses, a discussion of findings, limitations, recommendations for leaders and practitioners, as well as recommendations for future research, and a summary.

## Research Questions/Hypotheses

The following research question and hypotheses were developed to support the quantitative method and correlational design research study and may serve as an important contribution to the knowledge base regarding local faith-based nonprofit organizations participating in collaborative partnerships with other faith-based nonprofits, and the United Way Tar River Region Food Distribution program in the Nash and Edgecombe counties, located in North Carolina.

RQ1: If and to what extent do the leaders' knowledge of local faith-based nonprofit organizations partnering with the United Way Tar River Region correlate with the organizational capacity to deliver food services in Nash and Edgecombe Counties, located in North Carolina?

H<sub>01</sub>: There is no statistically significant correlation between the leaders' knowledge of local faith-based nonprofit organizations partnering with other nonprofits, and the United Way Tar River Region, and the food distribution services supporting Nash and Edgecombe Counties, located in North Carolina.

H<sub>a1</sub>: There is a statistically significant correlation between the leaders' knowledge of local faith-based nonprofit organizations partnering with other nonprofits, and the United Way Tar River Region, and the food distribution services supporting Nash and Edgecombe Counties, located in North Carolina.

RQ2: If and to what extent does the funding knowledge of local faith-based nonprofit organizations partnering with the United Way Tar River Region correlate with the organizational capacity to deliver food services in Nash and Edgecombe Counties, located in North Carolina?

H<sub>02</sub>: There is no statistically significant correlation between the funding knowledge of local faith-based nonprofit organizations, and the United Way Tar River Region, and the food distribution services supporting Nash and Edgecombe Counties, located in North Carolina.

H<sub>a2</sub>: There is a statistically significant relationship between the funding knowledge of local faith-based nonprofit organizations, and the United Way Tar River Region, and the food distribution services supporting Nash and Edgecombe Counties, located in North Carolina. The researcher selected the following criterion variables (CVs) (Leaders' Knowledge and Funding Knowledge) to explain the relationship between the predictor variable (PV) Food Distribution.

### **Discussion of Findings**

The results of this correlational study are important because there is scarce literature about faith-based nonprofit organizational efficiency and capacity to serve their communities. This research study was to determine if the lack of leaders' knowledge and funding knowledge correlates with the capacity of the organization to meet the food needs of their constituents. The survey was administered anonymously with the intent to collect objective points of view according to executive directors, program coordinators, and CEOs of local faith-based nonprofit organizations located in Nash and Edgecombe counties in North Carolina with a minimum of two years' experience. The survey was divided into two sections: Leaders' Knowledge and Funding Knowledge.

### **Hypothesis 1 (Leaders' Knowledge and Food Distribution)**

The Spearman's Rho correlation test was performed by the researcher to determine the strength of the relationship between the leaders' knowledge and the food distribution services provided by local faith-based nonprofit organizations in Nash and Edgecombe counties located in North Carolina. There was a significant strong positive correlation between leaders' knowledge and food Distribution, ( $r_s(94) = .724, p < 0.01$ ). Based on the statistically strong significant results, the researcher rejected the null hypothesis ( $H_{01}$ ). The efficient leadership of an organization in both the public and private sector is a fundamental task that may lead to the success or failure of programs implemented for meeting the needs of the communities being served.

Analysis of this quantitative research study indicated that 87.23% of the 94 respondents strongly agreed that a clear organizational mission, board participation, partnerships with the United Way Tar River Region as well as other local faith-based nonprofit networks highlights the importance of the food distribution program to meet the food needs of the community (See Table 8). Bernstein et. al. (2016) argued that there is a lack of literature regarding the viewpoints of CEOs and Board Chairs (BCs). The study was performed by analyzing archived data from the CEOs and BCs of 474 nonprofit organizations. The source of data was collected from the 2012 BoardSource Nonprofit Governance Index of CEOs and BCs (p. 491).

The results of the *T*-tests comparisons of responses from CEOs and BCs were statistically significant between their perceptions concerning levels of commitment, involvement, and financial oversight. The contrast between this research study and the study performed by Bernstein et al. (2016), is that the demographics between positions

were clearly defined. In this research study, there were no demographics specifically captured differentiating the responses between the positions of the participants.

Leaders of faith-based nonprofit organizations are challenged by demands internally from the traditional top-down hierarchy of boards, the surrounding community as well as from funders, donors, and partnership agreements that require consistent and accurate measurements of accountability. The challenge of accountability lies within the trust established with each entity that the resources are equitably distributed to meet the needs of the constituency as well as maintaining consistent accountability in recordkeeping. In this faith-based nonprofit organization study, 84.95% of the participants strongly agreed that trust and credibility with the food distribution program within the community were met; 13.98% agreed, and 1.08% disagreed (See Table 8).

Lee et al. (2018) opined that nonprofits dedicate a vast number of resources to measure outcomes, but utilization of the information obtained from the outcomes is rarely implemented. Lee and Suh (2018) argued that the performance of the nonprofit organization is determined by the executive director's performance and accountability resulting from expanded responsibilities beyond the board of directors. AbouAssi et al. (2016) found that nonprofit organizations are expanding their efforts to meet performance challenges by engaging in collaborative partnerships. Sinha (2013) stated that leaders that assess the legitimacy of collaborative partnerships are important to faith-based nonprofit networks that are invested in providing service delivery systems.



## **Hypothesis 2 (Funding Knowledge and Food Distribution)**

The Spearman's Rho correlation test was performed by the researcher to determine the strength of the relationship between funding knowledge and the food distribution services provided by local faith-based nonprofit organizations in Nash and Edgecombe counties located in North Carolina. There was a significant moderate positive correlation between funding knowledge and food distribution, ( $r_s(93) = .296, p < 0.01$ ). Based on the significant moderate positive correlation, the researcher rejected the null hypothesis ( $H_{02}$ ) between funding knowledge and food distribution.

A diverse funding base of small local faith-based nonprofit organizations is critical to sustaining the capacity to deliver food services. Kim et al. (2019) determined that there are four complex measurement criteria for nonprofit organizations: financial performance, stakeholder performance, market performance, and mission performance. Gazley and Abner (2014) argued that as a result of the lack of research and literature about defined nonprofit performance measures, the challenge remains how to evaluate the effectiveness of charitable programs and the impact of constituent services. The participants in this study indicated that 5.38% strongly agree; 52.69% agree; 29.03% are neutral, and 12.90% disagree that their diverse funding base attracts sufficient financial resources to meet the food needs of the community (See Table 8).

Iwu et al. (2015) researched nonprofit organization effectiveness and sustainability by conducting interviews and focus groups with nonprofit managers. The results of the study confirmed the importance of determining that the effectiveness of nonprofit organizations is key to the sustainability of the nonprofits. The study conducted by Popescu et al. (2013) emphasized that organizational and service effectiveness is vital

to the sustainability of nonprofit organizations when seeking external funding resources. The research study was aligned with prior research and contributes to the research literature because of the examination of organizational effectiveness as well as the organizational capacity to meet the food needs of the community. The following section examines the limitations of the quantitative and correlation research study.

### **Limitations**

The unforeseen limitation out of control of the researcher was the global Covid-19 pandemic. As a result of a mandated shutdown to attempt to control the spread of the Covid-19 pandemic, recruitment to solicit potential participants were severely limited. The shutdown affected many of the faith-based nonprofit organizations from participating because they were extremely busy helping their constituents combat food insecurity by delivering emergency food rations. Recruitment was limited to telephonic or email communications because there was limited person to person contact allowed. After a very slow response process, the researcher managed to obtain permission from a limited amount of faith-based nonprofit organizations that partnered with the United Way Tar River region in Nash and Edgecombe counties.

The participants for this research study were limited to program coordinators, executive directors, and CEOs of local faith-based nonprofit organizations serving Nash and Edgecombe's counties located in North Carolina. An additional limitation of the study in comparison to other studies is that there was no demographic data collected for the survey due to concerns raised by the potential participants of being identified for their performance. After considering the concerns of potential participants, the researcher decided to conduct the survey anonymously. To ensure the anonymity of the survey, all

IP addresses were disabled to ensure the identity of the participants and the organization they represented during the survey collection process. The data collected in this survey were analyzed without any manipulation by the researcher to obtain or change the outcome.

### **Recommendations to Leaders and Practitioners**

This research study examined two important factors (Leaders' Knowledge and Funding Knowledge) relevant to the organizational efficiency and organizational capacity of local faith-based nonprofit organizations partnered with the United Way Tar River Region in Nash and Edgecombe's counties located in North Carolina. The economic report of the North Carolina Center for Nonprofits determined that the impact of nonprofit organizations is significant to the quality of life in the state of North Carolina (NCCN, 2016). An analysis of the problem underlying the study is that the small faith-based nonprofit organizations that have partnered with the United Way Tar River Region serve as the focal point to address the food insecurity issues faced by the constituents in Nash and Edgecombe counties by administering the food distribution program.

As practitioners desiring to research nonprofit organizations, it would be wise to carefully examine the potential selection of study participants in higher-level positions (i.e., Board Members, Presidents, etc.). Most leaders are faced with the challenge of accountability for many aspects of an organization that may eventually lead to the success or failure of a program. Many nonprofit Board of Directors are hesitant to participate in studies concerning organizational effectiveness and organizational capacity (Institute for Nonprofits, 2017). Leaders of faith-based nonprofit organizations are

considered servant leaders who maintain the trust and confidence of their constituents to be good stewards of the mission to help those in need of benevolent resources.

Leaders and practitioners need to understand the importance of sustainability of faith-based nonprofit organizations. Iwu et al., (2015) suggested for nonprofit organizations to obtain effectiveness in their operations, it must be administered in a dual approach. First, the nonprofit should consider focusing on the mandated requirements (i.e. business of collaborative partnership agreements, etc.) and second by fundraising to cover operational expenses (Iwu et al., 2015). Whereas Popescu et al. (2013) opined that funding is important to maintain organizational effectiveness, credibility, growth, and sustainability. Lee and Suh (2018) found that executive management with adequate training recruited well-qualified employees to ensure organizational accountability and sustainability of performance.

Leaders and practitioners must understand the significance of food distribution programs administered by small faith-based nonprofit organizations competing for limited resources. It is imperative to keep in mind that the unexpected Covid-19 global pandemic has caused immeasurable challenges to faith-based nonprofit organizations that attempt to serve their constituents facing dire food insecurity in some cases, for the first time in their lives. According to Feeding America (2018), the state of North Carolina ranks tenth (i.e. 604,000 households) in the United States with the most food insecurity issues. There are 28.8% of children living in households with food security issues in Edgecombe County and 22.9% of children living in households in Nash County that are food insecure (Feeding America, 2019).

Based upon the responses of the participants for this quantitative study, Table 12 reflects some leaders' knowledge recommendations for future consideration of leaders of faith-based nonprofit organizations.

**Table 12**

*Leaders' Knowledge Recommendations*

Leaders' Knowledge Key Functions	Recommendations
Strategic Food Distribution Plan	Learn to develop/maintain strategic plans
Innovative Food Distribution Solutions	Think "outside" the box; adapt to changes
Urgent Food Distribution Processes	Develop emergency contingency plans
Technology Supporting Distribution	Maintain updated technology applications
Training and Skilled Program Execution	Provide training to all employee levels
Food Distribution Monitoring Process	Perform trend analysis of community

Based upon the responses of the participants for this quantitative study, Table 13 reflects some recommendations for future funding considerations of leaders of faith-based nonprofit organizations regarding funding knowledge and fiscal management.

**Table 13**

*Funding Knowledge Recommendations*

Funding Knowledge Key Functions	Recommendations
Well-Defined Fiscal Policy	Develop “Standard Operating Procedures”
Annual Compliance	Conduct annual audits of fiscal records
Diverse Funding	Ensure a variety of funding resources
Financial Outcomes	Conduct a SWOT analysis of performance
Meeting Funding Needs	Maintain expected fundraising initiatives

**Recommendations for Future Research**

There is a great need for more research about faith-based nonprofit organizations. To adequately discuss organizational effectiveness and organizational capacity, researchers must come to a consensus to develop specific definitions that would apply to the overall study of organizations. The quantitative correlational research study is an addition to the lack of research about the organizational effectiveness of faith-based nonprofit organizations and the capacity to serve their constituents, and was performed via an online survey to administrators located in faith-based nonprofit organizations located in Nash and Edgecombe counties in the state of North Carolina.

The most compelling discovery realized by the researcher was the depth of the issues of food insecurity and the prevalence, especially in North Carolina. Future research studies could be performed in multiple regression analysis by manipulating variables to determine the effects of low food insecurity, very low food insecurity, and food-insecure households. The researcher may have accomplished the study differently by comparing

responses to the survey from the volunteers or paid staff as well as the administrators of the faith-based nonprofit organizations.

The researcher recommends in the future that this study be conducted as an explanatory sequential mixed method design to obtain in-depth knowledge and understanding of the quantitative data collected in the survey. In addition to the WNC Nonprofit Effectiveness Survey, a researcher could provide the Servant Leadership Questionnaire (SLQ) specifically to the CEOs and Executive Directors to obtain information regarding their leadership traits (Liden et al., 2008). Another alternative research design for discovering long-term effects or trends of the food distribution program could be in the form of an ethnography using focus groups of clients that are receiving resources from the food program and the faith-based nonprofit organization providing food distribution services over five-year increments. Bowman (2011) suggested that faith-based nonprofit organizations should focus long term goals to maintain services and short-term goals to measure resiliency of their capacities to serve, The researcher also suggests that a case study of an innovative faith-based nonprofit organization successfully serving their constituents may highlight as well as provide best practices for meeting the future food needs of the community.

### **Chapter Summary**

The purpose of the research study was to examine if the lack of leaders' knowledge and funding knowledge correlates with the organization's capacity to meet the food needs of their constituents in Nash and Edgecombe's counties located in North Carolina. The theory of the research study was based on institutional theory and stewardship theory. The study contained two research questions:

RQ1: If and to what extent do the leaders' knowledge of local faith-based nonprofit organizations partnering with the United Way Tar River Region correlate with the organizational capacity to deliver food services in Nash and Edgecombe Counties, located in North Carolina? The analysis of the nonparametric Spearman's Rho correlation test for RQ1 indicated that a statistically significant strong positive correlation exists between Leaders' Knowledge and Food Distribution. The statistically strong significant positive results indicated that the researcher should reject the null hypothesis for RQ1.

RQ2: If and to what extent does the funding knowledge of local faith-based nonprofit organizations partnering with the United Way Tar River Region correlate with the organizational capacity to deliver food services in Nash and Edgecombe Counties, located in North Carolina? The analysis of the nonparametric Spearman's Rho correlation test for RQ2 indicated that a statistically significant moderate correlation exists between Funding Knowledge and Food Distribution. The statistically significant moderate positive results indicated that the researcher should reject the null hypothesis for RQ2.

The research study filled the gap in the scarce research literature on faith-based nonprofit organizations concerning organizational effectiveness and organizational capacity to serve constituents. The study may build on the institutional theory because the main focus is to examine the local faith-based nonprofit organizations located specifically for two counties located in North Carolina. The study may also expand on the stewardship theory since faith-based nonprofit organizations are expected to manage operations responsibly with a focus on knowledge of leadership and funding skills.



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## Appendix A

Codeword Table

Input Code	Survey Section	Condensed Question Labels
LKQu1	Leader Knowledge	Clear Mission Goals
LKQu2	Leader Knowledge	Critical Mission Activities
LKQu3	Leader Knowledge	Mission Statement Reviews
LKQu4	Leader Knowledge	Strategic Planning and Performance Measures
FoDQu5	Leader Knowledge	Strategic Food Distribution Plan
FoDQu6	Leader Knowledge	Innovative Food Distribution Solutions
LKQu7	Leader Knowledge	Inclusive Volunteer Opportunities
LKQu8	Leader Knowledge	Clear Lines of Authority and Responsibilities
LKQu9	Leader Knowledge	Board and Staff Engagement
LKQu10	Leader Knowledge	Timely Distribution of Meeting Agendas and Materials
FoDQu11	Leader Knowledge	Established Urgent Food Distribution Process
LKQu12	Leader Knowledge	Effective Communication Between Board and Staff
LKQu13	Leader Knowledge	Leader Created Culture Enables and Motivates Organization
LKQu14	Leader Knowledge	Investment in Staff Training
LKQu15	Leader Knowledge	Volunteer Management Plan
FoDQu16	Leader Knowledge	Technology Supporting Food Distribution Program
LKQu17	Leader Knowledge	Advocacy of Customers and Focus on Meeting Needs
LKQu18	Leader Knowledge	Organization Participation with Other Agencies
FoDQu19	Leader Knowledge	Adequate Training and Skilled Execution of Food Program
LKQu20	Leader Knowledge	Customer Satisfaction and Respect is Top Priority
FoDQu21	Leader Knowledge	Food Distribution Program Monitoring Process
FoodQu1	Funding Knowledge	Trust and Credibility
FunQu2	Funding Knowledge	Well-defined Fiscal Policy
FunQu3	Funding Knowledge	Annual Compliance
FoDQu4	Funding Knowledge	Stakeholder involvement
FunQu5	Funding Knowledge	Diverse Funding
FoDQu4	Funding Knowledge	Board Participation
FunQu7	Funding Knowledge	Financial Outcomes
FunQu8	Funding Knowledge	Funding Needs Met

## Appendix B: Modified Survey



This survey has two sections. The first section pertains to leader knowledge and the second section pertains to funding knowledge. Please respond to all questions. For each question, participants should select from the following rating scales: "Strongly Agree," "Agree," "Neutral," "Disagree," or "Strongly Disagree". After reading each question, select the appropriate choice as it pertains to your experience and knowledge with your nonprofit organization.

**5 = Strongly Agree; 4 = Agree; 3 = Neutral; 2 = disagree; and 1 = Strongly Disagree**

Please respond to questions by thinking in terms of the following: *"As a leader..."*

### *Leaders' Knowledge*

1. Our organization has a clear organizational mission and people on all levels of our organization understand the importance of the food distribution program
  - (5) Strongly Agree
  - (4) Agree
  - (3) Neutral
  - (2) Disagree
  - (1) Strongly Disagree
  
2. Our mission and activities address a critical community need for the food distribution program
  - (5) Strongly Agree
  - (4) Agree
  - (3) Neutral
  - (2) Disagree
  - (1) Strongly Disagree
  
3. Our organization periodically reviews the mission statement to assess whether the conditions it addresses still remain and if our organization is still the best organization to address the food distribution program
  - (5) Strongly Agree
  - (4) Agree
  - (3) Neutral
  - (2) Disagree
  - (1) Strongly Disagree

4. Our organization ties its mission, strategic planning and performance measurement together in support of the food distribution program
  - (5) Strongly Agree
  - (4) Agree
  - (3) Neutral
  - (2) Disagree
  - (1) Strongly Disagree
  
5. The Board and functional areas of our organization are involved in the strategic planning process to include the food distribution program
  - (5) Strongly Agree
  - (4) Agree
  - (3) Neutral
  - (2) Disagree
  - (1) Strongly Disagree
  
6. Our organization has taken the lead in identifying unmet community food needs and developing innovative solutions to address these food needs
  - (5) Strongly Agree
  - (4) Agree
  - (3) Neutral
  - (2) Disagree
  - (1) Strongly Disagree
  
7. Clients have the opportunity to participate in the development of the food distribution program development
  - (5) Strongly Agree
  - (4) Agree
  - (3) Neutral
  - (2) Disagree
  - (1) Strongly Disagree
  
8. Our organization has clear lines of authority and responsibility for the food distribution program
  - (5) Strongly Agree
  - (4) Agree
  - (3) Neutral
  - (2) Disagree
  - (1) Strongly Disagree

9. Our organization has supportive, engaged and knowledgeable Board members who relate with the Staff Leader and the broader community in support of the food distribution program
- (5) Strongly Agree
  - (4) Agree
  - (3) Neutral
  - (2) Disagree
  - (1) Strongly Disagree
10. Board meetings have written agendas and materials relating to the significant decisions regarding the food distribution program and are sent out in advance of the meeting
- (5) Strongly Agree
  - (4) Agree
  - (3) Neutral
  - (2) Disagree
  - (1) Strongly Disagree
11. Our Board has a process for handling urgent food distribution business between meetings
- (5) Strongly Agree
  - (4) Agree
  - (3) Neutral
  - (2) Disagree
  - (1) Strongly Disagree
12. Our organization has educated the Board and Staff to communicate effectively regarding the food distribution program
- (5) Strongly Agree
  - (4) Agree
  - (3) Neutral
  - (2) Disagree
  - (1) Strongly Disagree
13. Our staff leader creates a culture that enables and motivates the organization to fulfill its mission in support of the food distribution program
- (5) Strongly Agree
  - (4) Agree
  - (3) Neutral
  - (2) Disagree
  - (1) Strongly Disagree

14. Our organization values its employees and invests in Staff development in support of the food distribution program
- (5) Strongly Agree
  - (4) Agree
  - (3) Neutral
  - (2) Disagree
  - (1) Strongly Disagree
15. Our organization has a volunteer management plan including recruitment policy, job descriptions, application/interview process and recognition to emphasize the food distribution program
- (5) Strongly Agree
  - (4) Agree
  - (3) Neutral
  - (2) Disagree
  - (1) Strongly Disagree
16. Our organization is current in its use of technology in support of the food distribution program
- (5) Strongly Agree
  - (4) Agree
  - (3) Neutral
  - (2) Disagree
  - (1) Strongly Disagree
17. Our organization advocates for the causes and people we represent with a focus on meeting their food needs
- (5) Strongly Agree
  - (4) Agree
  - (3) Neutral
  - (2) Disagree
  - (1) Strongly Disagree
18. Our organization is invited by others to help plan for the future and solve community food distribution challenges
- (5) Strongly Agree
  - (4) Agree
  - (3) Neutral
  - (2) Disagree
  - (1) Strongly Disagree

19. Staff has sufficient training and skill level to support and execute the food distribution program
- (5) Strongly Agree
  - (4) Agree
  - (3) Neutral
  - (2) Disagree
  - (1) Strongly Disagree
20. Customer satisfaction is a primary concern, and everyone connected with the organization treats customers with respect and courtesy and ensures their food needs are met
- (5) Strongly Agree
  - (4) Agree
  - (3) Neutral
  - (2) Disagree
  - (1) Strongly Disagree
21. Our organization has a process in place that monitors the food needs of our constituents
- (5) Strongly Agree
  - (4) Agree
  - (3) Neutral
  - (2) Disagree
  - (1) Strongly Disagree

***Funding Knowledge***

22. Our organization has a high degree of trust and credibility in the community as it relates to food distribution in the community
- (5) Strongly Agree
  - (4) Agree
  - (3) Neutral
  - (2) Disagree
  - (1) Strongly Disagree
23. Our organization has a written fiscal policy and procedures manual regarding food distribution to the community and ensures compliance
- (5) Strongly Agree
  - (4) Agree
  - (3) Neutral
  - (2) Disagree
  - (1) Strongly Disagree

24. Our organization has processes in place to periodically assess compliance with federal, state and local laws pertaining to distributing food to our community
- (5) Strongly Agree
  - (4) Agree
  - (3) Neutral
  - (2) Disagree
  - (1) Strongly Disagree
25. Our organization involves stakeholders in the evaluation process and informs all appropriate stakeholders about our evaluation results of meeting all the food needs of the community
- (5) Strongly Agree
  - (4) Agree
  - (3) Neutral
  - (2) Disagree
  - (1) Strongly Disagree
26. Our organization has a diverse funding base that attracts sufficient financial resources to meet all the food needs of the community
- (5) Strongly Agree
  - (4) Agree
  - (3) Neutral
  - (2) Disagree
  - (1) Strongly Disagree
27. Our Board, executive director, and committee supports and participates in the total fundraising process including project identification, cultivation, solicitation and recognition to support the food distribution program
- (5) Strongly Agree
  - (4) Agree
  - (3) Neutral
  - (2) Disagree
  - (1) Strongly Disagree
28. Our organization's programs and activities have well-defined financial outcomes that we evaluate annually to determine if we met all the food needs of the community
- (5) Strongly Agree
  - (4) Agree
  - (3) Neutral
  - (2) Disagree
  - (1) Strongly Disagree



29. Funding was available to meet all community food needs in 2019

- (5) Strongly Agree
- (4) Agree
- (3) Neutral
- (2) Disagree
- (1) Strongly Disagree

## AUTHOR BIOGRAPHY

Dr. Shirlyn LaNice Sherman Baker is the eldest daughter of the late James Lewis and Patricia Anne Sherman. She has been married to her best friend and love of her life, Calvin Jerome Baker for forty years. She has one daughter, Lauren Raquel Baker and one son, Patrick Justin Baker. She is a proud alumni of Western High School, located in Baltimore, Maryland and received her undergraduate degree in Social Work and African American Studies concentrating on Community Development from the University of Maryland Baltimore County (UMBC) in Catonsville, Maryland. She later pursued and graduated with a dual master's degree in Management in General Administration and Management of Information Systems from the University of Maryland University College now known as the University of Maryland Global Campus in Adelphi, Maryland.

Her doctoral journey at the University of Phoenix began in February, 2017 and diligently worked her way to the completion of the journey on January 22, 2021, after successfully completing the oral defense. She is a member of three honor societies: The Golden Key Honor Society; The National Society of Leadership and Success; and Delta Mu Delta, Lambda Sigma Chapter. She has been a member of Zeta Phi Beta Sorority, Incorporated for 43 years and lives by the principles of the sorority: scholarship, service, sisterly love and finer womanhood. Her life motto is "Failure is NOT an option and May the work I've done, speak for me."

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