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Factors Influencing Nonprofit Leaders' Intention to Build Capacity

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FACTORS EXPLAINING NONPROFIT LEADERS'
INTENTION TO BUILD CAPACITY

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A Dissertation
Presented to
The Graduate School of
Clemson University

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In Partial Fulfillment
of the Requirements for the Degree
Doctor of Philosophy
International Family and Community Studies

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by
Kimberley Ann Brown
August 2012

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Accepted by:
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ABSTRACT

Examining attitudes, norms and behavioral control perceptions can aid in predicting the strength of a person's intentions to engage in any kind of major effort, including nonprofit capacity building, according to Aizen's Theory of Planned Behavior (Aizen, 1991, 2002a, 2006). The purpose of this research was to determine whether the attitudes, norms, and perceived behavioral control beliefs of 470 nonprofit leaders' past and future organizational capacity building had significance in explaining their stated intentions to build capacity. It also sought to determine what respondent and organization characteristics, the presence or absence of trust relationships, board governance practices, and organizational effectiveness indicators modified leaders' attitudes, norms, and behavioral control beliefs. The central hypothesis of this study was that when attitudes are positive, subjective norms affirmative, and nonprofit leaders believe that they have adequate control over activities within the organization, the scores on their intention to build capacity are higher (Aizen and Fishbein, 2005; Armitage & Conner, 2001). Light's 2003 study findings were used to help frame some of the survey questions (Light, 2004), along with Aizen's (n.d.) guidelines for creating a Theory of Planned Behavior instrument, and Gill, Flynn & Reissing's (2005) board governance Quick Check list.

In December 2011 and January 2012, an online survey was conducted through the sponsorship of the National Development Institute. Over 52,300 nonprofits leaders from across the United States were invited to participate. Four hundred seventy nonprofit leaders responded. They were asked to indicate what capacity building efforts they had

done in the past five years, and to select one past and one future capacity building effort to evaluate in depth.

The central hypothesis of this study was accepted for future intentions and rejected for examination of past intentions. The model (R^2=.152, adjusted R^2=.144, $p<.01$) that significantly predicted respondents' *past* capacity building intention total scores included one attitude variable (level of agreement that 22 factors were made worse as result of doing the effort, β =.162, $p<.01$), and two behavioral control variables (level of agreement with the statements "I was confident I could lead and manage the effort" (β =.399, $p<.01$) and "It was easy to lead and management the effort." (β = -.171 $p<.01$). Five modifying variables explained the variance in the attitude variable. Four modifying variables explained the variance in the behavioral control variable dealing with confidence levels and four different modifiers explained the variance in the behavioral control variable dealing with how easy respondents thought it was to do the effort.

The model (R^2=.337, adjusted R^2=.327, $p<.01$) significantly predicting respondents' *future* capacity building intention total scores included 1 attitude variable (level of agreement that doing the future effort was a good idea, (β = .389, $p<.01$), 1 norm variable (level of agreement with the statement "It will be expected of me that I should do this capacity building effort." (β =.207, $p<.01$), and three behavioral control variables (level of agreement with the statements "I am confident that I can lead this change effort.", (β =.233, $p<.01$), "the decision to do this capacity building effort is within my control." (β =.156, $p<.01$) and "Whether or not I do this effort is entirely up to me." (β

=.131, p<.05). Four modifiers explained the variance in the attitude variable. Eight modifiers explained the variance in the norm variable. Six modifiers explained the variance in the behavioral control variable dealing with confident, four modifiers were correlated with the behavioral control variable dealing with feelings of amount of control, and four modifiers explained the variance in respondents degree of agreement that it was entirely up to them as to whether or not they did the future capacity building effort.

Other findings included that the size of the organization made a difference in the types of capacity building done over the past five years. The amount of capacity building done over the past five years was significantly associated with growth or decline over the past five years in programs, budget size, donors, and clients. Those organizations that had done three or four types of capacity building over the past five years showed growth and those that did two or fewer types of capacity building experienced no growth or decline. Respondents who had experienced success in past capacity building indicated they were likely to do a similar effort in the future. This study found some of the same findings as Light (2004) did and many that were different, probably due to the difference in sample characteristics.

DEDICATION

This work is dedicated with love to my family: To Sierra and Quinn, my children, and to their future; to my mother, Peggy, and Cathie, Lisa, and Andy, who encourage, and are always there for me.

ACKNOWLEDGEMENTS

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CHAPTER ONE

THE STUDY PROBLEM

Public confidence in nonprofits has plummeted during the past two decades (Light, 2004, 2008). In the past, Brookings Institution polls have indicated that while the American public had confidence in what was achieved by nonprofits, they lacked confidence in the management and organizational processes employed by those same nonprofits (Light, 2000, 2004, 2006, 2008, 2010). As a result of highly publicized scandals (e.g. United Way, YMCA, and The Nature Conservancy among others) and the attendant decrease in public confidence, governments and philanthropy have poured millions of dollars and directed policy towards increasing nonprofit organizational capacity over the past fifteen years. Policy makers and philanthropic leaders strongly believed that increasing capacity would increase organizational effectiveness and, in turn, affect program and organizational outcomes and social impacts, as well as boost public confidence and further investment in the sector (Kenny Stevens, 2008; Connolly, 2006; Light, 2004, 2008; Da Vita & Fleming, 2001).

Unfortunately, public confidence in nonprofits has not increased over the last decade (Brookings Institute, 2010). In fact, the latest Bookings Institution poll indicated that confidence has continued to decline. The 2010 poll showed that not only did the American public lack confidence in the methods of nonprofits, but for the first time there was also a statistically significant declined in confidence concerning the accomplishment of goals. Thus, for three decades nonprofits have come under greater and greater scrutiny, while confidence in both their processes and accomplishments has declined.

Various stakeholders have different rationales for supporting nonprofit capacity building efforts. Conservative government leaders envision that a larger role for social organizations will result in a smaller role for government (Migdal, 1998), while liberals view civil society as a cornerstone of ensuring America's social equality, democracy, and social stability (Brown, 2005, Fukuyama, 2001). Philanthropists are looking for a greater return on their investment in civil society organizations (Duncan, 2004) and they believe that enhancing the capacity of nonprofits is the way to accomplish that (McKinsey & Company, 2001; Backer, 2000; Da Vita & Fleming, 2001). It is unclear why some nonprofit leaders are quick to seize opportunities to enhance organizational capacity, while others are either slower to undertake capacity building efforts, or are working to enhance areas of little importance to some stakeholders, including funders or government leaders.

This research investigates the motivating factors behind nonprofit leaders' intentions to build the capacity of their organizations. The problem at the heart of this research is that we do not know, empirically, what combination of factors most influences a nonprofit leader's motivation and intention to build a particular type of capacity, or not to build it.

Examining the motives of the nonprofit directors or senior administrative staff members to build capacity (rather than board members or funders) is important for a number of reasons. These leaders are in a singular position both to assess organizational capacity and to give directives for capacity building within their organization. Although the presence or absence of effective board governance has been considered a proxy for

how functional and effective a nonprofit organization may be (Gill, Flynn & Reissing, 2005), directors of nonprofits frequently have been found to wield more influence over the organization's efforts than does the board (Herman & Heimovics, 1991; Murray, Bradshaw, & Wolpin, 1992; Cornforth, 1999; Pettigrew & McNulty, 1995). Light (2003) found that 57 percent of 318 nonprofit leaders reported that the strongest champion of capacity building in their organization was the director. In addition, directors and nonprofit boards tend to evaluate the organization differently from one another (Herman & Renz, 2006). Boards tend to evaluate the organization as funders do, while directors and other staff tend to evaluate the organization in a similar fashion (Herman & Renz, 2008, 2006). Directors often mediate between various stakeholders' interests and directives to build capacity (Herman & Renz, 2008). Beyond this, investors, foundations, boards of directors, and other stakeholders may each value one type of capacity building over another (Balzer & McClusky, 2005; Kaplan, 2001; Scott & Lane, 2000; Weick, 1995; Herman & Renz, 2002a, 2001, 1997.) It is important to note, then, that this study examines the intentions and beliefs of senior administrative staff and nonprofit directors. Regardless of the urgings of various stakeholders, if senior leaders working within the nonprofit organization do not intend to build a particular type of capacity, then that capacity is not likely to be built (Light, 2004). Hill, Misra & Connolly (2012) found that mindset was the strongest factor determining readiness for organizational capacity building. For this reason, this study sought the responses of senior nonprofit administrative staff and directors.

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The problem

Stakeholders, particularly board members and funders, need a better understanding of the factors that motivate nonprofit directors, and other senior nonprofit administrative staff, to build organizational capacity, so that they can more effectively direct and underwrite capacity building initiatives. Globally, hundreds of millions of dollars are invested annually in nonprofit capacity building (Foundation Center, 2012). Notwithstanding, after extensive literature searches, no empirical studies were found that examined the factors that influence nonprofit directors' intention to build capacity. This intention-forming process is central to this research. The problem addressed by this study is that we do not know empirically what combination of factors most strengthens nonprofit directors' intentions to build capacity. The dearth of research and consequent lack of understanding may result in less, or less efficient capacity building than is desired, despite the millions of dollars invested to that end.

Purpose of the research

The effective internal operation of a nonprofit organization is considered a requirement for a nonprofit to create better programs, greater social impact, and an increase in public confidence, financial support, and volunteering (Light 2000, 2004). Organizational effectiveness in nonprofits is increased by capacity and capacity building (Kenny Stevens, 2008; Connolly, 2006; Light, 2004; Da Vita & Fleming, 2001). This makes capacity building a primary concern of the nonprofit industry. In brief, this study was conducted to learn which factors most influence a nonprofit leader's motivation to build capacity by examining that motivation through the Theory of Planned Behavior.

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In the Theory of Planned Behavior (discussed further in Chapter Two), a person's intention is "assumed to be the immediate antecedent of behavior" (Aizen, 2006,1), and has been shown to be a reliable predictor of behavior (Aizen & Fishbein, 2005; Aizen, 2006). According to this theory, the strength of a person's intention to undertake any action is predicted by 1) the strength and valence of a person's attitudes toward the benefits of a given behavior, 2) the strength and direction of the person's subjective norms concerning the social desirability of that behavior, and 3) the level of control a person believes they have over their ability to perform the given behavior (Aizen, 1991, 2002a, 2006). Those three antecedents to a person's intention were tested in this study to determine their influence on a nonprofit leader's intention to build capacity.

The current study also identified five factors that were tested for their ability to modify the strength of the three antecedents to intention. The five modifying factors were selected on the basis of their association in the literature with levels of nonprofit organizational capacity and effectiveness. These modifiers are 1) the nonprofit leaders' perceptions of levels of trust between staff, director, and board (Dirks & Ferrin, 2001; Ellis & Shockley-Zalabak, 2001); 2) the leaders' perception of the presence or absence of industry-standard board governance practices (Gill, Flynn & Reissing, 2005; Jackson & Holland, 1998; Green & Greisner, 1996); 3) the nonprofit leaders' perceptions of the organization's effectiveness (Gill, Flynn & Reissing, 2005), 4) selected nonprofit leader (ie. respondent) characteristics and 5) selected organizational characteristics of the nonprofit for which the respondent works (Armitage & Conner,2001; Light, 2004; Brown & Robinson, 2011). In addition to the Theory of Planned Behavior framework (Aizen,

n.d.), and the five modifiers selected from the literature (listed above), some of the questions in this study were based on the research of Light & Blumenthal's (2003) study (in Light, 2004).

The purpose of this research study was to discover the extent to which selected nonprofit leaders' attitudes, norms, and perceived behavioral control beliefs concerning past and future organizational capacity building activities explain those same leaders' stated intentions to build capacity within the nonprofit organization which employed them at the time of the study. Furthermore, the study tested the direction and extent to which five major factors (listed above) modified those nonprofit leaders' attitudes, norms, and behavioral control beliefs regarding building organizational capacity. These beliefs and factors were comprised of many individual items. Although guided by a theoretical logic model, the purpose of this study was not only to test the theoretical model, but also to discover the combination of individual items within the theoretical constructs that best predict a nonprofit leader's intention to build capacity.

The logic model of this study is illustrated below (Figure 1.1).

Figure 1.1   Summary Logic Model of Study
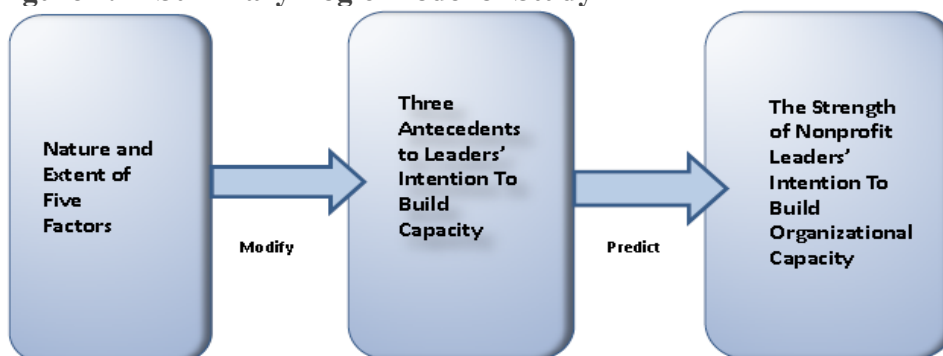
The nonprofit directors' stated intention to build organizational capacity was the dependent variable of this study, and so it is essential to understand the slippery notion of "capacity" and "capacity building". Definitions for these terms vary greatly in the literature. This study defines capacity building as the act of making changes to organizational knowledge, resources and abilities with the goal of helping a nonprofit organization improve performance to better fulfill its mission (Connolly, 2006).

Significance

This study was considered significant for several reasons. First, instead of prescribing best practices based on experience and assumptions alone, this research empirically identified factors that demonstrated a significant relationship to particular aspects of a nonprofit leaders' intention to build capacity. Using the Theory of Planned Behavior, the findings helped clarify key factors that motivated nonprofit leaders' intentions to build capacity.

Second, this research was unique in that the author could not find a similar, precedent study that applied the Theory of Planned Behavior to the examination of the intentions of nonprofit directors to build organizational capacity. With millions of dollars devoted to capacity building efforts, it made sense to better understand the intention-forming process of nonprofit leaders using a widely-accepted theoretical perspective.

Third, this research was significant because it generated new hypotheses that can be used in future empirical investigations concerning conditions that encourage directors to build capacity in nonprofits.

Fourth, this research informed practice. This study revealed combinations of factors that were effective in encouraging leaders to build capacity. It provided direction to leaders within nonprofit organizations, and to those supporting nonprofits, so that they can create environments that facilitate the type of capacity building decisions they hope to see.

Finally, identifying the motivators for building particular types of capacity is cost-effective. When resources are limited, it is important to use them efficiently and purposefully so that real needs in the community can be met. As one nonprofit director unfortunately explained, 'We don't plan based on needs; we plan based on what we can do" (Pearson, 2011, p.61). This not only speaks to the importance of capacity-building in general, but also to the importance of identifying the most efficient way of building the type of capacity appropriate to the organization's goals. By ferreting out the factors that underlie leaders' decisions to build particular types of capacity this study pointed the way toward more efficient path to ensuring that increased capacity is accomplished.

Summary

In Chapter One, the crisis in confidence of the American public in what nonprofits do and how they do it was briefly highlighted. The crisis in public confidence has resulted in a philanthropic and government policy direction that advocates building nonprofit capacity. It was believed this would increase both confidence and investment in the nonprofit sector, and improve nonprofit performance and outcomes. Much of the direction for building capacity has been motivated externally (from government and funders that tie grant dollars to the efforts they mandate). We know little about what

factors influence senior nonprofit administrative staff and directors' internal motivations to build capacity. The purpose of this research is to determine how strongly the three Theory of Planned Behavior antecedents (attitudes, norms, and a sense of behavioral control) predict a nonprofit leaders' intention to build organizational capacity, and which of five other factors modify those three antecedents to a nonprofit leader's intention to build organizational capacity. A sketch of the logic model for this study was given, which will be explained in detail in Chapter Two. Finally, the significance of this study was discussed.

CHAPTER TWO

THEORETICAL FRAMEWORK AND LITERATURE REVIEW

Introduction

In Chapter Two the theory behind this study is reviewed, along with literature related to the primary constructs in the theory. Specifically, the discussion begins with an explanation of the Theory of Planned Behavior (TPB) which presents the key factors that a person takes into account as they form the will to act (and in this case, that action is to build the capacity of the nonprofit organization of which they are the director or a senior administrative staff member, both referred to as "leaders").   Two major concepts central to the focus of this study are then reviewed: organizational capacity and organizational capacity building. Five factors from the literature are theoretically posited as having an effect on the three antecedents to directors' intentions to build capacity. Finally, the chapter ends by presenting the theoretical framework for this study (modified from the Theory of Planned Behavior), and the concomitant research questions and hypotheses.

When searching for relevant literature on this topic, several Clemson University library databases were reviewed including the public administration, business, psychology, political science, policy studies, sociology, and management databases. Descriptors used included "the theory of planned behavior", "organizational capacity building", "capacity building", "organizational effectiveness", "trust", "organizational capacities", "capacity building policy", "management of capacity building", and "nonprofit capacity building". In addition to journals and books, several of the leading

national foundations that had sponsored millions of dollars' worth of research studies on nonprofit capacity building were also reviewed including the Pfizer Foundation, the David and Lucile Packard Foundation, the Wilder Foundation, the Ford Foundation, the William and Flora Hewlett Foundation, the Fannie Mae Foundation, the Annie E Casey Foundation, the Robert Wood Johnson Foundation, The Forbes Fund, and The Carnegie Foundation of New York. All research on nonprofit capacity building conducted by these foundations was reviewed. The publications of private, for-profit research and consulting firms which were frequently referenced were also examined for research studies on nonprofit capacity building that they had conducted under contract with either private foundations or governments including the TCC Group, The Brooking Institution, The Urban Institute's Center for Nonprofits and Philanthropy, and the RAND Corporation. Finally, NGO capacity building research studies and policy directions of major international development agencies were examined, including the United Nations, the international development government agencies of the UK, Germany, Canada, and the USA, as well as the OECD and the World Bank.

Theoretical framework and literature review

The theory of planned behavior

The Theory of Planned Behavior (TPB) is the conceptual structure that underlies this study. It proposes that the link between a person's beliefs and their behavior is the formation of their intention to act. Developed by Icek Aizen, and extended from the Theory of Reasoned Action, the Theory of Planned Behavior is one of the most

recognized and widely adopted theoretical frameworks used to model the influence of motivations on intended and actual behavior (Richetin, Perugini, Adjali, & Hurling, 2008). TPB research has predicted a wide variety of behaviors, from whether or not a person is apt to speed while driving, get screened for cancer, smoke, buy locally grown produce, engage in e-commerce, in web discussions, to whether they will engage in socially unacceptable behaviors. In this study, the TPB was used to examine the strength of a nonprofit director's intention to build capacity within the organization which employed them.

According to the Theory of Planned Behavior, individuals are likely to perform specific behaviors only if they intend to do so (Aizen, 1985, 1991). Intention is defined as the motivation and perceived ability to undertake a particular behavior or set of behaviors (Aizen, 2006, 1991). In brief, the Theory of Planned Behavior posits that the strength of a person's intention to perform a particular action depends directly upon the following three direct antecedents to their intention (Aizen, 1988; 1991):

a.   A person's attitude toward a particular behavior, (i.e. their beliefs about the likely positive and negative consequences of the behavior);

b. A person's subjective norms regarding that behavior, (i.e. whether or not they believe the behavior is desired or undesired by others; sometimes referred to as social pressure) and;

c. A person's perceptions of behavioral control (i.e. whether they believe it would be easy or difficult for themselves to perform the action, and how much control they

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Perceive that they personally have to act, given their situation) (Aizen, 1991; Lam & Hsu, 2006).

The Theory of Planned Behavior states that human intention to act is guided by beliefs about the results of any given behavior, the expectations of others, and the presence of factors that may facilitate or hinder the behavior (Aizen, 2006).   The respective aggregates of these underlying beliefs about each of these aspects create 1) either a positive or negative attitude toward the behavior; 2) a perceived subjective norm concerning the behavior; and 3) perceived control over the performance of the behavior, or "behavioral control" (Aizen, 2006). Aizen call these three aggregates 'antecedents' to intention. According to the theory (TPB), when more favorable attitudes, norms and perceived control are present, intention to act is stronger, and that strength of intention statistically predicts whether or not a particular behavior will be carried out (Aizen, 1991).

A modified diagram of the Theory of Planned Behavior is found in Figure 2.1. To avoid confusion for readers not well-versed in the Theory of Planned Behavior, this diagram does not include the underlying beliefs that are found in Aizens' full Theory of Planned Behavior framework (Aizen, 1991); beliefs found within each of the (behavioral, normative, and control) antecedents to intention. Each of the major concepts in this theory (that is, intention, attitudes, norms, and behavioral control), and the beliefs which underlie them, are discussed in more detail, following the diagram.

Figure 2.1 Aizen's (2006) Conceptual Framework of the Theory of Planned Behavior
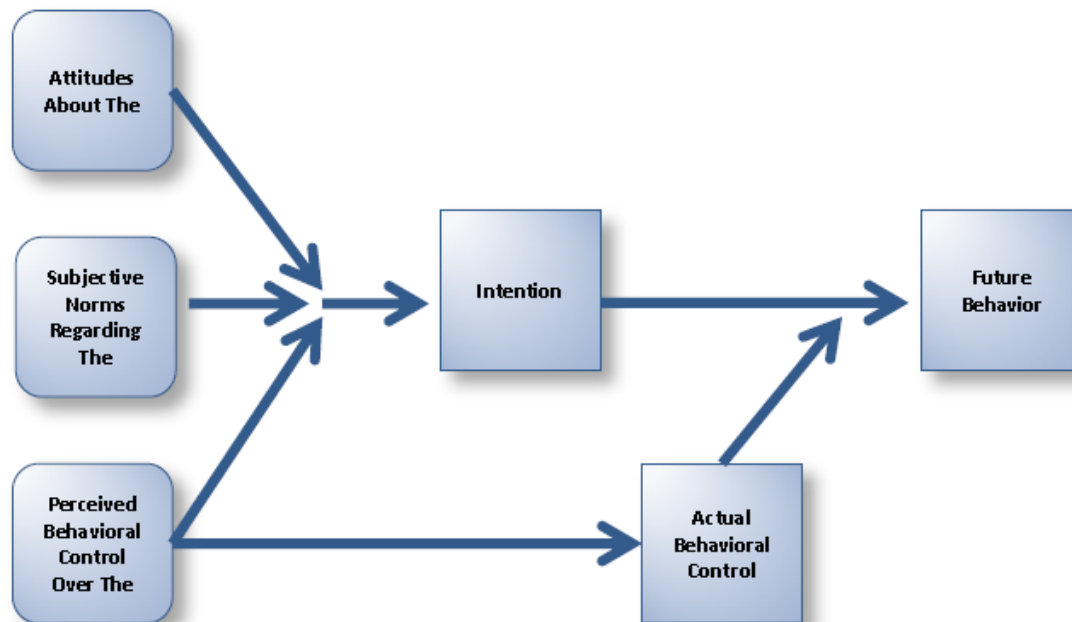
from Aizen (2006), used with permission

Behavioral intention

Behavioral intentions is a central construct in the TPB and is defined as the motivation and perceived ability to undertake a particular behavior or set of behaviors which predict the likelihood that one will undertake that behaviors (Aizen, 2006, 1991). Intention summarizes the motivational factors that influence behavioral performance (Webb & Sherren, 2005; Aizen, 1991) and indicates the degree of effort that a person is willing to give in their attempts to perform a given behavior (Aizen, 1991). In addition, intention is comprised of three different aspects: the extent to which a person says they want to take a particular action, the extent to which they say that they will take that action, and the extent to which they say that they should perform the action (Hurtz & Williams, 2009).

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While intended and actual behaviors can be different, intended behavior is used by researchers as the best predictor of behavior (Aizen, 1985, 1991; Lam & Hsu, 2004, Rivis, Sheeran, & Armitage, 2009). A meta-analysis of 185 independent TPB studies published up to the end of 1997 found that TPB antecedents to intention accounted for 39% of the variance in intention to act, which in turn accounted for 27% of variance in actual behaviors (Armitage & Conner, 2001.) Aizen found that the stronger a person's intention to behave in a certain way, the more likely the person will be to perform in that way (Aizen, 2002).

Antecedent 1: Attitudes

A person's attitude toward performing a behavior is one of the three TPB antecedents to their intention to act, and a determinant of that intention. Attitude is an individual's overall evaluation of a specific behavior (Aizen, 1991, 2009). Two major factors predict how attitude is formed: first, a person's beliefs about the tangible results of their behavior (be that positive or negative); and second, a person's beliefs about whether performing the behavior will be good or bad for themselves, pleasant or unpleasant (Aizen, 1991; Aizen & Fishbein, 1980). A person's beliefs about the result of behaving in specific ways, combined with their perception of the action's positive or negative valence, creates their attitude about performing that behavior.

Figure 2.2 Beliefs Resulting in Attitudes Toward an Organizational Capacity Building Intention
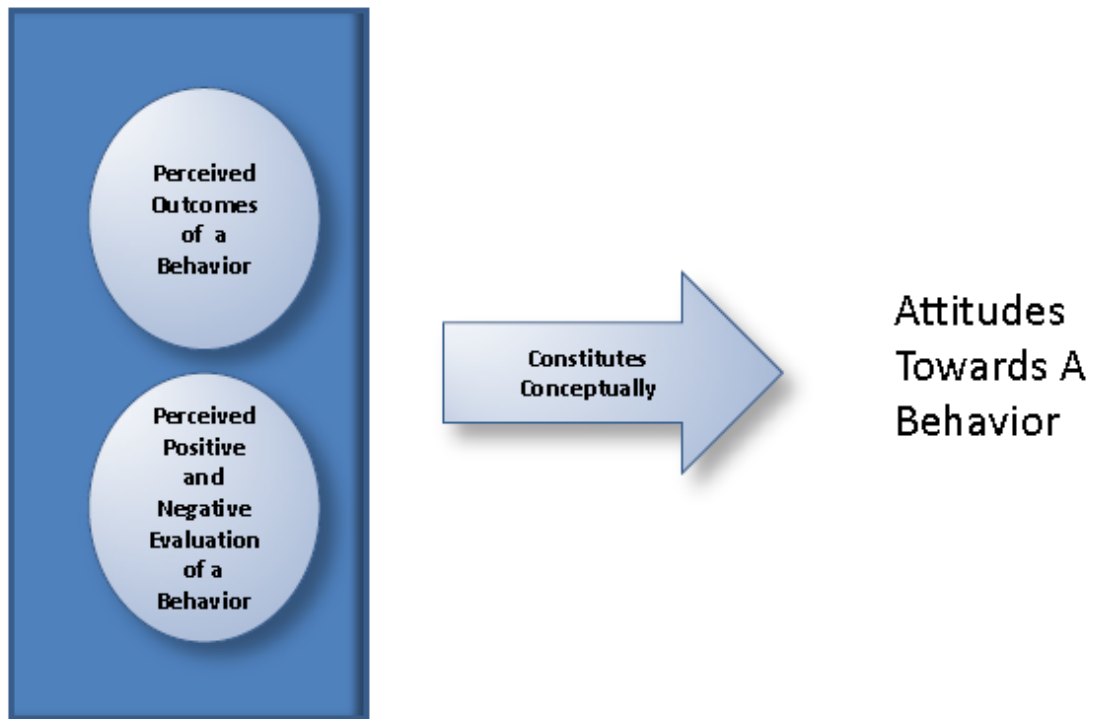
Antecedent 2: Subjective norms

The second major factor that shapes a person's intention to act, according to the TPB, is subjective norms. This is a person's estimate of the social pressure they feel to engage or not engage in the target behavior(s) (Aizen, 1991, 2009). Two components of subjective norms are usually examined by researchers: 1) a person's estimate of how other people significant to them would like him or her to behave (normative beliefs), and 2) the motivation to comply with the perceived opinions of those other people (motivation to comply) (Aizen, 1991; Aizen & Fishbein, 1980).

Figure 2.3 Normative Beliefs Resulting in Perceived Social Pressure (Subjective Norm) Affecting Behavioral Intentions
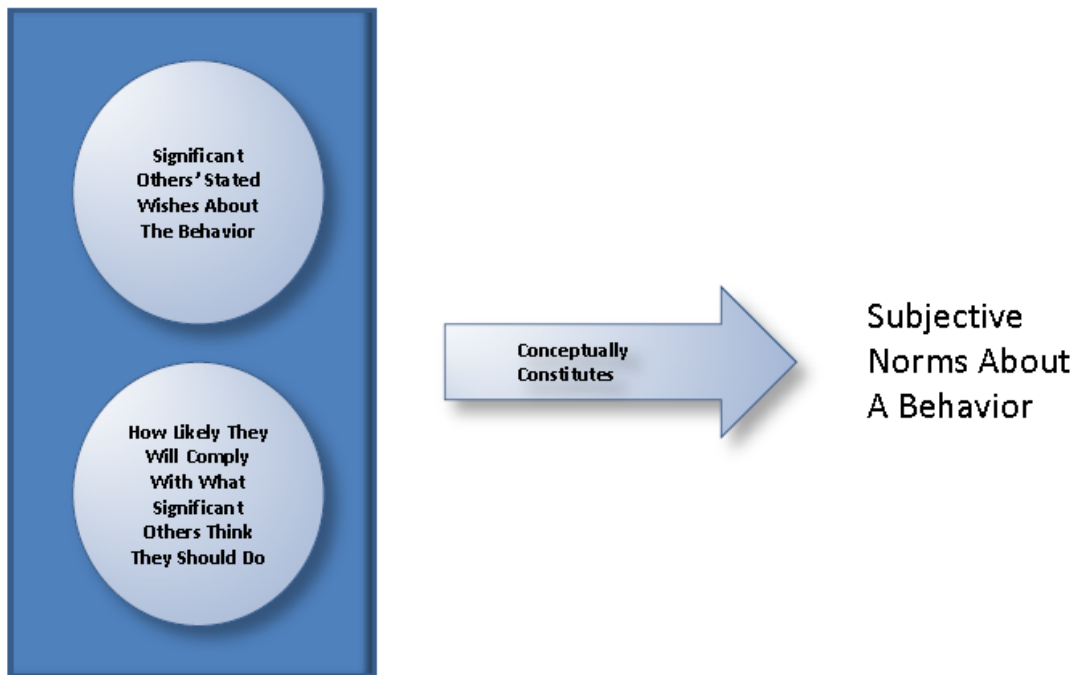
Antecedent 3: Perceived behavioral control

The third TPB antecedent to a person's intention to act is their perceived behavioral control. This is a person's perception of the ease or difficulty of performing a particular action (Aizen, 1991; Huchting, Lac, & LaBrie, 2008). Two elements of perceived behavioral control are often cited (Figure 2.4). The first is an individual's beliefs concerning the presence or absence of facilitators and inhibitors of the behavior (e.g. time, money, skills, personnel, etc.), called "control beliefs". The second element of perceived behavioral control is a person's perceived power to act. This is a person's evaluation of the strength of those facilitating or impeding factors (Aizen, 1991; Huchting et al., 2008; Lam & Hsu, 2006).

The difference between the Theory of Reasoned Action and the Theory of

Planned Behavior is that the latter theory includes this third antecedent to intention (ie.

behavioral control) (Aizen & Fishbein, 1980; Fishbein & Aizen, 1975). The inclusion of

a person's sense of behavioral control as a factor influencing their intention to act

significantly improve the model's ability to predict human behaviors in a variety of

settings (Aizen & Madden, 1986; Aizen & Driver, 1991; Aizen, 1988, 1991, 2002a;l Han,

Hsu, & Sheu, 2010; Oh & Hsu, 2001).

Figure 2.4 Control Beliefs Give Rise to Perceived Behavioral Controls that Affect Behavioral Intentions
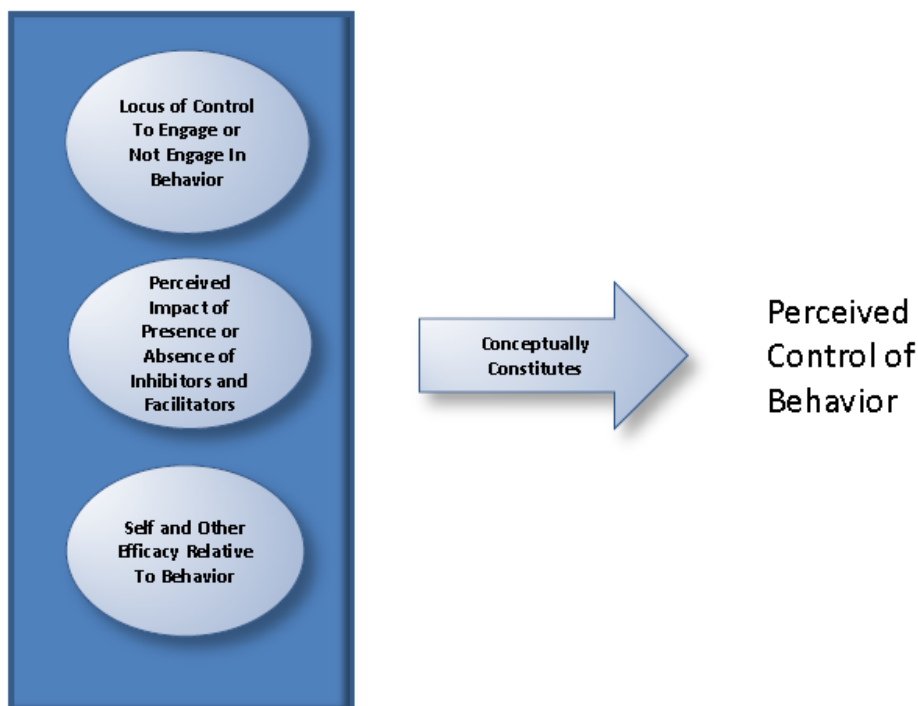
Overall in the Theory of Planned Behavior, a person's attitudes, subjective norms,

and perceived behavioral control are considered to be the components of their motivation,

and in combination, they are said to predict a person's intention to carry out a given

behavior (Aizen, 1991, 2009, 2011). According to this theory, the more favorable are a

person's attitude, subjective norms, and the greater their perceived control towards a

given behavior, the stronger will be that person's intention to perform the behavior in

question (Aizen, 2011).

Attitude, subjective norms, and behavioral control have shown statistical

significance in explaining the variance in people's intentions to perform various actions.

These three antecedents explained between 39% of the variance in levels of intention to

act in an analysis of 185 research studies (Armitage and Conner, 2001.) Likewise, they

explained 42% of the variance in levels of intention to act in a separate analysis of 76

research studies (Godin and Kok, 1996.) In addition, intention and planned behavioral

control respectively explained 29% (Armitage & Conner, 2001) and 34% (Godin & Kok,

1996) of the variance levels in whether or not a given behavior was carried out (Armitage

& Conner, 2001; Godin & Kok, 1996, Trafimow, Sheeran, Conner, & Finlay, 2002).

While these variances were statistically significant, different researchers have

added other factors in attempts to increase the model's ability to predict certain types of

behavior. Among factors that have been added were measures of self-identity (Sparks &

Shepherd, 1992; Armitage & Conner, 1999a, 1999b); personal, descriptive, or moral

norms (Beck & Aizen, 1991; Rivis & Sheeran, 2004; Harland, Staats, & Wilke, 1999;

Trafimow & Finlay, 1996); personality traits, and level of effort (Mathur, 1998);

anticipated regret (Sheeran & Orbell, 1999), and past behavior (Aarts, Verplanken, &

vanKnippenberg, 1998).

In this study, the Theory of Planned Behavior is used as a theoretical framework for the factors that shape a nonprofit directors' or senior administrative staff member's intentions to build organizational capacity. In the next two sections of this review, organizational capacity and organizational capacity building are defined and discussed.

Defining organizational capacity

There is general acceptance in both the academic and applied literature that the capacity of a nonprofit to fulfill its mission is associated with its organizational performance effectiveness (Kenny Stevens, 2008; Connolly, 2006; Light, 2004; Da Vita & Fleming, 2001 Simister & Smith, 2010; Forbes, 1998; Dawson, 2011). For example, Light's (2001) analysis of 1,140 nonprofit organizations empirically confirmed that organizational effectiveness was significantly related to the presence of specific organizational capacities. Light's (2004) work, along with Herman and Renz's (2004, 2006, & 2008), which link capacity building with nonprofit effectiveness, are referenced by various agencies' and foundation's policy directives as a justification for substantial investment in capacity building among nonprofits. The demand for accountability has risen hand in hand with the investment itself (Light, 2004; Wing, 2004). This demand has required scholars to develop ways to measure capacity and evaluate its impact (Light, 2004; Wing, 2004). However, because organizational effectiveness is the goal of capacity building, and organizational effectiveness itself has been difficult to define (Forbes, 1998; Rainey & Steinbauer, 1999; Sowa, Selden & Sandfort, 2004), the concept of nonprofit capacity has proven equally slippery (Light, 2004).

Generally, capacity among nonprofits has been viewed in two ways; first, as whatever is required to fulfill the organization's mission; and second, as the specific organizational resources and activities needed to perform well. Using the first perspective, capacity is defined as whatever might be required in order to accomplish the organization's mission or "the capability of an organization to achieve effectively what it sets out to do" (Fowler, et al. 1997, 4). The support-of-the-mission approach to capacity is echoed by the United Nations which describes capacity as "the means to plan and achieve" (UNDP, 2009, 7) and equates capacity with the development that is required in order to achieve millennial development goals (UNDP, 2009, 7). The Organization for Economic Cooperation and Development (OECD) likewise defined capacity as "the ability of people, organizations and society as a whole to manage their affairs successfully" (OECD, 2006). In similar fashion, the British government defined capacity among voluntary and community organizations as "the skills, knowledge, structures and resources to realize their full potential" (Her Majesty's Treasury, 2003, 4).

Some believe, however, that success-based definitions of capacity are almost too broad to be useful (Wing, 2004), particularly considering the remarkable variety of nonprofit organizations that exist. Nonprofits have different missions, multiple constituencies, and diverse concepts of what effectiveness means (Herman & Renz, 1997; Sawhill & Williamson, 2001). They have a variety of types of stakeholders (Herman & Renz, 1999; Balzer & McClusky, 2005). They can be at different stages in their organizational lifecycles (Connolly, 2006: Sharken Simon & Donovan, 2001), and they exist in a diversity of political, social, economic, and demographic contexts (Reeler,

2007; DaVita & Fleming, 2001). When capacity is equated with whatever it takes to fulfill the mission, and there are almost as many different missions and interpretations of effectiveness as there are organizations, then the definition is only meaningful as applied to individual organizations, or individual stakeholders. For the purpose of creating a generally accepted concept, this approach is not functional (Wing, 2004).

According to the second perspective, capacity is the myriad activities or resources required for the smooth functioning of most charitable organizations. In contrast with over-generalized, success-based definitions of capacity, some performance-based definitions have been too detailed to provide a clear overall concept of capacity, and a way to measure it (Wing, 2004). However, empirical research has begun to take up the challenge of operationalizing the concepts of capacity and capacity building in order to measure its impact (Connolly, 2006; TCCGroup, 2011a; Light, et al., 2004; Blumenthal, 2001; McKinsey & Co., 2001). Research tends to define capacity as something performance-based because behavior can be measured.

Organizational capacity categories and key capacity building behaviors

Over time, a few key elements of organizational capacity have been repeatedly identified in the research literature. For example, capacity has been described as the skills of the nonprofit organization's different personnel (Connolly, 2006; Loza, 2004: Ritchie & Eastwood, 2006), the ways in which nonprofits collaborate with other organizations (Loza, 2004; Sowa, Selden & Sandfort, 2004), the financial wellbeing of a nonprofit organization (Kaplan, 2001; Ritchie & Eastwood, 2006; Ritchie & Kolodinsky,

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2003), its management policies, self-assessment and planning practices (Baruch &

Ramalho, 2006; McNamara, 2003; Najam, 1996; National Center for Nonprofit Boards,

1999; Stone, Bigelow & Crittenden, 1999.) Capacity is also portrayed as resource

development, organizational processes, managerial practices, and strategic planning

ability (Walker & Weinheimer, 1988; Letts, Ryan, and Grossman, 1999).   McKinsey &

Co. (2001, 37-63) define capacity as seven elements interrelated in a layered pyramid

structure wherein the elements located higher up in the pyramid are dependent in concept

and in practice upon those on which they rest. The foundational elements in this schema

include necessary human resources, systems and structures, and the organizational

structure to accomplish mission. Resting on these elements are building necessary

organizational skills, strategies and aspirations. In this concept, all of these elements

create a unique organizational culture (McKinsey & Co., 2001). Eisinger (2002, 118) has

called for moving "beyond simply logical lists of capacity characteristics to an empirical

understanding of which of these contribute to organizational mission fulfillment".

Approaches to measurement that categorize capacities into types are a helpful step in that

direction.

The more recent, multidimensional and developmental framing of capacity by

Connolly (2006) and York (Connolly & York, 2003) categorizes the wide range of

capabilities, knowledge, and resources (i.e. "capacities") needed by nonprofits in order to

be "vital and effective in staying true to their mission" (Connolly, 2006, 5) into four core

types of capacity. These are broadly defined as follows:

1.   Adaptive Capacity: the ability of a nonprofit organization to monitor, assess, and respond to internal and external changes.

2.   Leadership Capacity: the ability of all organizational leaders to inspire, prioritize, make decisions, provide direction and innovate, all in an effort to achieve the organizational mission.

3.   Management Capacity: the ability of a nonprofit organization to ensure the effective and efficient use of organizational resources.

4.   Technical Capacity: the ability of a nonprofit organization to implement all of the key organizational and programmatic functions (Connolly & York, 2003, p. 20).

Connolly's model of nonprofit organizational capacities is a modification of this. In Connolly's model (2006, 73-85), each type of capacity is concerned with different key organizational functions or skills. Adaptive capacity deals with needs assessments, organizational assessments, program evaluations, knowledge management, strategic planning, and collaborations and partnerships. Leadership capacity signifies board development, executive leadership development, and leadership transitions. Management capacity includes human resource development, internal communications, and financial management. Technical capacity indicates service delivery skills, evaluation skills, outreach and advocacy skills, marketing and communication skills, legal skills, fundraising skills, the skills for generating earned income, accounting skills, financial management skills, as well as the technology skills of the organization. Additionally, in Connolly's conceptual model, the nature and extent of the four types of capacities differ according to the placement of a particular nonprofit organization within one of five

identified life cycle stages (Connolly, 2006, 88-92). This model is now used extensively by capacity building consultants in the United States and internationally as an important framework for identifying and measuring types of nonprofit organizational capacities appropriate at a given life cycle stage.

In more recent years, Connolly and York have further developed their capacity building model into an organizational self-assessment tool (The Core Capacity Assessment Tool or CCAT) and are in the process of gathering a very large nonprofit database using the CCAT survey (currently 2500 cases) from which to do a variety of research projects with various universities and foundations (TCCGroup, 2011). They use this same tool as a basis for research done under contract with private foundations, companies, nonprofits and government. This tool is proprietary and could not be accessed for this study.

The primary framework for categorizing capacities in this study is shaped by Light's work (2004). Among directors of 318 nonprofit organizations responding to a 2003 study, Light (2004, 57) found that directors said there were four primary purposes to their capacity building efforts. Eighty-eight percent of respondents had taken action to improve external relations. Eighty-six percent had worked to improve internal structure. Eighty-five percent had acted to improve internal management systems. Finally, seventy-seven percent had worked to enhance internal the leadership of the organization. As a result, Light (2004) adopted these purposed-driven categories to frame his analysis of capacities and capacity building efforts. As Table 2.2 shows, Connolly's (2006) and Light's (2004) capacity categories have one common label (i.e. leadership) but they

group various capacity building behaviors under different headings because of the

differences in their overall conceptual framework and study purposes.

Table 2.1 Comparison of Light's (2004) and Connolly's (2006) Capacity Categories

Light's 2003 Internet Survey (Light, 2004, 181)	Connolly (2006)
External Relations Capacity • Collaborations/partnerships/alliances • Mergers • Strategic planning/mission • Fundraising/development • External communications/ marketing/media relations • Program development/redesign • Facility expansion/improvement • Customer focus/surveys/input	**Adaptive Capacity** • Environmental learning • Organizational Learning and planning • Programmatic learning • Decision making • New resource acquisition • Organizational sustainability • Program sustainability
Internal Structure Capacity • Reorganization/restructuring • Team building/staff morale • Staffing levels/quality • Diversity initiatives • Rainy day fund/reserves • Innovation fund • Internal communication • Contraction/downsizing	**Technical Capacity** • Service delivery skills • Evaluation skills • Outreach and advocacy skills • Marketing and communication skills • Legal skills • Fundraising skills • Earned income generation skills • Accounting skills • Facilities management skills • Technology skills
Leadership Capacity • Board development/management • Leadership development/management training • Succession planning/search • Change in leadership • Greater delegation/participation/change in management style	**Leadership Capacity** • Board leadership development • Executive leadership development • Board to Executive relationship building • Leader influence • Community leadership and credibility • Leadership sustainability
Internal Management Systems • Technology planning/acquisition/use • Accounting/financial management • Personnel system • Staff training/development • Formal evaluation • Organizational assessment/accreditation processes • Outcomes/results management/accountability measures • Improved processes/procedures	**Management Capacity** • Staff development • Supporting staff resource needs • Program staffing • Managing program staff performance • Managing all staff performance • Conveying value of staff • Assessing staff performance • Problem solving • Volunteer management • Manager to staff communication • Financial management

Perhaps the most noticeable difference between these two frameworks is how the authors each conceive of management capacity. Light's list of components is more oriented toward organization capacities, while Connolly's is more oriented toward the management of people. Connolly's categories isolate the ability of the organization to manage change (i.e. adaptive capacity), whereas in Light's categorization, monitoring and evaluation functions (for identifying areas that need to adjust to change) are considered to be part of internal management systems and external relations categories.

In this study, the respondents themselves identified the capacity building effort upon which they chose to focus their survey responses. Light's (2004) categorization was provided in the survey, along with an 'other' section for directors to use if they felt Light's categories did not adequately encompass their effort. This allowed the researcher to analyze data according to either Light's framework, among others.

Nonprofit capacity building

Defining capacity building

The director's intention to build capacity was examined as the dependent variable of this study. As with the notion of "capacity", numerous definitions of capacity building are found in the literature. (See Appendix A). McPhee and Bare (2001) found the term "capacity building" to be so "popular and expansive" that its meaning is made vague, and like capacity, "the rhetoric is ahead of the work" (McPhee and Bare, 2001). The definition is made more difficult because capacity building programs vary according to the different needs of individual organizations, and with different geographical, social,

political and financial contexts (Light, 2004; Light & Blumenthal, 2003).   To make matters worse, researchers, practitioners, and policy makers each have their own vested interest in the concept.

Researchers have worked to operationalize their definition so that capacity building efforts can be measured and connected to some outcome of interest. For the past thirty years, research has accumulated that both clarifies the dimensions of capacity building, as well as evaluates its processes, outcomes and impacts. (Light, 2004; Light & Blumenthal, 2003; McKinsey & Co., 2001; The World Bank, 2011; TCCGroup, 2011b; David and Lucile Packard Foundation, 2011).   However, the term "capacity building" still lacks conceptual consistency in the research literature (McPhee and Bare, 2001). Light's (2004) research reveals the concepts of "capacity building" held by practitioners. Light (2004) asked nonprofit directors to define capacity building, They indicated that capacity building was a way to increase organizational resources or inputs (36%), a way to measure an organization's activities (30%), a way to improve overall program performance, improve the lives of clients, and increase organizational outputs and outcomes (16%), a way to maximize resources and efficiency (9%), or they didn't answer or rejected the term as 'bureaucratic buzzwords" (10%).   In an interview study done by Hubbard and reported in Light's 2004 work, nonprofit directors thought capacity building was 1) a necessary evil in order to accomplish the organization's work, 2) essential to accomplishing mission, 3) the answer to current organizational disasters, and 4) a part of ordinary good practice (p. 56-57).

From a policy perspective, various foundations and government agencies have created sometimes elaborate measurement frameworks in order to determine whether or not capacity was built in nonprofits as a result of investments. In these cases, while there is also a great variety of definition, the most well-known agencies (for example, David and Lucile Packard Foundation, or World Bank or the United Nations) are very specific in how capacity building is defined and accomplished, and what constitutes the capacity building processes, outputs and outcomes.

Capacity building as development

As shown in Appendix A, one of the ways in which capacity building has been defined is as a method of creating individual, family, neighborhood, community, regional, national and international development, as well as organizational and sector development. Capacity building is still considered the predominant social development framework by many national and international organizations and institutions (Eades, 2000; OECD, 2006; World Bank, 2011). As a policy directive, capacity building operates on a set of normative principles rather than a technique or commonly accepted methodological process. Normally, nonprofit leaders build capacity by engaging a technical consultant to evaluate the organization, and identify one or more areas of capacity the leaders wish to improve. Funding is then sought and provided, along with technical expertise to help make the desired change (e.g. see David and Lucile Packard Foundation, 2011).

This study's definition of capacity building

This study uses Connolly's definition of capacity building because Connolly refrains from using the word 'capacity' in his definition and his definition most appropriately covers the dimensions of capacity addressed in this study. Connolly (2006, 4) defined capacity building as "the act of making changes to organizational knowledge, resources, and abilities with the goal of helping a nonprofit organization to function more smoothly and to better fulfill its mission". This definition encompasses both the means (the organizational functioning) and the ends (or mission) of nonprofit organizations and identifies three areas of concern (knowledge, resources, and abilities). Connolly (2006, 4-5) depicted capacity building as a multi-layered performance process because, theoretically, some process and structural elements have to be built before others can be added on to them. Capacity building was conceptually viewed by Connolly as a sequential development of organizational capacities which grew from fairly elementary, rudimentary structures and processes to increasingly complex, well-developed structures and processes, with an emphasis on change and adaptation through different stages of an organization's lifecycle (Connolly 2006, 12). He drew on the organizational life cycle theories of Kinney Stevens (2002a), Sharken Simons and Donavon (2001), and Adizes (1988) to identify capacity functions and categories, and the nature of organizational functions at each stage of organizational development. This stage-based approach to capacity building requires a great deal of time and resources, and is on-going if an organization wants to grow to meet changing conditions, and avoid dissolution or decline,

but it is appropriate to the commonly acknowledged idea that organizations change over time (Sharken Simons and Donovan, 2001).

Assessing current capacity and future capacity building requirements

Several capacity building assessment instruments have been developed by large foundations, respected consulting firms, governments and international organizations to measure various areas of capacity and to guide the capacity building process. Light's performance-based surveys (2000, 2003, 2004), Connolly's life-cycle based assessment tool (Connolly, 2006), York's Core Capacity Assessment Tool (TCCGroup, 2011), Marguerite Casey Foundation's Nonprofit Organizational Capacity Tool (Marguerite Casey Foundation, 2011), Sharken Simon and Donavan's life-cycle based capacity assessment (2001), and Kenney Steven's life-cycle based capacity assessment (2002a) are among the most frequently referenced capacity building assessments. Most of these assessments are used as organizational leadership self-assessments. The evaluation tools of Light, the Marguerite Casey Foundation, and York's CCAT have been used as research surveys and also as the basis for professional technical consultations. The results of these assessments are used by nonprofits to target capacity areas needing improvement.

Light's (2004) analysis of capacity building was based on four major research studies (Light, 2000, 2002, 2003, and 2004) which were accomplished over five years. In those studies, nonprofit directors identified specific activities undertaken to build each of four types of capacity he had identified (Light 2000, 2003, 2004). Light (2004) found that organizations that had engaged in more types of capacity building efforts (i.e. to

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improve leadership, internal management systems, external relations, and internal structure) also reported that they were significantly more inclined to engage in future capacity building efforts and rated their success in past efforts significantly more successful.

The relationship of capacity building to organizational effectiveness

There are different beliefs concerning the relationship between nonprofit organizational effectiveness and organizational capacity building. Some believe these concepts to be distinct from each other, while others equate them. Light (2004) considers them to be separate concepts, but that capacity building leads to effectiveness (2004, 47) and that senior nonprofit administrators understand how the capacity building alters the effectiveness of the organization. "In theory, capacity building is designed to change some aspect of an organization's existing environment, internal structure, leadership and management systems, which, in turn, should improve employee morale, expertise, productivity, efficiency, and so forth, which should strengthen an organization's capacity to do its work, which should increase organizational performance" (p. 46). This is believed to consequently amplify an organization's impact on society (p. 45) which, in turn, is thought to boost public confidence, discretionary giving, and volunteering (p. 15). Thus, Light conceives of an indirect link between capacity building and organizational effectiveness, and he views organizational effectiveness as an intermediary output which produces other outcomes of interest (i.e. greater societal impact; increased public confidence, which in turn should increase giving, and volunteering).

Figure 2.5 Light's (2004) Logic Model of Capacity Building
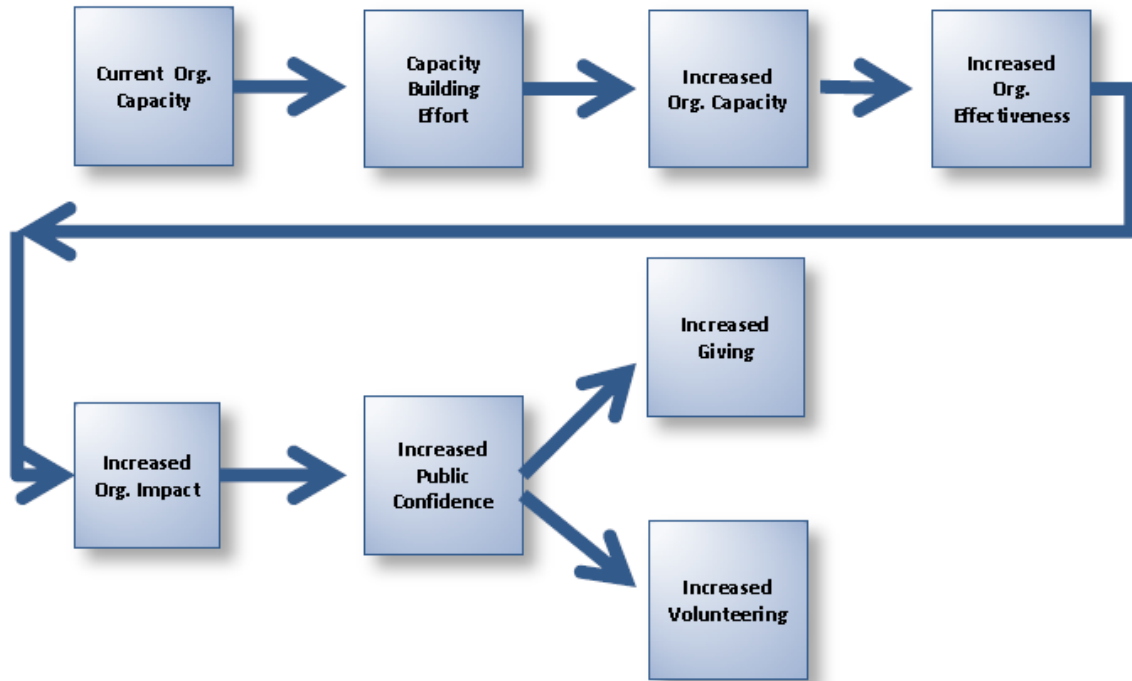
Modified from Light (2004, 15, 47)

Although Light (2004) found that capacity building does not guarantee organizational success or improved performance for nonprofits, he and Hubbard in 2003 did learn when studying 318 nonprofits that 14% of capacity building efforts were rated completely successful in raising effectiveness, 56% were mostly successful, 30% somewhat successful, neither successful nor unsuccessful, somewhat unsuccessful, mostly unsuccessful, or not rated at all (Light 2004, 85).   Light's conclusion (2004, 174) was that capacity building is an essential step in creating nonprofit organizational

effectiveness. However, he also found through his surveys of consultants, foundation leaders, and nonprofit executive directors that they thought an organization could be effective in achieving their program goals (which he equated with mission) and not be well managed (Light, 2000, 2002). He concluded that this meant that organizational effectiveness was not necessary for high performance (2000, 2002). Reciprocally, these respondents also thought that organizations could be well managed but still not achieve program goals. He concluded that it meant that organizational effectiveness was not sufficient for program impacts (Light 2000, 2003). While beyond the scope of this review, obviously poorly managed organizations may not achieve mission and program impact effectiveness for long because of the interpersonal dynamics that set in when both leadership and management systems are deficient (Light 2004) .

In contrast to Light, York and Connolly theorize that organizational capacity (as measured by CCAT), and organizational effectiveness are one and the same concept (TCCGroup, 2011). In other words, organizational effectiveness is defined by an assessment of core capacity and the organizational culture (York, 2012). Their approach not only inventories the nature and extent of capacity building behaviors, but also the internal culture and external environment of the organization in order to determine whether or not the organization's knowledge, abilities and resources meet the demands of their internal and external environment (Connolly, 2006; TCCGroup, 2011). (See the TCCGroup's website at http://www.tccgrp.com/ for a diagram and further explanation (TCCGroup, 2012)).

Some theorists are located somewhere in the middle. Kapucu, Augustin, and Krause (2004, 1) defined capacity building as "activities aimed at building multi-dimensions of organizational capacity and effectiveness". While they do not think organizational effectiveness and capacity building are the same concept, they concede that "nonprofit capacity building includes all the elements needed for organizational effectiveness" (Kapucu, Augustin, & Krause, 2004, 2). Sharken Simon & Donovan (2001) indicate that components of effectiveness must be framed within a life- cycle perspective because the nature and extent of capacity changes as the organization evolves over time. This implies that effectiveness, while remaining a different concept from capacity and capacity building, requires a structure of capacity evaluation appropriate for any given period of an organization's changing development.

Capacity building and outcomes sought

Nonprofit leaders engage in capacity building efforts for a variety of reasons. With the relationship between capacity building and organizational effectiveness in mind, it is hypothesized that directors engage in capacity building efforts that they think will produce positive outcomes in one or more aspects of their organization. Their strength of intention to engage in capacity building should increase as their attitudes towards the outcomes are more positive. Light (2003, 2004) asked nonprofit directors what criteria they used for judging the success of capacity building in improving overall performance. In two separate studies conducted in 2003 and 2004, he found four outcome indicators proved to be statistically significant relative to the various capacities that leaders built. These outcomes are whether or not the effort: 1) improved programmatic impact; 2)

improved organizational management; 3) produced long-lasting impact; and 4) increased productivity (Light, 2004, 103).

This structure of this study is framed by the Theory of Planned Behavior (Aizen and Fishbein, 2005) as it pertains to a nonprofit leader's intention to build capacity, and by the identification of capacity categories defined by Light (2004), as well as by Light's (2004) logic model of the relationships between organizational capacity, capacity building, and a director's intention to build capacity. Together, Light's capacity typology and Aizen's Theory of Planned Behavior provide acknowledged theoretical frameworks for considering organizational capacities as factors that directors consider when choosing to engage in capacity building efforts. Light's work also provided a comparative database from which to compare this study's findings. In the next section, five key factors that may significantly affect the antecedents to directors' intention to build organizational capacity are discussed. These factors are 1) the respondents' perception of the presence/absence of board governance practices; 2) the respondents' perception of the presence/absence of trust relationships within the organization; 3) The respondents' perception of overall organizational effectiveness; 4) selected respondent characteristics (i.e. age, years worked in nonprofit sector, gender, ethnicity, length of stay anticipated in current position, sectors previously worked in and educational level, and whether respondent was founder or co-founder); and 5) selected organizational characteristics (i.e. gross revenue last fiscal year, age of organization, number of paid staff, clients, donors, board members, contracts and grants, and partnership; growth

indicators [growth or decline in programs, clients, budget size, donors], and types of programs and services offered) .

Five major factors that may modify the antecedents to intentions

Directors' perception of presence or absence of board governance practices

In this study, board governance was the collective process by which the board sets and monitors broad goals and general directives to be implemented by the nonprofit director in support of the organization's mission. Although there is not one, agreed-upon, best form of governance (Brudney & Murray, 1998; Herman & Renz, , 1999, 2000; Nobbie & Brudney, 2003), when any form of board governance is functioning well, nonprofit organizations have been found to be more effective (Ingrahm, 2009; Brown, 2007; Gill, et al., 2002). This study uses the measure of board governance developed by Gill, Flynn, & Reissing's (2005) as a scale to indicate the levels of board governance within the nonprofits that were surveyed. (See Chapter Three for a more detailed review of this instrument.)

The ways in which boards of directors function, and the activities they undertake (ie. board governance), has a well-recognized relationship to the development and effectiveness of nonprofit organizations (Ingram, 2009; Brown, 2007,a 2005). The relationship of board governance to the healthy functioning of nonprofit organizations is noteworthy for its prominence in the literature.

Many models of board governance have been promoted and studied over the past 60 years (for example, Carver, 1990; Drucker, 1954, 1990, 1993; Ingram, 2009;

Connolly, 2006; Herman & Renz, 2002a, 2008).   There are nonprofit board governance

models that focus primarily on board practices for setting policy as a means to

organizational effectiveness (Carver, 1990). Some include the importance of the board in

establishing and evaluating the organization's goals (Drucker, 1954). Other models

advocate co-governance of the board with the CEO (Drucker, 1993). There have been

models of nonprofit governance practices which focus on the individual mission of any

given organization (Gill, 2001). Still others recommend clear communication as the key

to good governance, including the existence of a formal system of delegation, a means of

ensuring accountability, and a clearly articulated philosophy and approach to governance

(Hough, McGregor-Lowndes, & Ryan, 2004). Despite the demonstrated relationship

between governance and effectiveness, empirical research refutes the idea that there is

one best way to govern nonprofits (Brudney & Murray, 1998; Gill, 2002; Herman &

Renz, 2000; Herman, Renz & Hiemovics, 1997; Jackson & Holland, 1998; Nobbie &

Brudney, 2003).

BoardSource (a nationally-recognized nonprofit support and consulting agency)

promotes two complimentary approaches to boosting nonprofit effectiveness. One

approach singles out board governance as the path to effectiveness (Ingram, 2009) and

the other stresses the importance of capacity (Connolly, 2006.) The two models are

interrelated, or overlapping. Ingram's model (2009) of board governance measures the

ability of the board to perform ten major functions needed for building the capacity to

fulfill the organization's mission. Connolly's model (2006) encourages senior

management and staff to be transparent with the staff and public, to constantly review

and renew their activities, resources, and services as their operating context changes. Connolly (2006) anticipates that board behavior will nourish the development of the organization across life stages, given the organization's resources, and capacities that develop over time. In this model, the board is expected to mature with time, if members are engaged actively.

The significance of board governance to organizational effectiveness has been frequently noted (Bradshaw, Murray & Wolpin, 1992; Gill, Glynn & Reissing, 2005: Herman & Renz, 2000). Because board governance also has the potential to be controlled, it has become a focal point of interest to empirical researchers (Murray, 2004). Board governance has been defined in the prescriptive literature by its various structures and operating procedures, roles and responsibilities, composition and culture. All of this can influence decisions on such things as strategic planning, fundraising, operational policies, and evaluation, which in turn are seen as having an effect on the organization's overall performance (Murray, 2004). Some of the influential operational definitions of board governance have been summarized in a classification (Kumar & Nunan, 2002), which was adapted by Helmut Anheier (2005) and slightly modified by Brown and Robinson (2011) as seen in Table 2.2. This table shows how significant actors in the United States (e.g. Board Source) and Great Britain (e.g. the National Council on Voluntary Organizations and the Charity for England and Wales) have operationalized the responsibilities of a governing board. Table 2.4 provides a brief example of board behaviors that are used in measuring board performance.

Table 2.2 Roles and Functions of Board Governance (Brown & Robinson, 2011)

Role and core Commission characteristics	National Council on Voluntary Organisations (UK) Responsibilities of a trustee	BoardSource Responsibilities of a trustee	Charity Commission for England and Wales Responsibilities of a trustee
Fiduciary responsibility/ Direction	Determine mission and purpose Develop and agree long-term plan Develop and agree policies	Determine mission and purpose Ensure effective planning	Take a long-term as well as a short-term view
Steering/ Independence	Guard ethos and values Ensure adequate resources Ensure assets are protected and managed	Ensure ethical integrity Ensure adequate resources Manage resources effectively Enhance public standing	Avoid conflict of interest and personal benefit Approve fund-raising campaigns Manage charities, affairs prudently
Process/Leadership	Ensure activities are legal and constitutional Ensure accountability legally and to stakeholders Agree budget and monitor Monitor organization's performance Review board performance Establish human resources procedures	Ensure legal integrity Maintain accountability Monitor organization's performance Ensure board renewal Select CEO Support and monitor CEO	Act strictly constitutionally Give employment contracts and job descriptions
Process			Act together and in person and not delegate control

Source: Brown & Robinson. (2011).

Particular board practices have been associated empirically with effective governance. The summary below, modified from Murray, 2004, 6, shows that effective boards are more likely than ineffective boards to do the following things.

1) Engage in regular and specific efforts at board training and development (Brown, 2005, 2007; Brudney & Murray, 1998; Green & Gresinger, 1996; Herman & Renz, 1997, 2000; Herman & Heimovics, 1997; Jackson & Holland, 1998; Nobbie & Brudney, 2003);

2) Attempt to clarify the roles and responsibilities of the board *vis a vis* the CEO and staff/volunteers (Bradshaw, Murray & Wolpin, 1992; Herman & Renz, 2000; Herman, Renz & Heimovics, 1997; Jackson & Holland, 1998);

3) Make explicit efforts at developing a strategic plan for the organization (Bradshaw, Murray & Wolpin, 1992; Herman & Renz, 2000; Herman, Renz & Heimovics, 1997; Jackson & Holland, 1998; Stone, Bigelow & Crittenden, 1999);

4) Stay focused on priorities (Jackson & Holland, 1998);

5) Attempt to assess their own performance at regular intervals (Herman & Renz, 1997, 2000; Jackson & Holland, 1998); and,

6) Place emphasis on external relation activities (Herman & Renz, 1997, 2000; Middleton, 1988).

On the other hand, Murray (2004, 7) also reported that empirical research existed that contradicted some of the "best practices" recommendations of the applied literature. For example, the board's role was frequently viewed as setting the mission, the strategic priorities, and broad policies so that the CEO could implement these through daily management. However, Fenn (1978) found that governing boards often look to the CEO for direction. Murray (2004) also found research demonstrating that the CEO had a significant role in setting general policies (Cornforth, 1999; Pettigrew & McNulty, 1995). Additionally, the CEO frequently has more influence on organizational effectiveness than did the board (Cornforth, 1999; Herman & Heimovics, 1991; Murray, Bradshaw, & Wolpin, 1992; Pettigrew & McNulty, 1995). Contrary to the recommended prohibition against interaction between the staff and board members, research suggests (Salipante, Morrison & Zeilstra, 2003) that informal interactions between staff and board members,

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under particular circumstances, could be a significant benefit to nonprofit organizations (cited in Murray, 2004).

Gill, Flynn and Reissing's (2005) Board Governance Quick Check instrument was used in this study as a measure of the presence or absence of desired governance practices. Gill, Flynn and Reissing (2005) developed a 144 item survey which was called the Governance Self-Assessment Checklist which contained 12 subscales, including a "Quick Check" assessment. (Reliability and validity data on the Quick Check are reviewed in Chapter Three.) The authors compared various stakeholders' assessments of the presence of board governance best practices with their evaluation of organizational performance effectiveness both to affirm a relationship between those concepts, and to validate their subscales, including the Quick Check. They surveyed board members, external leaders that had affiliation with the organization, and directors of 31 nonprofits in Canada. Their findings were consistent with other researchers (for example, Bradshaw, Murray and Wolpin,1992; Herman & Renz, 1997, 1998, 2000, 2002). Board members tended to evaluate the organization's performance and board performance in a manner consistent with external leaders' evaluations, while directors tended to rate performance of the organization and board differently.

The Board Effectiveness Quick Check was one of twelve subscales in the study (Gill, Flynn, and Reissing, 2005) and consisted of eleven items concerning positive governance practices, and four items dealing with organizational effectiveness. The validity of the Quick Check was verified by its high correlation with the Governance Quotient (R=.85, p = .001) in a study of 31 nonprofits. The Governance Quotient is the

mean score of eleven individual governance subscales developed by Gill, Flynn and Reissing. The correlation of the Quick Check with each of those subscales individually ranged from a high of R=.92, *p* = .001 on Board Culture subscale to a low of R=.52, *p* = .003 on the Risk Management subscale.

The responses of executive directors differed from those of board members and external community leaders familiar with the nonprofit. The executive directors' ratings on the Quick Check explained only 16 percent of the variance in external community leader ratings (*p* = .04).   Gill, Flynn and Reissing (2005) also found consistent negative correlations between board members' and executive directors' ratings on the Quick Check. In particular, the responses of these two groups were negatively correlated when evaluating board member turnover. The authors found that directors' ratings of organizational performance effectiveness were strongly correlated with their board governance ratings (R = .71, *p* = < .01) (Gill, Flynn, & Reissing 2005, p. 284). When directors rated organizational performance effectiveness positively, they also agreed or strongly agreed that board governance best practices were present.

Eleven of the fifteen items in the "Quick Check" are directly related to board governance. These eleven items were used as the measure of the presence or absence of desired board governance practices in this study.

Organizational Effectiveness ratings

The researchers created a scale for measuring organizational effectiveness by combining the four items on organizational effectiveness from within the Gill, Flynn and Reissing (2005) Board Governance Quick Check scale with two indicators of adaptive

capacity from Connolly's measures of nonprofit effectiveness (2006).   As stated

previously, board governance has been examined as a major predictor of organizational

effectiveness (Bradshaw, Murray & Wolpin, 1992; Gill, Glynn & Reissing, 2005:

Herman & Renz, 2000). The four items on organizational effectiveness were separated

from the Governance Quick Check because the researchers wanted to avoid collinearity

between measures of governance and measures of effectiveness, but also because

researchers wanted to have a short list of organizational effectiveness indicators for

nonprofit leaders to rate.

Presence or absence of trust relationships

A third key factor that may significantly modify one or more of the antecedents to

directors' intentions to build capacity was respondents' degree of agreement that various

trust relationships among director, board, staff, and volunteers were present in the

organization. The trust relationship factor was examined because trust relationships have

been assumed to change when there is greater uncertainty about whether or not people

involved have the competence necessary and sufficient to make adjustments during times

of change.

The concept of trust has been viewed as the "willingness of a party to be

vulnerable to the actions of another party based on the expectation that the other party

will perform a particular action important to the trustor, irrespective of the ability to

monitor or control that other party" (Mayer, Davis & Schoorman, 1995, 217). Trust is

frequently defined as positive expectations of the behaviors of others (Lewicki & Bunker,

1995; Bhattacharya, Devinney & Pillutla, 1998; Cummings & Bromiley, 1996).

Although trust is "communication-based, dynamic, multifaceted, and not adequately understood" (Ellis & Shockley-Zalabac, 2001), as applied to this research, trust indicates the director's perceptions that they or others can expect specified people in the organization to perform actions with skill and goodwill, so that there is confidence that actions will be performed with little need to monitor or control those actions. With the theory of planned behavior in mind, trust is theoretically conceived as one of the factors considered by directors when determining how much control they have over making the capacity improvement being considered and as modifying their sense of the amount of social pressure they feel to make the change.

Trust has been associated with the perceived effectiveness of organizations (Mayer, Davis & Schoorman, 1995; Ellis & Shockley-Zalabac, 2001). Traditionally, trust and distrust were discussed and researched as opposite ends of a unidimensional continuum (Rotter, 1971; Lewick & Bunker, 1995). Distrust was understood to be either low trust or the absence of trust. Normatively, trust was "good" and distrust was "bad" relative to organizational performance and effectiveness (Lewicki & Bunker, 1995; Lewis & Weigert, 1985). More recently, trust has been examined as the optimistic expectation of the behaviors of others when one had to make a decision about how to act under conditions of vulnerability and dependence (Mayer, Davis, & Schoorman, 1995). Lewicki, McAllister & Bies (1998, 439) define trust as "confident positive expectations regarding another's conduct" and distrust as "confident negative expectations regarding another's conduct". To paraphrase, to have confident, positive expectations (trust) means that a person is likely to attribute good intentions to another person, and is willing to act

based on their experience of the other person's behavior (Lewicki, McAllister, & Bies, 1998, 439). By the same token, to have confident, negative expectations (distrust) means that a person is likely to attribute sinister intentions to another, and that they want to protect themselves from the effects of another's conduct (Lewicki, McAllister, & Bies, 1998, 439). Beyond the direct interaction or observable conduct of individuals, the social context includes other factors that may influence initial relationships from which trust or distrust grows. These include the trust or distrust accumulated in prior relationships (Colquitt, Scott & LePine, 2007), reputation information, personality factors (Rotter, 1971; Lewicki, McAllister, & Bies, 1998), social similarities and differences (Wageman, 2006), and the physical context of interactions (Shapiro, Sheppard., & Cheraskin, 1992). Given all of these factors, and the inconsistency of human behavior in different contexts, it takes time for certainty to develop concerning trust or distrust. Both trust and distrust are thought to move toward more certainty, based on the frequency, duration, and domain of one's experience of another, and that cognitive balance is a temporary and transitional state (Lewicki, McAllister, & Bies, 1998, 442, 443).

Employees relate to each other in social networks characterized by many kinds of connections which can influence trust (Kramer, 1999). When people relate to each other in more than one context, then "multiplex" relations exist (Colquitt, Scott & LePine, 2007, Lewicki, McAllister, & Bies, 1998). Scholars have examined several facets of the multiplexity in network relations including exchanges of information; goods and services; expressions of affection (liking or animosity); and attempts to influence and control (Monge & Eisenberg 1987). The broader the array of experiences people have with one

another, the more frequent their interactions, and the longer the duration of their relationship, the more factors individuals will take into account when judging and relating to each other. With this kind of rich experience of another person, one comes to understand the degree, the manner, the areas, and the limits of one's own trust in the other person that develops over time (Lewicki, McAllister, & Bies, 1998).

While some scholars have assumed that multiplex relationships are unidemensional and only trusting (Ibarra, 1995), others have argued that trust and distrust exist simultaneously in multiplex relationships (Lewicki, McAllister, & Bies, 1998). Individuals sometimes deal with this complexity by compartmentalizing their interactions according to context, or by cautiously trusting while verifying trust in another at the same time. Relationships are bounded and segmented, and opportunities are pursued, but risks and vulnerabilities are continuously monitored (Lewicki, McAllister, & Bies, 1998). In such environments, expressions of high distrust might include fear, skepticism, cynicism, and wariness, while at the same time expressions of hope, confidence, and initiative may be present. Expectations of things hoped for and expectations of things feared can co-exist. Trust and distrust can operate in organizations as two separate, simultaneous dimensions of organizational life (Luhmann, 2000; Lewicki, McAllister, & Bies, 1998). In this study, trust was hypothesized as having a modifying effect on the antecedents to a directors' intention to build capacity.

In the workplace, trust among people translates into job satisfaction (Luhmann, 2000; Colquitt, Scott, & LePine, 2007), commitment to the organization (Kernan & Hanges, 2002), role clarity (Podsakoff, MacKenzie, Paine, & Bachrach, 2000), increased

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performance, increased productivity (Lewicki, McAllister, and Bies, 1998), the level of group cohesion (Podsakoff, MacKenzie, & Bommer, 1996), perceived fairness of decisions (Podsakoff, MacKenzie, Paine, & Bachrach, 2000), shared power and control (Colquitt, Scott, & LePine, 2007), better job design, more effective communication, more effective relations among units, higher creativity and innovation, greater organizational citizenship behavior, goal sharing, and better crisis management (Luhmann, 2000). Higher levels of trust are associated with higher levels of organizational credibility (Kernan & Hanges, 2002), more effective strategic alliances and partnerships (Sheppard, 1995), and higher levels of effectiveness (Daley, 1991).

Organizational leaders greatly affect the level of trust that is developed and maintained (Kanter, 1977 & 1993; Laschinger, Finegan, Shamian, & Casier, 2000). When leaders create a work environment in which people can access needed information, resources, support, and opportunities to learn and develop, then employees and volunteers sense that management can be trusted to ensure high-quality outcomes (Laschinger, Finegan, Shamian, & Casier, 2000; Kerfoot, 1998; Kanter, 1977, 1993).   According to Kanter (1977 & 1993), employees in environments such as these tend to be more committed and more likely to engage in positive organizational activities.

The structure of work also makes a difference to levels of trust. Designing jobs that are visible and central to accomplishing the mission (Laschinger, Finegan, Shamian, & Casier, 2000), and integrating and protecting flexibility in jobs so that creativity and innovation develop increases levels of trust.   Open communication, sharing perceptions

and feelings, involving workers in decision making also are found to enhance trust (Mishra, & Morrisey, 1990).

Informally, encouraging working teams and alliances builds trust and acts as a mediating factor for many positive outcomes (Laschinger, Finegan, Shamian, & Casier, 2000). Such trusting alliances engender self-efficacy, autonomy (Sabiston, & Laschinger, 1995), commitment (Dubuc, 1995; McDermott, Laschinger, Shamian, 1996; Wilson, & Laschinger, 1994; Sabiston, & Laschinger, 1995), participation in decision making (Kutzscher, 1994), job satisfaction, a sense of control over one's work practices (Laschinger, & Havens, 1996), and lower levels of employee burnout (Colquitt, Scott, & LePine, 2007).

Leaders communicate trust by how they manage (i.e. their managerial philosophy in practice), and the kinds of organizational processes and structures they create (Lewicki, McAllister, & Bies, 1998). The kind of leadership that builds trusts includes the use of discretion, availability, competence, consistency, fairness, integrity, loyalty, openness, overall trust in people, promise fulfillment, and receptivity, and the presence of formal and informal communication channels through which information can be obtained.

Trust must be present in order for organizations to grow and change effectively (Laschinger, Finegan, Shamian, & Casier, 2000). On the other hand, distrust (skepticism and verifying reliability) may also help to create positive change (Lewicki, McAllister, & Bies, 1998). For optimal growth and change, high levels of mutual trust are needed between staff members, and between leaders and staff (Colquitt, Scott, & LePine, 2007).

During times of change trust can be consumed which may threaten effectiveness, or change the way the organization functions so that more monitoring and verification mechanisms are required (Laschinger, Finegan, Shamian, & Casier, 2000). For example, downsizing decreases levels of trust, and as trust is lowered, communication decreases and conflict increases (Mishra, & Spreitzer, 1998).

Change can generate more ambivalence in interpersonal relationships (Lewicki, McAllister, & Bies, 1998). If they do not have power or a leadership position, change can cause employees to feel more dependent on others in order to do their jobs well. The uncertainty that accompanies change can result in limited access to the kinds of information people need to decide how much others can be trusted. Work climates characterized by uncertainty and vulnerability are central to understanding the dynamic between trust and distrust (Lewicki, McAllister, & Bies, 1998). Leaders play a critical role in the development and maintenance of trust in such situations because they control the flow of information. They can choose to share or not share key information that is needed by employees who lack power so that they make the right decisions for themselves, the organization, and customers (Tyler & Degoey, 1993).

Organizational capacity has been directly associated with the levels of trust between personnel (Ellis & Shockley-Zalabak, 2001; Herman & Renz, 1999; Putnam, 1995; Roussin Issett & Provan, 2005). The prominence that trust has had in the literature related to organizational effectiveness, and the aforementioned association of organizational effectiveness to nonprofit capacity, in itself warrants the inclusion of trust as a factor for investigation in this study. Aside from the "healthy skepticism" argument

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put forth by Lewicki, McAllister, & Bies (1998), the literature indicates that greater

levels of trust should result in more organizational effectiveness.

Brown & Robinson (2011) found that when trust between the board and staff was

the single factor predicting organizational effectiveness, it predicted 9.3% of the variance

in directors' organizational effectiveness quotient ($R^2 = .093$, $p < .01$). The βeta indicated

a positive relationship ($\beta = .120$, $p < .01$), as might be expected. Likewise, higher levels

of trust between staff members showed a positive relationship with the director's

perceptions of organizational effectiveness ($\beta = .173$, $p < .01$). However, when trust

between the director and the board was the only factor used as an independent variable

influencing the director's perceptions of organizational effectiveness, it showed a

significant ability to predict 13.3% of the variance in the director's perceptions ($R^2 = .133$, $p < .01$) and the relationship was negative ($\beta = -1.944$, $p < .01$), which was

unexpected. As a result, director-perceived levels of trust (between the board and the

staff, between the director and the board, between staff members, as well as between the

director and the staff) are investigated in the current research as factors which may have

an effect on the antecedents to directors' intentions to build capacity.

Selected leader' (respondent) characteristics

In previous research studies a nonprofit director's age, education level, years of

work within the nonprofit sector, years to retirement or leaving an organization, and

ethnicity have been significant predictors or statistically associated with differences in

organizational capacity and various stakeholders' ratings of organizational effectiveness

or capacity building success (Light, 2004; Brown & Robinson, 2011; Light, 2004, 2000, 2001; Corneluis & Wolfred, 2011). These factors were included in the current study.

In addition, in the researchers' 2010 study of ninety-eight nonprofit directors in South Carolina (Brown & Robinson, 2011), data indicated that directors were significantly more confident of others' management ability when the director had fewer years of service in the nonprofit sector, their salary was lower, they served less time in their current organization, and planned to go to a deputy director role once leaving their current organization. In the same study (Brown and Robinson, 2011) directors were statistically significantly more confident of others' technical capacity when they (the director) had served fewer years in the nonprofit sector, had worked in the business sector prior to coming to the nonprofit sector, and when they planned to become an associate director after leaving their current organization. Likewise, directors were statistically significantly more confident of others' leadership capacities when they indicated they were going to a government job after leaving their current organization or were planning to be self-employed (Brown and Robinson, 2011). Again (Brown and Robinson, 2011), directors were significantly more confident of others' adaptive capacities when they planned to be self-employed after leaving their current organization. Of note in this study, when directors rated themselves as less effective, they rated their organization as more effective. These results suggest that characteristics of the respondents (being senior administrators or directors) may modify their attitudes, perceptions of norms and control over capacity building behavior, as well as their intention to build capacity.

Selected organizational characteristics

In previous studies, several organizational factors have been significantly associated with or predictors of organizational effectiveness and highly effective performing organizations. These include the age of the organization, its budget size, the number of full-time and part-time paid employees, the number of grants, contracts, and awards the organization had, as well as the number of formal partnerships with other organizations in the community. These organizational characteristics were used in this study to examine their associations and effects on the antecedents to intention and the overall strength of intention. Gill, Flynn and Reissing (2005) found that the size of the organization, the size of its board, or staff were not correlated significantly with various stakeholders' ratings of effectiveness of the board or that of the organization (p. 287).

Light (2004) found that the age and size of nonprofits to be significant modifiers of the capacities nonprofits choose to develop (Light, 2004). Light found that younger organizations undertake capacity building activities different from those chosen by older organizations (2004, 59). Older organizations adopted capacity building approaches designed to counter over-bureaucratization which is consistently associated in the literature with decline and dissolution (Connolly, 2006; Sharken Simon & Donavan, 2001; Adizes, 2005). The differences that age and size made in modifying the types of capacities that nonprofit leaders chose to build are summarized in Table 2.5.

Table 2.3 Light's (2004) Findings on the Relationship of Age and Size of Organization with Capacity Building Activities

Younger Nonprofits (less than 15 years old)	*Older Nonprofits (more than 15 years old)*
More likely to embrace collaboration	More likely to embrace mergers
More likely to engage in org. assessment	More likely to re-organize
Less likely to engage in media relations	More likely to engage in team building
Less likely to re-organize	More likely to engage in leadership development
Less likely to engage in team building	More likely to make changes in personnel system
Less likely to engage in leadership development	More likely to evaluate their organizations or programs
Less likely to pursue use of new information technology	More likely to delegate routine authority
Less likely to make changes in their personnel system	Older, smaller (in budget size) orgs. less likely than younger orgs or larger orgs to focus on staff diversity or outcome measurement
More likely to engage in activities that build their influence	Older, smaller orgs tend to have modest growth in budget and lower engagement in program evaluation and outcomes measurement
Less likely to make external contacts with engaged in capacity building efforts	More likely to engage external expertise than younger (3xs more likely) when engaging in capacity building efforts
Only modestly more likely to use formal evaluation of capacity building efforts than older orgs	Significantly more likely to use objective evidence to just success of capacity building efforts

Source: Light, P. (2004, 58, 99)

In Light's 2003 survey of 318 nonprofit organizations, larger organizations tended to choose different capacity building interventions than did smaller organizations (Light 2004, 99). The larger the size of the budget, the more likely the organization was to have engaged in all four types of Light's capacity building activities (i.e. capacity building related to improvement of external relations; internal structures; leadership; and management systems). Forty percent of organizations with budgets below $500,000 had made improvements in all four areas of capacity building, compared with fifty-nine

percent of organizations between $500,000 and $1,000,000, and sixty-eight percent of those with budgets between $1,000,000 and $2,000,000. Light found that the size and age of a nonprofit had a combined effect which together increased the likelihood of more capacity building (Light, 2004, 114.)

Other factors with a significant relationship to capacity building were the presence of planning, measurement or evaluation, and selected outside resources (Light, 2004). Organizations that had engaged in extensive planning were more likely to rate their capacity building effort as more effective (Light, 2004, 100). However, successful capacity building was associated with a wide variety of approaches, so that there was no particular approach that stood out as the best practice to follow (Light, 2004, 100). In addition, an organization's manner of measuring change was found to be a significant indicator of their readiness to seek improvements. Objective evidence was sought by organizations that were ready for real change (Light, 2004, 100), and readiness for change was equated with the extent to which a nonprofit was able to adapt to changing environments (Connolly, 2006; Light, 2004; Sharken Simon & Donavan, 2001). Measuring capacities within nonprofits is viewed by many scholars to be essential to the "scaffolding" of successful change (for example, Light, 2004; TCCGroup, 2011; Adizes, 2009, 2005; Eades, 1997).

The researcher has previously found organizational characteristics to influence respondents' assessment of various organizational capacities. In the researchers' study of ninety-eight nonprofits in South Carolina (Brown and Robinson, 2011), directors were significantly more confident of *others' management efficacy* when the number of paid

staff was less, when the organization's income and expense levels were less, when they did not have federal or state grant funds, or managed revenue from wills and estates, when they did not have partners that referred clients to their nonprofit or partners that used their services, when they did not offer counseling or housing assistance services. They found directors to rate the *technical capacity of others* higher when the organization had fewer board members and did not have a board governance committee, when the organization was younger, had fewer paid staff, had less income and expenses, did not receive revenues from federal, state grants or wills and estates, had fewer partnerships, when partners did not refer clients to their organization or use their organization's services, and when they did not offer counseling services, grant writing services and housing assistance (Brown and Robinson, 2011). Directors were statistically significantly more confident of *others' leadership capacities* when the nonprofit was younger, when "other" ethnicities (besides Caucasian, African American, Hispanic, Asian and Pacific Islanders) were not serviced, when partners did not use their program services, when the organization had no memberships (as identified in the survey), and when the organization offered short-term utility services to customers (Brown and Robinson, 2011). Finally, researchers found that directors were significantly more confident of others' adaptive capacities when the organization had fewer paid staff, fewer partners, when partners did not refer clients to their organization, participate in joint events, or use their services, when h had none of the memberships listed in the survey, and did not offer mentoring services. When the organization offered family planning services, directors were more confident in the adaptive capacities of others.

Finally, when they rated others' and their own adaptive, leadership, management and technical capacities as less effective, they rated the *overall effectiveness of their organization* being higher (Brown and Robinson, 2011). These results indicate the potential for organizational characteristics to influence ratings of attitudes, norms and behavioral control concerning a capacity building effort.

The number and kind of capacity building efforts done in the past

Light (2004, 112) found that those that had a history of capacity building in all four capacity categories (i.e. external relations, internal structures, management systems and leadership) differed from those directors that indicated their organization had done capacity building in two or fewer categories. They differed significantly in their ratings of how successful the capacity building effort had been (68% to 50%); how successful it had been to improving program impacts (65% to 54%), and how successful the capacity building effort had been in improving overall performance (76% to 48%). They also differed significantly in their indications of whether they were apt to engage in another capacity building effort in the near future. They also differed in their indications of what prompted them to engage in capacity building.

In addition, the size of the organization was significantly related to their history of capacity building. Larger nonprofits with budgets over $500,000 a year were more likely to have engaged in all for kinds of Light's capacity building. Organizational age and size co-varied and increased the likelihood that the nonprofit had engaged in all four types of capacity building (Light, 2004, 114).

Directors' ratings of reasons for capacity building success

People examine the outcomes of past efforts as a way of deciding whether or not to repeat such an effort (Aizen, 2006). In Light's study (2004), directors' ratings of success varied significantly among those directors from organizations that were larger (in budget size), older, had engaged in prior capacity building, and had previously determined indicators of success. Light (2004, 118) found twenty-six possible explanations of the success of capacity building efforts from his previous interview and survey studies. Of the nonprofits that were surveyed in 2003 and reported in 2004, directors rated their capacity building effort successful when 1) the effort improved program impacts, 2) the effort improved organizational management, 3) their rating of success was based on hard evidence, 4) financial resources were adequate, 5) the organization had a history of capacity building, and 6) the effort was prompted by increasing demand for services. These six factors explained 48% ($R^2 = .475$, $p<.01$) of the variation in the ratings of perceived reasons for the success of capacity building efforts in his study (Light, 2004). Questions concerning these factors were included in the current study.

Modified conceptual framework for this study

Based on the review above, the theoretical framework guiding this study was created, based on the literature and concepts reviewed above. This framework is presented here. It is "modified" because, while this framework is based on the Theory of Planned Behavior, the researcher added factors that might modify those antecedents. Previous research using the Theory of Planned Behavior tends to employ Aizen's (2006)

general conceptual framework by focusing on a particular behavior (such as exercise, smoking cigarettes, or driving over the speed limit).   In the current study, the three direct antecedents to intentions (i.e. attitudes, subjective norms, and perceived behavioral control) are related to the intention to build capacity in nonprofit organizations. Strength of intention was represented in this study by a scale that combined three responses indicating the degree to which the respondent expected, wanted, and intended to perform the capacity building effort. The five key factors that may significantly modify the antecedents to intention (discussed above) were also examined. Former studies indicate a significant relationship between each of the five factors and organizational performance effectiveness (for example Light, 2000, 2002, 2004; Brown & Robinson, 2010; Herman & Renz, 2006, 2008), but the ways in which those factors may combine to most significantly influence the antecedents to directors' intentions to build organizational capacity has not been studied prior to this research. The study's conceptual framework is depicted in Figure 2.8.

Research questions

The following are the research questions that guided the analysis of this study.

1. When the respondents' attitudes, norms, and behavioral control perceptions are positive, is their intention score to build capacity higher?

    a. What attitudes (positive and negative) are significantly associated with strong intention to build capacity?

Figure 2.6 The Study's Conceptual Framework

Five Factors Modifying Antecedents	Antecedents To Intention To Engage In A Particular CB Effort	Directors' Intention to Build Organizational Capacity
Presence/Absence Board Governance Practices	Attitudes + or – outcomes perceived and the value of CB	• Past and Future External Relations Capacity
Degree of Organizational Effectiveness		• Internal Structure Capacity
Presence/Absence of Trust Relationships	Subjective Norms Regarding the Social Desirability to Do CB	• Leadership Capacity
Nature of Organizational Characteristics		• Internal Management Systems Capacity
Nature of Respondent Characteristics	Perceived Control Over the CB Effort	

Modified from Aizen, 2006, Used by permission

    b.   What subjective norms are significantly associated with strong intention to build capacity?

    c.   What behavior control factors are associated with a strong intention to build capacity?

2. Which of the five modifiers had a significant correlation with each antecedent to intention to build past and future capacity (that is, with attitudes, perceived norms, and a sense of behavioral control)?

3. What are the significant relationships between modifying factors, antecedent factors, and the intention to build capacity, both past and future?

Hypotheses

Based on the status of current research findings the follow hypotheses were created.

H1: When the respondents' attitudes and subjective norms are more positive, and they perceive they have greater efficacy and control, the respondents' intention to build capacity score will be higher.

H2. Respondents' intention to build capacity will significantly correlate with respondents board governance score. Higher intention scores will have a significant association with higher board governance total scores.

H3: When capacity building in a specific capacity area (i.e. leadership, internal management systems, external relations, internal structures) has been successful in the past, they are more apt to intend to engage in future capacity building efforts in each specified area.

H4: Nonprofits that are older will significantly differ from younger organizations (those younger than fifteen years) in the kind of capacity building efforts they have done in the past.

H5: Respondents from nonprofits that had higher board governance scores (indicating that practices were present) will be significantly associated with organizations reported to have conducted external relations and internal structure capacity building within the past five years.

H6: Organizations that indicated growth had occurred during the past five years will be associated significantly with organizations that had engaged in external relations and internal structure capacity building.

H6: Respondents from organizations with eleven or more paid staff will be associated significantly with having done leadership and internal management systems capacity building efforts within the past five years.

H7: Respondents from organizations with eleven or more paid staff will be associated significantly with having undertaken leadership and internal management systems capacity building efforts within the past five years.

Summary

This chapter reviewed relevant literature on the major constructs found in this study's theoretical framework including intention to build organizational capacity, the three antecedents to intention (i.e. attitudes, subjective norms, and behavioral controls) and five factors (respondents' ratings of the presence or absence of trust relationships, board governance practices, organizational effectiveness, and selected director and organizational characteristics) that may be significantly associated with the antecedents to the respondents' intentions to build capacity. The modified theoretical framework guiding the directions of this study was presented, followed by the research questions and hypotheses.

CHAPTER THREE

METHODS AND PROCEDURES

This chapter describes the processes which were used to answer the research questions and to respond to the hypotheses that were posed in response to the literature on elements of the research model. The chapter explains how the study was designed and how the data was collected. It includes descriptions of sample selection and recruitment of the survey and its sources, and a plan for checking the validity and reliability of scales, as well as for cleaning and analyzing data. The chapter describes the various tests that were used to determine the answer to the research questions and to confirm or deny hypotheses.

Study design

This pilot study was designed as a cross-sectional survey of a convenience sample of nonprofit directors and senior administrative nonprofit staff from across the United States. It did not use a comparison group and has been administered once at the time of this writing. A sample was drawn from the population of leaders of all nonprofits across the United States that were in the National Development Institute's email database. The survey was administered online following approval of exempt status from Clemson University's Institutional Review Board the second week of December, 2011. The respondents were directed to a link to the survey which was encrypted and hosted on the Survey Monkey website. Two follow up invitations were sent online in the third week of December, 2011 and the second week of January, 2012 to all directors who did not

respond to the first invitation. A total of 470 leaders responded to the survey. (See Appendix C for invitation and follow-up email letters.)

Setting and population of the sample

The survey was administered to leaders of nonprofit organizations currently in the National Development Institute's database. The National Development Institute (NDI) is an international nonprofit, providing nonprofits with educational programs, seminars, and consultations on nonprofit organizational development. They also have an extensive collection of resources (audio recordings, videos, printed booklets) available to nonprofits to improve their capacity to develop well-managed organizations. They offer particular expertise in fundraising knowledge and resources, and are a certified International Fundraising Professional certification training provider. NDI generously agreed to co-sponsor this survey through their email system to the nonprofit organizations in their database (of 52,320 organizations). Their database is maintained by a professional service and is cleaned of unusable addresses on a monthly basis. NDI paid for three rounds of invitation, each costing $700 to broadcast and manage.

Sample and size

This study examined public charity nonprofit organizations, one of 27 different categories of nonprofits within the IRS's nonprofit classifications. According to the National Center for Charitable Statistics (NCCS, 2012) in 2011, there were 959,698 public charities, 100,337 private foundations in the United States in 2011 (NCCS Business Master File 08/2011.) However, there is no known means for efficiently

securing the email addresses for the entire population of public charities in the United

States. Therefore, the researchers sought to affiliate with a group that had a very large

database. After examining several possibilities, it was determined that NDI was willing

to co-sponsor this research project and send the invitation to participate their extensive

mailing list without charge. In addition, NDI had a larger data base than any that could

be purchased through the major vendors of nonprofit mailing lists. (See NDI's letter of

support in Appendix C). At the time of the invitation to participate in this study, the total

population size of the NDI database was 52,320 nonprofit organizations. The researchers

acknowledge that the NDI population does not necessarily represent the entire population

of nonprofits in the United States, and is therefore not representative, but it was the

largest, most current database that could be found efficiently.

NDI's database contained all known nonprofits in the U.S. with budgets over $7

million, those that were affiliated with every state association of nonprofits, all nonprofits

affiliated with the International Association of Fundraising Professionals, all state

directories of registered nonprofits, and all nonprofits that had attended a National

Development Institute event. It included nonprofits within a wide range of budgets.

Using the StatPac's sample size calculator, a reliable sample from the entire

population of public charities in the United States would have 288 randomly selected

organizations, using a 25% effect rate, a 95% confidence level, and a 5% margin of error

Four hundred seventy (470) nonprofits responded to the survey during December, 2011

and January, 2012. Therefore, a sample size was achieved for a valid sample, although

this sample cannot claim to be thoroughly representative. It remains a convenience sample.

Recruitment procedure

Using the National Development Institute's (NDI) database, an email invitation was issued December 14, 2011 to all nonprofit directors on their mailing list. Two follow up invitations were issued the third week of December 2011 and the second week of January, 2012. The invitation made it clear that only directors should complete the survey but provided one question that asked respondents to identify their title. This was done because of past research experience that indicated other people sometime complete the survey on behalf of the director. (See Appendix C, the invitation letters.)

The invitation provided all information that was required by Clemson University Institutional Review Board, including the names of the researcher and supervising faculty, the purpose of the study, the approximate time it would take to complete the survey, confidentiality and risk or benefit information, an explanation that the data was going to be kept securely and reported in the aggregate, and that no personal or organizational identifiers would be collected. It was made clear that participation was voluntary and that respondents were free to answer only those questions they wished to answer, and that they could withdraw at any time with no penalty. It was explained that selecting the uniform resource locator (URL) link provided in the email letter of invitation was considered to be the respondent's consent to participate. No IP addresses were kept with survey information, so the researchers could not know which directors or organizations participated.

Data collection

Procedure

Following approval of Clemson University's Institutional Review Board, the survey was broadcast to 52,320 nonprofit leaders during the second week of December, 2011. A URL link to the online survey was given in the email letter accompanying the survey. The link directed each respondent to the survey on the website of SurveyMonkey. Two additional follow up requests were sent the end of the third week of December 2011 and the second week of January, 2012 to encourage recipients to complete the survey. Once survey data was collected on the SurveyMonkey site, the data file was download to an SPSS file so that data cleaning processes could occur. SPSS version 19 was used throughout the study analyses.

Consent procedure

In the email message accompanying the link to the survey, it was stated that respondents gave their consent to participate in the survey by opening, responding to, and submitting the survey online.

Confidentially

No personal identifiers were requested in the survey (i.e. name, personal address, organization name or address). In addition, it was explained in the email letter that no individual's responses would be highlighted, but only aggregate data reported. It was made clear that no IP addresses would be kept on returned surveys.

Study variables

The dependent variable in this study was the respondents' intention to build capacity in the nonprofit organization which employs them (the respondent was either the director or a senior administrative staff member). The intention variable was represented by a score achieved when adding the scores of three questions on the survey that asked if the respondent intended, expected, and wanted to build the capacity building effort. The survey was divided into two major sections. The first section was concerned with past capacity building efforts, and asked the respondent to evaluate one past capacity building effort in detail. The second section of the survey asked the respondents if they planned to do another capacity building effort in the future, to select one such effort, and to evaluate their future intention to build capacity.

The primary independent variables found in this study included antecedents to the intention to act (attitudes, norms, and perceived control) as conceptualized in the Theory of Planned Behavior. Five additional independent variables were examined for their significant associations with the three antecedents to intention. These independent variables were: 1) the respondents' perception of the presence or absence of board governance practices; 2) the respondents' perception of the presence or absence of trust relationships within the organization; 3) respondents' ratings of the nonprofit's organizational effectiveness; 4) selected director characteristics (i.e. age level, gender, ethnicity, educational level, salary level, years worked in nonprofit sector, years anticipated they will stay with the organization, and their current position title, and whether respondent was a founder or co-founder); and 5) selected organizational

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characteristics (i.e. age of organization, budget size, number of staff, clients, donors, partnerships, and contracts and grants, type of organization, type of programs and services offered, whether founder(s) were still involved in the nonprofit in some capacity.) It should be understood that all of the variables examined by this survey reflected the respondents' perceptions of constructs under investigation.

Additional variables in the study pertained to the factors which Light (2004) found significant when examining capacity building behavior of nonprofits. Almost a decade has gone by since that study, during which time hundreds of millions of dollars have been spent on capacity building initiatives that were influenced by Light's findings. Due to the length of the dissertation, it was determined that some of this study's findings relating to Light's work would be compared and reported as a separate, follow-up study. Included in this study's review are findings which address the research questions and hypotheses for this study. A complete listing of variables that are linked with the Light's survey is found in Table B1 of Appendix B.

Instruments

This current study consisted of ninety, primarily multiple-choice questions which were to be answered by a nonprofit organization's executive director or equivalent. The survey instrument was a combination of existing scales as well as individual questions drawn from Light's (2004) research, and also those created for this study following the guidelines for Theory of Planned Behavior questionnaire construction (Aizen, n.d.). Light's findings were used to create some of the items found in the TPB scales in this study. This study's survey is available in Appendix B. The existing scales and

instruments used to compile this survey include Light's (2004) capacity building survey, and Gill, Flynn, and Reissing's (2005) "Board Governance Quick Check" survey. Aizen's (n.d.) guidelines for the construction of TPB questionnaires were used to frame questions related to the three antecedents to intentions to build capacity. Each of these instruments is explained below.

Light's capacity building survey

Some of the questions from Light and Blumenthal's 2003 survey (Light, 2004) were used as is or as items within scales following TPB questionnaire construction guidelines (Aizen, n.d.). Table B1 in Appendix B identifies the questions associated with Light's (2003) study. As mentioned above, due to the length of this dissertation and the nature of the research questions and hypotheses posed, a report of the findings from this survey related to Light's study will be given in a follow-up report which will be published by the National Development Institute. This dissertation therefore does not present all of the findings from the survey. Included in this study are findings using Light's (2004) capacity building categories.

The survey administered online by Light and Blumenthal in 2003 with 318 nonprofits responding (Appendix B, Table B1) was used to gather comparative data on nonprofits participating in the current study (Light 2004, 177-190). Light's survey was generated using GuideStar's database from a random sample of 3,000 organizations with annual revenues of at least $250,000. He reported that a quarter of the surveys were returned with invalid email addresses. Three hundred eighteen of the surveys were completed, representing a reliable sample of the 3,000 organizations surveyed (i.e. 262

nonprofit were required for a valid sample size assuming a 5% margin of error, a 95% confidence level, and .25 effect size). However, Light's sample was not representative of all nonprofits in the United States.

Director's evaluation of board governance (The Quick Check)

The Governance Effectiveness Quick Check (Gill, Flynn, & Reissing 2005), a fifteen-item scale, was used to measure the presence of board governance practices and organizational effectiveness. The "Quick Check" is an abridged version of the Governance Self-Assessment Check List (GSAC) which demonstrated a high degree of internal consistency of the subscales (all alpha coefficients for the executive director sample were above .76, most being in the .80s and .90s). Scores between the GSAC and the "Quick Check" were also shown to be highly correlated (Gill, Flynn, & Reissing, 2005), rendering the "Quick Check" a convenient, reliable measure of respondents' degree of agreement that eleven board governance practices were present and the degree to which four organizational effectiveness indicators were present. The scale used was a six-point categorical scale ranging from 0 = "disagree strongly' to 5 = "agree strongly". A mean score (i.e. quotient) was calculated for all the subscales within the GSAC that measured aspects of governance. Their study demonstrated that the "Quick Check" had good internal reliability (a = .90), exhibited good criterion- related validity, and was able to discriminate between stronger and weaker aspects of board functioning (Gill, Flynn, & Reissing, 2005, 271).   Contained within the "Quick Check" are four questions regarding overall organizational effectiveness. When used as a scale these items showed good

reliability for the directors' rating of overall organizational effectiveness (a = .83) (Gill, Flynn & Reissing, 2005).

Gill, Flynn & Reissing (2005) found that various stakeholders rated organizational effectiveness differently from the presence of effective board governance practices, however, both aspects within the Governance Quick Check produced results congruent with other scales of governance and effectiveness, respectively. As mentioned earlier, the Quick Check showed high correlation with "the Governance Quotient," both when board members were responding (r =.79, p < .001), and when nonprofit directors were responding (r = .85, p < .001) (Gill, Flynn & Reissing, 2005). A scale of the four organizational effectiveness items also showed a high level of correlation between another scale of organizational effectiveness and the "Governance Quick Check" which the authors do not name, both when board members responded" (r = .84, p = .001,) and when nonprofit directors responded (r = .83, p = .001) (Gill, et. al., 2005). On this basis, this survey divided the "Governance Quick Check" scale into two separate sets of questions, those concerning board practices, and those concerning respondents' evaluations of organizational effectiveness. Because the directors' evaluation of the effectiveness of capacity building efforts may involve improvements in board practices, potential co-linearity problems were avoided by separating measures of organizational effectiveness from the measure of board practices.

Two additional measures were added to the organizational effectiveness indicator list to measure the respondents' evaluation of current adaptive capacity which is central to many researchers' theories of change and the ability to innovate (for example, York

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and Connolly, 2010, Connolly, 2006). Table 3.1   provides a listing of the measurement

items found in the board governance and organizational effective scales used in this

study.

Table 3.1   Board Governance and Organizational Effectiveness Scales
Scale: strongly disagree, disagree, somewhat disagree, neither disagree nor agree, somewhat agree, agree, strongly agree.

Presence or Absence of 11 Board Governance Practices
1. The board is actively involved in planning the direction and priorities of the organization.
2. The board does a good job of evaluating the performance of the ED/CEO (measuring results against objectives)
3. Board members demonstrate a clear understanding of the respective roles of the board and ED/CEO.
4. The board has high credibility with key stakeholders (e.g. funders, donors, consumers, collateral organizations or professionals, community, staff).
5. Board members demonstrate commitment to this organization's mission and values.
6. Board members comply with requirements outlined in key elements of the governance structure (bylaws, policies, code of conduct, conflict of interest, traditional/cultural norms, etc.)
7. The board's capacity to govern effectively is not impaired by conflicts between members.
8. There is a productive working relationship between the board and the ED/CEO (characterized by good communication and mutual respect).
9. I am confident that this board would effectively manage any organizational crisis that could be reasonably anticipated.
10. Board meetings are well-managed.
11. The board uses sound decision-making processes (focused on board responsibilities, factual information, efficient use of time, items not frequently revisited, effective implementation).

Presence/Absence of Six Organizational Effectiveness Indicators
1. This organization's orientation for board members adequately prepares them to fulfill their governance responsibilities.
2. This organization is financial sound (i.e. viable and stable).
3. This organization's resources are used efficiently (good value for money spent).
4. This organization has a good balance between organizational stability and innovation.
5. This organization handles effectively internal changes by adapting its processes, structures and/or staff roles/responsibilities.
6. This organization handles effectively external changes by adapting its internal processes or structures, and its external relations with key stakeholders.

Aizen's Theory of Planned Behavior questions

Aizen's (n.d.) guide for the construction of a Theory of Planned Behavior questionnaire was used to construct questions that assessed the theory's main constructs: attitudes, subjective norms and perceived behavioral control. Several concepts are involved in each construct (See Tables 3.2 and 3.3). Seven point categorical response scales explored aspects of attitudes, norms, and perceived behavioral control relative to one past capacity building effort and one future effort. In addition, three questions were constructed to determine the strength of the respondents' intentions to build capacity.

Questions framed using Aizen's guidelines (n.d.) on attitude, subjective norms, and planned behavioral control have shown statistical significance in explaining the variance in people's intentions to perform vaious behaviors. Responses to questions dealing with the three antecedents explained between 39% of the variance in levels of intention to act in an analysis of 185 research studies (Armitage and Conner, 2001.) Likewise, they explained 42% of the variance in levels of intention to act in a separate analysis of 76 research studies (Godin and Kok, 1996.) In addition, intention and planned behavioral control explained 29% (Armitage & Conner, 2001) and 34% (Godin & Kok, 1996) of the variance levels in whether or not a behavior was actually performed (Armitage & Conner, 2001; Godin & Kok, 1996, Trafimow, Sheeran, Conner, & Finlay, 2002).

The research variables included in each of the antecedents are identified in Table 3.2 and Table 3.3 which respectively summarize the TPB variables related to the examination of one capacity building effort in detail from the past and one anticipated in

the future. Table 3.   presents the TPB variables related to the examining one future

apacity building effort in detail. The astericks indicates which of the variables are scales

having three or more items, rather than individual measurement items. The number in

front of each factor is the survey question item number. (See Appendix B for the survey

and order of presentation).

Table 3.2 Factors Included in Past Capacity Building Theory of Planned Behavior Measurements

Past Capacity Building	Response Categories
27.1 Intention—I expected we would have to do this capacity building effort."	Strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree
27.2 Intention—I wanted to do this capacity building effort	Strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree
27.2 Intention—I intended to do this capacity building effort.	Strongly disagree, disagree, somewhat disagree, neither agree or disagree, somewhat agree, agree, strongly agree
28 Attitude How successful do you think this effort was?	Very unsuccessful, unsuccessful, somewhat unsuccessful, some parts successful; some unsuccessful, somewhat successful, successful, very successful
29 Attitude How easy was this effort to accomplish?	Very hard, hard, somewhat hard, some parts hard; some easy, somewhat easy, easy, very easy
30 Attitude Was the effort a useful or worthless thing to spend time and resources on?	Totally worthless, worthless, somewhat worthless, some parts worthless, some useful, somewhat useful, useful, very useful
31 Attitude Was the effort a pleasant or unpleasant experience?	Very unpleasant, unpleasant somewhat unpleasant, some parts pleasant; some unpleasant, somewhat pleasant, pleasant, very pleasant
32 Attitude total score-How successful was the effort in improving the following areas of the organization (32.1 management; 32.2 programmatic impact; 32.3 overall performance; 32.4 leadership)	Completely unsuccessful, mostly unsuccessful, somewhat unsuccessful, neither successful nor unsuccessful, somewhat successful, mostly successful completely successful

Table 3.2 Factors Included in Past Capacity Building Theory of Planned Behavior Measurements (Continued)

40 Attitude How much do you agree or disagree with each of the following statements? Doing this capacity building effort IMPROVED the following things ((1 organization's performance; 2 innovativeness of org; 3 programs/services; 4 public relations; 5 leadership; 6 staff relations; 7 staff abilities; 8 staff morale; 9 management morale; 10 trust relationships; 11 number of consumers; 12 funding; 13 resource use effectiveness; 14 management focus; 15 customer satisfaction; 16 customer outcomes; 17 decision making processes; 18 accountability among management and staff; 19 efficiency; 20 organization's effectiveness; 21 program/service effectiveness 22 productivity; 23 other write in)	Strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree
41 Attitude How much do you agree or disagree with the following? Doing this capacity building effort made the following things WORSE. . . ((1 organization's performance; 2 innovativeness of org; 3 programs/services; 4 public relations; 5 leadership; 6 staff relations; 7 staff abilities; 8 staff morale; 9 management morale; 10 trust relationships; 11 number of consumers; 12 funding; 13 resource use effectiveness; 14 management focus; 15 customer satisfaction; 16 customer outcomes; 17 decision making processes; 18 accountability among management and staff; 19 efficiency; 20 organization's effectiveness; 21 program/service effectiveness 22 productivity; 23 other write in)	Strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree
42 Attitude total scale score—From your perspective, how important were each of the following things to the SUCCESS of the effort? (1 board leadership; 2 time to devote to the effort; 3 financial resources to devote to the effort; 4 consultants; 5 staff commitment; 6 staff competence; 7 community support; 8 events beyond your control; write in)	Not important at all, unimportant, somewhat unimportant, neither unimportant nor important, somewhat important, important, very important
43 Attitude total scale score From your perspective how important were each of the following things to the LACK OF SUCCESS of the effort? ? (1 board leadership; 2 time to devote to the effort; 3 financial resources to devote to the effort; 4 consultants; 5 staff commitment; 6 staff competence; 7 community support; 8 events beyond your control; write in)	Not important at all, unimportant, somewhat unimportant, neither unimportant nor important, somewhat important, important, very important
44 Attitude -How likely would you be to engage in another similar effort to improve the performance of the organization in the future?	Very unlikely, unlikely, somewhat unlikely, neither unlikely nor likely, somewhat likely, likely, very likely

Table 3.2 Factors Included in Past Capacity Building Theory of Planned Behavior Measurements (Continued)

45 Norm How much were each of the following people involved in the effort? (1 board member; 2 board chair; 3 executive director; 4 senior staff; 5 mid management staff; 6 front line workers; 7 volunteers; 8 clients/customers; 9 donor(s); 10 business leaders; 11 gov. leader(s); 12 nonprofit sector leader(s); 13 funder(s); 14 consultant(s); other-write in)	Not at all, not too much, fair amount, great deal
46 Norm Degree People Saying Should/Should Not Engage*Which of the following people said you should or should not engage in this capacity building effort? If not applicable or you have no opinion, mark 'neither'. (1 board member; 2 board chair; 3 executive director; 4 senior staff; 5 mid management staff; 6 front line workers; 7 volunteers; 8 clients/customers; 9 donor(s); 10 business leaders; 11 gov. leader(s); 12 nonprofit sector leader(s); 13 funder(s); 14 consultant(s); other-write in)	Strongly said I should not do this effort, said I should not do this effort, somewhat said I should not do this effort, neither, somewhat said I should do this effort, said I should do this effort, strongly said I should do this effort
47 Norm Degree of Importance of What 14 Types of People Said About Doing CB*How important to you was what each of the following types of individuals said about making the changes required by this effort? (1 board member; 2 board chair; 3 executive director; 4 senior staff; 5 mid management staff; 6 front line workers; 7 volunteers; 8 clients/customers; 9 donor(s); 10 business leaders; 11 gov. leader(s); 12 nonprofit sector leader(s); 13 funder(s); 14 consultant(s); 15 other executive directors)	Not important at all, unimportant, somewhat unimportant, neither unimportant nor important, somewhat important, important, very important
51 Norm Executive directors in similar sized nonprofits tend to do this kind of capacity building effort.	Strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree
52.1 Norm It was expected of me that I should do this capacity building effort.	Strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree
52.2 Norm I felt under social pressure to do this capacity building effort.	Strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree
52.3 Norm People who were important to me wanted me to do this capacity building effort.	Strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree

Table 3.2 Factors Included in Past Capacity Building Theory of Planned Behavior Measurements (Continued)

37 Behavioral Control How much did the external funding cover the expenses associated with this effort?	None, only a little, some, most, all
38 Behavioral Control How adequate were the financial resources designed for this capacity building effort?	Very inadequate, inadequate, somewhat inadequate, somewhat adequate, adequate, very adequate
53.1 Behavioral Control I was confident that I could lead and manage this capacity building effort.	Strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree
53.2 Behavioral Control I was easy for me to lead and manage this effort.	Strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree
53.3 Behavioral Control The decision to lead and manage this capacity building effort was beyond my control	Strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree
53.4 Behavioral Control Whether or not I did the capacity building effort was entirely up to me.	Strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree
54 Behavioral Control Presence/Absence of 13 Negative Situations Surrounding CB* Certain circumstances that happen during a capacity building effort are beyond our control. Which of the following were present or absent from your capacity building effort? (1 staff were resistant to the changes required; 2 customers were resistant to the changes made; 3 donors did not like the changes made; 4 funders did not like the changes made; 5 employees and volunteers lacked the ability needed to make the changes; 6 our board did not support our efforts to make the changes required; 7 I felt that the change was not really needed; 8 I felt that the change was not structurally appropriate to support servi8ces; 9 We lacked management systems needed to make the change; 10 we lacked proper levels of funding to make the change; 11 we didn't have enough time to devote to making the changes needed; 12 we lacked having technical expertise available to counsel us in our change efforts; 13 other nonprofits similar to ours were threatened by our efforts and attempted to work against our success; write in)	Strongly disagree, disagree, somewhat disagree, neither agree or disagree, somewhat agree, agree, strongly agree

Table 3.3 Factors Included in the Future Capacity Building Theory of Planned Behavior Measurements

59.1 Intention – degree of agreement with statement "I expect We Will Have To Do this effort"	**Strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree**
59.2 Intention –degree of agreement with statement "I want To Do this capacity building effort	Strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree
59.3 Intention- degree of agreement with statement "I intend To Do this effort".	Strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree
60 Attitude How easy or hard do you thing this next effort will be to do?	Very hard, hard, somewhat hard, some parts hard; some easy, somewhat easy, easy, very easy
61 Attitude How successful do you think this future capacity building effort is likely to be?	Very unsuccessful, unsuccessful, somewhat unsuccessful, some parts successful; some unsuccessful, somewhat successful, successful, very successful
62 Attitude Do you think that this next effort will be pleasant or unpleasant to do?	Very unpleasant, unpleasant somewhat unpleasant, some parts pleasant; some unpleasant, somewhat pleasant, pleasant, very pleasant
63 Attitude Do you think doing this next effort is a good or bad idea?	Very bad idea, bad idea, some parts good idea, some bad; somewhat a good idea, good idea, very good idea
64 Attitude How likely is it that each of the following will be improved if you do this next effort? (management, leadership, programmatic impact, overall performance) Total Score	Very unlikely, unlikely somewhat unlikely, neither unlikely nor likely, somewhat likely, likely, very likely
64.1 Attitude –how likely it it that management is will be improved if you do this next effort?	Very unlikely, unlikely somewhat unlikely, neither unlikely nor likely, somewhat likely, likely, very likely
64.2 Attitude How Likely is it that Leadership will be improved if you do this next effort?	Very unlikely, unlikely somewhat unlikely, neither unlikely nor likely, somewhat likely, likely, very likely
64.3 Attitude = How likely is it that Programmatic Impact will be improved by this next effort?	Very unlikely, unlikely somewhat unlikely, neither unlikely nor likely, somewhat likely, likely, very likely
64.4 Attitude How Likely is it that Performance will be improved by this next effort?	Very unlikely, unlikely somewhat unlikely, neither unlikely nor likely, somewhat likely, likely, very likely
65 Attitude Total Scale Score How desirable is it that each of the following is improved through the future capacity building effort? (management, leadership, programmatic impact, overall performance)	Very undesirable, undesirable, somewhat undesirable, neither undesirable nor desirable, somewhat desirable, desirable, very desirable.
65.1 Attitude How desirable is it that management is improved through the future capacity building effort?	Very undesirable, undesirable, somewhat undesirable, neither undesirable nor desirable, somewhat desirable, desirable, very desirable.
65.2 Attitude How desirable is it that Leadership is improved through the future capacity building effort?	Very undesirable, undesirable, somewhat undesirable, neither undesirable nor desirable, somewhat desirable, desirable, very desirable.

Table 3.3 Factors Included in the Future Capacity Building Theory of Planned Behavior Measurements (Continued)

65.3 Attitude- How desirable is it that Programmatic Impact be improved through the future capacity building effort?	Very undesirable, undesirable, somewhat undesirable, neither undesirable nor desirable, somewhat desirable, desirable, very desirable.
65.4 Attitude How desirable is it that overall organizational performance be improved through the future capacity building effort?	Very undesirable, undesirable, somewhat undesirable, neither undesirable nor desirable, somewhat desirable, desirable, very desirable.
67 Attitude Total Scale Score How important do you think each of the following will be in making this future capacity building effort a SUCCESS in improving organizational performance? (67.1 board leadership; 67.2 time to devote to the effort; 67.3 financial resources to devote to the effort; 67.4 consultants; 67.5 staff commitment; 67.6 staff competency; 67.7 community support, 67.8 events beyond your control)	Not important at all, unimportant, somewhat unimportant, neither unimportant nor important, somewhat important, important, very important
68 Attitude Total Scale How important do you think each of the following may be to the potential LACK OF SUCCESS of the effort to improve organizational performance? (68.1 board leadership; 68.2 time to devote to the effort; 68.3 financial resources to devote to the effort; 68.4 consultants; 68.5 staff commitment; 68.6 staff competency; 68.7 community support, 68.8 events beyond your control)	Very unimportant to lack of success, unimportant, somewhat unimportant, neither, somewhat important, important, very important to lack of success
69 Attitude Total Scale Score How likely is each of the following statements? I feel that doing this future capacity building effort would likely IMPROVE (1 organization's performance; 2 innovativeness of org; 3 programs/services; 4 public relations; 5 leadership; 6 staff relations; 7 staff abilities; 8 staff morale; 9 management morale; 10 trust relationships; 11 number of consumers; 12 funding; 13 resource use effectiveness; 14 management focus; 15 customer satisfaction; 16 customer outcomes; 17 decision making processes; 18 accountability among management and staff; 19 efficiency; 20 organization's effectiveness; 21 program/service effectiveness 22 productivity; 23 other write in	Very unlikely, unlikely somewhat unlikely, neither unlikely nor likely, somewhat likely, likely, very likely
70 Attitude Total Scale Score- I personally feel that doing this future capacity building effort will likely make the following things WORSE (same items found in Attitude 69).	Very unlikely, unlikely somewhat unlikely, neither unlikely nor likely, somewhat likely, likely, very likely

Table 3.3 Factors Included in the Future Capacity Building Theory of Planned Behavior Measurements (Continued)

76 Norm Total Scale Score Social Pressure Ratings(76.1 to 76.3 left out 76.4 for reliability purposes)*	Strongly disagree, disagree, somewhat disagree, neither agree or disagree, somewhat agree, agree, strongly agree
76.1 Norm – Do you agree or disagree with the following statements? "People who are important to me would approve of me doing this next capacity building effort."	Strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree
76.2 Norm Do you agree or disagree with the following statements? "It will be expected of me that I should do this capacity building effort."	Strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree
76.3 Norm Do you agree or disagree with the following statements? "I feel under social pressure to do this capacity building effort."	Strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree
76.4 Norm Do you agree or disagree with the following statements? "People who are important to me want me to do this capacity building effort."	Strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree
79 Norm Total Scale Score People Who Think I Should Do CB* Which of the following people think you should or should not engage in this future capacity building effort? (1 board member; 2 board chair; 3 executive director; 4 senior staff; 5 mid management staff; 6 front line workers; 7 volunteers; 8 clients/customers; 9 donor(s); 10 business leaders; 11 gov. leader; 12 nonprofit sector leader; 13 funder; 14 cosultant)	Strongly said I should not do this effort, said I should not do this effort, somewhat said I should not do this effort, neither, somewhat said I should do this effort, said I should do this effort, strongly said I should do this effort
80 Norm Total Scale Score People Influencing Intention* How important will each of the following people be in influencing your intention to do this future effort? ? (1 board member; 2 board chair; 3 executive director; 4 senior staff; 5 mid management staff; 6 front line workers; 7 volunteers; 8 clients/customers; 9 donor(s); 10 business leaders; 11 gov. leader; 12 nonprofit sector leader; 13 funder; 14 cosultant)	Not important at all, unimportant, somewhat unimportant, neither unimportant nor important, somewhat important, important, very important
81 Norm Executive Directors of nonprofits of similar size as ours are likely to do this capacity building effort.	Strongly disagree, disagree, somewhat disagree, neither agree or disagree, somewhat agree, agree, strongly agree

*scales

Table 3.3 Factors Included in the Future Capacity Building Theory of Planned Behavior Measurements (Continued)

74 Behavioral Control How adequate are the financial resources designated to support this future capacity building effort?	Very inadequate, inadequate, somewhat inadequate, somewhat adequate, adequate, very adequate
82 Behavioral Control Total Scale Score Behavioral Control Measures Combined (minus 82.7 for reliability)* How much do you agree or disagree with the following statements?	Strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree
82.1 I am capable of doing the effort we are thinking about doing next.	Strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree
82.2 It will be easy for me to lead and manage this future effort.	Strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree
82.3 Our Staff members are capable of doing what is required for this effort.	Strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree
82.4 board members are capable of doing what is required for this effort	Strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree
82.5 I am confident I can lead this change effort	Strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree
82.6 The decision to do this capacity building effort is within my control.	Strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree
83 Behavioral Control Total Scale Score Adequate Control Over 11 Factors* We will have adequate control over altering, improving or adjusting . . . (1 resources; 2 time; 3 work schedules; 4 staff actions; 5 board member actions; 6 technology needed; 7 external leader endorsements; 8 programs/services; 9 internal systems or processes; 10 leadership actions, 11 management actions)	Strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, strongly agree
84 Behavioral Control Total Scale Score * How likely is it that each of the following things will be present during the next effort? (1 board leadership; 2 time to devote to the effort; 3 funding to devote to the effort; 4 consultants; 5 committed staff; 6 competent staff; 7 supportive community leaders; write in)	Very unlikely to be present, unlikely somewhat unlikely, neither unlikely nor likely, somewhat likely, likely, very likely to be present
85 Behavioral Control Total Scale Score What factors or circumstances may make it difficult or impossible for you to do this next capacity building effort? (1 board leadership; 2 time to devote to the effort; 3 funding to devote to the effort; 4 consultants; 5 committed staff; 6 competent staff; 7 supportive community leaders ; write in)*	Presence will make it extremely difficult to succeed, difficult, somewhat difficult, neither, somewhat easier to succeed, easy, presence will make it extremely easy to succeed

*scales

Model Used for Statistical Analysis

Figures 3.1 through 3.5 present diagrams identifying the concepts related to each major construct in this study. Figure 3.5 was used to guide the statistical analysis process using correlations and regressions.

Data analysis

Descriptive, bivariate and multivariate analyses were performed to examine the nature and the significant associations between the five modifiers, three antecedents and intention to build past and future capacity. Factor analysis was performed to attain internal reliability and content validity of the TPB variables. Reliability analysis was conducted on all scales within the study. Correlation matrices were run to examine associations among variables. Regression analysis was performed to determine the combination of modifiers and antecedents that had the most power to predict past and future intentions to build capacity.

The Statistical Package for the Social Sciences (SPSS 19.0 Graduate pack) was used to analyze data.   The survey was downloaded from SurveyMonkey into an SPSS file, the data cleaned and additional variables added reflecting combined scores for some of the scales and items in the survey.

Data cleaning procedures

All variables were named and labeled. Rating scales were reverse coded as necessary. The rating scales for various measurements were coded to reflect a positive relationship between rising numeric value and an increasing positive outcome for a

nonprofit organization. Skew was corrected using square root and log10 transformations, depending on the amount of skew. All constructs were checked for co-linearity problems between one another.

Reliability analysis

All scales were checked for reliability.   Table 3.4 presents a summary of Cronbach's alphas for all TPB related scales. Cronbach's alpha on all scales was above .80 with the exception of 3 scales: Factors Important to Success scale (Q42, Cronbach's Alpha .715), Lessons Learned (Q50, Cronbach's Alpha .559), and the scale of How Likely 7 Factors Are To Be Significant to the Next Effort (Q84, Cronbach's Alpha .748). The lessons learned scale was a replicate of one administered by Light (2004) and the descriptive analysis was reported but the scores were not used during the regression analyses. The other two scales did test at sufficient Cronbach's Alpha levels to use for the correlation and regression analyses.

Some questions in the survey appeared to be scales, but they were not intended to be scales, or used as such. Items were simply grouped together in the survey because they used the same categorical response labels and it saved reading time and space in the survey. These include all the items within Q12, 27, Q32; Q 52; Q53; Q59 ; all items within Q64; Q65; and Q76. In the analysis of all of these items only individual scores were used.

Table 3.4 Reliability Analyses On All TPB Scales

Scale Name	Cronbach's Alpha	# Items	Scale Mean	Variance	Std. Deviation
Modifier Variable Scales					
Q11 Growth Indicators	.840	5	18.3857	16.134	4.012
Q15 Board Governance	.917	11	10.8142	8.541	2.92243
Q16 Organizational Effectiveness	.831	6	8.0992	2.833	1.68312
Gill's Scale (q15+first 4 items from Q16)	.920	15	15.9222	14.244	3.77406
Q17 Trust Scale	.939	16	13.6279	11.607	3.40698
Past Capacity Building Intention Scale-Past					
Q27 Intention-Past CB Effort (combined score of 27.1-27.3)	.894	3	.5588	.404	.63570
Attitude Scales-Past					
Q32 Success In Improving 4 Areas of Organization (originally not intended to be used as a scale)	.862	4	4.9340	1.295	1.13796
Q39 Resources Used	.802	7	17.1374	18.084	4.25249
Q40 CB Improved 21 Org. Areas	.963	22	31.9145	42.288	6.50291
Q41 CB Effort Made Worse 21 Areas of Org.	.984	22	11.8393	34.759	5.89564
Q42 Factors Important To Success of Effort	.715	8	42.6554	55.637	7.45888
Q43 Factors Important To Lack of Success of Effort	.945	8	35.533	206.269	14.362061
Norm Scales-Past					
Q45 Extent of Involvement of Various People In Effort	.813	14	33.2783	60.655	7.78813
Q46 Stakeholders' Attitudes About Engaging in CB	.874	14	69.2869	104.308	10.21312
Q47 Degree of Importance What Various Individuals Said	.901	15	15.6402	251.185	15.84882
Behavioral Control-Past					
Q54 Uncontrollable Features Scale	.900	13	68.8728	233.688	15.28686
Future TPB Scales Intention-Future					
Q59 Future Intention Scale	.881	3	.4934	.312	.55855
Attitudes-Future					
Q64 Likely Extent of Improvement in 4 Org Areas	.843	4	24.2305	11.207	3.34766
Q65 Degree of Desirability of Improving 4 Org Areas (Originally not intended to be used as a scale)	.880	4	25.0490	11.110	3.33321
Q67 Factors Important To Success Future CB	.634	8	46.2226	28.565	5.34462
Q68 Factors Important To Lack of Success Future CB	.836	8	43.19608	71.037	8.428335
Q69 Factors Likely To Improve As Result of CB Effort	.948	22	130.2907	271.585	16.47984
Q70 Factors Likely To Worsen As Result of CB Effort	.969	22	65.79734	192.369	13.869708

Table 3.4 Reliability Analyses On All TPB Scales (Continued)

Scale Name	Cronbach's Alpha	# Items	Scale Mean	Variance	Std. Deviation
Norms-Future					
Q76Norm Scale Future CB Social Expectations (Originally not intended to be used as a scale)	.580 .811 if 76.4 removed	4 3	22.5187 18.6390	10.904 6.013	3.30205 2.45213
Q79People That Think I Should/Should Not Engage in Future CB Effort	.889	14	74.2007	118.147	10.86956
Q80Important People Influencing My Intention to Engage in CB	.903	14	73.13103	155.824	12.482932
Behavioral Control Scales-Future					
Q82 Behavioral Control Scale	.666 .711 if remove 82.7	7	36.9690 32.6564	33.167 25.777	5.75906 5.07710
Q83Degree of Control in Altering, Improving, Adjusting 11 Factors	.886	11	58.87774	77.127	8.782170
Q84 How Likely 7 Factors Are Present For Next Effort	.748 .777 if 84.4 removed	7 6	38.0185 33.5749	37.325 28.478	6.10940 5.33650
Q85 Extent of Presence of 7 Factors That May/may not Make CB Effort Difficult or Impossible To Do	.883	7	36.4825	62.582	7.91086

Scales with Cronbach's Alpha above .9 may have had co-linearity problems. This was taken into account in the choice of factors used in the correlation analyses. In all cases, when skew was corrected either a square root transformation (for skew between 8.1 and 1.5) or a log10 transformation (for skew between 1.5 to 3.0) was used. No levels of skew were above 2.9. The appropriate procedures were used to correct both negative and positive skew.

Internal validity was not tarnished by pre-testing or earlier interventions, since there were none. Because the survey was conducted online, there was no interference of shifting collection methods, inter-rater variances, or researcher fatigue.

Next, a brief summary of the analysis procedures are discussed.

Descriptive analysis

In order to better describe the respondents, the nature of the participating

nonprofits, the modifiers and TPB variables in this study, descriptive analyses were done.

Frequency distributions, absolute values, and percentages were given on nominal data,

while means and standard deviations were calculated for ordinal data. A profile of

research subjects and their organization was displayed, along with frequency measures:

mean, median, mode and percentages. A content analysis was performed on respondents'

definitions of capacity building to compare with Light's (2004) findings.

Bivariate analysis

Exploratory correlations, cross-tabulations or regressions (as appropriate to the

types of variables) were conducted to examine the associations present between the

antecedents (attitudes, norms, behavioral control perceptions) to the respondents'

intention to build capacity total scores, and the five key independent modifying variables

(director characteristics, organizational characteristics, presence or absence of trust

relationships, board governance practices and organizational effectiveness indicators).

Similarly, bivariate analysis was done on the association of all modifiers with each other.

the TPB variables.

Regression analyses

Linear regressions were conducted to determine which combination of modifying

and antecedent factors had the most significant power to predict the respondents'

intention scores related to engaging in one past capacity building effort and one future

effort. First, the entire original model, as presented in Chapter Two, was analyzed using linear regression to determine this model's ability to predict past and future intentions. Next, to handle collinearity issues that surfaced and include only significant antecedent variables with significant standardized beta coefficients, regressions were done on all attitude, then norm and then behavioral control measures in three separate linear regression analyses. A very limited set of antecedent variables were determined. Next, the effects of modifying variables on the intention scores and on each of the significant antecedent variables were determined using linear regression analysis. Finally, the reduced model for both past and future capacity building intentions was analyzed and reported.

Analysis Model

The plan of statistical analysis is presented in a series of diagrams found in Figures 3.1 through Figure 3.5, which represent the relationships that were examined. This was done because the presentation of the entire analysis model was too large to display in one diagram without losing legibility. The arrows in the figures represent what was believed to be the direction of influence that one factor has upon another. These relationships were tested through correlations, linear, and hierarchical regressions.

The scores from each item or subscale related to a given antecedent were combined into a total score for each antecedent in some analyses. In other analyses, individual item scores or subscale totals were entered into the computations in order to determine which of the individual factors had the most power to predict variances within the antecedent to which it pertained.

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Figure 3.1 displays the items included within the construct "Attitudes", (one of the three antecedents to intention) which were used for both past and future capacity building.   (In the survey, questions used the appropriate verb tense for discussing either a past or future effort, as applicable).

Figure 3.1   Factors Examined As Attitudinal Beliefs Which Comprise Attitude Score
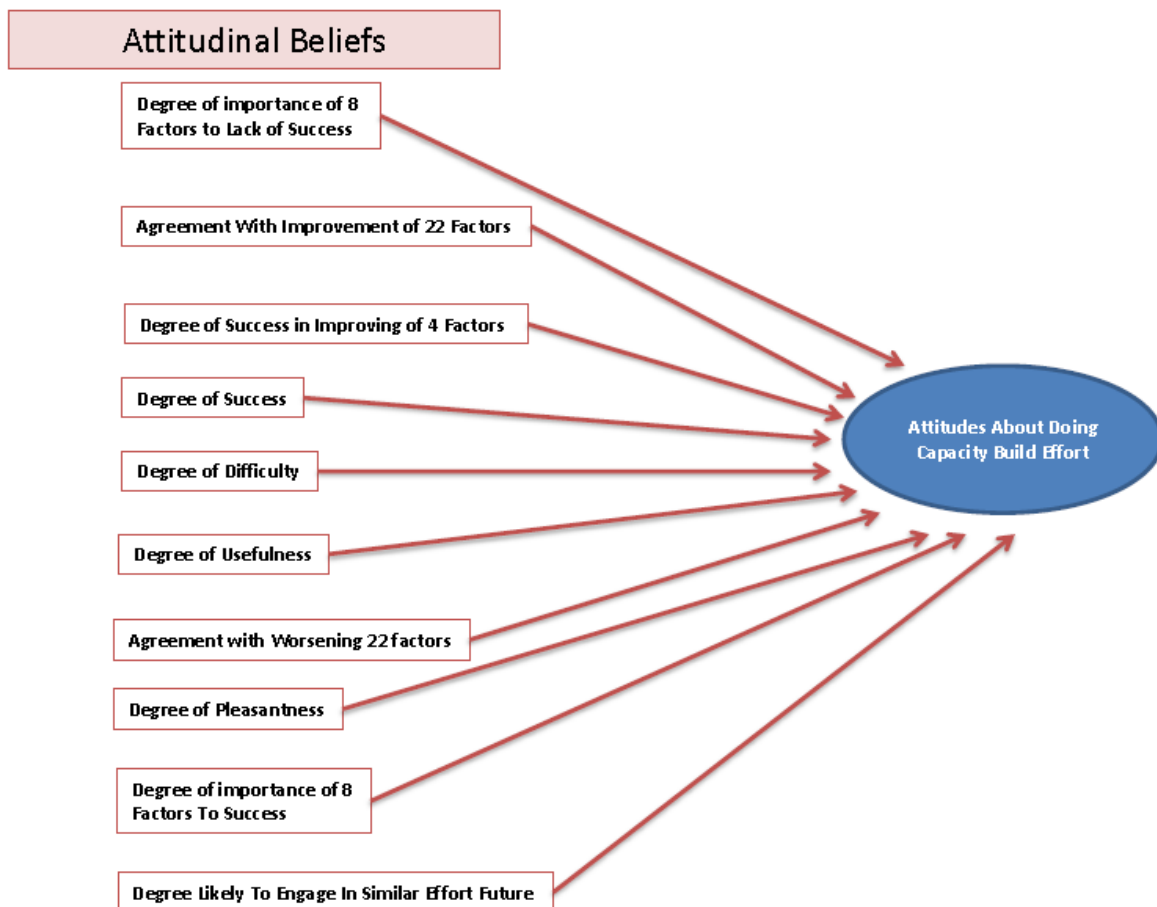
Figure 3.2 presents the items included within the Subjective Norm Antecedent. For some analyses, the individual measurement item scores or total scale scores were added to achieve a Norm Score. For other analyses, the individual scores for each normative belief factor were analyzed individually. Theoretically, the total score was thought to be the strength of the Subjective Normative beliefs.

Figure 3.2 Factors Examined As Normative Beliefs and Comprising Norm Score
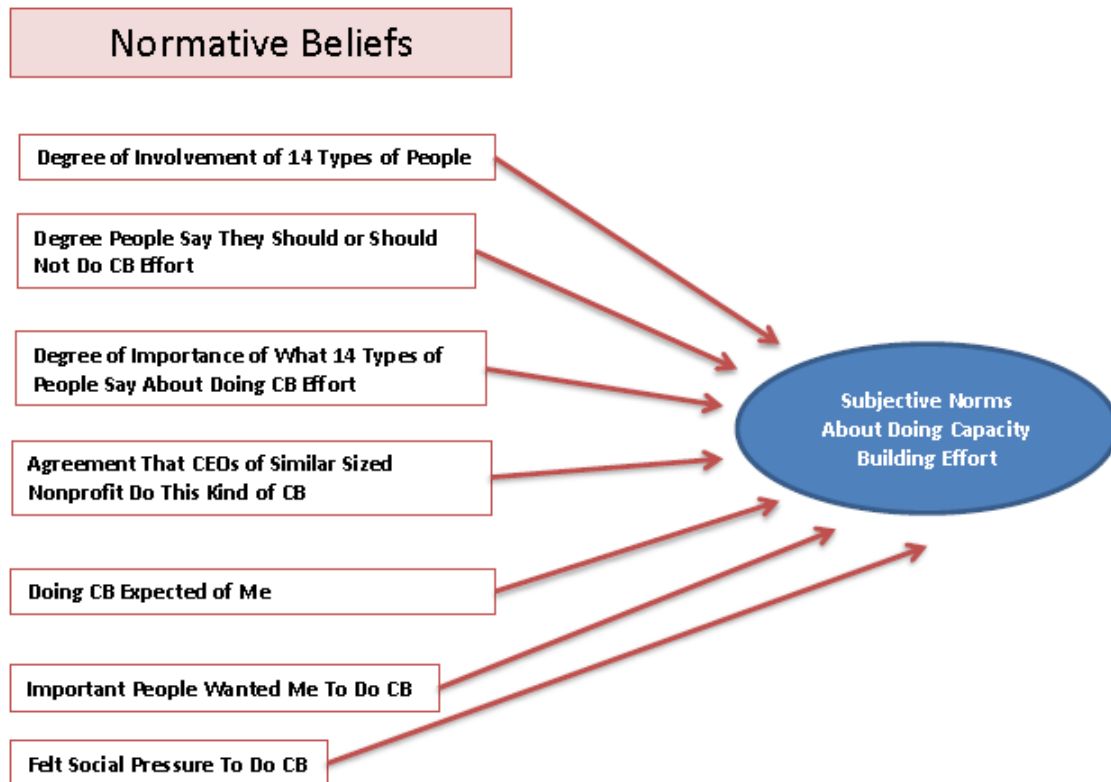
Figure 3.3 identifies the factors examined as Behavioral Control Beliefs. For some analysis the individual measurement items scores or scale scores were analyzed as separate factors and for other analyses the scores from the items and total scale scores were added together into a total Behavioral Control Belief Score. Theoretically this was thought to measure the strength of behavioral control beliefs (Aizen, n.d.).

Figure 3.3   Factors Examined As Behavioral Control Beliefs and Comprising the Behavioral Control Score
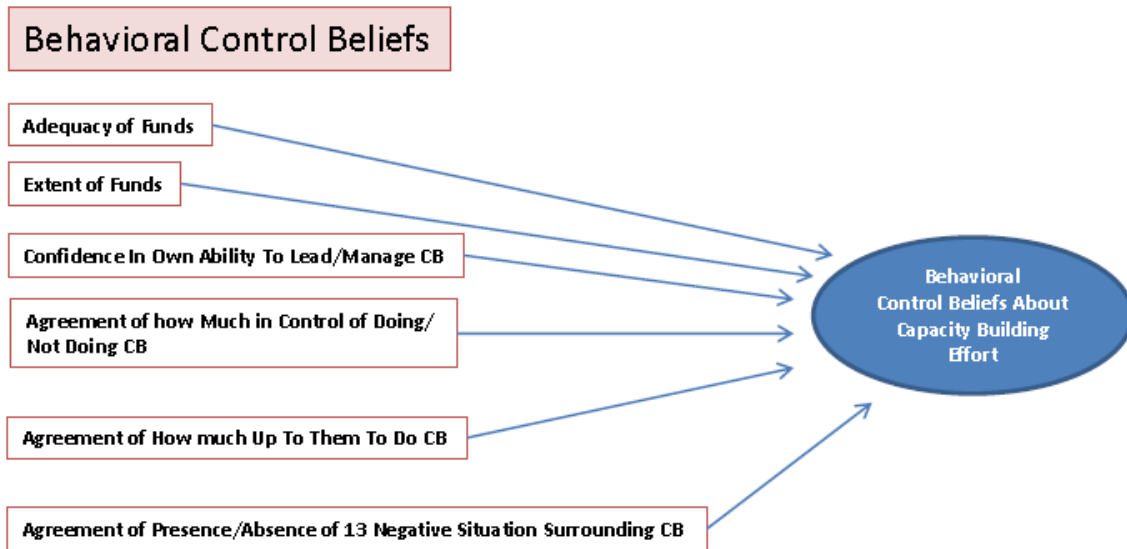
Figure 3.4 illustrates the factors examined as modifiers. The modifiers were analyzed for their significant associations with attitudinal, normative, and behavioral control beliefs. In the regression analyses these modifiers were examined by three separate, simple linear regressions on each of the three variables representing antecedents to intention (attitudes, normative beliefs, and behavioral control beliefs), respectively.

Figure 3.4   Factors Included In Each Modifier Variable and the Analytical
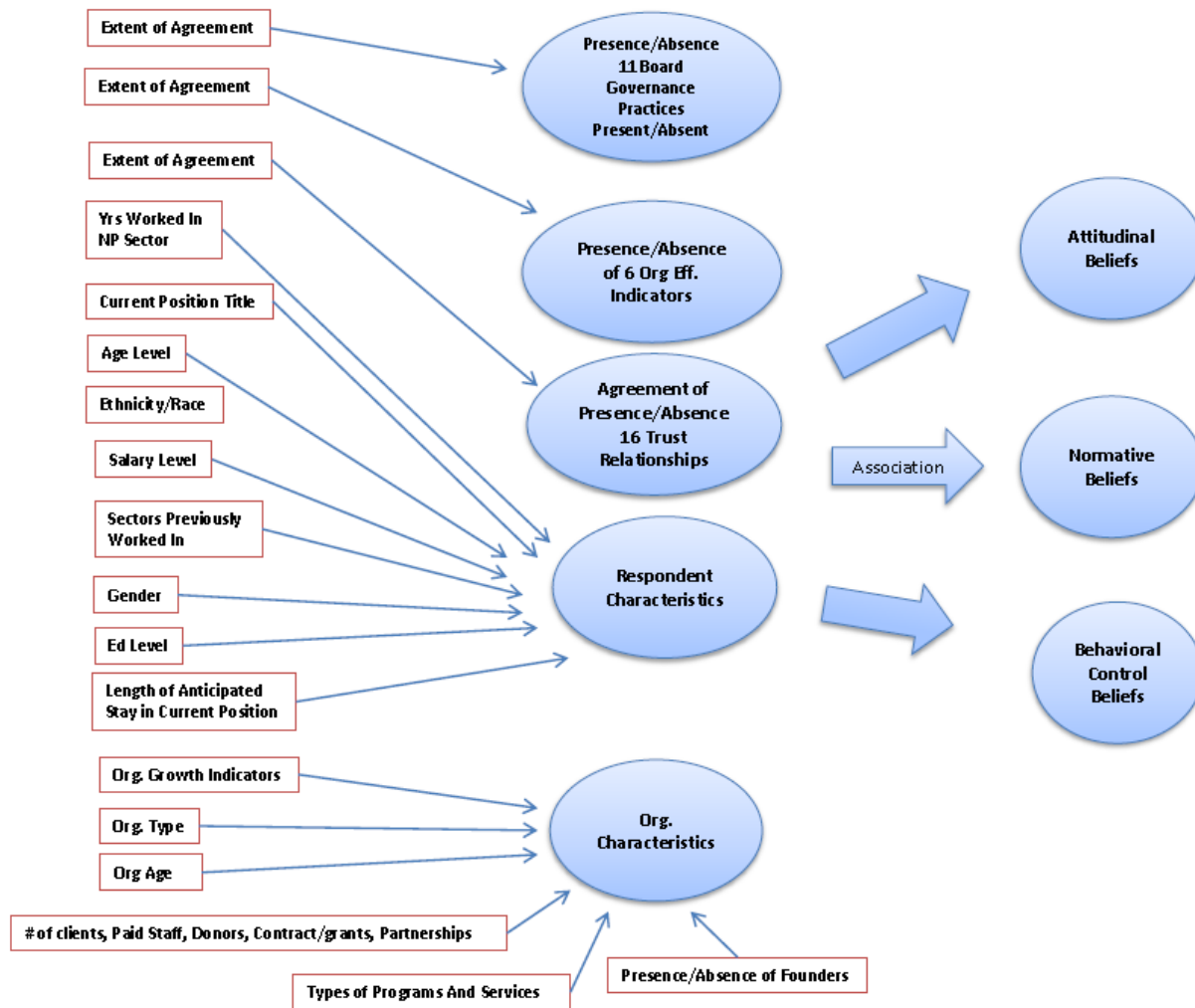
Figure 3.5 presents the statistical relationships examined between the modifiers and the antecedents to intention (attitudes, norms, and sense of behavioral control), and between the three antecedents and the intention to build capacity measure. It also identifies the three factors designed to capture respondents' intentions to build capacity. For some analyses the individual intention item score was used, and for other analyses

the total intention score was used. The latter was determined by adding the scores from

the three intention items.

Figure 3.5. Relationships Examined Between Modifiers and TPB Antecedents to Intention, and Between Antecedents and Intention
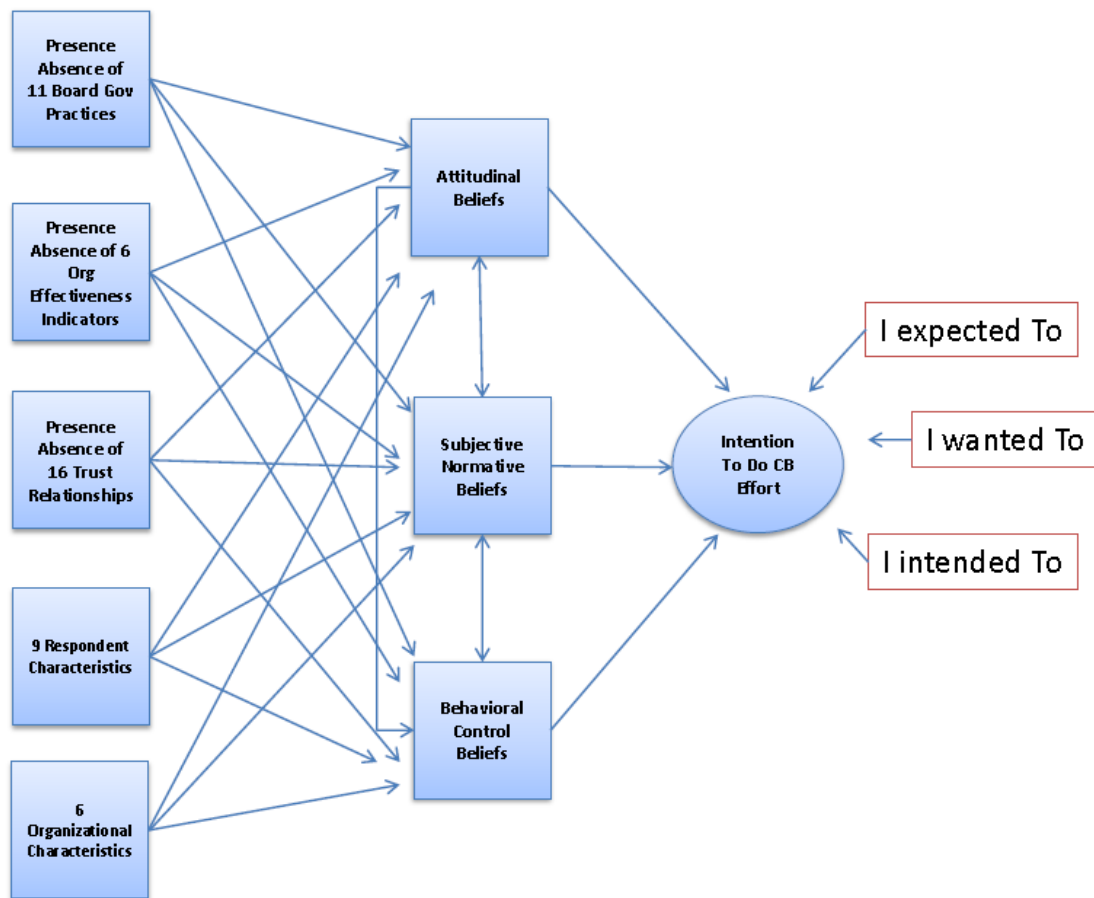
Methodological Limitations of the study

This study had several limitations. The study was a single, cross-sectional survey

and therefore limited in determining changes over time in intention to build capacity or

changes in the concomitant attitudes, norms and behavioral control perceptions related to those intentions.

The findings represented the views of those who freely volunteered to participate in the study and may not reflect the perceptions of those who declined to participate. The researcher also did not attempt to identify organizations that did not have email access. The study relied entirely upon the completion of an online survey, and some individuals may have had and aversion to such methods. These biases may have skewed the sample in terms of age, size, and complexity of organizations in the sample in ways that researchers were unable to determine.

The response rate may also have been lowered or the sample skewed by the length of the survey, or the lack of incentives given to participate. (No incentives were suggested in the letter of invitation. However, NDI provided some free tutorial guides on how to engage in successful fundraising campaigns in follow up requests to participate in the study.)

Despite these shortcomings, this study had considerable value. It provided a snapshot of nonprofit leaders' capacity building over the past five years and further clarified the motivational factors present that help and hinder capacity building efforts. This research also examined capacity building decision making through the lens of the theory of planned behavior which is, to the researchers' knowledge, the first study of its kind.

Summary

In Chapter Three, the methods used to conduct the survey were explained, followed by report of the procedures used to clean data and determine reliability. The instruments used to define all concepts within the major constructs (i.e. modifiers, antecedents, intention) were identified, along with an explanation of the data analysis plan. The chapter ended by noting limitations of the methodology. Chapter Four presents the highlights of the findings.

CHAPTER FOUR

FINDINGS

Chapter Four begins by reviewing the basic descriptive data on the modifiers (respondent characteristics, organization characteristics, board governance, organizational effectiveness indicators, and trust relationships). Following a review of the modifiers, the respondents' organization's experience with building different types of capacity within the past five years is reviewed and correlated with the modifiers. Next, the descriptive, correlation, and regression analyses are presented for intention to build a *past* capacity building effort, and then, for intention to build a *future* capacity building effort.

Some modifications in the typical thesis presentation style have been made, due to the length of the dissertation. All tables related to respondents' evaluation of one past capacity building effort are coded in gray and tables related to their evaluation of one future capacity building effort are in blue. Descriptive data tables on the modifiers are coded in green to aid the reader in recognizing the section they are reading. Due to the length of this review of findings, hypotheses and research questions are presented in this chapter, as the findings are discussed. The summary of findings at the chapter's end would have produced considerable repetition. When a research question or hypothesis is addressed, it is coded in blue text.

Modifier characteristics

A total of 470 nonprofit leaders from across the United States responded to the survey. Below is a brief summary of the nature of the respondents and organizations that

participated in this study. Respondent characteristics and organizational characteristics were two of the five modifiers in the conceptual framework guiding the study's directions.

Respondent characteristics

Table 4.1 through Table 4.4 identify the frequency and percentages of selected respondent characteristics. Most respondents were well educated, Caucasian women, of later middle-age or older. As their highest level of education, only 8.1% of respondents had less than a bachelor's degree, while 22.8% had bachelor's degrees; 15.3% had some graduate classes; 33.6% held master's degrees; 11.1% had some post-master's classes; and 7.7% held a Ph.D.. Most (63%) of respondents were female, and the remaining (34%) were male. Sixty percent were over 50 years of age. Thirty-five percent were between the ages of 51 and 60 years; 25% were older than 60, followed by 23.4% between 41 and 50 years old. Only 16.2% were 40 or younger. Of respondents who answered the question on ethnicity (N=379), a full 73.2% said they were Caucasian, followed by 10.7% African American, 1.7% Latino, 1.5% Mixed race, and 1.3% Asian.

The data indicated that 46.2% of the respondents were executive directors, and 24.3% were the chief executive or president of the nonprofit organizations surveyed. Forty of those surveyed (8.5%) said they were administrators or chief of staff, twenty-two (4.7%) were associate directors, nineteen respondents were board members (4% of those surveyed), and seventeen (or 3.6%) were a chief financial officer or treasurer. Of those who wrote in their position titles, the most prominently represented position were those responsible for "development," such as the "director of development" or "development

manager", meaning they were fund development officers. These comprised 3.4% of the respondents. No additional type of position represented more than .4% of respondents so were grouped together into a category called 'other' (3.6%). In all, 88.7% of respondents were in a position to influence organization-wide decisions on conducting capacity building initiatives (Table 4.1).

Table 4.1   Respondents' Current Position Title

	Frequency	Percent
Administrators/chief of staff/vice president	40	8.5
Chief executive officer/president	114	24.3
Chief financial officer/Treasurer	17	3.6
Executive director	217	46.2
Associate director	22	4.7
Member of board or member at large	19	4.0
Directors of Development	16	3.4
Other	17	3.6
Total	462	98.3
No Response	8	1.7
Total	470	100.0

Almost all respondents indicated that they had been in their current position for 15 years or less (42.8% had been serving in their position for less than five years, 29.8% for six to ten years, and 12.6% between 11 and 15 years.) Only 13.2% had been in their positions for over 15 years. Most of the respondents (62.4%) had either never been the director of a different organization, or had directed only one other nonprofit in the past, while 15.1% had directed two or three such organizations previously. Some (17.1%) had directed more than three organizations, but 18.9% of respondents did not answer the question.

Table 4.2 Age, Years Staying With Organization, Ethnicity and Income Level of Respondents

Age	Frequency	Percent	Ethnicity	Frequency	Percent
20-25	5	1.1	African American (non- Hispanic)	44	9.4
26-30	11	2.3	Asian	6	1.3
31-35	20	4.3	Caucasian	344	73.2
36-40	39	8.3	Hispanic/Latino	7	1.5
41-45	53	11.3	Native American Indian	2	.4
46-50	55	11.7	Other Pacific Islander	1	.2
51-55	83	17.7	Mixed race	7	1.5
56-60	80	17.0	Total	411	87.4
61-65	64	13.6	No Response	59	12.6
66-70	37	7.9	**Income Level**		
71 or +	15	3.2	$0	55	11.7
Total	462	98.3	$1-$25,000	39	8.3
No Response	8	1.7	$25,001-$50,000	80	17.0
Yrs Staying In Org			$50,001-$75,000	102	21.7
11+ years	64	13.6	$75,001-$100,000	65	13.8
6 to 10 years	109	23.2	$100,001-$125,000	43	9.1
5 years	93	19.8	$125,001-$150,000	13	2.8
3 to 4 years	92	19.6	over $150,001	11	2.3
1 to 2 years	74	15.7	Total	408	86.8
less than 1 year	30	6.4	No Response	62	13.2
Total	462	98.3			
No Response	8	1.7			

While only 86.8% of those who took the survey reported their income level, of those who did so 11.7% indicated that they worked for no pay. Twenty two percent (21.7%) were between $50,001 and $75,000 annually. Seventeen percent of respondents were paid $25,001 to $50,000 annually, 13.8% made between $75,001 to $100,000, with 14.3% earning $100,001 or higher.

All respondents had worked in other jobs prior to their current work, many in more than one sector. The number of years the respondents had worked in the nonprofit sector was spread rather evenly in low percentages from 0 to 52 years, with a few small peaks at 10 years (5.5%), 15 years (4.9%), 20 years (7.9%), 25 years (6.4%), and 30 years (4.7%), possibly reflecting the human tendency to estimate.

Table 4.3 Educational Level, Years Served and Gender Of Respondents by Occupational Title

Occupational Title	Frequency	Percent	Educational Level	Frequency	Percent
Administrators/Chief of staff/Vice President	40	8.5	Some high school	1	.2
Chief Executive Officer/President	114	24.3	High school degree	5	1.1
Chief financial officer/Treasurer	17	3.6	Some college	23	4.9
Executive director	217	46.2	Associates degree	9	1.9
Associate director	22	4.7	Bachelor's degree	107	22.8
Member of board or member at large	19	4.0	Some graduate classes	72	15.3
Other	33	7.0	Master's degree	158	33.6
Total	462	98.3	Some post-master's classes	52	11.1
No Response	8	1.7	PhD degree	36	7.7
Years Served In This Capacity In Organization			Total	463	98.5
Less than five years	201	42.8	No Response	7	1.5
6-10 years	140	29.8	**Gender**		
11-15 years	59	12.6	Female	294	62.6
16-20 years	34	7.2	Male	158	33.6
21 years or more	27	5.7	Total	452	96.2
Total	461	98.1	No Response	18	3.8
No Response	9	1.9			

All respondents had worked in other jobs prior to their current work, many in more than one sector. The number of years the respondents had worked in the nonprofit sector was spread rather evenly in low percentages from 0 to 52 years, with a few small peaks at 10 years (5.5%), 15 years (4.9%), 20 years (7.9%), 25 years (6.4%), and 30 years (4.7%), possibly reflecting the human tendency to estimate.

Respondents were asked to identify whether or not they were founder of the organization or co-founder, and whether a founder(s) was still involved in the organization in some capacity. Twenty six percent (26.2%) of respondents were either a founder or co-founder of the organization. Forty five percent of founders were still involved in the organizations that participated in this study.

Table 4.4 Previous Sectors In Which Respondents' Worked

Sectors Worked In Previously		Frequency	Percent			Frequency	Percent
Work In Gov.	yes	132	28.1	Worked In	yes	188	40.0
	no	338	71.9	Education	no	282	60.0
Work in CBO	yes	314	66.8	Worked In	yes	128	27.2
	no	156	33.2	FBO	no	342	72.8
Worked In	yes	258	54.9				
Business	no	212	45.1				

Table 4.5 Involvement of Founders and Co-founders

Respondent Was Founder or Co-Founder	Frequency	Percent
Yes	123	26.2
No	297	63.2
Total	420	89.4
No Response	50	10.6
Total	470	100.0
Founder Currently Involved In Org		
Yes	213	45.3
No	177	37.7
Total	390	83.0
No Response	80	17.0
Total	470	100.0

Organizations' Characteristics

Most organizations represented in this survey (77.9%) were local (in scope) nonprofits, but 11.1% were national, and 9.6% were international nonprofit organizations (Table 4.6).

Table 4.6 Type of Nonprofit Participating In the Study

Type of Nonprofit	Frequency	Percent
Local nonprofit	366	77.9
National nonprofit	52	11.1
International nonprofit	45	9.6
Total	463	98.5
No Response	7	1.5
Total	470	100.0

Table 4.7 identifies the age of the organizations participating in the study. The median age was 25 years 1 month to 30 years old. The mode, however, was 5 years 1 month to 10 years old. Thirty percent (29.5%) of organizations were between 5 and 15 years of age. Only 8.3% of organizations responding were less than 5 years of age. Seventy five percent were 40 years old or below. Five percent (5.5%) were 100 years or older.

The median number of board members was 13 (Table 4.7). Fifty percent of the organizations had 13 or less board members. Seventy five percent had 18 board members or less. Four respondents indicated there were no board members (.9%), while the highest number of one of the national organizations was 210 board members. Since some nonprofits that are being re-organized may go through a period where there are no board members, the data on these organizations were not deleted from the cases under review. The mean number of paid staff was 108, but the median was 7 and the mode 5 paid staff. Six percent (6.4%) indicated they had no paid staff. One organization reported 25,000 paid staff. Fifty percent of the organizations had 7 or less paid staff members. Seventy five percent had 27 paid staff member of less.

To gain an understanding of the amount of leadership transitions that had occurred over the past ten years, respondents were asked to report the number of directors, besides themselves, that had directed the organization within the past ten years. Thirty seven percent indicated there had been no change. Twenty percent indicated that one director transition had occurred, while another 13.4% reported two directors in

addition to themselves. One respondent reported 19 different directors, in addition to

themself, that had directed the organization within the past 10 years.

Table 4.7 Number of Paid Staff by Number of Board Members And Age of Organization

Organization's Age	Frequency	Percent	# Paid Staff	Frequency	Percent
1 month to 5 years	39	8.3	0 paid staff	30	6.4
5 years 1 month to 10 years	74	15.7	1-5 paid staff	164	34.9
10 years 1 month to 15 years	65	13.8	6-10 paid staff	56	11.9
15 years 1 month to 20 years	45	9.6	11-15 paid staff	39	8.3
20 years 1 month to 25 years	44	9.4	16-20 paid staff	22	4.7
25 years 1 month to 30 years	50	10.6	21-30 paid staff	18	3.8
30 years 1 month to 35 years	30	6.4	31-35 paid staff	8	1.7
35 years 1 month to 40 years	18	3.8	31-35 paid staff	9	1.9
40 years 1 month to 50 years	24	5.1	36-40 paid staff	7	1.5
50 years 1 month to 55 years	13	2.8	41-50 paid staff	5	1.1
55 years 1 month to 75 years	22	4.7	46-50 paid staff	6	1.3
75 years 1 month to 100 years	14	3.0	51-55 paid staff	7	1.5
100 years plus	26	5.5	61-65 paid staff	4	.9
Total	464	98.7	66-70 paid staff	7	1.5
No Response	6	1.3	71-75 paid staff	4	.9
# Board Members	**Frequency**	**Percent**	76-80 paid staff	3	.6
0 board members	4	.9	81-90 paid staff	2	.4
1-5 board members	40	8.5	91-110 paid staff	4	.9
6-10 board members	117	24.9	111-199 paid staff	19	4.0
11-15 board members	125	26.6	200-299 paid staff	9	1.9
16-20 board members	83	17.7	300-400 paid staff	4	.9
21-25 board members	46	9.8	401-599 paid staff	3	.6
26-30 board members	19	4.0	600-1000 paid staff	3	.6
31-35 board members	7	1.5	1001-3000 paid staff	4	.9
36-40 board members	4	.9	3001-25,000 paid staff	1	.2
41-49 board members	5	1.1	Total	438	93.2
50-95 board members	4	.9	No Response	32	6.8
96-210 board members	2	.4			
Total	456	97.0			
No Response	14	3.0			

The mean number of contracts or grants reported was 12, but the median number

was 5 and the mode 0 contracts and grants (Table 4.8). There was a large spread from 0

to a maximum of 300 reported contracts and grants. Seventy five percent of all

participating organizations had 26 or less contracts or grants.

Table 4.8 Number of Contracts and/or Grants and Partnerships

# Contracts Grants	Frequency	Percent	# Partnerships	Frequency	Percent
0 contracts grants	61	13.0	0 partnerships	32	6.8
1-2 contract/grants	60	12.8	1-2 partnerships	44	9.4
3-4 contracts/grants	51	10.9	3-5 partnerships	90	19.1
5 contracts/grants	40	8.5	6-9 partnerships	36	7.7
6-9 contracts/grants	43	9.1	10-14 partnerships	53	11.3
10-12 contracts/grants	38	8.1	15-19 partnerships	24	5.1
13-24 contracts/grants	33	7.0	20-25 partnerships	42	8.9
25-44 contracts/grants	25	5.3	26-47 partnerships	13	2.8
45-100 contracts/grants	14	3.0	48-100 partnerships	25	5.3
101-300 contracts/grants	4	.9	101-249 partnerships	4	.9
Total	369	78.5	250-400 partnerships	6	1.3
Missing	101	21.5	401-1000 partnerships	5	1.1
	470	100.0	3100 partnerships	1	.2
			Total	375	79.8
			Missing	95	20.2
				470	100.0

Fifty-percent of organizations had 40 or fewer volunteers and, only the top 5% had more than 1,000 volunteers (Table 4.9). The mean number of volunteers was 245, the median 40 volunteers, and mode was 100 volunteers. The maximum number of volunteers reported by one organization was 25,000 volunteers.

The median number of clients served was 500. The maximum reported was 1,300,000 clients or customers. Seventy-five percent of the organizations reported 2,500 or less clients. Respondents appear to have rounded their numbers to the nearest hundred when reporting the numbers of clients that they serve.

Unfortunately, only 61 respondents (13%) furnished the annual income figure for their organization so this important organizational variable could not be used for correlation or regression analyses. Of those that reported, budgets ranged from $0 per year to over $5 billion dollars annually. Fifty percent or less had a budget of under $250,000, and 34.4% had a budget of under $100,000. Of the latter, over half (14.6% of all respondents) were working with budgets of less than $35,000 annually. At the other

end of the spectrum, 9.7% of reporting organizations had a budget of over $10 million.
Organizations that responded to this question were broadly distributed across a very wide
range. However, because of the low response rate, results were not necessarily
representative of the population that was surveyed. It is not known why most
respondents did not answer this question.

Table 4.9 Number of Volunteers and Clients

# Volunteers	Frequency	Percent	# Clients	Frequency	Percent
0 volunteers	22	4.7	0 clients	8	1.7
1-5 volunteers	47	10.0	1-10 clients	7	1.5
6-10 volunteers	35	7.4	11-59 clients	15	3.2
11-15 volunteers	19	4.0	60-124 clients	25	5.3
16-20 volunteers	22	4.7	125-218 clients	30	6.4
21-25 volunteers	18	3.8	219-399 clients	26	5.5
26-30 volunteers	7	1.5	400-499 clients	13	2.8
31-35 volunteers	8	1.7	500-999 clients	43	9.1
36-40 volunteers	14	3.0	1000-1899 clients	34	7.2
41-45 volunteers	4	.9	1900-3999 clients	26	5.5
46-50 volunteers	17	3.6	4000-7999 clients	27	5.7
51-70 volunteers	15	3.2	8000-12800 clients	11	2.3
71-99 volunteers	16	3.4	Total	265	56.4
100-150 volunteers	45	9.6	No Response	205	43.6
151-200 volunteers	26	5.5	Total	470	100.0
201-300 volunteers	24	5.1			
301-400 volunteers	5	1.1			
401-900 volunteers	18	3.8			
901-2500 volunteers	14	3.0			
2501-5500 volunteers	3	.6			
25000 volunteers	1	.2			
Total	380	80.9			
No Response	90	19.1			
Total	470	100.0			

Respondents were asked what types of programs and services their organization
offered. Table 4.10 indicates the frequency and percentages found. All respondents
answered this question. Forty-one percent offered advocacy services. Thirty-one percent
(30.6%) offered youth programs. Twenty-seven percent (27.4%) offered mentoring
services and counseling services (26.6%).

Table 4.10 Types of Programs and Services Offered

Advocacy			Family Planning			Mentoring		
	Frequency	Percent		Frequency	Percent		Frequency	Percent
yes	191	40.6	yes	14	3.0	yes	129	27.4

Afterschool Programs			Food Services			Music Program Education		
	Frequency	Percent		Frequency	Percent		Frequency	Percent
yes	84	17.9	yes	74	15.7	yes	63	13.4

Childcare			Grant Writing			Performing Arts Ed		
	Frequency	Percent		Frequency	Percent		Frequency	Percent
yes	43	9.1	yes	35	7.4	yes	78	16.6

Child Activity Programs or Clubs			Health Care			Recreational Activities		
	Frequency	Percent		Frequency	Percent		Frequency	Percent
yes	92	19.6	yes	72	15.3	yes	86	18.3

Civic Engagement Education			Health Testing			Religious Instruction		
	Frequency	Percent		Frequency	Percent		Frequency	Percent
yes	86	18.3	yes	42	8.9	yes	48	10.2

Counseling			Housing Assistance			Short-term Utility Assistances		
	Frequency	Percent		Frequency	Percent		Frequency	Percent
yes	125	26.6	yes	59	12.6	yes	33	7.0

Computer Education			Housing Rehab			Support Groups		
	Frequency	Percent		Frequency	Percent		Frequency	Percent
yes	56	11.9	yes	25	5.3	yes	92	19.6

Entrepreneurship Training			Job Placement			Tutoring		
	Frequency	Percent		Frequency	Percent		Frequency	Percent
yes	39	8.3	yes	37	7.9	yes	53	11.3

Persons With Disability Care			Job Counseling			Vocational Counseling		
	Frequency	Percent		Frequency	Percent		Frequency	Percent
yes	46	9.8	yes	51	10.9	yes	41	8.7

Elder Daycare			Lobbying			Vocational Rehab		
	Frequency	Percent		Frequency	Percent		Frequency	Percent
yes	17	3.6	yes	37	7.9	yes	12	2.6

Emergency Relief			Literacy Services			Youth Programs		
	Frequency	Percent		Frequency	Percent		Frequency	Percent
yes	69	14.7	yes	66	14.0	yes	144	30.6

Presence of board governance practices

In addition to respondent and organization characteristics, respondents were asked to indicate the degree to which they believed that eleven board governance practices, six organizational effectiveness indicators, and sixteen different trust relationships were present in the organization that employed them. Board governance, effectiveness, and trust were conceptualized as modifiers to the antecedents to intention (ie. modifiers to attitudes, norms, and perceptions of behavioral control). In this section, basic frequency and percentage distributions are presented for board governance, organizational effectiveness, and trust relationships. In subsequent sections of this chapter these three modifiers are correlated with the TPB variables.

Table 4.11   identifies the frequency of response in total for the eleven board governance practices. The median response for ten of the practices was 'agree' with the exception of "practice 2": 'the board does a good job of evaluating CEO performance measuring results against objectives.' Fifty percent of all responses on all items were 'agree' with the exception of "practice 2" which was 'somewhat agree'. The majority of respondents were in agreement that the board practices listed in the survey were present in their organization. The bivariate analysis which follows identifies areas where differences in responses occurred.

Table 4.11 Presence of Board Governance Practices: Frequencies and Percentage of Agreement

Board Governance Practices		Frequency	Percent
Q 15.1 The board planning direction and priorities	strongly disagree	13	2.8
	disagree	15	3.2
	somewhat disagree	22	4.7
	neither	23	4.9
	somewhat agree	92	19.6
	agree	177	37.7
	strongly agree	118	25.1
	Total	460	97.9
	No Response	10	2.1
Q 15.2 The board evaluates CEO performance	strongly disagree	23	4.9
	disagree	36	7.7
	somewhat disagree	51	10.9
	neither	60	12.8
	somewhat agree	109	23.2
	agree	119	25.3
	strongly agree	56	11.9
	Total	454	96.6
	No Response	16	3.4
Q 15.3 Board understands respective roles of the board and ED/CEO.	strongly disagree	15	3.2
	disagree	22	4.7
	somewhat disagree	57	12.1
	neither	29	6.2
	somewhat agree	103	21.9
	agree	153	32.6
	strongly agree	76	16.2
	Total	455	96.8
	No Response	15	3.2
Q 15.4 Board high credibility with key stakeholders	strongly disagree	12	2.6
	disagree	21	4.5
	somewhat disagree	33	7.0
	neither	51	10.9
	somewhat agree	109	23.2
	agree	129	27.4
	strongly agree	106	22.6
	Total	461	98.1
	No Response	9	1.9
Q 15.5 Board committed to mission and values	strongly disagree	7	1.5
	disagree	5	1.1
	somewhat disagree	19	4.0
	neither	18	3.8
	somewhat agree	81	17.2
	agree	174	37.0
	strongly agree	154	32.8
	Total	458	97.4
	No Response	12	2.6

Table 4.11 Presence of Board Governance Practices: Frequencies and Percentage of Agreement (Continued)

Q 15.6 Board complies with key elements of the governance structure	**strongly disagree**	**5**	**1.1**
	disagree	9	1.9
	somewhat disagree	14	3.0
	neither	22	4.7
	somewhat agree	64	13.6
	agree	170	36.2
	strongly agree	176	37.4
	Total	460	97.9
	No Response	10	2.1
Q 15.7 Board's govern effectively no conflicts between members	strongly disagree	9	1.9
	disagree	13	2.8
	somewhat disagree	16	3.4
	neither	22	4.7
	somewhat agree	40	8.5
	agree	153	32.6
	strongly agree	206	43.8
	Total	459	97.7
	No Response	11	2.3
Q 15.8 Productive working relationship between the board and the ED/CEO	strongly disagree	6	1.3
	disagree	3	.6
	somewhat disagree	6	1.3
	neither	21	4.5
	somewhat agree	51	10.9
	agree	170	36.2
	strongly agree	201	42.8
	Total	458	97.4
	No Response	12	2.6
Q 15.9 Confident that board effectively manages org crisis	strongly disagree	17	3.6
	disagree	13	2.8
	somewhat disagree	27	5.7
	neither	30	6.4
	somewhat agree	76	16.2
	agree	169	36.0
	strongly agree	125	26.6
	Total	457	97.2
	No Response	13	2.8
Q 15.10 Board meetings well-managed	strongly disagree	6	1.3
	disagree	7	1.5
	somewhat disagree	17	3.6
	neither	28	6.0
	somewhat agree	63	13.4
	agree	217	46.2
	strongly agree	120	25.5
	Total	458	97.4
	No Response	12	2.6

Table 4.11 Presence of Board Governance Practices: Frequencies and Percentage of Agreement (Continued)

Q 15.11 The board uses sound decision-making processes			
	strongly disagree	**11**	**2.3**
	disagree	7	1.5
	somewhat disagree	29	6.2
	neither	44	9.4
	somewhat agree	91	19.4
	agree	169	36.0
	strongly agree	106	22.6
	Total	457	97.2
	No Response	13	2.8
Total Responses		470	100.0

Respondents' evaluation of organizational effectiveness

Table 4.12 exhibits the respondents' evaluation of their organization's effectiveness using all of Gill, Flynn, & Reissing's (2005) indicators of organizational effectiveness, as well as two items related to the organizations' ability to adapt to internal and external change. The median response to items 2, 4, 5 and 6 were "agree". The median response for item 1 was 'somewhat agrees' and for item 3 was 'strongly agrees". Responses ranged from 'strongly disagreed' to 'strongly agreed' on all items indicating a wide variance in effectiveness of organizations within the sample.

Table 4.12 Respondents' Ratings of Organizational Effectiveness

Organizational Effectiveness Indicators		Frequency	Percent
16.1 This organization's orientation for board members adequately prepares them to fulfill their governance responsibilities.	strongly disagree	19	4.0
	disagree	33	7.0
	somewhat disagree	51	10.9
	neither	55	11.7
	somewhat agree	125	26.6
	agree	132	28.1
	strongly agree	40	8.5
	Total	455	96.8
	No Response	15	3.2

Table 4.12 Respondents' Ratings of Organizational Effectiveness (Continued)

16.2 This organization is financially sound (i.e. viable and stable).	strongly disagree	11	2.3
	disagree	20	4.3
	somewhat disagree	42	8.9
	neither	43	9.1
	somewhat agree	98	20.9
	agree	147	31.3
	strongly agree	93	19.8
	Total	454	96.6
	No Response	16	3.4
16.3 This organization's resources are used efficiently (good value for money spent).	strongly disagree	4	.9
	disagree	1	.2
	somewhat disagree	10	2.1
	neither	9	1.9
	somewhat agree	47	10.0
	agree	153	32.6
	strongly agree	230	48.9
	Total	454	96.6
	No Response	16	3.4
16.4 This organization has a good balance between organizational stability and innovation.	strongly disagree	7	1.5
	disagree	9	1.9
	somewhat disagree	21	4.5
	neither	33	7.0
	somewhat agree	113	24.0
	agree	182	38.7
	strongly agree	92	19.6
	Total	457	97.2
	No Response	13	2.8
16.5 This organization handles effectively internal changes by adapting its processes, structures and/or staff roles/responsibilities.	strongly disagree	6	1.3
	disagree	8	1.7
	somewhat disagree	17	3.6
	neither	42	8.9
	somewhat agree	86	18.3
	agree	192	40.9
	strongly agree	104	22.1
	Total	455	96.8
	No Response	15	3.2
16.6 This organization handles effectively external changes by adapting its internal processes or structures and its external relations with key stakeholders.	strongly disagree	6	1.3
	disagree	9	1.9
	somewhat disagree	27	5.7
	neither	36	7.7
	somewhat agree	93	19.8
	agree	198	42.1
	strongly agree	86	18.3
	Total	455	96.8
	No Response	15	3.2
Total Responses		470	100.0

Presence of trust relationships

Table 4.13 presents the frequencies and percentages of different patterns of trust relationships within the organizations, as per the respondent's perceptions. The median for the sixteen different trust relationships was 'agree'. Responses ranged from 'strongly disagree' to strongly agree', but the great majority of responses showed some level of agreement that each of the various trust relationships existed.

Table 4.13   Frequency of Agreement with Presence of Trust Relationships

Trust Relationships		Frequency	Percent
17.1 Staff members trust each other.	strongly disagree	5	1.1
	disagree	4	.9
	somewhat disagree	12	2.6
	neither	33	7.0
	somewhat agree	69	14.7
	agree	190	40.4
	strongly agree	136	28.9
	Total	449	95.5
	no response	21	4.5
17.2 Board members trust each other.	strongly disagree	3	.6
	disagree	3	.6
	somewhat disagree	12	2.6
	neither	25	5.3
	somewhat agree	65	13.8
	agree	207	44.0
	strongly agree	142	30.2
	Total	457	97.2
	no response	13	2.8
17.3 The director trusts the board chair.	strongly disagree	5	1.1
	disagree	7	1.5
	somewhat disagree	11	2.3
	neither	21	4.5
	somewhat agree	34	7.2
	agree	153	32.6
	strongly agree	222	47.2
	Total	453	96.4
	no response	17	3.6
17.4 The board chair trusts the director.	strongly disagree	3	.6
	disagree	5	1.1
	somewhat disagree	4	.9
	neither	29	6.2
	somewhat agree	29	6.2
	agree	157	33.4
	strongly agree	226	48.1
	Total	453	96.4
	no response	17	3.6

Table 4.13 Frequency of Agreement with Presence of Trust Relationships (Continued)

17.5 The director trusts the board members.	**strongly disagree**	**5**	**1.1**
	disagree	2	.4
	somewhat disagree	12	2.6
	neither	18	3.8
	somewhat agree	61	13.0
	agree	192	40.9
	strongly agree	166	35.3
	Total	456	97.0
	no response	14	3.0
17.6 The board members trust the director.	strongly disagree	3	.6
	disagree	1	.2
	somewhat disagree	5	1.1
	neither	20	4.3
	somewhat agree	46	9.8
	agree	196	41.7
	strongly agree	183	38.9
	Total	454	96.6
	no response	16	3.4
17.7 The board members trust the staff.	strongly disagree	5	1.1
	disagree	1	.2
	somewhat disagree	7	1.5
	neither	38	8.1
	somewhat agree	58	12.3
	agree	198	42.1
	strongly agree	140	29.8
	Total	447	95.1
	no response	23	4.9
17.8 The staff trusts the board members.	strongly disagree	9	1.9
	disagree	5	1.1
	somewhat disagree	20	4.3
	neither	58	12.3
	somewhat agree	81	17.2
	agree	165	35.1
	strongly agree	108	23.0
	Total	446	94.9
	no response	24	5.1
17.9 Staff members trust the director.	strongly disagree	7	1.5
	disagree	5	1.1
	somewhat disagree	5	1.1
	neither	36	7.7
	somewhat agree	40	8.5
	agree	203	43.2
	strongly agree	148	31.5
	Total	444	94.5
	no response	26	5.5
17.10 The director trusts the staff.	strongly disagree	6	1.3
	disagree	4	.9
	somewhat disagree	4	.9
	neither	32	6.8
	somewhat agree	53	11.3
	agree	196	41.7
	strongly agree	150	31.9
	Total	445	94.7
	no response	25	5.3

Table 4.13   Frequency of Agreement with Presence of Trust Relationships (Continued)

17.11 The director trust volunteers.	**strongly disagree**	**3**	**.6**
	disagree	3	.6
	somewhat disagree	3	.6
	neither	44	9.4
	somewhat agree	86	18.3
	agree	202	43.0
	strongly agree	104	22.1
	Total	445	94.7
	no response	25	5.3
17.12 The board trust volunteers.	strongly disagree	1	.2
	disagree	1	.2
	somewhat disagree	6	1.3
	neither	64	13.6
	somewhat agree	80	17.0
	agree	193	41.1
	strongly agree	97	20.6
	Total	442	94.0
	no response	28	6.0
17.13 The staff trusts the volunteers.	disagree	2	.4
	somewhat disagree	9	1.9
	neither	51	10.9
	somewhat agree	91	19.4
	agree	183	38.9
	strongly agree	100	21.3
	Total	436	92.8
	no response	34	7.2
17.14 The volunteers trust staff.	strongly disagree	1	.2
	disagree	2	.4
	somewhat disagree	6	1.3
	neither	54	11.5
	somewhat agree	45	9.6
	agree	207	44.0
	strongly agree	124	26.4
	Total	439	93.4
	no response	31	6.6
17.15 Volunteers trust director.	strongly disagree	2	.4
	disagree	2	.4
	somewhat disagree	5	1.1
	neither	54	11.5
	somewhat agree	35	7.4
	agree	216	46.0
	strongly agree	125	26.6
	Total	439	93.4
	no response	31	6.6
Q 17.16 Volunteers trust board.	strongly disagree	1	.2
	disagree	3	.6
	somewhat disagree	5	1.1
	neither	105	22.3
	somewhat agree	57	12.1
	agree	171	36.4
	strongly agree	95	20.2
	Total	437	93.0
	no response	33	7.0
Total		470	100.0

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Definition of capacity building

Respondents were asked to define capacity building. For the purpose of comparison, this study employed the same definitional categories as used in Light's (2004) study. Unlike the answers garnered by Light (which largely contained only one emphasis), the responses in this current study frequently reflected that respondents held multi-dimensional notions of capacity building. Two hundred forty respondents (51.1%) provided at least two elements in their definitions. Table 4.14 provides a summary of the frequency and percent of responses according to the concepts of capacity building given in respondents' definitions. The Table (4.14) also records whether a particular concept of capacity building was given by the respondent as the first, second, or third emphasis in either definition. The "primary emphasis" category on the Table reflects either the total definition (if only one emphasis was given), or the first part of a definition (in the case of a multi-dimensional definition). The "secondary emphasis" represents an additional element in the definition. Some respondents (5.1%) included a tertiary element which is recorded in the "third emphasis" column on the Table.

Respondents seemed sure of their own definition of capacity building. (Less than half of one percent reported not being sure how to define capacity building). The largest number of respondents (46.4%) gave a definition that included improving, strengthening, or increasing the organization's activities, abilities or structures. This was followed by 12.8% who indicated that capacity building means increasing organizational resources or inputs.

Table 4.14 Respondents' Definition of Capacity Building

Definition Element	Primary Emphasis		Secondary Emphasis		Third Emphasis	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Increase org resources or inputs	60	12.8	41	8.7	6	1.3
Improve/strengthen/increase activities, abilities, structures	218	46.4	42	8.9	6	1.3
Improve outputs or outcomes	30	6.4	107	22.8	6	1.3
Maximize resources and efficiency	39	8.3	21	4.5	1	.2
Buzz word	2	.4				
Measure org activities, internal external changes and adapt accordingly	43	9.1	29	6.2	5	1.1
Didn't define	4	.9				
Not sure how to define	2	.4				
Total	398	84.7	240	51.1	24	5.1
No Response	72	15.3	230	48.9	446	94.9
Total	470	100.0	470	100.0	470	100.0

Past Capacity Building Examined

This section examines respondents' evaluations of their intention to build capacity in the past five years. First, a description is provided of various types of capacity building conducted by the respondents within the past five years. The modifiers were then correlated with the various types of past capacity building. Next, the modifiers were correlated with each other to help determine relationships that may be meaningful for future research studies. All of the TPB variables were correlated with all of the modifiers to examine the nature of the relationships present. The section ends by presenting the results of the regression analyses. The data answering research questions and hypotheses are noted as the discussion proceeds and are highlighted in blue text.

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Frequency with which organizations engaged in past capacity building

Table 4.15 identifies the frequency with which organizations had done various

kinds of capacity building efforts within the past five years. The three kinds of capacity

building done most frequently included 1) building or improving collaborations (78.1%),

2) fundraising (62.1%), and 3) adopting new information technology (59.1%). Thirty-

eight percent (38.3%) indicated they had either merged with another organization or

another organization had merged with them during the past five years. Half of the

organizations indicated they had measured outcomes or results and evaluated programs

within the past five years. Fifty-eight percent had done some kind of board development.

Twenty-eight percent indicated that their leadership had changed within the past five

years.

Table 4.15 Types of Capacity Building Implemented Within the Last Five Years

Past Capacity Building Areas	Frequency*	Percentage
External Relations		
Collaborations	367	78.1
Fundraising	292	62.1
Strategic Planning	274	58.3
Media Relations	269	57.2
Mergers	39	8.3
Did Not Improve This Area	13	2.8
Internal Structure		
Team Building	247	52.6
Added Staff	242	51.5
Reorganization	208	44.3
Created a Financial Development Plan	144	30.6
Recruited more Diverse Staff	126	26.8
Created a rainy day fund	108	23
Create a fund for new ideas	42	8.9
Did not Improve This Area	34	7.2

*N=470 respondents

**Table 4.15 Types of Capacity Building Implemented Within the
Last Five Years (Continued)**

Leadership		
Board Development	272	57.9
Staff Leadership Development	231	49.1
Improved Delegation of Responsibility		
For Routine Decisions	210	44.7
Changed Leadership	130	27.7
Succession Planning	126	26.8
Did Not Improve This Area	28	6
Internal Management Systems		
Adopted New Information Technology	278	59.1
Improved Accounting Systems	255	54.3
Trained Staff	239	50.9
Evaluated Programs	239	50.9
Measured Outcomes/Results	236	50.2
Did an Organizational Assessment	155	33
Made Changes in Personnel System	149	31.7
Did Not Improve This Area	31	6.6

*N=470 respondents

Respondent characteristics' relationship to past capacity building efforts

Light (2004) created four categories of capacity building efforts. He asked all respondents to name the capacity building effort they wanted to evaluate, and he created a category scheme to examine the nature of these efforts. His four categories of capacity building were external relations, internal structure, leadership and internal management system capacity building. In this section, the study's modifiers are correlated with the four types of capacity building that were conducted within the past five years. These relationships were examined in order to compare this study's findings with some of Light's findings in Chapter Five.

External relations capacity building x respondent characteristics

Table 4.16 displays the association between respondent characteristics and the various types of external relations capacity building that had been conducted in the past.

As respondents' salary levels increased, external relations capacity building in general

showed an increase among organizations that had strategic planning and media relations.

Ethnicity differences existed. In the case of media relations, African Americans were

associated with organization that had not done media relations. Mixed race respondents

were associated with organizations that had not done any external relations. Respondents

with higher education levels were associated with organizations that had engaged in

mergers. Respondents who had worked previously in a community-based organization

(CBO) were associated with organizations that had done collaboration, fundraising, and

media relations. Those who had served longer in their current capacity were with

organizations that had engaged in fundraising.

Table 4.16   External Relations and Internal Structure Capacity Building Associated With Respondent Characteristics

Categories of CB	Type of CB Effort	Respondent Characteristic	X^2	df	p
External Relations	Collaboration	Ethnicity	13.495	6	0.036
		Current Position	21.354	7	0.003
		Previously Worked in CBO Sector	5.399	1	0.02
	Mergers	Education Level	17.373	8	0.026
	Strategic Planning	Salary Level	15.874	7	0.026
	Fundraising	Ethnicity	12.484	6	0.052
		Years Served In Current Position	14.973	4	0.005
		Previously Worked in CBO Sector	6.806	1	0.009
	Media Relations	African Americans	3.81	1	0.051
		Previously Worked in CBO Sector	10.396	1	0.001
		Salary Level	14.26	7	0.047
	Not Done External Relations CB	Ethnicity	18.65	6	0.005

Internal structure capacity building x respondents' characteristics

Table 4.17 identifies the significant associations between internal structure

capacity building and respondent characteristics. Those who had worked previously in

the CBO sector tended to work for organizations that had engaged in reorganization initiatives and team building. Those who had previously worked in the education sector were with organization that had done team building and developed a fund development plan. Respondents with higher education levels tended to work for organizations that had developed funds for new ideas. Respondents with higher education levels were with organizations that had conducted reorganization efforts, team building, had added staff, and developed rainy day funds. Females tended to work for nonprofits that had developed funds for new ideas and developed a fund development plan. Males were more likely to work for organizations that had not done any internal structure capacity building. Respondents who had worked longer in the nonprofit sector were associated with organizations that recruited diverse staff.

Table 4.17 Internal Structure Capacity Building Associated With Respondent Characteristics

Type of CB Effort	Respondent Characteristic	X^2	df	p
Reorganization	Previously Worked in CBO Sector	5.636	1	0.018
	Salary Level	32.135	7	0.000
Team Building	Caucasian	4.585	1	0.032
	Previously Worked in CBO Sector	8.638	1	0.003
	Previously Worked in Ed Sector	4.460	1	0.035
	Salary Level	15.395	7	0.031
Added Staff	Salary Level	47.479	7	0.000
Recruited Diverse Staff	Current Position Title	15.091	7	0.035
	# Yrs Worked In NP Sector	62.692	46	0.051
Develop Rainy Day Fund	Salary Level	21.998	7	0.003
Developed Fund For New Ideas	African American	5.068	1	0.024
	Asian	4.400	1	0.036
	Education Level	18.477	8	0.018
	Gender	5.701	1	0.017

Table 4.17 Internal Structure Capacity Building Associated With Respondent Characteristics (Continued)

Developed Fund Develop. Plan	**Gender**	**6.219**	**1**	**0.013**
	Previously Worked in Ed Sector	3.686	1	0.055
Not Done Internal Structure CB	Ethnicity	12.850	6	0.045
	Native American Indian	5.416	1	0.020
	Mixed Race	4.762	1	0.029
	Gender	4.405	1	0.036

Leadership capacity building x respondents' characteristics

As respondents' length of stay in their current capacity decreased, they were increasingly employed by organizations that had done board development (Table 4.18). The respondents' current position title was associated with organizations that had engaged in board development, staff and leadership development, succession planning, and improved delegation processes. Those in senior level positions reported that these activities had been undertaken significantly more so than activities to develop those in volunteer or mid-management positions. Respondents' with lower salary levels tended to be employed by organizations that had not done board development, staff leadership development, succession planning, or changed leadership within the past five years. Respondents with fewer years in their current capacity tended to be employed by nonprofits that had changed leadership at least once in the past five years. As respondents' educational levels increased, they were increasingly employed by nonprofits that had engaged in succession planning and improved delegation processes.

Younger respondents tended to be employed by organizations that had changed leadership within the past five years. Younger respondents were more frequently employed by nonprofits that had not engaged in succession planning.

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Respondents who had worked previously in the government sector were more frequently employed by organizations that had engaged in succession planning within the past five years. Respondents who had not worked previously in community-based nonprofits were associated with organizations that had not done staff leadership development, succession planning, or had not done any kind of leadership capacity building within the past five years.

Table 4.18 Leadership Capacity Building Associated With Respondent Characteristics

Type of CB Effort	Respondent Characteristic	X^2	df	p
Board Dev.	Ethnicity	13.38	6	0.037
	Asian	4.482	1	0.034
	Current Position Title	16.807	7	0.019
	Length Of Stay	12.464	5	0.029
Staff Leadership Dev.	Current Position Title	13.624	7	0.058
	Previously Work CBO Sector	6.165	1	0.013
	Salary Level	61.809	7	0.000
Succession Planning	Ed Level	22.853	8	0.004
	Age	25.614	10	0.004
	Current Position Title	19.146	5	0.002
	Previously Work Gov Sector	11.464	1	0.001
	Previously Worked CBO Sector	6.833	1	0.009
	Previously Work Ed Sector	23.077	1	0.001
	Salary Level	16.191	7	0.023
Changed leadership	Yrs Wrked In Current Capacity	53.085	4	0.000
	salary Level	14.8	7	0.039
Improved Delegation	Current Position Title	16.219	7	0.023
	Ed Level	15.278	8	0.054
	Salary Level	16.421	7	0.022
None	Mixed Race	5.947	1	0.015
	Gender	7.181	1	0.007
	Previously Work CBO Sector	4.799	1	0.028

Internal management systems capacity building x respondents' characteristics

The associations between past internal management capacity building efforts and respondents' characteristics are reported in Table 4.19. If a respondent had worked previously in the community-based nonprofit sector they were more frequently employed by organizations that had adopted new information technology, evaluated programs, and measured results. Respondents with lower salary levels were significantly associated with nonprofits that had not adopted new information technology, had not improved their accounting and personnel systems, or had not trained their staff. Females were more frequently employed by organizations that had not evaluated programs or measured results. Those who indicated they had previously worked in a community-based nonprofit were more frequently employed by organizations that had adopted new information technology (IT), evaluated programs, and measured results. Those who had previously worked in the education sector tended to have conducted organizational assessments and measured outcomes and results. Respondents who had been in their current position longer were more likely to be employed by organizations that had improved their accounting and personnel systems. Respondents planning to stay with their organization for a relatively short amount of time were more frequently employed by organizations that had measured results. Respondents who had previously worked for a Faith-based organization (FBO) were associated with organization that had not measured results. Respondents who had not worked previously in government were associated with organizations that had not done any internal management systems capacity building.

Table 4.19 Internal Management Systems Capacity Building Cross Tabulations With Respondents' Characteristics

Type of CB Effort	Respondent Characteristic	X^2	df	p
Adopted New IT	# Yrs Work NP Sector	63.391	46	0.045
	Previously Worked CBO Sector	4.19	1	0.041
	Salary Level	32.976	7	0.000
Improved Accounting System	African American	5.827	1	0.016
	Yrs Wrked In Current Capacity	9.502	4	0.050
	Salary Level	15.25	7	0.033
Personnel System Change	Yrs Wrked In Current Capacity	14.198	4	0.007
	Salary Level	23.391	7	0.001
Trained Staff	Salary Level	20.671	7	0.004
Evaluated Programs	Gender	6.628	1	0.010
	Previously Worked CBO Sector	5.834	1	0.016
Org. Assessment	Previously Worked Ed Sector	6.778	1	0.009
Measured Results	Ed Level	26.861	8	0.001
	Gender	6.578	1	0.010
	Length Of Stay	12.504	5	0.028
	Previously worked in CBO Sector	4.929	1	0.026
	Previously worked in Ed Sector	4.772	1	0.029
	Previously worked In FBO sector	3.692	1	0.055
	Salary Level	26.27	7	0.000
None	Previously Worked In Gov Sector	3.787	1	0.052

Organization characteristics relationship to engagement in past capacity building

In this section, organizational characteristics were correlated with the four categories of capacity building for the past capacity building efforts reported by respondents.

External relations capacity building x organizational characteristics

Table 4.20 details the results summarized in this section that describes the associations between organizational characteristics and activities categorized as external relations capacity building. Organizations that were reported to have experienced recent

growth in donors were associated with having undertaken collaboration, strategic planning, fundraising, and media relations efforts. Organizations reported to have increased the number of programs offered were more likely to be nonprofits that had engaged in mergers, strategic planning, fundraising and media relations. When organizations were identified as having increased the number of their paid staff within the past five years, they were more likely to be organizations that had done strategic planning and media relations. Growth in the number of an organization's clients was associated with having done fundraising and media relations. When budget size increased within the past five years, organizations were more likely to have conducted strategic planning, fundraising, and media relations. Organizations that had collaborated, done strategic planning, and media relations were less likely to have the founder or co-founder as the person responding to the survey.

Respondents were asked to indicate what types of programs and services their organizations offered. Organizations that had undertaken the external relations capacity building activity listed on the left in Table 4.20, had the characteristics listed to the right of, and under that activity in the amount of the Chi Square value listed. Organizations that had advocacy services did not engaged in fundraising. Organizations that provided religious instruction did not collaborate with other organizations, engage in strategic planning, undertake fundraising, or conduct relations efforts. Those that lobbied did not engage in fundraising.

Table 4.20 External Relations Capacity Building Correlated With Organizational Characteristics

Type of CB	Organizational Characteristics	X^2	df	p
Collaboration	Growth in # of Donors	16.273	4	0.003
	Job Placement Services	6.397	1	0.011
	Recreational Activities	5.121	1	0.024
	Religious Instruction	9.752	1	0.002
	Respondent Was A Founder	7.276	1	0.000
Mergers	Growth # Programs	12.823	4	0.012
	Child Care Services	3.962	1	0.047
	Persons With Disability Care	12.107	1	0.001
	Family Planning	14.254	1	0.000
	Mentoring	3.938	1	0.047
Strategic Planning	Growth # Programs	19.138	4	0.001
	Growth # Paid Staff	20.112	4	0.000
	Growth # Donors	16.049	4	0.003
	Growth Budget Size	18.341	4	0.001
	Housing Assistance	8.965	1	0.003
	Religious Instruction	4.654	1	0.031
	Respondent Was A Founder	4.321	1	0.038
Fundraising	Local Nonprofit	9.067	1	0.003
	National NP	5.305	1	0.021
	Growth # Programs	16.874	4	0.002
	Growth # Clients	18.389	4	0.001
	Growth # Donors	46.665	4	0.000
	Growth Budget Size	14.578	4	0.006
	Advocacy	5.100	1	0.024
	Persons With Disability Care	7.263	1	0.007
	Emergency Relief	6.020	1	0.014
	Food Services	4.390	1	0.036
	Job Counseling	3.728	1	0.054
	Lobbying	4.469	1	0.035
	Music Education	4.812	1	0.028
Media relations	Local Nonprofit	4.367	1	0.039
	Growth # Programs	25.435	4	0.000
	Growth # Clients	32.879	4	0.000
	Growth # Paid Staff	17.843	4	0.001
	Growth # Donors	26.623	4	0.000
	Growth Budget Size	24.883	4	0.000

Table 4.20 External Relations Capacity Building Correlated With Organizational Characteristics (Continued)

Type of CB	Organizational Characteristics	X^2	df	p
Media relations (Continued	Persons With Disability Care	7.404	1	0.007
	Elder Care	6.926	1	0.007
	Job Placement Services	5.580	1	0.008
	Job Counseling	5.482	1	0.019
	Religious Instruction	8.506	1	0.004
	Respondent Was A Founder	13.147	1	0.000

Table 4.21 displays the different types of external relations capacity building efforts cross tabulated with various organizational numbers of paid staff, volunteers, board members, clients, contracts and grants and partnerships. Eta values are provided. Eta is a measure of association that ranges from 0 to 1, with 0 indicating no association between the row and column variables and values close to 1 indicating a high degree of association. The associations were not strong but those at the .100 level and higher are reported. The numbers of partnerships, and contracts and grants are significantly associated with mergers. The numbers of contracts and grants, and board members are associated with strategic planning. The number of contracts and grants is significantly associated with fundraising capacity building efforts. Examination of the frequencies indicates that as numbers of contracts and grants, board members and partnerships increase organizations are more likely to have indicated they have done mergers, strategic planning and fundraising.

Table 4.21 Cross Tabulation of External Relations Capacity Building Types with Organizational Numbers

Type of CB	Organizational #s	Eta Value
Mergers		
	# Contract/Grants	.152
	# Partnerships	.171
Strategic Planning	# Contracts/Grants	.136
	#Board Members	.108
Fundraising	# Contracts/Grants	.101

Internal structure capacity building x organizational characteristics

The next table (4.22) indicates relationships between internal capacity building and organizational characteristics. Younger organizations were associated with having reorganized within the past five years, and with having added staff. Older organizations were associated with not having done any internal structure capacity building.

Growth in the number of programs was associated with organizations that had reorganized, engaged in team building, added staff, and created a fund development plan. Those that indicated a decline in numbers of programs were associated with not having done any internal structure capacity building within the past five years.

Growth in the number of paid staff was associated with organizations that had reorganized, engaged in team building, added staff, and recruited diverse staff. Organizations that indicated no growth to a decline in the number of paid staff over the past five years were associated with not having done any internal structure capacity building in that same time frame.

Growth in the budget size was associated with organizations that had engaged in reorganizations efforts, team building, had added staff, recruited diverse staff, created a rainy day fund, and created a fund development plan.

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Growth in the number of donors was associated with organizations that had engaged in team building, added staff, created a rainy day fund, created a fund for new ideas, and made a fund development plan.

When the respondent was neither a founder nor a co-founder, the nonprofits that employed them tended to have engaged in reorganization, team building, added staff, created a rainy day fund over the past five years, and interestingly, tended not to have conducted internal structure capacity building.

There were some significant relationships between the type of programs or services offered and whether organizations had engaged in certain kinds of internal structure capacity building. These are listed in Table 4.22 .

Table 4.22 Internal Structure Capacity Building x Organizational Characteristics

Type of CB	Organizational Characteristics	X^2	df	p
Reorganization	Organizations Age	26.069	12	0.010
	Growth # Programs	11.004	4	0.027
	Growth # Paid Staff	22.776	4	0.000
	Growth Budget Size	18.451	4	0.001
	Advocacy	5.561	1	0.018
	Child Activity Prog	4.723	1	0.030
	Persons With Disability Care	7.296	1	0.070
	Health Care	5.549	1	0.018
	Housing Assistance	4.89	1	0.027
	Job Counseling	4.89	1	0.027
	Lobbying	3.763	1	0.052
	Respondent was Founder	17.393	1	0.000
Team Building	Growth # Programs	23.759	4	0.000
	Growth # Clients	32.165	4	0.000
	Growth # Paid Staff	14.189	4	0.007
	Growth # Donors	16.746	4	0.002
	Growth Budget Size	16.011	4	0.003
	Child Activity Prog	10.101	1	0.001
	Counseling	7.741	1	0.005

Table 4.22 Internal Structure Capacity Building x Organizational Characteristics (Continued)

Team Building (Continued)	Job Placement	8.611	1	0.003
	Job Counseling	7.462	1	0.006
	Mentoring	12.686	1	0.000
	Recreational Activities	4.424	1	0.035
	Support Groups	15.028	1	0.000
	Youth Programs	4.279	1	0.039
	Respondent was Founder	14.632	1	0.000
Added Staff	Organization's Age	24.458	12	0.018
	Growth # Programs	40.468	4	0.000
	Growth # Clients	31.732	4	0.000
	Growth # Paid Staff	163.761	4	0.000
	Growth # Donors	49.002	4	0.000
	Growth Budget Size	80.496	4	0.000
	Counseling	8.226	1	0.004
	Health Testing	4.253	1	0.039
	Housing Assistance	10.48	1	0.001
	Job Placement	7.421	1	0.006
	Job Counseling	4.001	1	0.045
	Family Planning	12.715	1	0.000
	Food Services	3.794	1	0.051
	Job Placement	7.942	1	0.005
	Lobbying	4.918	1	0.027
Developed Fund	Growth # Programs	13.574	1	0.009
Development Plan	Growth # Clients	28.838	4	0.000
	Growth # Donors	24.397	4	0.000
	Growth Budget Size	17.851	4	0.001
	Emergency Relief	3.761	1	0.052
None	Organization's Age	22.529	23	0.032
	Growth # Programs	22.652	4	0.000
	Growth # Clients	28.429	4	0.000
	Growth # Paid Staff	14.313	4	0.000
	Respondent was Founder	4.073	1	0.044

Table 4.23 identifies the significant associations present when the various kinds of

internal structure capacity building are cross tabulated with various organizational

numbers. Eta values of .100 and higher are reported. While associations are rather weak

(.000 weakest to 1.000 highest), the number of partnerships was significantly associated with reorganization. Whether or not the organization created a rainy day fund was dependent on the numbers of volunteers, board members and clients they had. Whether or not the organization developed a fund development plan was dependent on the number of staff, volunteers, and contracts and grants the organization had.

Table 4.23 Cross Tabulation of Internal Structure Capacity Building with Organizational Numbers

Type of CB	Organizational #s	Eta Values
Reorganization	# Partnerships	.110
Created Fund For New Ideas	# Volunteers	.123
	#Board members	.158
	# Clients	.137
Develop Fund Development Plan	# paid staff	.189
	# volunteers	.177
	# Contracts/Grants	.152

Leadership capacity building x organizational characteristics

The following table (4.24) shows the association of leadership capacity building activities with organizational characteristics. Growth in the number of programs was associated with organizations that had done board development, and improved delegation. No growth and decline were associated with organizations that had not done any leadership capacity building efforts.

Growth in the number of donors was associated with organizations that had done board development and had improved delegation processes. An increase in paid staff (full and part-time) was associated with nonprofits that had done staff development, changed leadership, and improved delegation processes. Growth in the budget size was

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associated with organizations that had improved delegation processes. Growth in the number of clients was associated with organizations that had improved delegation processes.

No growth and decline in programs and numbers of clients were associated with organizations that had done no leadership capacity building efforts within the past five years. Also, no growth, and some or a great deal of decline were associated with organizations that had entrepreneurship training as part of their services.

National nonprofits were associated with organizations that had not conducted staff development, while international organizations were associated with organizations that had not changed leadership within the past five years.

As the organization's age increased, it was associated with having established a succession plan. The peak involvement in succession planning during the previous five years was among organizations that were between five to thirty years old.

Organizations that had engaged in board development, staff leadership development, succession planning, and organizations that had changed leadership within the past five years were associated with having a survey respondent (a leader) who was neither a founder nor a co-founder.

A program or service listed in Table 4.24 was found to be significantly associated with the particular type of capacity building effort under which it is listed.

Table 4.24 Leadership Capacity Building Correlated With Organizational Characteristics

Type of CB	Organizational Characteristics	X^2	df	*p*
Board Development	Growth # Programs	11.477	4	0.022
	Growth # Donors	13.466	4	0.009
	Housing Assistance	7.722	1	0.005
	Job Placement	6.927	1	0.008
	Mentoring	4.69	1	0.030
	Support Groups	4.278	1	0.022
	Respondent Was Founder	9.123	1	0.003
Staff Dev.	National NP	4.594	1	0.032
	Growth # Paid Staff	15.838	4	0.003
	Child Activity Programs/Clubs	5.175	1	0.023
	Counseling	13.452	1	0.000
	Computer Education	5.828	1	0.016
	Persons With Disabilities Care	5.268	1	0.022
	Grant Writing	4.152	1	0.042
	Health Care	12.161	1	0.000
	Housing Assistance	7.758	1	0.005
	Job Placement	9.121	1	0.003
	Job Counseling	7.024	1	0.005
	Short-term Utility Assistance	7.895	1	0.005
	Support Groups	15.231	1	0.000
	Respondent Was Founder	9.903	1	0.002
Succession Planning	Organization's Age	33.745	12	0.001
	Childcare	7.284	1	0.007
	Persons With Disabilities Care	5.461	1	0.019
	Performing Arts Ed	6.472	1	0.011
	Respondent Was Founder	4.629	1	0.031
Leadership Change	International NP	5.366	1	0.021
	Growth # Paid Staff	11.161	4	0.025
	Child Activity Programs/Clubs	14.306	1	0.000
	Housing Rehab	5.46	1	0.019
	Recreational Activities	8.943	1	0.003
	Respondent Was Founder	25.758	1	0.000

Table 4.24 Leadership Capacity Building Correlated With Organizational Characteristics (Continued)

Type of CB	Organizational Characteristics	X^2	df	p
Improved Delegation	Growth # Programs	21.087	4	0.000
	Growth # clients	29.317	4	0.000
	Growth # Staff	19.746	4	0.001
	Growth # Donors	20.296	4	0.000
	Growth Budget Size	38.498	4	0.000
	Job Placement	10.65	1	0.001
None	Growth # Programs	18.722	4	0.001
	Growth # clients	15.436	4	0.004
	Entrepreneurship Training	6.746	1	0.009

Table 4.25 identifies the significant associations between leadership capacity building and various organizational numbers. The Eta values were rather weak, but those at the .100 and higher are reported (i.e. .000 weakest to 1.000 highest associations). The number of board members is associated with whether or not board development was done. The number of clients is associated with whether or not succession planning had occurred. The number of board members is associated with organizations that had changed leadership. The number of partnerships (lack of) is associated with having done no leadership capacity building effort within the past five years.

Table 4.25 Cross Tabulations of Type of Leadership Capacity Building with Organization Numbers

Type of CB	Organizational #s	Eta Values
Board Development	# Board members	.103
Succession Planning	# clients	.117
Leadership Change	# Board members	.109
None	# Partnerships	.158
	# clients	0.026

Internal management system capacity building x organizational characteristics

Younger organizations (between just months and fifty years old) were associated with having adopted new information technology, while organizations older than fifty years were associated with having measured their results.

Growth in the number of programs was associated with nonprofits that had adopted new information technology, had improved personnel, improved accounting systems, trained staff, evaluated programs, and measured results. Growth in the number of paid staff was associated with organizations that had adopted new information technology, improved accounting and personnel systems, trained staff, and measured outcomes and results. Growth in the number of clients was associated with organizations that had improved accounting and personnel systems, and had measured programs, outcomes and results. Growth in the number of donors was associated with adopting new information technology, improving accounting systems, and measuring outcomes and results. Growth in budget size was associated with nonprofits that adopted new information technology, improved accounting and personnel systems. Those organizations indicating that they had experienced no growth to a decline over the past five years were associated with organizations that had done none of the internal management system capacity building efforts within the past five years.

International nonprofits were associated with having changed personnel systems. Nonprofits that were local community-based nonprofits were associated with organizations that had done organizational assessments within the past five years.

Organizations that adopted new information technology, changed personnel systems, trained staff, evaluated programs, and measured results, tended to have respondents to the survey who were neither founders nor co-founders. Founders were associated with having done no internal management system capacity building within the past five years.

The programs and services that appear in Table 4.26 were associated positively with organizations exhibiting the same type of internal management capacity building under which the program or service is listed. There were a few exceptions. Organizations that had performing arts education programs were associated with organizations that did not do organizational assessments or measure results. Organizations that did religious instruction were associated with organizations that had not measured results, changed personnel systems, or adopted new information technology.

Table 4.26 Internal Management Systems Capacity Building Correlated With Organizational Characteristics

Type of CB	Organizational Characteristics	X^2	df	p
Adopted New	Organization's Age	25.245	23	0.014
Information	Growth # Programs	24.024	4	0.000
Technology	Growth # Clients	14.656	4	0.005
	Growth # Paid Staff	15.532	4	0.004
	Growth # Donors	22.956	4	0.000
	Growth Budget Size	25.929	4	0.000
	Counseling	3.705	1	0.054
	Persons With Disabilities Care	11.614	1	0.001
	Food Services	6.946	2	0.008
	Health Care	6.014	1	0.014
	Housing Assistance	9.887	1	0.000
	Job Placement	14.999	1	0.000
	Job Counseling	12.748	1	0.000

Table 4.26 Internal Management Systems Capacity Building Correlated With Organizational Characteristics (Continued)

Type of CB	Organizational Characteristics	X^2	df	p
Technology (Cont.)	Religious Instruction	5.246	1	0.022
	Support Groups	5.137	1	0.023
	Respondent Was Founder	11.179	1	0.001
Improved	Growth # Programs	22.675	4	0.000
Accounting	Growth # Clients	11.616	4	0.020
System	Growth # Paid Staff	25.945	4	0.000
	Growth # Donors	27.199	4	0.000
	Growth Budget Size	32.288	4	0.000
	Advocacy	3.823	1	0.051
	Childcare	4.589	1	0.032
	Persons With Disabilities Care	4.816	1	0.028
	Food Services	5.062	1	0.024
	Housing Assistance	4.985	1	0.026
	Housing Rehab	9.413	1	0.002
	Job Placement	4.15	1	0.042
Personnel	National NP	5.609	1	0.018
System	Growth # Programs	14.024	4	0.007
Changes	Growth # Clients	20.042	4	0.000
	Growth # Paid Staff	24.923	4	0.000
	Growth Budget Size	27.933	4	0.001
	child activity program/clubs	7.327	1	0.007
	Counseling	7.705	1	0.006
	Persons With Disabilities Care	12.077	1	0.001
	Family Planning	4.313	1	0.038
	Grant Writing	6.796	1	0.009
	Health Care	3.899	1	0.048
	Health Testing	11.327	1	0.001
	Housing Assistance	4.765	1	0.029
	Job Placement	7.162	1	0.007
	Job Counseling	9.82	1	0.002
	Recreational Activities	7.577	1	0.006
	Support Groups	8.742	1	0.003
	Vocational Rehab	6.953	1	0.008
	Respondent Was Founder	6.689	1	0.010

Table 4.26 Internal Management Systems Capacity Building Correlated With Organizational Characteristics (Continued)

Type of CB	Organizational Characteristics	X^2	df	p
Trained Staff	Growth # Programs	10.298	4	0.036
	Growth # Paid Staff	13.194	4	0.010
	Childcare	5.213	1	0.022
	Counseling	5.703	1	0.017
	computer education	12.722	1	0.000
	Persons With Disabilities Care	7.145	1	0.008
	Health Testing	7.814	1	0.005
	Housing Rehab	4.725	1	0.030
	Job Placement	14.685	1	0.003
	Job Counseling	17.412	1	0.000
	Recreational Activities	3.893	1	0.048
	Short Term Utilities Assist	5.044	1	0.025
	Support Groups	8.071	1	0.004
	Vocational Counseling	4.045	1	0.044
	Vocational Rehab	5.199	1	0.023
	Respondent Was Founder	5.597	1	0.018
Evaluated	Growth # Programs	19.387	4	0.001
Programs	Growth # Clients	14.867	4	0.005
	Counseling	10.39	1	0.001
	computer education	5.893	1	0.015
	Persons With Disabilities Care	5.582	1	0.018
	emergency relief	8.094	1	0.004
	Health Testing	7.814	1	0.005
	Job Placement	4.49	1	0.034
	Job Counseling	10.776	1	0.001
	Support Groups	8.071	1	0.004
	Respondent Was Founder	5.124	1	0.024
Organizational	local NP	5.57	1	0.018
Assessment	Family Planning	6.399	1	0.011
	Music Program Education	3.808	1	0.051
	Performing Arts Education	9.558	1	0.002
Measured	International NP	4.477	1	0.034

Table 4.26 Internal Management Systems Capacity Building Correlated With Organizational Characteristics (Continued)

Type of CB	Organizational Characteristics	X^2	df	p
Results	Organization's Age	27.13	12	0.007
Outcomes	Growth # Programs	12.919	4	0.012
	Growth # Clients	11.579	4	0.021
	Growth # Paid Staff	16.323	4	0.003
	Growth # Donors	10.97	4	0.027
	Counseling	6.525	1	0.011
	Job Placement	6.463	1	0.011
	Performing Arts Education	4.1	1	0.043
	Religious Instruction	14.933	1	0.000
	Support Groups	5.197	1	0.023
	Respondent Was Founder	13.892	1	0.000
None	Growth # Programs	13.698	4	0.008
	Growth # Clients	13.004	4	0.011
	Growth # Donors	9.308	4	0.054
	Growth Budget Size	9.816	4	0.044

Table 4.27 identifies the significant associations between internal management systems and various organizational numbers. Eta values were fairly weak, but those at or above .100 are reported. The number of board members is significantly associated with organizations that had improved their accounting system. Organizations that had changed personnel systems were significantly associated with numbers of volunteers, clients, and contracts and grants. Organizations that measured results had significantly higher numbers of board members.

Hypothesis 4 stated "Nonprofits that are older will significantly differ from younger (than 15 years) organizations in the kind of capacity building efforts they have done in the past." This hypothesis was based on the findings of Light's (2004) study. First, frequency analysis revealed whether or not a respondent

indicated that their organization had undertaken any of the activities listed under each type of capacity building. For each type, the total number of nonprofits that said they had done one or more of the activities listed under each type is displayed in Table 4.28. The type of capacity building that most nonprofits had done was external relations (yes=147, no=241), although more had not done that type of capacity building than had done it.

Table 4.27 Cross Tabulations of Internal Management Systems Types With Organization Numbers

Type of CB	Organizational #s	Eta Values
Improve Accounting Systems	# Board Members	.105
Personnel System Change	# Volunteers	.111
	# Clients	.101
	# Contracts/Grants	.119
Measured Results	# Board Members	.115

The organizational age variable was categorized originally into thirteen categories of ages ranging from one month to 100 or more years old. To address hypothesis 4, the data was re-coded into two categories: ages above and ages below fifteen years. Two types of chi-square analysis were done. First, whether or not an organization had done any kind of activity within each type of capacity building was cross-tabulated with whether or not the organization was below or above 15 years old. There were no significant differences for external relations or leadership capacity building, but organizations 15 years old or older were significantly associated with having done internal structure and internal management systems capacity building.

Next, a cross-tabulation was done on each of the activities under each type of capacity building with organizations above and organizations below fifteen years old.

There were a few significant differences. Older organizations significantly more than

younger organization had undergone reorganization and created a rainy day fund or

reserve (both of which are internal structure capacity building efforts). Older

organizations had also conducted significantly more leadership building and

succession planning than younger organizations (both activities being leadership

capacity building efforts). Older organization had adopted new information

technology, trained staff, evaluated programs, and measured results significantly

more than had younger organizations (all of which were internal management

systems capacity building efforts). Being a younger organization was significantly

correlated with having undertaken no internal management systems capacity building.

In addition to evaluating past capacity building based on whether or not an

organization was above fifteen years old, the original thirteen age categories were

cross tabulated with the four types of capacity building to determine if other more

narrowly-defined age ranges showed significance in explaining the type of capacity

building an organization chose to undertake. Table 4.29 identifies the organizational

ages that were significantly associated with each type of capacity building.

Table 4.28 Type of Capacity Building Undertaken In Past Associated With Organizations Below and Above Fifteen Years Of Age

Type of Capacity Building Done in Past	Number of Organization That Built capacity		Organizations' Age Above and Below 15 Years Old			
	Yes	No	X^2	df	*p*	Below/Above 15 Years Old
External Relations	147	241				
Internal Structure	120	233	11.905	1	0.001	Above
21.1 Reorganization			10.393	1	0.001	Above
21.5 created a rainy day fund or reserve			4.54	1	0.003	Above
Leadership	122	209				
22.2 staff leadership development			5.456	1	0.02	Above
22.3 succession planning			9.47	1	0.002	Above
Internal Management Systems	118	223	7.683	1	0.006	Above
23.1 adopted new IT			10.775	1	0.001	Above
23.4 trained staff			4.166	1	0.041	Above
23.5 evaluated programs			4.66	1	0.031	Above
23.7 measured outcomes/results			5.384	1	0.02	Above
23.8 none done			5.454	1	0.02	Below

In summary, Hypothesis 4 was accepted with one qualification. The results showed that while the type of capacity that an organization chose to build in the past was influenced by whether an organization was older or younger, the fifteen year cut-off was not the relevant determinant. Rather, more narrowly-defined age categories demonstrated tendencies to build particular types of capacity. Young nonprofits (i.e. one month to five years old) were associated with not having conducted strategic planning, reorganization, or adding staff, creating a rainy day fund, and with not performing any of the internal structure capacity building efforts, not undertaking leadership development or succession planning, not implementing organizational assessments or measuring results and outcomes. Younger nonprofits within the five-year-and-one-month to ten-year range were associated with having undertaken none

of the leadership capacity building efforts. Organizations between ten years, one month old and fifteen years old were associated with not adopting new information technology or training staff, and not doing any of the internal management systems capacity building efforts. Organizations between the ages of twenty years, one month old and twenty-five years were associated with not evaluating programs. Those twenty-five years and one month old to thirty years old were associated with adding staff, and adopting new information technology. Organizations between thirty years and one month old to thirty-five years old were associated with doing succession planning. Those organizations that were thirty-five years and one month old to forty years old were associated with doing none of the external relations capacity building efforts, or with adopting new information technology. However, when organizations were between fifty-five years and month old and seventy-five years old, they were associated with having undertaken mergers and having made changes to personnel systems. The oldest organizations that were from seventy-five years and one month old to 100 years old had undergone mergers and measured outcomes and results within the past five years.

Table 4.29   Organizations' Age Associated With Type of Capacity Building Undertaken In The Past Five Years

Type of Capacity Building Done in Past	X^2	df	p	Had/Had Not Done	Years Significant
External Relations					
20.1 Collaboration					
20.2 Mergers	6.153	1	0.013	yes	55 years 1 mo to 75 years
	7.625	1	0.006	yes	75 yea 1 mo to 100 years
20.3 Strategic planning	7.465	1	0.006	no	1 month to 5 years

Table 4.29   Organizations' Age Associated With Type of Capacity Building Undertaken In The Past Five Years (Continued)

Type of Capacity Building Done in Past	X^2	df	p	Had/Had Not Done	Years Significant
20.3 Strategic planning (Cont.)	4.829	1	0.028	no	100 years +
20.6 none done	5.02	1	0.025	yes	35 years 1 mo to 40 years
Internal Structure					
21.1 Reorganization	10.178	1	0.001	no	1 month to 5 years
	7.269	1	0.007	yes	55 years 1 mo to 75 years
21.3 added staff	4.51	1	0.034	no	1 month to 5 years
	4.305	1	0.038	yes	25 years 1 mo to 30 years
	9.333	1	0.002	no	100 years +
21.5 created a rainy day fund	7.852	1	0.005	no	1 month to 5 years
21.8 none done	8.1	1	0.004	yes	1 month to 5 years
Leadership					
22.2 staff leadership development	4.49	1	0.035	no	1 month to 5 years
22.3 succession planning	10.444	1	0.001	no	1 month to 5 years
	17.492	1	0	yes	30 years 1 mo to 35 years
22.6 none done	7.392	1	0.007	yes	5 years 1 mo to 10 years
Internal Management Systems					
23.1 adopted new IT	5.572	1	0.018	no	10 years 1 mo to 15 years
	7.973	1	0.003	yes	25 years 1 mo to 30 years
	4.42	1	0.036	yes	35 years 1 mo to 40 years
23.2 improved accounting system	3.976	1	0.046	yes	25 years 1 mo to 30 years
23.3 made changes to personnel system	5.454	1	0.02	yes	55 years 1 mo to 75 years
23.4 trained staff	6.438	1	0.011	no	10 years 1 mo to 15 years
23.5 evaluated programs	4.337	1	0.037	no	20 years 1 mo to 25 years
23.6 did an organizational assessment	4.573	1	0.032	no	1 month to 5 years
23.7 measured outcomes/results	10.651	1	0.001	no	1 month to 5 years
	10.29	1	0.001	yes	75 years 1 mo to 100 years
23.8 none done	6.224	1	0.013	yes	10 years 1 mo to 15 years

Hypothesis 6 stated that "Organizations that indicated that growth had occurred during the past five years will be significantly associated with organizations that had engaged in external relations and internal structure capacity building." Hypothesis 6 was rejected. While the growth indicators were presented in

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the above discussion relative to each capacity building effort, the data is summarized in

Table 4.30 in such a way as to directly address Hypothesis 6. Each of the growth

indicators was significantly associated with all four types of capacity building conducted

in the past five years, not exclusively or even predominantly with external relations and

internal structure types of capacity building. When there was growth in programs,

clients, paid staff, donors, or budget size, organizations had engaged in one or more

activities under each type of capacity building. Organizations that had done none of the

types of capacity building were associated with no growth or decline in clients. Table

4.30

Table 4.30 Growth In Numbers of Programs, Clients, Staff, Donors and Budget Size Associated With Type of Capacity Building Undertaken In The Past Five Years

Type of Capacity Built	Growth in #	X^2	df	p	Growth/No growth or decline
External Relations Done	Programs	16.47	4	0.002	growth
	Clients	9.565	4	0.048	growth
	Paid Staff	9.316	4	0.054	growth
	Donors	25.608	4	0.000	growth
	Budget Size	9.953	4	0.041	growth
Internal Structure Done	Programs	26.128	4	0.000	growth
	Clients	24.212	4	0.000	growth
	Paid Staff	42.233	4	0.000	growth
	Donors	20.729	4	0.000	growth
	Budget Size	26.49	4	0.000	growth
Leadership Capacity Building Done	Programs	12.716	4	0.013	growth
	Clients	13.294	4	0.010	growth
	Paid Staff	11.101	4	0.025	growth
	Donors	20.452	4	0.000	growth
	Budget Size	12.962	4	0.011	growth
Internal Management Systems Done	Programs	29.85	4	0.000	growth
	Clients	11.225	4	0.024	growth
	Paid Staff	22.871	4	0.000	growth
	Donors	29.117	4	0.000	growth
	Budget Size	24.761	4	0.000	growth
None done	Clients	10.929	4	0.027	No change/decline

The activities that comprise each type of capacity building were associated with the growth indicators. In Table 4.31, the growth indicators were re-coded into three categories where 1=some or a great deal of decline, 2=no significant change and 3=some or a great deal of change. Table 4.31 summarizes the results of this cross tabulation. In all cases the degree of freedom in all Chi-square statistics was 2. The X^2 and the significance (p) level are presented in the Table. In each case, when organizations demonstrated growth in programs, clients, paid staff, donors, or budget size, that growth was associated significantly with organizations that had experienced some or a great deal of growth within the specified kind of activity within each of the capacity building types. The only exception was with the significance levels reported for the "none" categories under internal structure, leadership and internal management systems capacity building categories. In these cases, when it was reported that none of the activities within a particular type of capacity building had been performed, organizations reportedly had some or a great deal of decline in programs, clients, paid staff, donors or budget size.

Table 4.31 Activities within Each Type of Capacity Building Associated With Growth Indicators

Type of Capacity Built	11.1 Programs X^2	11.2 Clients X^2	11.3 Paid Staff X^2	11.4 Donors X^2	11.5 Budget Size X^2
External Relations					
20.1 Collaboration		7.123*		14.145**	
20.2 Mergers			12.277**		
20.3 Strategic planning	15.898**	7.604*	16.578**	13.887**	14.472**
20.4 Fundraising	12.151**	11.662 **	6.232*	42.682**	8.942**
20.5 Media Relations	14.304**	25.824 **	15.447**	22.651**	13.202**
20.6 none done					

*** = p<.01 (two-tailed), *p<.05 (two-tailed)*

Table 4.31 Activities within Each Type of Capacity Building Associated With Growth Indicators (Continued)

Type of Capacity Built	11.2 Programs X^2	11.2 Clients X^2	11.3 Paid Staff X^2	11.4 Donors X^2	11.5 Budget Size X^2
Internal Structure					
21.1 Reorganization	8.787*		14.647**		
21.2 Team building	21.969**	31.357**	13.494**	12.018**	8.683*
21.3 added staff	34.748**	25.938**	161.315**	36.491**	60.052**
21.4 recruited more diverse staff		7.927*	28.446**		9.010**
21.5 created a rainy day fund or reserve			6.472*		6.888*
21.6 created a fund for new ideas					
21.7 created a financial development plan		13.645**		6.228*	
21.8 none done	15.682**	24.950**	9.605**		
Leadership					
22.1 Board development	7.016*	6.582*		11.841**	
22.2 staff leadership development			14.675**		
22.3 succession planning					
22.4 changed leadership			7.027*		
22.5 improved delegation	12.161**	27.372**	12.101**	11.927**	22.653**
22.6 none done	15.298**	10.015**	7.181*	8.486**	8.049*
Internal Management Systems					
23.1 adopted new IT	15.698**	11.543**	12.093**	13.241**	16.112**
23.2 improved accounting system	8.565**		18.918**	15.478**	18.168**
23.3 made changes to personnel system		11.792**	15.815**		8.875**
23.4 trained staff	9.726**		7.587*		
23.5 evaluated programs	15.666**	11.918**			
23.6 did an organizational assessment					
23.7 measured outcomes/results	10.870**	10.343**	15.177**		7.329*
23.8 none done	7.851*	7.606*		7.994*	8.409*

** = p<.01 (two-tailed), *p<.05 (two-tailed)

The ratings for the growth indicators were added together to achieve a total score. Organizations with a total growth indicator score of twenty or higher had growth in all of the indicators and those organizations with a total growth score of nineteen or lower indicated that they experienced either no growth or decline. When organizations were then divided into two categories (growth or no growth) and associated with each of the various kinds of capacity building efforts, several significant associations were found. For external relations capacity building, growth was associated with organizations that engaged in collaboration (X^2 = .477, p<.05), strategic planning (X^2 =.21.158, p<.01), fundraising (X^2 =23.704, p<.01), media relations (X^2 =27.581, p<.01), and no growth was associated with having done no external relations capacity building (X^2 =3.783, p<.05). For internal structure capacity building, growth as associated with having done re-organization (X^2 =5.989, p<.01), team building (X^2 =16.793, p<.01), adding staff (X^2 =81.258, p<.01), recruiting diverse staff (X^2 =11.179, p<.01), creating a rainy day fund (X^2 =8.717, p<.003), developing a fund development plan (X^2 =17.991, p<.01). No growth was associated with having done no internal structure capacity building. For leadership capacity building, growth as was associated with have done board development (X^2 =5.001, p<.025), staff leadership development (X^2 =6.628, p<.01), improving delegation (X^2 =20.132, p<.01) and no growth was associated with having done no leadership capacity building (X^2 =15.751, p<.01). For Internal management systems capacity building, growth was associated with adopting new technology (X^2 =27.920, p<.01), improving accounting systems (X^2 =37.441, p<.01), making personnel system changes (X^2 =14.072, p<.01), training staff (X^2 =8.026, p<.01), evaluating

programs (X^2 =9.947, p<.01), measuring results (X^2 =11.755, p<.01). No growth was associated with having done no internal management system capacity building.

Hypothesis 7 state "Respondents from organizations with eleven or more paid staff will be associated significantly with having undertaken leadership and internal management systems capacity building efforts within the past five years." This hypothesis was rejected. This hypothesis was based on Light's (2004) findings. In previous sections, it was shown that many modifying factors were correlated with each of the past types of capacity building. These findings revealed that when staff size was larger, organizations had engaged in all four types of capacity building and had conducted several different kinds of activities under each type. In addition, organizations with fewer staff were significantly associated with not having performed one or more of the types of capacity building.

When the number of paid staff was coded into eleven or more, and fewer than eleven paid staff, three types of capacity building were significant. Organizations that had done internal capacity building was significantly associated with organizations that had 11 or more staff (X^2 =.7.404 [1,358], p<.01). organizations that had done some form of leadership capacity building within the past five years significantly associated with organizations that had 11 or more paid staff (X^2=8.861 [1, 358], p<.01). Organizations that had done internal management capacity building was associated with organizations that had 11 or more paid staff (X^2 = 7.663, [1, 358], p<.01).

To gain greater understanding of the nature of the associations between the two-category paid staff variable and each of the kinds of activities under each of the four

types of capacity building another analysis was done. For external relations, organizations with 11 or more paid staff indicated they had added staff within the past five years (X^2 = 11.857 [1, 358], p<.01). For leadership capacity building, organizations that had 11 or more staff had done board development (X^2=9.551 [1, 358], p<.01), staff leadership development (X^2=9.595 [1, 358] p<.01) and succession planning (X^2=6.226 [1, 358] p<.01. For internal management systems capacity building, organizations with 11 or more staff indicated they adopted new technology (X^2=4.034 [1, 358] p<.05). There were no other significant associations between the kinds of activities done and staff size above and below 11 paid staff. Therefore, hypothesis 7 ("Respondents from organizations with 11 or more paid staff will be associated significantly with having done leadership and internal management systems capacity building efforts within the past five years.") was rejected. There was a significant association between organizations with 11 or more staff and organizations that had done leadership, internal structure and internal management capacity building. Thus size of staff above and below 11 paid staff had one additional significant association than what was indicated in the hypothesis.

Hypothesis 3 stated that "When capacity building in a specific capacity area (i.e. leadership, internal management systems, external relations, internal structures) has been successful in the past, organizations are more apt to intend to engage in future capacity building efforts in each specified area." Unfortunately, the survey questions did not address this hypothesis properly. While respondents were asked to indicate all capacity building they had done within the past five years, they were not asked to indicate all they planned to do in the near future. They were, instead, asked to

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indicate what one capacity building effort they planned to do in the near future. Thus an analysis to address the hypotheses could not be performed. However, when examining the relationship of the number of different types of capacity building undertaken in the past with respondents' indications of whether they would likely undertake a similar effort in the future, there was no significant correlation. The number of types of capacity that were built in the past was not a good indicator of how likely the respondent would be to engage in a particular type of capacity building in the future.

The association of board governance with other modifiers

Board governance cross tabulation with respondent characteristics

Another major modifier considered in this study was board governance. This was measured using eleven items from Gill's (2005) board governance "Quick Check" scale. All items in the Quick Check scale pertaining to respondents' ratings of their board governance behaviors were included in this study's board governance scale. The items pertaining to overall assessments of organizational effectiveness were separated into a different scale in order to avoid collinearity between this study's measures of board governance and organizational effectiveness.

Table 4.32 presents the significant Spearman rho correlations between the various board governance items and the respondents' years served in their current capacity, educational level, age, length of stay anticipated in the organization, years worked in the nonprofit sector, and salary level. The number in front of variable labels indicates the survey question item under review.

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Respondents who had served more years in their current employment role were correlated with respondents who indicated less agreement that their board members demonstrated a clear understanding of the respective roles of the board and Executive Director or CEO (15.3). Those serving longer in their current capacity disagreed more with the statement that the board's capacity to govern effectively was not impaired by conflicts between members (15.7).

Those respondents with higher educational levels agreed less that their board members demonstrated a clear understanding of respective roles of the board and Executive Director or CEO (15.3), agreed less that the board members demonstrated commitment to the organization's mission and values (15.5), agreed less that board members complied with requirements outlined in key elements of the governance structure, agreed less that there was a productive working relationship between the board and the Executive Director or CEO (15.8), agreed less that the board used sound decision-making processes (15.11) and had a lower total board governance score (Board Gov 15 Total Score).

Younger respondents had higher rates of agreement that the board complied with governance structures(15.6), that the board capacity to govern was not impaired by conflicts among members (15.7), that there was a productive working relationship between the CEO and board (15.8), that they were confident that the board could handle effectively any organizational crisis anticipated (15.9), that board meetings were well managed (15.10), and that the board used sound decision-making processes (15.11).

Those respondents planning to stay for a relatively longer period of time in their position demonstrated more agreement that the board practices were present. Those planning to stay less time were less in agreement concerning the same. Length of stay was the item that most frequently correlated with the presence or absence of board governance items (having ten significant correlations).

Table 4.32 Selected Respondent Characteristics Cross Tabulation With Board Governance Ratings

	2 Years Served in this Capacity	4 Ed Level	6 Age	7 Length of Stay	86.3 Years Worked Nonprofit Sector	88 Salary Level
	r_s	r_s	r_s	r_s	r_s	r_s
15.1 Board actively involved in planning direction and priorities of org						
15.2 Board does good job of evaluating performance of CEO (measuring objectives against results)				.154**		-.132**
15.3 Board members demonstrate a clear understanding of the respective roles of the board and ED/CEO	-.100*	-.130**		.114*	-.133**	-.123*
15.4 Board has high credibility with key stakeholders				.094*	-.116*	-.111*
15.5 Board members demonstrate commitment to this organization's mission and values		-.110*		.106*	-.137**	
15.6 Board members comply with requirements outlined in key elements of the governance structure		-.104*	-.139**		-.202**	
15.7 Board's capacity to govern effectively is not impaired by conflicts between members	-.108*		-.129**	.165**		
15.8 There is a productive working relationship between the board and ED/CEO (characterized by good communication and mutual respect)		-.138**	-.096*	.136**	-.104*	-.125*
15.9 I am confident that this board would effectively manage any organizational crisis that could be reasonable anticipated			-.136**	.167**		
15.10 Board meetings are well-managed			-.141**	.098*	-.113*	
15.11 The board uses sound decision-making processes (focused on board responsibilities, factual information, efficient use of time, items not frequently revisited, effective implementation)		-.107*	-.107*	.115*	-.142**	
Board Gov 15 Total Score		-.103*		.148**	-.126*	-.122*

**p<0.01 (2-tailed)
* p<0.05 (2-tailed)

Respondents who had worked in the nonprofit sector longer were less in agreement that seven of the board practices were present in their organization and had lower total board governance scores. Respondents with higher salary levels also were less in agreement that four of the board practices were presents and had lower total board governance scores.

Table 4.33 indicates the chi-square associations between all the board governance items and all respondent characteristics that were nominal variables.

Table 4.33 Chi-square Associations between Board Governance Measures and Selected Respondent Characteristics

	Current Position			Wrk CBO Sector			Wrk FBO Sector			Ethnicity/Race		
	X^2	df	p	X^2	df	p	X^2	df	p	X^2	df	p
15.2							15.439	6	0.017			
15.4				13.117	6	0.041						
15.5	62.834	42	0.02									
15.6				13.212	6	0.04				53.237	36	0.032
15.9	62.39	43	0.022									
15.10	76.085	42	0.001									
15.11	65.77	42	0.011									

Those serving as CEOs, Presidents, or other primary leaders in the organization agreed more that board members demonstrated a commitment to the organization's mission and values (15.5), were confident that the board would effectively manage any organizational crisis that could be reasonable anticipated (15.9), that board meetings were well managed (15.10) and that the board used sound decision-making processes (15.11).

Respondents who had worked previously in the CBO sector agreed less that the board had high credibility with key stakeholders (15.4) and that board members complied with the legal governance structure in the organization (15.6). Those that had worked previously in the faith-based organization sector agreed that board members properly

evaluated the CEO (15.2). The ethnicity/race variable had a significant correlation with respondents who thought the board complied with the legal governance structure (15.6). Examining the differences among ethnicities, minorities were more in agreement that their board complied, while Caucasians had more variance of agreement.

Board governance x organizational characteristics

Table 4.34 presents findings on the Spearman's rho correlations between each board governance practice with the organizations' age, number of paid staff, volunteers, board members, clients, contracts and grants and partnerships. No significant correlations were found for any board governance practice when correlated with the number of volunteers, or the number of clients. As the number of paid staff increased, respondents agreed less that the board complied with the legal governance structure of the organization. As the number of board members increased, respondents were less in agreement that the board had high credibility with key stakeholders, that board meetings were well-managed, or that the board used sound decision making processes. As board members increased, the overall governance score was lower (less agreement practices were present in the organization). As partnerships increased, respondents were in less agreement that the board was actively involved in planning the direction and priorities of the organization, and that the board did a good job evaluating the performance of the CEO. As the number of contracts and grants increased it, respondents were in less agreement that the board did a good job evaluating the CEO's performance, and/or demonstrated a clear understanding of the respective roles of the board and CEO, and/or that the board had high credibility with key stakeholders.

Table 4.34 Board Governance Correlation With Organizations' Numbers

	Number Paid Staff 9.1 r_s	Number Volunteers 9.2 r_s	Number Board Members 9.3 r_s	Number Clients 9.4 r_s	Number Partnerships 9.6 r_s	Number Contracts 9.5 r_s
Board Governance 15.1					-.172**	
Board Governance 15.2					-.121*	-.113*
Board Governance 15.3						-.125*
Board Governance 15.4				-.159**		-.126*
Board Governance 15.6	-.098*					
Board Governance 15.10				-.113*		
Board Governance 15.11				-.133**		
Board Gov 15 Total Score				-.112*		-.142**

*p<.05 (2-tailed) **p< .01 (2-tailed)

Table 4.35 displays the significant Spearman rho correlations for the organizations' growth indicators. In all cases, when respondents reported that the organization had experienced growth during the past five years, they were in more agreement that the board practices were present.

Table 4.35 Board Governance Correlated With Selected Organizational Characteristics

	11.1 Growth in Number of Programs r_s	11.3 Growth in Number of Clients r_s	11.4 Growth in Number of Paid Staff r_s	11.5 Growth in Number of Donors r_s	11.6 Growth in Budget Size r_s
Board Governance 15.1	-.166**	-.130**	-.109*	-.187**	-.173**
Board Governance 15.2	-.121*	-.120*	-.104*	-.143**	-.165**
Board Governance 15.3	-.101*		-.070	-.135**	-.117*

*p<.05 (2-tailed) **p<.01 (2-tailed)

Table 4.35 Board Governance Correlated With Selected Organizational Characteristics (Continued)

	11.1 Growth in Number of Programs r_s	11.7 Growth in Number of Clients r_s	11.8 Growth in Number of Paid Staff r_s	11.9 Growth in Number of Donors r_s	11.10 Gowth in Budget Size r_s
Board Governance 15.4	-.169**	-.132**	-.157**	-.206**	-.163**
Board Governance 15.5	-.122**		-.145**	-.162**	-.199**
Board Governance 15.6	-.149**	-.132**	-.141**	-.178**	-.157**
Board Governance 15.7	-.099*		-.101*	-.136**	-.143**
Board Governance 15.8	-.173**	-.106*	-.094*	-.134**	-.109*
Board Governance 15.9	-.130**			-.165**	-.141**
Board Governance 15.10	-.117*			-.128**	-.150**
Board Governance 15.11		-.096*		-.118*	-.098*
Board Gov 15 Total Score	-.191**	-.153**	-.131**	-.204**	-.201**

*p<.05 (2-tailed) **p<.01 (2-tailed)

Table 4.36 identifies the chi-square associations between the board governance practices and the type of organization respondents directed, the type of programs or services offered, whether the respondent was a founder, and if founders were involved in some capacity in the organization. If respondents indicated their organization was other than an international nonprofit, they were in more agreement that the board was involved in setting priorities and directions. If the respondents indicated that they had health care

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services, they were in more agreement that the board did a good job evaluating CEO performance.   Local nonprofits showed more agreement (than national or international nonprofits) that the board practices were present. If founders were respondents or founders were still actively involved in some capacity within the organization, respondents agreed more that board practices were present.

Table 4.36 Chi-square Associations between Board Governance, Program Types, and Type of Organization

Board Governance Measure	Organizational Characteristic	X^2	df	p
15.1 board actively involved in setting priorities and directions	International Nonprofit	21.064	6	.002
15.2 CEO performance evaluations	health care	17.538	6	.007
	Respondent Founder	17.158	6	.009
	Founder(s) Involved in Org	12.735	6	.047
15.3 credibility with stakeholders	health care	17.607	6	.007
	job counseling	12.312	6	.050
	short-term utility assist.	15.295	6	.018
	Respondent Founder	13.657	6	.034
	Founder(s) Involved in Org	14.850	6	.021
15.4 commitment to mission and values	job counseling	13.71	6	.033
	Founder(s) Involved In Org	16.826	6	.010
15.6 comply with legal gov structure	International Nonprofit	17.38	6	.008
15.7 governs without board member conflicts	local nonprofit	13.565	6	.035
	International Nonprofit	16.781	6	.010
	afterschool program	18.191	6	.006
15.8 CEO/Board productive working relationships	International Nonprofit	12.79	6	.046
15.9 board effectively manages crises	local nonprofit	13.675	6	.046
	national nonprofit	16.016	6	.014
	recreational activities	20.647	6	.002
	tutoring	14.179	6	.028
	youth programs	12.459	6	.052
15.10 board meetings well managed	afterschool program	16.179	6	.013
	youth programs	12.849	6	.045
	Respondent Founder	14.452	6	.025
15.11 board uses sound decision-making	emergency relief	14.864	6	.021
Board Governance Total Score	local nonprofit	76.744	53	.018
	national nonprofit	82.144	53	.006

To test Hypothesis 5 ("Respondents from nonprofits that had higher board governance scores [agreement that practices were present] will be significantly associated with respondents who indicated that the organization had done external relations and internal structure capacity building within the past five years."). The total board governance score was associated with all of the kinds of activities listed under each of the types of capacity building. For external relations higher board governance scores were associated with organizations that had collaborated (X^2 =73.529, p<.05), done strategic planning (X^2 =82.024, p<.01). Lower scores were associated with organizations that had done no external relations within the past five years (X^2 =111.568, p<.01). For internal structure capacity building, higher board governance scores were associated with organizations that had developed a fund development plan (X^2 =79.443, p<.01). Lower board governance scores were associated with organizations that had done no internal structure capacity building (X^2 =92.367, p<.01). For leadership capacity building, higher board governance scores were associated with organizations that had done board development (X^2 =97.968, p<.01). Lower scores were associated with organizations that had done no leadership capacity building within the past five years (X^2 =110.210, p<.01). Finally, for internal management systems capacity building, higher board governance scores were associated with organizations that had adopted new technology (X^2 =73.859, p<.05), and measured results (X^2 =77.428, p<.05). Lower board governance scores were associated with organizations that had done no internal management systems capacity building within the past five years (X^2 =76.402, p<.05).

Organizational effectiveness indicators correlated with modifier variables

Finally, the degree of respondents' agreement that eleven board governance practices were present was correlated with their level of agreement that six different organizational effectiveness indicators were present. Table 4.37 indicates that there were significant positive correlations between the two factors. Respondents who were in less agreement that board practices were present also were in less agreement that the six organizational effectiveness indicators were present and vice versa.

Table 4.37 Board Governance Factors Correlated With Organizational Effectiveness Indicators

	16.1 Org Eval Board Orientation X^2	16.2 Org Eval Financially Sound X^2	16.3 Org Eval Resources Used Efficiently X^2	16.4 Org Eval Stable Innovative X^2	16.5 Org Eval Internal Change Handled Effectively X^2	16.6 Org Eval Adaptive Process Effective X^2
15.1 Board actively involved in planning direction and priorities of org	.435**	.213**	.254**	.320**	.232**	.305**
15.2 Board does good job of evaluating performance of CEO (measuring objectives against results)	.442**	.291**	.330**	.395**	.336**	.394**
15.3 Board members demonstrate a clear understanding of the respective roles of the board and ED/CEO	.566**	.260**	.309**	.404**	.355**	.393**
15.4 Board has high credibility with key stakeholders	.421**	.292**	.322**	.425**	.323**	.373**
15.5 Board members demonstrate commitment to this organization's mission and values	.407**	.229**	.328**	.324**	.293**	.320**
15.6 Board members comply with requirements outlined in key elements of the governance structure	.425**	.276**	.336**	.328**	.338**	.360**
15.7 Board's capacity to govern effectively is not impaired by conflicts between members	.390**	.165**	.341**	.302**	.348**	.329**
15.8 There is a productive working relationship between the board and ED/CEO (characterized by good communication and mutual respect)	.443**	.246**	.426**	.419**	.424**	.425**

Table 4.37 Board Governance Factors Correlated With Organizational Effectiveness Indicators (Continued)

15.9 I am confident that this board would effectively manage any organizational crisis that could be reasonable anticipated	.560**	.353**	.395**	.461**	.424**	.451**
15.10 Board meetings are well-managed	.514**	.285**	.427**	.447**	.442**	.453**
15.11 The board uses sound decision-making processes (focused on board responsibilities, factual information, efficient use of time, items not frequently revisited, effective implementation)	.602**	.342**	.415**	.523**	.480**	.514**
Board Gov 15 Total Score	.624**	.351**	.456**	.527**	.471**	.515**

** p< .01 (2-tailed)
* p<.05 (2-tailed)

Board governance x type of past capacity building

Hypothesis 5 stated 'respondents from nonprofits that had higher board governance scores (i.e. agreement that practices were present) will be significantly associated with respondents who indicated that the organization had done external relations and internal structure capacity building within the past five years'. Two different cross tabulations were performed to investigate this hypothesis. First, the total board governance score was cross tabulated with whether or not an organization had conducted each type of capacity building in the past (Table 4.38). The second cross tabulation showed levels of association between each of the board governance practices and each of the kinds of capacity building activities that organizations had undertaken (Table 4.38).

In the first analysis, there were no significant associations. The strength of the board governance score (the degree to which the governance practices were present) was not significantly associated with whether or not the organization was reported to have engaged in one or more of the four capacity building types, and whether or not the organization had performed no capacity building of any type. **At this level of analysis,**

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Table 4.38 exhibits the significant Pearson' correlation between each capacity building activity listed (within each type of capacity) and, individually, the eleven board governance practices ratings. Using this more detailed analysis, some significant relationships were found. The direction of the relationship between governance practices and capacity building was positive. When board governance practices were present, there was a significant association with having performed certain activities listed under each of the types of capacity building. The only negative relationships were between governance practices and the 'none' category under each type of capacity building. In other words, organizations that had not undertaken activities listed under each type of capacity were also reported to have a lower presence of certain board practices

A modified hypothesis 5 could be accepted. The presence of board governance practices was significantly associated with specific kinds of capacity building activities under each of the four types of capacity building, including activities listed under the external relations and internal structure capacity building types.

Table 4.38 Presence of Board Governance Practices Cross Tabulated With Kinds of Capacity Building Activities Done In Past Five Years

Capacity Building Types	Board Governance Practices										
	15.1*** X^2	15.2 X^2	15.3 X^2	15.4 X^2	15.5 X^2	15.6 X^2	15.7 X^2	15.8 X^2	15.9 X^2	15.1 X^2	15.11 X^2
External Relations											
strategic Planning	**	**	**				**	*	**	**	**
fundraising	*	**				*		*	**	*	**

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Table 4.38 Presence of Board Governance Practices Cross Tabulated With Kinds of Capacity Building Activities Done In Past Five Years (Continued)

Capacity Building Types	15.1*** X²	15.2 X²	15.3 X²	15.4 X²	15.5 X²	15.6 X²	15.7 X²	15.8 X²	15.9 X²	15.1 X²	15.11 X²
media Relations			*	.*						*	*
none	*		**		*	**			**	**	*
Internal Structure											
reorganization	**	**		*					*		*
team building	*	*		*							
added staff		**	**	.**	*	**	**	**	**	**	**
added diverse staff		*	*								
created rainy day fund				*							*
development fund new ideas											
development fund development plan	*	**			*						
none	*	**	**	**							**
Leadership											
board development	**	**	**	*	**	**	**	**	**	**	**
leader development	*	*(	*	**					**		**
succession planning		**							*		
leader change											
delegation	*	**	*	**	**	*	**	**	**	*	**
none	**	**	**						*		
Internal Management Systems											
adopted New IT			*	*	**		*	*	**		
accounting system Improvement			*					*	*		
personnel system change		*	*						*		*
trained Staff		*							*		
evaluated programs		**									
assessed Org	*										
measured results		**	**			*		*	*		*
none		*	*	**						**	

* = *p* <.05 and ** *p* = <.01 (***15.1=board involvement in planning and setting direction; 15.2=board evaluates director's performance effectively; 15.3=board understand differences in roles between board/CEO; 15.4=board has high stakeholder credibility; 15.5=board committed to org.'s mission/values; 15.6=board complies with governance structure; 15.7=board gov. not impaired by conflicts of interest; 15.8=productive working relationships between Board/CEO; 15.9=respondent confident board effectively manages during crisis; 15.10=board meeting well managed; 15.11=board uses sound decision making processes)

Presence of trust relationships correlated with modifier variables

   Trust x respondent characteristics

Table 4.39 shows the significant Spearman's rho correlations found when the various trust relationships were correlated with the respondents' years served in their current capacity, their educational level, age, length of stay anticipated in their current position, salary level, and years worked in the nonprofit sector. Due to what happens to data during the skew transformation process, negative correlations indicated that as there was an increase in years served in their current capacity, age, salary levels, and years worked in the nonprofit sector, respondents agreed more that certain trust relationships were present. In the case of anticipated length of stay in current position, the longer respondents anticipated staying in their current position, the less they agreed that trust relations were present. Higher education levels were associated with respondents who agreed less that volunteers trusted staff. Higher salary levels were associated with less agreement that director trusted volunteers, board trusted volunteers, volunteers trusted the director and volunteers trusted the board.

Table 4.39 Trust Relationships Correlation with Selected Respondent Characteristics

	2 Years Served in Capacity	4 Ed Level	6 age	7 Length of Anticipated Stay in Current Position	88 Salary Level	86.3Years Worked Nonprofit Sector
	r_s	r_s	r_s	r_s	r_s	r_s
Trust 17 Total Score	-.125[*]		-.125[*]	.131[**]		-.153[**]
Trust 17.1 staff to staff				.094[*]		-.104[*]
Trust 17.2 board member to board member			-.103[*]	.117[*]		
Trust 17.3 director to board chair			-.104[*]	.106[*]	-.105[*]	-.128[*]
Trust 17.4 board chair to director	-.103[*]		-.121[*]	.120[*]		-.127[*]
Trust 17.5 director to board members			-.129[**]	.131[**]		
Trust 17.6 board members to director	-.103[*]			.126[**]		-.114[*]
Trust 17.7 board members to staff	-.107[*]			.112[*]		-.141[**]
Trust 17.8 staff to board members	-.126[**]			.163[**]		-.193[**]
Trust 17.9 staff to director	-.126[**]			.115[*]		-.169[**]
Trust 17.10 director to staff	-.122[*]			.134[**]		-.124[*]
Trust 17.11 director to volunteer			-.110[*]	.103[*]	.152[**]	
Trust 17.12 board to volunteers			-.096[*]	.115[*]	.116[*]	-.118[*]
Trust 17.13 staff to volunteers						-.116[*]
Trust 17.14 volunteers trust staff		.095[*]				
Trust 17.15 volunteers trust director					.192[**]	
Trust 17.16 volunteers trust board					.153[**]	

*p<.05 (2-tailed) **p<.01 (2-tailed)

Table 4.40 presents the Pearson's Chi-square associations between nominal measures of respondents' characteristics and the trust items. Respondents who indicated that they were in the primary leadership role within their organization (e.g. President, Directors, CEO) had lower degrees of agreement that trust relationships existed.

Table 4.40 Chi-square Associations between Trust Measures and Gender, Ethnicity, Current Position Title and Sectors Worked Previously

	Respondent Characteristic	X^2	df	p
Trust 17 Total Score	Current Position Title	473.312	364	0.000
	Ethnicity	386.826	306	0.001
	Caucasian	99.966	51	0.000
	Native American Indian	103.867	51	0.000
Trust 17.1 staff to staff	Work CBO Sector	13.3	6	0.040
	Ethnicity	61.683	36	0.005
	Caucasian	24.822	6	0.000
	Native American Indian	17.28	6	0.008
Trust 17.2 board member to board member	Current Position Title	99.237	42	0.000
	Ethnicity	51.23	36	0.048
	Asian	12.439	6	0.053
Trust 17.3 director to board chair	Current Position Title	86.744	6	0.040
	Caucasian	17.662	6	0.007
	Native American Indian	28.055	6	0.000
Trust 17.4 board chair to director	Current Position Title	95.502	42	0.001
	Worked FBO Sector	13.558	6	0.035
	Ethnicity	51.497	36	0.045
	Native American Indian	14.46	6	0.025
Trust 17.5 director to board members	Current Position Title	93.109	42	0.000
	Worked CBO Sector	12.959	6	0.044
	Worked FBO Sector	14.552	6	0.024
	Ethnicity	102.091	36	0.000
	Caucasian	19.414	6	0.004
	Native American Indian	71.628	6	0.000
Trust 17.6 board members to director	Current Position Title	104.439	42	0.000
	Worked FBO Sector	12.571	6	0.05
	Ethnicity	95.776	36	0.000
	Caucasian	16.435	6	0.012
	Native American Indian	60.374	6	0.000
Trust 17.7 board members to staff	Current Position Title	60.46	42	0.032
	Native American Indian	32.551	6	0.000
Trust 17.8 staff to board members	Current Position Title	70.588	42	0.004
	Mixed Race	16.05	6	0.013

Table 4.40 Chi-square Associations between Trust Measures and Gender, Ethnicity, Current Position Title and Sectors Worked Previously (Continued)

Trust 17.9 staff to director	**Current Position Title**	**137.911**	**42**	**0.000**
	Asian	12.663	6	0.049
	Caucasian	13.371	6	0.038
Trust 17.10 director to staff	Current Position Title	75.734	42	0.001
	Gender	12.659	6	0.049
	Caucasian	24.942	6	0.000
Trust 17.11 director to volunteer	Current Position Title	87.645	42	0.000
	Worked CBO Sector	12.426	6	0.053
Trust 17.12 board to volunteers	Current Position Title	99.767	42	0.000
	Worked CBO Sector	15.011	6	0.020
Trust 17.13 staff to volunteers	no significant associations			
Trust 17.14 volunteers trust staff	Current Position Title	60.026	42	0.035
Trust 17.15 volunteers trust director	Current Position Title	84.437	42	0.000
	Worked FBO Sector	15.444	6	0.017
	Asian	15.789	6	0.015
Trust 17.16 volunteers trust board	Asian	12.654	5	0.027

Trust relationships correlated with organizations' characteristics

Table 4.41 presents the Spearman rho correlations between trust measurements and the organizations' age, number of paid staff, volunteers, board members, clients, contracts and grants, and partnerships. The two organizational characteristics that had the most significant associations were the organization's age and the number of paid staff. As the organization's age increased, respondents agreed less that trust relationships were present. As the number of paid staff increased, respondents agreed less that trust relationships were present. Interestingly, as the number of volunteers increased, it correlated with respondents who agreed more that the director trusted volunteers, that the board trusted volunteers, that the staff trusted volunteers, and that the volunteers trusted staff. As board members increased in numbers, respondents agreed less that staff trusted

staff, board members trusted board members, and volunteers trusted the director. As the number of clients increased, respondents agreed less that volunteers trusted the board. There were no significant associations between the number of contracts and grants, or the number of partnerships with any of the trust measures.

Table 4.41 Trust Relationships Correlation With Organizations' Age and Size Indicators

	Org Age 8	Number Paid Staff 9.1	Number Volunteers 9.2	Number board members 9.3	Number Clients 9.4
	r_s	r_s	r_s	r_s	r_s
Trust 17 Total Score	.182**	.206**			
Trust 17.1 staff to staff	.159**	.239**		.127**	
Trust 17.2 board member to board member	.162**	.113*		.098*	
Trust 17.3 director to board chair					
Trust 17.4 board chair to director					
Trust 17.5 director to board members	.177**	.120*			
Trust 17.6 board members to director	.136**				
Trust 17.7 board members to staff					
Trust 17.8 staff to board members	.148**	.184**			
Trust 17.9 staff to director	.128**	.186**			
Trust 17.10 director to staff		.141**			
Trust 17.11 director to volunteer	.197**	.267**	-.137**		
Trust 17.12 board to volunteers	.148**	.243**	-.174**		
Trust 17.13 staff to volunteers	.109*	.142**	-.143**		
Trust 17.14 volunteers trust staff		.158**	-.145**		
Trust 17.15 volunteers trust director	.171**	.273**		.117*	
Trust 17.16 volunteers trust board	.168**	.209**			.154*

*p< .05 (2-tailed) **p< .01 (2-tailed)

Table 4.42 displays the significant associations between the trust measures and organizational growth measures. In all cases increased growth in numbers was associated with less agreement that each specific trust relationship was present.

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Table 4.42 Organizations' Growth Indicators Correlated With Trust Measurements

	Growth in # of Programs r_s	Growth in # of Clients r_s	Growth in # of Paid Staff r_s	Growth in # of donors r_s	Growth in Budget Size r_s
Trust 17 Total Score	-.193**	-.198**		-.206**	-.101*
Trust 17.1 staff to staff	-.121*	-.154**	-.104*	-.141**	-.118*
Trust 17.2 board member to board member		-.107*		-.168**	
Trust 17.3 director to board chair	-.154**	-.111*		-.157**	-.139**
Trust 17.4 board chair to director	-.161**	-.133**		-.120*	-.128**
Trust 17.5 director to board members	-.142**	-.151**		-.184**	-.114*
Trust 17.6 board members to director	-.134**	-.160**		-.177**	-.132**
Trust 17.7 board members to staff	-.163**	-.154**		-.137**	
Trust 17.8 staff to board members	-.159**	-.126**		-.165**	
Trust 17.9 staff to director	-.160**	-.220**	-.124**	-.166**	-.154**
Trust 17.10 director to staff	-.149**	-.211**		-.113*	-.113*
Trust 17.11 director to volunteer		-.095*		-.146**	
Trust 17.12 board to volunteers	-.101*	-.127**		-.193**	
Trust 17.13 staff to volunteers	-.123*	-.137**			
Trust 17.14 volunteers trust staff	-.168**	-.150**		-.140**	
Trust 17.15 volunteers trust director	-.121*	-.183**		-.192**	
Trust 17.16 volunteers trust board		-.100*		-.198**	

* $p < .05$ (2-tailed) ** $p < .01$ level (2-tailed)

Table 4.43 shows the chi-square associations between the trust measures and whether or not the respondent was a founder or co-founder of the organization, whether or not a founder(s) was involved currently with the organization in some capacity, and the type of organization with which the respondent was affiliated (local, national,

international). Most of the trust measures have a significant association with respondents who indicated they were the founder or co-founder of the organization. Generally a founder's presence was associated with higher agreement that trust relationships were present. In most cases, this was significantly different from the responses of those who were not the founder or co-founder.   When founders were present and involved in some capacity within the organization, respondents agreed that trust relationships were present. (Many wrote in that founders were involved in the board's affairs). Respondents from local nonprofits agreed more that specific trust relationships were present than did national nonprofits.

Table 4.43 Chi-square Associations between Trust Measures and Founder and Type of Nonprofit Characteristics

Trust Measure	Organizational Characteristics	X^2	df	p
Total Trust Score	Respondent Founder	74.585	51	0.017
Trust 17.1 staff to staff	Respondent Founder	39.015	6	0.00
	Founders Involved In Org	16.611	6	0.011
Trust 17.2 board member to board member	Respondent Founder	26.159	6	0.000
Trust 17.3 director to board chair	Respondent Founder	12.988	6	0.043
Trust 17.4 board chair to director	Respondent Founder	18.051	6	0.006
Trust 17.5 director to board members	Local Nonprofit	12732	6	0.047
	Respondent Founder	27.307	6	0.000
Trust 17.6 board members to director	National Nonprofit	14.992	6	0.020
	Respondent Founder	17.812	6	0.007
Trust 17.7 board members to staff	Respondent Founder	26.86	6	0.000
	Local Nonprofit	16.464	6	0.011

Table 4.43 Chi-square Associations between Trust Measures and Founder and Type of Nonprofit Characteristics (Continued)

Trust Measure	Organizational Characteristics	X^2	df	p
Trust 17.8 staff to board members	Respondent Founder	41.279	6	0.000
	Founders Involved In Org	17.758	6	0.007
Trust 17.9 staff to director	Respondent Founder	49.574	6	0.000
	Founders Involved In Org	19.847	6	0.003
Trust 17.10 director to staff	Respondent Founder	39.236	6	0.000
	Founders Involved In Org	12.562	6	0.051
Trust 17.11 director to volunteer	Respondent Founder	17.968	6	0.006
	Founders Involved In Org	29.289	6	0.000
Trust 17.12 board to volunteers	Respondent Founder	16.972	6	0.009
	Founders Involved In Org	30.736	6	0.000
Trust 17.13 staff to volunteers	Local Nonprofit	11.334	5	0.045
	Founders Involved In Org	19.553	5	0.002
Trust 17.14 volunteers trust staff	no significance			
Trust 17.15 volunteers trust director	Respondent Founder	16.304	6	0.012
	Founders Involved In Org	18.569	6	0.005
Trust 17.16 volunteers trust board	Local Nonprofit	13.853	6	0.031
	International Nonprofit	16.195	6	0.013
	Respondent Founder	21.743	5	0.001
	Founders Involved In Org	29.937	5	0.000

Table 4.44 puts forth the correlations between respondents' degree of agreement that eleven board governance practices were present and their agreement that various trust relationships were present. There were significant positive correlations on all items with each other. As respondents agreed or strongly agreed that the eleven board governance practices were present, they also agreed or strongly agreed that all the trust relationships were present.

Table 4.44 Trust Relationships Correlated With Eleven Board Governance Practices

	15.1 r	15.2 r	15.3 r	15.4 r	15.5 r	15.6 r	15.7 r	15.8 r	15.9 r	15.1 r	15.11 r	15 Total Score r
Trust 17 Total Score	.301**	.381**	.434**	.413**	.431**	.380**	.454**	.514**	.513**	.480**	.503**	.551**
Trust 17.1 staff to staff	.120*	.222**	.215**	.216**	.196**	.182**	.265**	.273**	.240**	.282**	.250**	.279**
Trust 17.2 board member to board member	.309**	.332**	.473**	.406**	.454**	.432**	.588**	.564**	.554**	.512**	.543**	.594**
Trust 17.3 director to board chair	.284**	.342**	.426**	.370**	.417**	.422**	.474**	.583**	.538**	.498**	.511**	.552**
Trust 17.4 board chair to director	.262**	.322**	.392**	.325**	.356**	.386**	.422**	.540**	.493**	.468**	.477**	.510**
Trust 17.5 director to board members	.325**	.372**	.465**	.426**	.422**	.461**	.513**	.547**	.547**	.501**	.550**	.595**
Trust 17.6 board members to director	.277**	.343**	.415**	.368**	.394**	.422**	.466**	.555**	.497**	.497**	.507**	.542**
Trust 17.7 board members to staff	.281**	.386**	.472**	.371**	.406**	.371**	.460**	.524**	.510**	.485**	.524**	.572**
Trust 17.8 staff to board members	.313**	.403**	.488**	.426**	.438**	.326**	.417**	.487**	.520**	.473**	.526**	.566**
Trust 17.9 staff to director	.147**	.275**	.298**	.269**	.238**	.213**	.278**	.299**	.286**	.299**	.282**	.337**
Trust 17.10 director to staff	.138**	.287**	.291**	.258**	.226**	.195**	.255**	.296**	.260**	.320**	.309**	.335**
Trust 17.11 director to volunteer	.126**	.214**	.207**	.207**	.204**	.198**	.153**	.262**	.270**	.245**	.241**	.262**
Trust 17.12 board to volunteers	.225**	.246**	.267**	.290**	.281**	.244**	.237**	.309**	.324**	.301**	.298**	.338**
Trust 17.13 staff to volunteers	.108*	.146**	.185**	.177**	.159**	.163**	.118*	.170**	.202**	.187**	.225**	.210**
Trust 17.14 volunteers trust staff	.140**	.165**	.201**	.165**	.211**	.181**	.172**	.237**	.246**	.225**	.242**	.243**
Trust 17.15 volunteers trust director	.127**	.168**	.173**	.185**	.207**	.160**	.168**	.282**	.247**	.232**	.210**	.233**
Trust 17.16 volunteers trust board	.236**	.245**	.264**	.290**	.317**	.249**	.273**	.345**	.358**	.315**	.322**	.358**

**p<.01 (2-tailed)
*p<.05 (2-tailed)
*** (15.1=board involvement in planning and setting direction; 15.2=board evaluates director's performance effectively; 15.3=board understand differences in roles between board/CEO; 15.4=board has high stakeholder credibility; 15.5=board committed to org.'s mission/values; 15.6=board complies with governance structure; 15.7=board gov. not impaired by conflicts of interest; 15.8=productive working relationships between Board/CEO; 15.9=respondent confident board effectively manages during crisis; 15.10=board meeting well managed; 15.11=board uses sound decision making processes)

Table 4.45 displays the correlations between the presence of different trust relationships and respondents' evaluation of organizational effectiveness. Gill, Flynn and Reissing's (2005) four indicators of organizational effectiveness were used, as well as two indicators of organizational effectiveness were included to analyze internal and external capacity building efforts with respondents ratings of effectiveness in adapting to

internal and external change. With one exception, as respondents agreed that trust

relationships were present they also agreed that the organization oriented board members

adequately to prepare them to fulfill their governance responsibilities, that the

organization was financially sound (i.e. viable and stable), that the organization's

resources were used efficiently (good value for money spent), that the organization had a

good balance between organizational stability and innovation, that the organization

handled effectively internal changes by adapting its processes, structures or staff roles

and responsibilities, and that the organization handled external changes effectively by

adapting its internal processes or structures and its external relations with key

stakeholders. Those that agreed that trust relationships were present also agreed that one

or more of the six organizational effectiveness indicators were present and vice versa.

There were significant variances in ratings among respondents.

Table 4.45   Trust Relationships Correlated With Organizational Effectiveness Indicators

	16.1 Org Eval Board Orientation	16.2 Org Eval Financially Sound	16.3 Org Eval Resources Used Efficiently	16.4 Org Eval Stable Innovative	16.5 Org Eval Internal Change Handled Effectively	16.6 Org Eval Adaptive Process Effective
	r	r	r	r	r	r
Trust 17 Total Score	.442**	.239**	.475**	.503**	.470**	.468**
Trust 17.1 staff to staff	.235**	.148**	.400**	.378**	.436**	.334**
Trust 17.2 board member to board member	.420**	.172**	.467**	.395**	.384**	.358**
Trust 17.3 director to board chair	.367**	.244**	.423**	.432**	.361**	.342**
Trust 17.4 board chair to director	.332**	.224**	.386**	.392**	.347**	.330**
**p<.01 (2-tailed) *p<.05 (2-tailed)						

Table 4.45   Trust Relationships Correlated With Organizational Effectiveness Indicators (Continued)

	16.1 Org Eval Board Orientation r	16.2 Org Eval Financially Sound r	16.3 Org Eval Resources Used Efficiently r	16.4 Org Eval Stable Innovative r	16.5 Org Eval Internal Change Handled Effectively r	16.6 Org Eval Adaptive Process Effective r
Trust 17.5 director to board members	.396**	.186**	.409**	.427**	.376**	.343**
Trust 17.6 board members to director	.360**	.214**	.448**	.417**	.394**	.373**
Trust 17.7 board members to staff	.416**	.234**	.430**	.437**	.441**	.436**
Trust 17.8 staff to board members	.433**	.246**	.398**	.442**	.450**	.463**
Trust 17.9 staff to director	.272**	.215**	.389**	.434**	.419**	.389**
Trust 17.10 director to staff	.280**	.191**	.391**	.418**	.430**	.390**
Trust 17.11 director to volunteer	.255**		.350**	.285**	.313**	.318**
Trust 17.12 board to volunteers	.314**	.123*	.312**	.274**	.278**	.299**
Trust 17.13 staff to volunteers	.226**	.135**	.318**	.279**	.296**	.276**
Trust 17.14 volunteers trust staff	.244**	.171**	.342**	.293**	.298**	.284**
Trust 17.15 volunteers trust director	.259**	.100*	.329**	.269**	.269**	.315**
Trust 17.16 volunteers trust board	.344**	.132**	.294**	.291**	.288**	.324**
**p<.01 (2-tailed) *p<.05 (2-tailed)						

One past capacity building effort evaluated in depth

Respondents were asked to identify one capacity building effort that the

organization had undertaken in the past five years, an effort that they knew very well, for

an in-depth analysis of that particular effort in the remainder of the survey. Their

responses were coded and categorized as one of Light's (2004) four types of capacity

building. Table 4.46 identifies the percentage of those past capacity building efforts that

fell into each of the four capacity building types. Thirty percent (29.8%) were

categorized as an external relations capacity building effort, followed by 29.4 percent that

were identified as internal management systems improvements. Slightly more than

seventeen percent (17.2%) were leadership development efforts, and 15.1 percent were

identified as an internal structure capacity building effort.

Table 4.46 Past Capacity Building Effort Addressed By Respondents in Detail

	Frequency	*Percentage*
External Relations	140	29.8
Internal Management Systems	128	29.4
Leadership	81	17.2
Internal Structure	71	15.1
None of Above	16	3.4
Total	436	92.8
Missing	34	7.2
Total	470	100

Bivariate analysis of past capacity building Theory of Planned Behavior variables

The level of intention to build capacity (the dependent variable) was discerned by

measuring levels of respondent agreement with three different statements evoking

intention, as per the guidance of Francis and associates (Francis, *et. al*, 2004). Francis, *et.*

al indicated that the three statements (i.e. I wanted to do, expected to do, and intended to

do this effort) could form a reliable scale, and that the total score could be used as the

dependent variable in analysis. Scale reliability analysis indicated good levels of

reliability for the scale comprised of the three statements (Cronbach Alpha .894).

Analyses were performed using both the total scale score as well as the individual items,

both corrected for skew.

Tables 4.47 to 4.51 present the correlational matrix for the Theory of Planned

Behavior variables that demonstrated significant correlation individually with each of the

dependent variables and independent variables designed to measure attitudes, norms and

behavioral control beliefs on the past capacity building effort which respondents chose to

evaluate. One total correlation matrix was not possible to display, given the number of

correlations, and due to page width limitations and visibility requirements. Therefore, the

matrix is presented in four tables.

The dependent variable with the most significant correlations (sixteen

correlations) was the intention scale total score (rather than any of the three individual

questions that comprised the scale). 'I wanted to do this capacity building effort"

(Intention 27.2) and "I intended to do this effort" (Intention 27.3) each had 15

correlations. "I expected to do this effort" had 13 significant correlations.

Most of the correlations between the intention variable and the attitude, norm, and

behavioral control variables were positive. A few variables, however, had negative

correlations. Attitude 43 was a scale that was reverse coded. The scale measured eight

factors that may have been important to the lack of success. Therefore, a higher score

indicated 'not important at all' while a lower score indicated 'very important' to lack of

success. Intention variable 27.2 (I wanted to do this capacity building effort) was

negatively correlated with attitude variable 43 meaning that lower scores on wanting to

do the effort were associated significantly with respondents who also indicated that some

of the factors listed were very important to the lack of success. In addition, respondents

who were more in agreement that they intended to do the capacity building effort also indicated that there were people who said they should do the capacity building effort (for 27.2), or that more people were involved in the effort and said they should do the effort (for 27.3).

Table 4.47 Intention Variables Correlated With Attitude, Norm, And Behavioral Control Past Capacity Building Variables

	27 Intention Total Score 27.1 - 27.3 *r*	Intention 27.1 Expected *r*	Intention 27.2 Wanted *r*	Intention 27.3 Intended *r*
27 Intention Total Score (27.1 to 27.3)	1			
27.1 Intention - Expected	.900**	1		
27.2 Intention - Wanted	.840**	.692**	1	
27.3 Intention - Intended	.909**	.717**	.773**	1
28 Attitude Degree of Success	.153**	.103*	.171**	.186**
30 Attitude Degree of Usefulness	.196**	.133**	.257**	.204**
31 Attitude Degree of Pleasantness	.109*		.154**	.127**
32 Attitude 4 Factors Degree of Success	.162**	.129**	.193**	.174**
40 Attitude Factors Improved	.170**	.130*	.155**	.155**
41 Attitude Factors Worsened	.199**	.158**	.250**	.186**
42 Attitude Factors Important To Success				.132*
43 Attitude Factors Important To Lack of Success			-.115*	
44 Attitude Degree Likely To Engage In Similar Effort Future	.193**	.133**	.211**	.148**
45 Norm People Involved In CB				-.139*
46 Norm People Saying Should Engage	-.145**		-.117*	-.118*
52.1 Norm Expected Of Me To Do CB		.107*		
53.1 Behavioral Control Confident can Lead and Manage CB	.341**	.234**	.297**	.340**
53.2 Behavioral Control Easy To Lead Manage CB	.129*		.102*	.117*
53.3 Behavioral Control Decision To Do CB Beyond My Control	.239**	.156**	.260**	.256**
54 Behavioral Control Negative Situations Surrounding CB	.156**	.144**	.163**	.136*

**p<.01 (2-tailed).
*p<.05 (2-tailed).

Research question 1a, b, and c asked "what attitudes, norms and behavioral control perceptions (positive and negative) are significantly associated with strong intention to build various kinds of capacity?" The above table answers this question for past capacity building efforts. Attitude 28, 30, 31, 32, 40, 41 and 44; Norm 46 and Behavioral Control 53.1, 53.2, 53.3 and 53.4 were significantly correlated with the total intention score. All correlations were positive except for Norm 46 (others said the respondent should undertake the capacity building effort) which had a negative correlation. The individual intention measure 27. 1 (I expected to do the capacity building effort) had the least number of significant correlations.

Table 4.48 continues the correlation matrix by examining the significant correlations between attitude variables and the two other antecedent variables; norms and behavioral control perceptions.

Table 4.48 Attitude Variables Correlated With Attitude, Norm, and Behavioral Control Variables

	28 r	29 r	30 r	31 r	32 r	40 r	41 r	42 r	43 r	44 r
28 Attitude Degree of Success	1									
29 Attitude Degree of Difficulty	$-.262^{**}$	1								
30 Attitude Degree of Usefulness	$.609^{**}$	$-.133^{**}$	1							
31 Attitude Degree of Pleasantness	$.350^{**}$	$-.451^{**}$	$.329^{**}$	1						
32 Attitude 4 Factors Degree of Success	$.552^{**}$	$-.165^{**}$	$.463^{**}$	$.290^{**}$	1					
40 Attitude Factors Improved	$.439^{**}$	$-.126^{*}$	$.452^{**}$	$.291^{**}$	$.646^{**}$	1				
41 Attitude Factors Worsened	$.369^{**}$	$-.146^{**}$	$.426^{**}$	$.282^{**}$	$.358^{**}$	$.393^{**}$	1			
42 Attitude Factors Important To Success		$.121^{*}$	$.119^{*}$			$.204^{**}$		1		
43 Attitude Factors Impt To Lack of Success	$-.246^{**}$		$-.257^{**}$		$-.162^{**}$		$-.331^{**}$	$.338^{**}$	1	

*p<.05, **p<.01

Table 4.48 Attitude Variables Correlated With Attitude, Norm, and Behavioral Control Variables (Continued)

	28 r	29 r	30 r	31 r	32 r	40 r	41 r	42 r	43 r	44 r
44 Attitude Degree Likely To Engage In Similar Effort Future	.201**		.310**	.283**	.166**	.239**	.225**	.180**		1
45 Norm People Involved In CB	-.143**		-.143**		-.200**	-.235**		-.591**	-.139*	-.191**
46 Norm People Saying Should Engage	-.141**		-.157**		-.184**	-.296**		-.328**		-.173**
47 Norm Types of People Important To Doing CB			.117*	.110*		.246**		.578**	.295**	.231**
51 Norm CEO Similar Org Size Does This CB	-.106*	-.118*	-.107*							
52.1 Norm Expected Of Me To Do CB										
52.2 Norm Felt Social Pressure To Do CB		-.106*	.126*	.104*			.242**	-.167**	-.178**	.102*
52.3 Norm Important People Want Me To Do CB										
37 Behavioral Control Extent of Funds				-.120*				-.162**		
38 Behavioral Control Adequacy of Funds	.278**	-.184**	.274**	.208**	.270**	.236**	.228**		-.205**	.133**
53.1 Behavioral Control Confident can Lead and Manage CB	.292**	-.135**	.326**	.257**	.342**	.306**	.239**		-.139*	.223**
53.2 Behavioral Control Easy To Lead Manage CB	.308**	-.367**	.202**	.405**	.345**	.345**	.224**		-.122*	.132*
53.3 Behavioral Control Decision To Do CB Beyond My Control	.270**		.338**	.215**	.293**	.208**	.272**		-.277**	.166**
53.4 Behavioral Control Entirely Up To Me To Engage					-.168**	-.174**		.130*		-.143**
54 Behavioral Control Negative Situations Surrounding CB	.253**	-.191**	.358**	.264**	.289**	.252**	.432**	-.122*	-.394**	

**p<.01 (2-tailed)
*p<.05 (2-tailed)

Positive correlations between the attitude variables, and the norm and behavioral control variables indicated that those who were in agreement on the attitudes measures

were also in agreement on norm and behavioral control factors listed. There were also significant negative correlations.

Respondents who indicated that the past capacity building effort was successful indicated the capacity building effort was easier (29), that the listed types of people were less important to the lack of success of the effort (43), that they involved more types of people in the effort (45), that other people said they should engage in the effort (46), and they indicated that CEOs of similar sized nonprofits engaged in such capacity building efforts (51).

Respondents who indicated that the past capacity building effort was easy (29), correlated with those that said the capacity building effort was useful (30), pleasant (31), with those who said that four factors (i.e. management, programmatic impact, overall performance, and leadership) were improved (32), that twenty-two factors were improved (40), that fewer of the same twenty-two factors were made worse (41), and that CEOs of similar sized nonprofits engaged in such capacity building efforts (51). Those indicating the capacity building effort was easy also indicated that they felt less social pressure to do the capacity building effort (52.2), that there were adequate funds available to do the effort (38), and that it was easy to lead and manage (53.2), and also that fewer negative circumstances were present (54).

Respondents who indicated that the past capacity building effort was useful (30) indicated that more types of people were involved (45), and that eight types of people were important to a lack of success. These respondents (who indicated that past capacity

building was useful) reported that more people were either neutral or said they should engage in the capacity building effort (46). They also thought CEOs of similar sized organizations did this type of capacity building (51) or they had no opinion on the habits of CEOs of similar sized organizations.

Respondents who indicated that the past capacity building effort was somewhat to very pleasant (31) indicated that external funding covered the expenses involved in doing the effort (37).

Those that indicated that their past capacity building effort was somewhat to completely successful (32) indicated that eight factors were less important to success (43), that more of the 14 types of individuals listed were involved in the effort (45), more of 14 types of individuals said they should not undertake the effort (46), and said that it was entirely up to them as to whether or not they engaged in the effort (53.4).

Those indicating that twenty-two different areas of the organization were improved (40) also indicated that more of the different types of individuals listed were involved in the effort (45), that more individuals said they should engage in the effort (46), and that more people said doing capacity building was entirely up to the respondent (53.4).

Respondents who reported that more areas of the organization were made worse because of undertaking the capacity building effort (41) also indicated that fewer of the factors listed were important to their lack of success (43).

Those indicating that more of the factors listed were important to their success (42) also reported that more of the types of people listed were involved in the effort (45), fewer of the types of people listed said they should not do the effort (46), that they felt less social pressure to engage in the effort (52.2), that funds to do the effort were adequate (37) and that fewer of the negative circumstance factors were present (54).

Respondents who indicated that a greater number of factors were important to the lack of success of their effort (43) also indicated that more people were involved in the effort (45), they felt less social pressure to engage in the effort (52.2), funds were adequate to do the effort (38), they were confident in their ability to lead and manage the effort (53.1), they felt it was easier to do the effort (53.2), felt that doing the effort was within their control (53.3), and less negative circumstances were present (54).

Those that said CEOs of similar sized nonprofit performed the same type of capacity building effort that they listed (44) also revealed that more people were involved in their effort (45), more people said they should do the effort (46), and that undertaking the capacity building effort was entirely up to the respondent (53.4).

Table 4.49 continues the correlation matrix, showing the significant correlations between norm variables and the remaining norm and behavioral variables not displayed in the preceding tables. Positive scores indicated a positive relationship between variables (as one increased, so did the other). There were some negative correlations. These are further explained.

Respondents who indicated that more types of people listed were involved in the effort (45) also indicated that more of the types of people listed were important to making the changes (47), and they agreed or were neutral in their opinion that people important to them wanted them to do the effort (52.3).

When respondents specified that more types of the people listed said they should engage in the effort (46), they also indicated that people important to them were either neutral or wanted them to engage in the effort (52.3). Likewise, if they said that more types of people said they should perform the effort, they were also confident in their ability to lead and manage the effort (53.1), and felt it was easier to lead and manage the effort (53.2).

Those indicating that the fifteen types of individuals listed were important to making the changes (47) also indicated that they felt less social pressure to engage in the effort (52.2), funds were adequate to undertake the effort (37), and that performing the effort was less within their control (53.3).

Those indicating that CEOs of similar sized nonprofits engaged in a similar type of capacity building (51), showed that funds to undertake the effort were adequate (38), and performing the effort was less within their control (53.3).

Individuals who said that it was expected of them to do the capacity building effort (52.1) also felt social pressure (52.2), and reported that performing the effort was less within their control (53.3).

Respondents indicating that they felt social pressure to perform the effort (52.2) also indicated that more of the people important to them wanted them to do it (52.3).

Respondents who agreed that people important to them wanted them to perform the effort (52.3) also felt that undertaking the effort was less within their control (53.3).

Table 4.49 Norm Variable Correlated With Norm and Behavioral Control Variables

	45 r	46 r	47 r	51 r	52.1 r	52.2 r	52.3 r
45 Norm People Involved In CB	1						
46 Norm People Saying Should Engage	.405**	1					
47 Norm Types of People Important To Doing CB	-.488**	-.389**	1				
51 Norm CEO Similar Org Size Does This CB				1			
52.1 Norm Expected Of Me To Do CB				.207**	1		
52.2 Norm Felt Social Pressure To Do CB		.152**	-.231**		-.251**	1	
52.3 Norm Important People Want Me To Do CB	-.149**	-.190**	.170**		.363**	-.208**	1
37 Behavioral Control Extent of Funds	.217**		-.124*				
38 Behavioral Control Adequacy of Funds					-.114*	.111*	
53.1 Behavioral Control Confident can Lead and Manage CB		-.165**				.126*	
53.2 Behavioral Control Easy To Lead Manage CB		-.168**					
53.3 Behavioral Control Decision To Do CB Beyond My Control			-.220**	-.154**	-.110*	.282**	-.103*
53.4 Behavioral Control Entirely Up To Me To Engage						.114*	.102*
54 Behavioral Control Negative Situations Surrounding CB						.215**	
**p<.01 (2-tailed) *p<.05 (2-tailed)							

Table 4.50 completes the display of the correlation matrix of all Theory of Planned Behavior variables related to respondents' evaluation of their selected past capacity building effort. Those indicating that higher amounts of external funding

covered the expenses associated with accomplishing the capacity building effort (37) also said that the financial resources designated for doing the effort were adequate (38).

Respondents indicating that they were confident that they could lead and manage the effort (53.1) indicated engaging in the capacity building effort was entirely up to them (53.1).

Those that thought it was easy to lead and manage the effort (53.2) also reported that engaging in the capacity building effort was not entirely up to them (53.4). Those who agreed that the decision to lead and manage the effort was beyond their control (53.3) were correlated with respondents who were in less agreement that engaging in the effort was entirely up to them (53.4).

Table 4.50 Correlations between Behavioral Control Variables

	37 r	38 r	53.1 r	53.2 r	53.3 r	53.4 r	54 r
37 Behavioral Control Extent of Funds	1						
38 Behavioral Control Adequacy of Funds	-.350**	1					
53.1 Behavioral Control Confident can Lead and Manage CB	.176**	1					
53.2 Behavioral Control Easy To Lead Manage CB	.202**	.580**	1				
53.3 Behavioral Control Decision To Do CB Beyond My Control	.163**	.429**	.320**	1			
53.4 Behavioral Control Entirely Up To Me To Engage	-.224**	-.172**	-.200**	1			
54 Behavioral Control Negative Situations Surrounding CB	.371**	.214**	.302**	.359**	1		

**p<.01 (2-tailed)
*p<.05 (2-tailed)

To determine if the type of capacity building effort that a respondent was evaluating had significant association with differences in TPB measures, a chi-square analysis was done. Table 4.51 presents a comparative review of the results. For most of the TPB variables, ratings on the TPB variables did not significantly differ in relation to the type of capacity building evaluated. Respondents' ratings on five TPB

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variables did have a significant relationship with respondents who indicated that they were evaluating an external relation capacity building effort (Intention total score; Attitude 28, degree of success; Attitude 32 total score, amount of improvement in program impact, performance, leadership or management; Attitude 42 total score level of agreement that factors listed were important to success; and norm 51 agreement that CEOs of similar sized organizations do this effort.

Six TPB variables were associated with respondents who evaluated a leadership capacity building effort: Intention 27.2; Attitude 42 total score; Norm 46 total score; Behavioral Control 53.2, 53.3 and 53.4.

Three TPB variables were associated with respondents who evaluated an internal management system capacity building effort: Attitude 28, 30 and 32.

Therefore, the type of capacity building being evaluated does shape to some extent some of the ratings given on some of the TPB variables. While this is perhaps not a surprise, more variance among the different types of capacity being evaluated relative to ratings on TPB variables was expected than appeared to exist.

Table 4.51   Chi-square Associations between Types of Capacity Building and Past TPB Variables

	External Relation	Internal Structure	Leadership	Internal Management System
Intention27TotalScore 27.1 to 27.3	27.278* 14** .018***	-	-	.-
Intention 27.2 Wanted			14.370 6 .026	
Attitude 28 Degree of success	13.905 6 .031			12.677 6 .048

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Table 4.51   Chi-square Associations between Types of Capacity Building and Past TPB Variables (Continued)

	External Relation	Internal Structure	Leadership	Internal Management System
Attitude Worth 30				17.716 6 .007
Attitude Pleasantness 31				
Attitude32TotalScore 4 org. factors improved	34.040 20 .026			31.708 20 .047
Attitude 42 Total Score Factors Impt To Success	53.730 36 .029		53.718 36 .029	
Norm 46 Total Score People Saying Should Engage	-	-	56.813 40 .041	-
norm 47 total score types of people important to doing CB	-	-	-	-
Norm 51 CEO Similar Org Size Does This CB Effort	19.866 6 .003	-	-	-
BC 53.2 Easy To Lead Manage CB			12.135 5 .033	
BC 53.3 Decision To Do CB Beyond My Control			16.744 6 .010	
BC 53.4 Entirely Up To Me To Engage			13.311 6 .038	
total	5	0	6	2

*X^2, **df, ***p

Modifiers correlated with the Theory of Planned Behavioral variables

Respondent characteristics x TPB variables

There were no significant correlations between several respondent characteristics (i.e. years respondents had served in their current capacity, educational level, age, length of stay in current position, years worked in the nonprofit sector, salary level, number of nonprofits directed prior to the current position, and the years worked in the nonprofit sector) and the total intention score, or any of the three intention items, or with certain

individual TPB items: Attitude 29 (degree of difficulty), Attitude 32.2 (success in improving program impact), Attitude 40 (22 factors improved) and 41 (22 factors worsened) total scores, Norm 52.3 (people wanted me to do capacity building effort), and Behavioral Control Total Score 53 (degree of agreement with 4 statements-confidence, ease, decision control level, and degree up to them to do effort), Behavioral Control 53.2 (degree of agreement of easy to do effort).   Those items are not included in Table 4.52, which only displays the significant correlations. Because of the transformation of data to handle skew, negative correlations meant that as years served, educational level, age, length of stay, salary levels, number of nonprofits directed, and number of years worked in the sector increased, respondents agreed more with the corresponding intention, attitude, norm or behavioral control measure.   Conversely, positive associations mean that respondents were in less agreement.

Table 4.52 Selected Respondent Characteristics Correlated With TPB Variables

	2 Years Served in this Capacity	4 Ed Level	6 Age	7 Length of Stay in Current Position	88 Salary Level	86.2 Number of Nonprofits Directed Before Current Position	86.3 Number of Years Worked In Nonprofit Sector
	r_s	r_s	r_s	r_s	r_s	r_s	r_s
Attitude Usefulness 30				.106*	-.121*		
Attitude Pleasantness 31					.116*		
Attitude32TotalScoreNoSkew				.105*	-.102*	-.114*	
Attitude Success Improving Management 32.1					-.128*		
Attitude Success Improving Performance 32.3						-.145**	
Attitude Success Improving Leadership 32.4				.159**			
Attitude 43 Total Score Factors Important To Lack of Success	.167**	.222**			.149*		.185**
Attitude 44 Likely To Engage In Similar Effort Future				.134**			

*p<.05, **p<.01

Table 4.52 Selected Respondent Characteristics Correlated With TPB Variables (Continued)

	2 Years Served in this Capacity	4 Ed Level	6 Age	7 Length of Stay in Current Position	88 Salary Level	86.2 Number of Nonprofits Directed Before Current Position	86.3 Number of Years Worked In Nonprofit Sector
	r_s	r_s	r_s	r_s	r_s	r_s	r_s
Norm 45 Total Score Correct People Involved		-.114*		-.149**		.138*	
norm 47 total score types of people important to doing CB		.151**			.119*		
Norm Q51 CEO Similar Org Size Does This CB Effort					.137**		
Norm 52.1 Expected Of Me To Do CB						-.110*	
Norm 52.2 Felt Social Pressure To Do CB	.150**						
BC Q38 Adequacy of Funds					-.209**		
BC 53.1 Confident can lead and manage CB						-.202**	
BC 53.3 Decision To Do CB Beyond My Control			-.113*			-.176**	
BC 53.4 Entirely Up To Me To Engage				-.102*			-.083
BC 54 Total Score Negative Situations Around CB			-.121*				-.112*

**p<.01 (2-tailed), *p<.05 (2-tailed)

Table 4.53 identifies the significant Pearson Chi-square correlations between

gender, the sectors previously worked in by the respondent, and the TPB variables

(attitude, norm, behavioral control measures), as well as intention scores. Gender is

significantly associated with several of the TPB variables; more so than is the sector

within which respondents previously worked.

Table 4.53 Gender and Sectors Worked In Previously Association With TPB Variables

Significant TPB Variables	Gender	Gov.	CBO	Ed.	FBO
Intention 27 Total Score	25.146* 15** .047***				
Intention 27.1 Expected		15.067 6 .02	14.53 6 .024		
Intention 27.2 Wanted	17.674 6 .007		13.871 6 .031		
Intention 27.3 Intended	15.019 6 .02		24.214 6 .000		
Attitude 28 Dg Success		13.709 6 .033			
Attitude 29 Dg Difficulty	16.923 6 .01				
Attitude 41 Total Scale 22 Factors Made Worse	95.755 68 .015				
Attitude 42 Factors Important To Success					52.898 36 .034
Attitude 44 Likely To Engage In Similar Effort In Future	13.273 6 .039				
Norm 46 Total Score People Saying Should Do CB		62.278 40 .014			
Norm 51 CEO Similar Org Size Does This CB	14.515 6 .024				
Norm 51 CEO Similar Org Size Does This CB		14.628 6 .023			
Norm 52.3 Important People Want Me To Do Effort		14.591 6 .024			
BC 37 Extent of Funds			9.735 4 .045		
BC 38 Adequacy of Funds	11.168 5 .048				
BC 54 Total Score Negative Situation Present				74.439 56 .05	

*X^2, **df, ***p

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Table 4.54 identifies the significant chi-square correlations between the TPB variables and the ethnicity variables. There were no significant associations between being African American and any TPB variable. Respondents of mixed race and Native American ethnicities had the most number of significant associations with TPB variables.

Table 4.54 Chi-square Associations Between TPB Variables and Ethnicity

	African Am.	Asian	Caucasian	Native Am. Indian	Other Pacific Islander	Mixed Race
Intention 27.2 Wanted				16.377* 6** .012***		14.471 6 .025
Attitude 28 Degree of Success				19.712 6 .003		15.889 6 .014
Attitude 29 Degree of Difficulty					42.442 6 .000	15.754 6 .015
Attitude 30 Usefulness				50.791 6 .000		
Attitude 31 Pleasantness						19.726 6 .003
Attitude 32 Success In Improving Performance, Programs, Leadership, and/or Management Total Score						34.004 20 .026
Attitude 40 Total Score Degree of Agreement 22 Factors Improved				95.991 74 .044		
Attitude 41 Total Score Degree of Agreement 22 Factors Worsened		123.736 67 .000		164.998 67 .000		115.037 67 .000
Attitude 42 Total Score Factors Important To Success						70.495 36 .001
Attitude 43 Total Score Factors Important To Lack of Success		66.197 46 .027			147.498 46 .000	
Attitude 44 Likely To Engage In Similar Effort Future			18.199 6 .006			
Norm 45 Total Score Amt of Involvement of 14 Types of People		66.728 35 .001				
Norm 46 Total Score People Saying Should Engage				82.248 40 .000		
Norm 47 Total Score types of people important to doing CB			100.283 63 .002			110.541 63 .000

Table 4.54 Chi-square Associations Between TPB Variables and Ethnicity (Continued)

	African Am.	Asian	Caucasian	Native Am. Indian	Other Pacific Islander	Mixed Race
Norm 52.1 Expected Of Me To Do CB						16.518 6 .011
Norm 52.3 Important People Wanted Me To Do CB				74.798 6 .000	13.034 6 .042	
BC Q37 Extent of Funds Available		18.128 4 .001				
BC Q38 Adequacy of Funds Available						
BC 53 Degree of Agreement on Confidence, Ease, Amt of Decision making control, Amt of solo ability to decide to do CB Total Score X^2				35.898 20 .016		
BC 53.4 Entirely Up To Me To Engage		15.207 6 .019				
BC 54 Total Score Negative Situations Around CB		74.659 55 .04		82.998 55 .009		

*X^2, **df, ***p*

Research question 2 asked "What of the five modifiers have a significant correlation with each antecedent to intention to building capacity?" Table 4.52 through Table 4.54 provides a summary of the correlation between respondent characteristics (one of the five modifiers) and the antecedents to intention (attitude, normative and behavioral control beliefs). The selected respondent characteristics were associated with some variance in respondents' attitudinal, normative, and behavioral control beliefs which precede intention to build capacity.

Gender, salary level, and length of anticipated stay in their current position were respondent characteristics that had more correlations with attitude, norm, and behavioral control beliefs than any others. Different sectors in which respondents previously worked also had many significant correlations with the TPB variables. When the various

ethnic groups were separated into individual variables, ethnicity became a major

respondent variable associated with significant differences in attitude, norm and

behavioral control beliefs.

Organizational characteristics x TPB variables

Table 4.55 identifies the significant Chi-square correlations between the TPB

variables and the type of nonprofit which employed the respondent, whether or not the

respondent was a founder, and whether founders, besides the respondent, were involved

in the organization in some capacity. Some significant correlations indicated that

respondents varied in their attitudes, norms, and sense of behavioral control according to

the type of nonprofit they worked for, and whether or not the founder was the respondent,

and whether or not founders were involved in some capacity. The direction of a linear

relationship is not known from Chi-square correlations but was explored further using

regression analysis and is explained later in this chapter.

Table 4.55 Chi-Square Correlations between TPB Variables and Organizational Type and Founder Involvement

	Local NP	National NP	International NP	Respondent Founder	Founder(s) Involved (Beside Respondent)
Intention 27.1 Expected				13.974 6 .030	
Attitude Pleasantness 31	12.953* 6** .044***	22.006 6 .001			
Attitude 42 Total Score Factors Important To Success		52.495 36 .037			

*=X^2; **=df; ***=p

Table 4.55 Chi-Square Correlations between TPB Variables and Organizational Type and Founder Involvement (Continued)

	Local NP	National NP	International NP	Respondent Founder	Founder(s) Involved (Beside Respondent)
Norm 45 Total Score Correct People Involved			55.396 36 .020	56.150 35 .013	
Norm Q51 CEO Similar Org Size Does This CB Effort					12.975 6 .043
Norm 52.3 Important People Want Me To Do CB		13.414 6 .037			
BC Q37 Extent of Funds		11.899 4 .018			
BC53 Total Score	31.536 20 .048				
BC 53.2 Easy To Lead Manage CB					16.047 6 .014
BC 53.4 Entirely Up To Me To Engage			23.128 6 .001		
BC 54 Total Score Negative Situations Around CB	74.594 56 .049		99.287 56 .000		
Total Sig.	3	4	3	2	2

*=X², **=df, ***=p

TPB variables (intentions, attitudes, normative, and behavioral control beliefs) were correlated with the respondents' indications of the growth or decline in programs and services, clients, paid staff, donors and budget size over the past five years. Several significant correlations were found. When there was growth, respondents agreed more with the attitude, norm and control beliefs listed in Table 4.56, below. Positive

correlations indicated that when the numbers of programs, clients, etc. showed no growth

or decline respondents were in less agreement with the respective attitude, norm or

control belief listed in the Table.

Table 4.56   TPB Variable Correlated With Organizations' Growth Indicators

	Growth in Number of Programs	Growth in Number of Clients	Growth in Number of Paid Staff	Growth in Number of Donors	Growth in Budget Size
	r	r	r	r	r
Intention27TotalScore 27.1 to 27.3		-.107*			
Intention 27.2 Wanted		-.098*			
Intention 27.3 Intended	-.095*	-.134**		-.109*	
Attitude Success 28	-.197**	-.234**	-.140**	-.226**	-.200**
Attitude Usefulness 30	-.184**	-.162**	-.139**	-.194**	-.162**
Attitude Pleasantness 31		-.103*		-.186**	
Attitude32TotalScoreNoSkew	-.254**	-.273**	-.201**	-.237**	-.237**
Attitude Success Improving Management 32.1	-.210**	-.242**	-.194**	-.205**	-.185**
Attitude Success Improving Program Impact 32.2	-.211**	-.200**	-.151**	-.211**	-.181**
Attitude Success Improving Performance 32.3	-.222**	-.209**	-.123*	-.222**	-.199**
Attitude Success Improving Leadership 32.4	-.190**	-.204**	-.136**	-.156**	-.186**
Attitude 40 Total Score	-.186**	-.276**		-.190**	-.177**
Attitude41 Reverse Coded Total Score	-.112*	-.187**	-.137**		-.157**
Attitude 43 Total Score Factors Important To Lack of Success			.132*	.120*	.181**
Attitude 44 Likely To Engage In Similar Effort Future	-.101*	-.104*		-.124*	
Norm 45 Total Score Correct People Involved				.141**	
Norm 46 Total Score People Saying Should Engage	.108*	.179**	.145**	.188**	.138*
Norm 47 total score types of people important to doing cb		-.136*		-.168**	
Norm Q51 CEO Similar Org Size Does This CB Effort					.121*
Norm 52.3 Important People Want Me To Do CB		-.104*		-.165**	-.115*

*p <.05 (2-tailed) **p <.01 (2-tailed)

Table 4.56   TPB Variable Correlated With Organizations' Growth Indicators (Continued)

	Growth in Number of Programs	*Growth in Number of Clients*	*Growth in Number of Paid Staff*	*Growth in Number of Donors*	*Growth in Budget Size*
	r	*r*	*r*	*r*	*r*
BC 37 Extent of Funds			$.123^{*}$		$.102^{*}$
BC 38 Adequacy of Funds	$-.153^{**}$	$-.115^{*}$	$-.140^{**}$	$-.187^{**}$	$-.165^{**}$
BC53 Total Score	$.118^{*}$	$.114^{*}$	$.102^{*}$		
BC 53.1 Confident can lead and manage CB		$-.193^{**}$			
BC 53.2 Easy To Lead Manage CB	$-.117^{*}$	$-.146^{**}$		$-.114^{*}$	
BC 54 Total Score Negative Situations Around CB	$-.170^{**}$		$-.117^{*}$	$-.180^{**}$	$-.100$

*p <.05 (2-tailed) **p <.01 (2-tailed)

Table 4.57 provides the Spearman rho correlations between the TPB variables for past capacity building efforts and the organizations' age, and numbers of paid staff, volunteers, board members, clients, contracts and grants, and partnerships. Negative correlations indicate that, as the age or numbers increased, respondents were in more agreement with the TPB variable statement. Positive correlations indicate that, as age and numbers increased, respondents were in less agreement that the TPB variable was present or that the state existed.

Table 4.57 Selected Organizational Characteristics Correlated With TPB Variables

	8 Org Age	*# Paid Staff 9.1*	*# Volunteers 9.2*	*# board members 9.3*	*# Clients 9.4*	*# Contracts 9.5*	*# Partnerships 9.6*
	r_s	r_s	r_s	r_s	r_s	r_s	r_s
Attitude Success 28			$-.108^{*}$			$-.229^{**}$	
Attitude Ease 29		$-.123^{*}$		$-.128^{**}$			
Attitude Usefulness 30			$-.152^{**}$	$-.099^{*}$		$-.207^{**}$	
Attitude Pleasantness 31	$.109^{*}$	$.132^{**}$			$.120^{*}$		
Attitude32TotalScoreNoSkew						$-.164^{**}$	
Attitude Success Improving Management 32.1						$-.182^{**}$	
Attitude Success Improving Program Impact 32.2						$-.132^{*}$	

*p <.05 (2-tailed) **p <.01 (2-tailed)

Table 4.57 Selected Organizational Characteristics Correlated With TPB Variables (Continued)

	8 Org Age	# Paid Staff 9.1	# Volunteers 9.2	# board members 9.3	# Clients 9.4	# Contracts 9.5	# Partnerships 9.6
	r_s	r_s	r_s	r_s	r_s	r_s	r_s
Attitude Success Improving Leadership 32.4						-.127*	
Attitude 40 Total Score						-.147*	-.119*
Attitude41 Reverse Coded Total Score						-.141*	
Attitude 43 Total Score Factors Important To Lack of Success					.144*	.205**	
Norm 45 Total Score Correct People Involved		-.137*					
Norm Q51 CEO Similar Org Size Does This CB Effort	.133**	.200**			.141*	.119*	
Norm 52.2 Felt Social Pressure To Do CB	.105*						
BC 37 Extent of Funds						.110*	
BC 38 Adequacy of Funds				-.130**	-.128*	-.110*	
BC53 Total Score	-.144**	-.172**		-.117*	-.139*		
BC 53.1 Confident can lead and manage CB	.123*						
BC 53.2 Easy To Lead Manage CB	.146**	.148**					
BC 53.3 Decision To Do CB Beyond My Control		.111*					
BC 53.4 Entirely Up To Me To Engage	-.150**	-.116*		-.195**	-.151*	-.122*	
BC 54 Total Score Negative Situations Around CB	.125*						

*p <.05 (2-tailed) **p <.01 (2-tailed)

Relationships between organizational characteristics (one of the five modifiers) and TPB variables are summarized for past capacity building in Tables 4.55 through 4.57. **This summary partially answers research question 2 ("Which of the 5 modifiers had a significant correlation with each antecedent to intention to build capacity?").** The organizational characteristics examined were organizational type (local, national,

international), respondent as founder or co-founder, whether or not a founder was still involved in the organization, growth indicators (growth or decline in programs, clients, staff, donors, budget size), the organizations' age, and numbers of paid staff, volunteers, board members, clients, contracts and grants, partnerships, and types of programs and services offered. The organization characteristics with the most significant number of correlations were the growth indicators associated with the TPB variables. All of the organizational characteristics had significant associations with one or more of the antecedents.

Board Governance x TPB variables

Table 4.58 presents the Pearson's product moment correlation (*r*) on the reported levels of the presence of eleven board governance practices in the respondents' organization of employment correlated with all of the TPB variables. There were significant correlations between all TPB variables and respondents' total score on board governance practices.

By showing correlations between the reported presence of board governance practices and the TPB antecedent variables (attitudes, norms, and behavioral control beliefs), the Table below partially answers research question 2 for past capacity building. Significant correlations were found between the total score on board and all of the Attitude variables (Attitude items 28, 29, 30, 31, 32, 40, 41, 42, 43, and 44), many of the Norm variables (items 45, 46, and 51), and also with all of the Behavioral Control variables (items 37, 38, 53.1, 53.2, 53.3 and 54).

To elucidate, for the Attitude item 29, when respondents had higher board governance total score, they indicated that the past capacity building effort was more difficult, For Attitude item 43, when board governance scores were higher, they felt that the eight factors listed were less important to their lack of success. Concerning Norm 45, respondents with higher board governance score, indicated that less of the 14 types of people listed were involved in the effort. On Norm item 46, respondents with higher board governance scores indicated that more of the 14 types of people listed said they should not undertake the effort or were neutral about doing the effort. On Norm 51, when respondents had higher board governance score, they agreed less that most CEOs of similar organization engaged in the type of capacity. On behavioral control item 37, when respondents achieved higher board governance scores, they indicated that some to none of the external funds need were available to cover the expenses involved in doing the capacity building effort.

Table 4.58 Presence of Board Governance Practices Correlated With TPB Variables

Theory of Planned Behavior Variables	*15 Board Governance Total Scale Score*
	r
27.3 Intention - Intended	.118[*]
28 Attitude Degree of Success	.349[**]
29 Attitude Degree of Difficulty	-.126[*]
30 Attitude Degree of Usefulness	.306[**]
31 Attitude Degree of Pleasantness	.172[**]
32 Attitude 4 Factors Degree of Success	.384[**]
40 Attitude Factors Improved	.243[**]
41 Attitude Factors Worsened	.231[**]
43 Attitude Factors Important To Lack of Success	-.203[**]
44 Attitude Degree Likely To Engage In Similar Effort Future	.117[*]

$**$ p <0.01 (2-tailed).
$*$ p <0.05 (2-tailed)

Table 4.58 Presence of Board Governance Practices Correlated With TPB Variables (Continued)

Theory of Planned Behavior Variables	15 Board Governance Total Scale Score r
45 Norm People Involved In CB	-.135[*]
46 Norm People Saying Should Engage	-.153[**]
51 Norm CEO Similar Org Size Does This CB	-.119[*]
37 Behavioral Control Extent of Funds	-.132[*]
38 Behavioral Control Adequacy of Funds	.294[**]
53.1 Behavioral Control Confident can Lead and Manage CB	.150[**]
53.2 Behavioral Control Easy To Lead Manage CB	.193[**]
53.3 Behavioral Control Decision To Do CB Beyond My Control	.141[**]
54 Behavioral Control Negative Situations Surrounding CB	.261[**]

** *p* <0.01 (2-tailed).
* *p* <0.05 (2-tailed)

Research question 2 stated "Which of the 5 modifiers had a significant correlation with each antecedent to intention to build past and future capacity". One of the individual intention measures (dependent variable; "I intended to do this effort"), nine of the attitude measures, three of the norm measures, and six of the behavioral control measures correlated with the total board governance score.

Hypothesis 2 stated "Respondents' intention to build capacity will significantly correlate with respondents board governance score. Higher intention scores will have a significant association with higher board governance total scores." For the past capacity building effort, the board governance score did not have a significant correlation with the total intention score. As a result, technically, this hypothesis was rejected. The board governance score also did not correlate with two of the three individual measures of intention, (i.e. with "I expected to do this effort", or" I wanted to do this effort"). However, the board governance score did have a significant correlation with "I intended to do this effort" individual intention measure (27.3). With

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this particular item, the correlation was positive indicating that respondents who agreed with the presence of board governance practices also agreed or strongly agreed that they intended to do the past capacity building effort. Although the hypothesis was technically rejected because there was no correlation between the total intention score and the board governance score, in considering the strong, positive correlation between the governance score and the individual measure of intention to perform the past capacity building, it must be noted that the hypothesis, if worded differently, would have been accepted.

Organizational effectiveness x TPB variables

Table 4.59 displays the significant Pearson's product moment correlations *(r)* between the respondents' organizational effectiveness total scale score and their ratings on all the TPB items that comprise the intention, attitude, norm, and behavioral control variables. For the most part, when respondents agreed to strongly agreed that the organizational effectiveness statement was present in their organization, they also agreed to strongly agreed with the TPB variable statement. A few negative correlations are present. In the case of Attitude item 29, respondents with higher organizational effectiveness scores correlated significantly with those that thought the capacity building effort was harder to do. In the case of Attitude item 43, respondents with higher organizational effectiveness indicator scores correlated with those that indicated more of the 8 factors listed were important to the lack of success of the capacity building effort.. Relative to Norm item 45, respondents with higher organizational effectiveness indicators correlated with respondents who indicated that less of the 14 types of people listed were involved in the capacity building effort. For Norm item 46, respondents with higher

organizational effectiveness scores correlated with respondents who thought that the various types of people listed they should not undertake the effort. In the case of Behavioral Control item 53.3, respondents with higher organizational effectiveness scores correlated with those who were in less agreement that choosing to undertake the capacity building was entirely up to them.

Research question 2 is partially answered by the Table 4.59. Respondents' total organizational effectiveness score had significant association with respondents' answers on two of the intention measures, nine of the attitude measures, two of the norm measures and six of the behavioral control measures. Five of these correlations were negative and the remainder positive.

Table 4.59 Organizational Effectiveness Correlated with TPB Variables

Theory of Planned Behavior Variables	*16 Org Effectiveness Total Scale Score*
	r
27 Intention Scale Score (27.1 to 27.3)	.097[*]
27.3 Intention - Intended	.133[**]
28 Attitude Degree of Success	.401[**]
29 Attitude Degree of Difficulty	-.189[**]
30 Attitude Degree of Usefulness	.304[**]
31 Attitude Degree of Pleasantness	.196[**]
32 Attitude 4 Factors Degree of Success	.490[**]
40 Attitude Factors Improved	.360[**]
41 Attitude Factors Worsened	.245[**]
43 Attitude Factors Important To Lack of Success	-.180[**]
44 Attitude Degree Likely To Engage In Similar Effort Future	.134[**]
45 Norm People Involved In CB	-.171[**]
46 Norm People Saying Should Engage	-.153[**]

** p <0.01 (2-tailed)
* p <0.05 (2-tailed)

Table 4.59 Organizational Effectiveness Correlated with TPB Variables

Theory of Planned Behavior Variables	16 Org Effectiveness Total Scale Score
	r
38 Behavioral Control Adequacy of Funds	.277**
53.1 Behavioral Control Confident can Lead and Manage CB	.245**
53.2 Behavioral Control Easy To Lead Manage CB	.257**
53.3 Behavioral Control Decision To Do CB Beyond My Control	.169**
53.4 Behavioral Control Entirely Up To Me To Engage	-.111*
54 Behavioral Control Negative Situations Surrounding CB	.235**

** *p* <0.01 (2-tailed)
* *p* <0.05 (2-tailed)

Trust relationships x TPB variables

Table 4.60 presents the correlations between the total scale score on the presence of trust relationships within the organizations that employ the respondents and the respondents' score on the Theory of Planned Behavior variables. When trust relationships were present respondents had positive evaluations relative to each TBP variable. The exception was that respondents' higher the trust relationship scores were correlated with respondents who found the capacity building hard (29) to do, indicated the types of people listed were less important to the lack of success (43), fewer people listed were involved in the effort (45), and more of the types of people listed thought they should not do the effort (46).

Research question 2 is also partially answered by the Table below. The total scale score for trust was correlated with three of the intention measures, nine of the attitude measures, three of the norm measures, and five of the behavioral control measures.

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Table 4.60 Trust Relationships Correlated With TPB Variables

Theory of Planned Behavior Variables	*17 Trust Relationships Total Scale Score*
	r
27 Intention Scale Score (27.1 to 27.3)	.170[**]
27.2 Intention - Wanted	.174[**]
27.3 Intention - Intended	.213[**]
28 Attitude Degree of Success	.230[**]
29 Attitude Degree of Difficulty	-.144[**]
30 Attitude Degree of Usefulness	.243[**]
31 Attitude Degree of Pleasantness	.223[**]
32 Attitude 4 Factors Degree of Success	.335[**]
40 Attitude Factors Improved	.292[**]
41 Attitude Factors Worsened	.163[**]
43 Attitude Factors Important To Lack of Success	-.132[*]
44 Attitude Degree Likely To Engage In Similar Effort Future	.149[**]
45 Norm People Involved In CB	-.206[**]
46 Norm People Saying Should Engage	-.160[**]
52.2 Norm Felt Social Pressure To Do CB	.118[*]
38 Behavioral Control Adequacy of Funds	.215[**]
53.1 Behavioral Control Confident can Lead and Manage CB	.213[**]
53.2 Behavioral Control Easy To Lead Manage CB	.227[**]
53.3 Behavioral Control Decision To Do CB Beyond My Control	.174[**]
54 Behavioral Control Negative Situations Surrounding CB	.241[**]

** $p < .01$ (2-tailed).
* $p < .05$ (2-tailed)

The correlations and descriptive analyses presented to this point in this chapter showed multiple associations among the variables found in the research model.

Regression analysis of intention to build past capacity

In this section, the dependent, independent and modifying variables are analyzed using regression analyses in order to answer the first hypothesis.   Regressions were performed to determine which of the modifier variables significantly accounted for variances in each antecedent to intention, and also to determine which, if any, items within each antecedent to intention contributed to the variance in the respondents'

intention to build capacity. These results were then used to reduce the number of factors included in testing the research model's ability to predict respondents' intentions to build past capacity. The rationale for the elimination of these factors is elucidated below.

Total research model's significance in predicting past intention

The original research model presented in Chapter Two, which was tested in the first linear regression, included all attitudinal, normative, and control belief measures as the independent variables, while the total score for past intention (i.e. survey items 27.1-27.3) was the dependent variable. The original research model was significant ($R^2 = .270$, adjusted $R^2 = .122$, $p < .01$). Examining the standardized beta coefficients, tolerance, VIF, eigenvalues and condition index indicated high collinearity between numerous items. This situation demonstrated a need for a reduced set of variables in order to give more power to the model to explain past intentions to build capacity.

In order to determine the most significant items within each antecedent scale, three linear regressions were conducted, one for each of the antecedents to intention (attitude, norms, and behavioral control beliefs). In each of these regression analyses, all measures of the antecedent were used as independent variables, while the total intention score was the dependent variable.

Attitude measurements significant to prediction of past intention

A linear regression was performed using the total score for intention (i.e. questions 27.1 through 27.3) as the dependent variable and all attitude measures (i.e. questions 28, 29, 30, 31, 32.1 through 32.4; 41 reverse coded; 42, 43, 44) as the

independent variables. The attitude measurements explained 9.3% of the variance in intentions scores (R^2=.093, p<.05). When examining the standardized beta coefficients, several of the attitude measurements were found to contribute very little to the overall model's predictive ability. Two attitude measures achieved significance: item 32.4, the degree of success the effort had in improving leadership (β = -.221, *p*<.05) and attitude item 41, the level of agreement that conducting the capacity building effort made twenty-two factors worse, (reverse coded 1=strongly agree to 7 =strongly disagree (β = .180; *p<.05*). The standardized beta coefficients for 32.4 contributed more to the model's ability to predict intention than did item 41. When comparing the zero-ordered correlations (Pearson's r) for all measures, the partial and part correlations dropped significantly from the zero-order correlation indicating that much of the variance in intention that is explained by each of these variables could also be explained by other variables.

Tolerance levels were checked to determine the percentage of the variance explained by a given predictor in this model that could not be explained by the other predictors. For the attitude item 32.4, sixty seven percent (67.4%) of the variance in this predictor can be explained by other predictors. For attitude 41, the tolerance was better. Only 38.2% of the variance in this predictor could be explained by other predictors. When the tolerances are close to 0, there is high collinearity and the standard error of the regression coefficients is inflated. None of the attitude measurement tolerances were close to 0 suggesting that high collinearity was not a problem. A variance inflation factor (VIF) greater than 2 is usually considered problematic (IBM, 2012). Several of the

measurements had VIF's near or above 2 suggesting the existence of collinearity with attitude item 32.4 because its VIF was 3.066.

The collinearity diagnostics confirmed that collinearity existed among the attitude measurements making it inappropriate to use all of the attitude measurements in the final statistical model. When examining the eigenvalues, several attitude measurement were close to 0, indicating that the predictors were highly inter-correlated and that small changes in the data values may lead to large changes in the estimates of the standardized beta coefficients. The eigenvalues for attitudes measures 28 (12.116); 29 (.827); 30 (.456), 31 (.177) and 32 (.132) were acceptable.

The condition indices accompanying the eigenvalues were computed as the square roots of the ratios of the largest eigenvalue to each successive eigenvalue. Values in the condition indices greater than 15 indicated a possible problem with collinearity; greater than 30, a serious problem (IBM, 2012). Two of the measures (attitude 43 and 44) were larger than 30, suggesting a very serious problem with collinearity. Five of the measures (attitude 32.3, 32.4; 40, 41, and 42) also demonstrated possible problems with collinearity. Both measures that had shown statistical significant standardized beta coefficients also showed possible problems with collinearity. (Item 32.4 had a condition index of 20.090; and item 41 had a condition index of 22.943). Because these two items were significant in predicting intention they were used in the reduced model, while keeping in mind possible collinearity issues.

Normative measurements significant to prediction of past intention

A linear regression analysis was performed using the total score for intention (i.e. questions 27.1 through 27.3) as the dependent variable and all of the norm measurements (i.e. total scale scores for questions 45, 46, 47, 51, and individual measurement scores for 52.1, 52.2, 52.3). This model showed significance ($R^2 = .050$, $p < .05$). The norm measurements explained 5% of the variance in intention scores, when the model included all norm measures. Examining the standardized coefficient betas, only one indicator of normative beliefs achieved significance. This was survey item 46, the reported level of endorsement (or the lack thereof) from fourteen types of people who said that the respondent should or should not do the capacity building effort ($\beta = -.175$; $p < .01$). Tolerance levels were checked to determine the percentage of the variance in a given predictor that could not be explained by the other predictors. Thus, for normative measure 46, 78.6% could not be explained by other predictors. The VIF was below 2 suggesting that there was not a problem with collinearity for any of the normative measures. The eigenvalue for measurement 46 was .090, indicating that this predictor was highly inter-correlated with other independent variables, and that small changes in the data values may lead to large changes in the estimate of error that affects the standardized beta coefficients. The condition index for Norm 46 was 9.010 indicating collinearity was not a problem. Given these findings normative measure 46 was carried forward in the reduced model explained below.

Behavioral control measures significant to prediction of intention

A linear regression was performed with the total score for intention (i.e. questions 27.1 through 27.3) as the dependent variable, and all of the behavioral control variables as the independent variables. This model showed significance ($R^2 = .133$, $p<.01$). The behavioral control variables explained 13.3% of the variance in intention scores. When further examining the standardized beta coefficients, it was found that just two measures were significant. The first significant measure was survey question 53.1, the degree of confidence that the respondent reported in their own ability to lead and manage the capacity building effort, ($\beta = .386$, $p <.01$, tolerance $= .643$; VIF $= 1.554$; eigenvalue $= .086$; condition index $= 9.174$). The second significant item was measure 53.2, the perceived degree of difficulty in leading and managing the effort ($\beta = -.134$, $p<.05$; tolerance $= .660$; VIF 1.516; eigenvalue $= .061$; condition index $=10.925$).

Tolerance levels were checked to determine the percentage of the variance in a given predictor that could not be explained by the other predictors. For behavioral control measure 53.1, 64.3% could not be explained by other predictors. For behavioral control measure 53.2, 66% could not be explained by other predictors.

The VIF for all behavioral control measures was below 2 suggesting that there was not a problem with collinearity, including behavioral control measures 53.1 and 53.2. The eigenvalues for measurement 53.1; 53.2 were close to 0, indicating that the predictors were highly inter-correlated with other behavioral control predictors, and that small changes in the data values may lead to large changes in the estimate of error in the

standardized beta coefficients. The condition index with values greater than 15 indicated

a possible problem with collinearity; greater than 30, a serious problem (IBM, 2012).

Behavioral control measures 53.1 and 53.2 were within acceptable ranges of collinearity.

Given these findings, behavioral control measures 53.1 and 53.2 were carried forward

into the reduced model explained below.

Reduced model 1 using significant attitude, norm, and behavioral control measures

A further linear regression was performed using the total score for intention (i.e.

questions 27.1 through 27.3) as the dependent variable and, as independent variables, all

the attitude, norm and behavioral control items that had previously demonstrated

significant standardized beta coefficients when regressed on the total intention score.

(These were Attitude measure 32.4, success of the effort in improving leadership;

Attitude measure 41, the perceived degree to which twenty-two factors were made worse

as result of undertaking the capacity building effort; Norm measure 46, the degree of

encouragement that different types of people gave for the respondent to engage or not

engage in the effort, Behavioral control measure 53.1, degree of agreement with the

statement "I am confident I can lead and manage this effort, and finally, Behavioral

control item 53.2, the respondents' degree of agreement with the statement "It is easy to

lead and manage this effort". This model explained 14.2% of the variance in the total

intention score (R^2 = .156; *p<.01*; adjusted R^2 = .142). Examining the standardized *beta*

coefficients for this model indicated that one attitude and two behavioral control

measures showed significance. These were Attitude 41, the degree to which twenty-two

elements of the organization were perceived to have been made worse by the capacity

building effort, (β = .148, *p<.01*); Behavioral control item 53.1, the degree of confidence

that the respondent had in their own ability to lead and manage the effort (β = .406,

p<.01); and Behavioral control measure 53.2, the degree to which the respondent thought

the capacity building effort was difficult to lead and manage (β = -.176, *p<*.01). The

tolerance and VIF levels for these three were within acceptable ranges suggesting no

collinearity problems. However, the eigenvalue and condition index for behavioral

control 53.2 were not within acceptable ranges, suggesting severe collinearity with other

non-significant behavioral control variables and so those non-significant variables were

removed from the model.

Reduced model 2

When a linear regression was performed using the total intention score as the

dependent variable and Attitude item 41 and Behavioral Control measures 53.1 and 53.2

as the independent variables, it was discovered that these three factors explained 14.4%

of the variance in respondents' total intention scores for building past capacity (R^2 = .152,

adjusted R^2 = .144, *p<*.01). Examination of the standardize *beta* coefficients indicated

that all three items continued to demonstrate significance and removing the non-

significant factors from the prior reduced model eliminated the collinearity problems of

the Behavioral Control factor 53.2. (See Table 4.61).

Table 4.61 Reduced Model 2 Summary: Three Antecedent Predictors of Past Capacity Building Intentions

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.390ᵃ	.152	.144	.34580	.152	19.452	3	326	.000

The preceding regression analysis reveals a model that best explains the variance in predicting past intentions to build capacity. This model is portrayed in Figure 4.1.

Figure 4.1 Antecedent Factors Significant To Predicting Past Intentions to Build Capacity
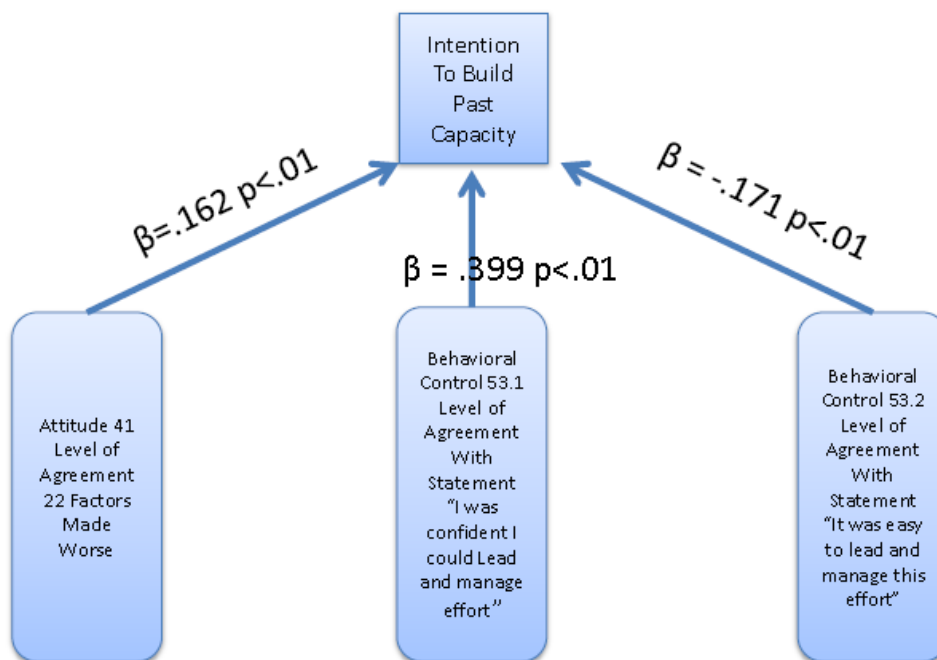
Reduced Model: Antecedent Predicting Past Intentions
R^2 = .152, Adjusted R^2 = .144 p<.01

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An appropriate interpretation of these findings depends on understanding that Attitude item 41 was reverse coded. The scale was reverse scored so that 1 = "Strongly agree" that twenty-two factors were made worse, to 7 = "strongly disagreed" that each factor was made worse. The final model showed that, when respondents thought fewer factors were made worse by the effort, their intention score was more positive. When respondents agreed that they were confident to lead and manage the effort, their intentions were more positive (i.e. the scores on intention were higher). The third significant beta coefficient had a negative relationship to the respondents' intention to undertake the past capacity building effort. The scale on item 53.2 was 1= "strongly disagree" to 7 = "strongly agree". When respondents were in less agreement that the capacity building effort was easy to lead (item 53.2), they had higher scores in their intention to perform the past capacity building effort. Perceived difficulty motivated stronger intention when a capacity building effort was evaluated retrospectively.

To determine which of the respondent, organizational, governance, organizational effectiveness and trust measures to include in the reduced regression model, the same procedure as above was conducted for each of the five modifying factors.

Respondent characteristics significance in predicting attitudinal scores 41
Attitude item 41 was used as the dependent variable to determine what respondent characteristics were significant predictors of the respondents' level of agreement that selected factors were made worse as result of capacity building effort (Attitude item 41).

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The model was significant (R^2=.107, *p*<.01). The respondent characteristics explained 10.7% of the variance in Attitude item 41 scores.

When further examining the standardized beta coefficients, two respondent characteristics achieved significance: Item 5, Gender (β = .187, *p*<.01) and item 7, the respondents' anticipated length of stay in their current employment position (β = .203, *p*<.01)

Tolerance levels were checked to determine the percentage of the variance in a given predictor that could not be explained by the other predictors. This showed that 85.3 % of the variance in intention that was explained by Gender (item 5) could not be explained by other predictors, and for the respondents' anticipated length of stay in their current position, 90.7% could not be explained by other predictors.

The VIF for both measures was below 2 suggesting that there was not a problem with collinearity (gender =1.173; length of stay = 1.103). The eigenvalues for both measurements were not close to 0, indicating that the predictors were not highly inter-correlated (gender = .178; length of stay = .128). The condition index for both measures was well below 15, indicating collinearity was not a problem (gender = 8.504; length of stay = 10.025). Given these findings, respondent characteristic items 4 and 7 were carried forward into the reduced model explained below.

Respondent characteristics significant to predicting behavioral control beliefs

53.1 and 53.2

Two behavioral control beliefs proved to be significant predictors of intention in the prior regression analysis explained above (item 53.1 the respondents' degree of agreement with the statement "I was confident that I could lead and manage this capacity building effort' and item 53.2 the respondents' level of agreement with the statement "It was easy for me to lead and manage this effort.")

All respondent characteristics were used as independent variables and control belief item 53.1 was used as the dependent variable. This model was not significant. When examining the standardized beta coefficients, only one respondent characteristic showed significance, item 86.2, the number of nonprofits the respondent had directed prior to working in their current position, and item 4 (gender) was near significance. When these two were run as predictors of behavioral control 53.1, the model was significant ($R^2 = .029$, $p<.01$), but the standardized beta coefficients indicated that just 86.2 (number of nonprofits directed prior to current position) was significant ($\beta = -.177$, $p<.01$). Tolerance level for item respondent characteristic 86.2 (number of nonprofits directed prior to current positions) was .989, VIF =1.011, eigenvalue = .057, and condition index = 6.420. Together, these statistics indicated no problem with collinearity between behavioral control 53.1 variable and 86.2. Therefore, item 86.2 was used in the reduced model which is explained in the next section.

All respondent characteristics were used as independent variables which might predict the respondents' level of agreement with the statement "I was confident that I could lead and manage this capacity building effort", the dependent variable of this model (which was item 53.2 of the control beliefs). This model was not significant and no standardized beta coefficients for any of the respondent characteristics were significant predictors of control belief 53.2.

Organizational characteristics significant in predicting Attitude 41

To determine which organizational characteristics were significant in predicting the respondents' attitude toward the capacity building effort, Attitude item 41 was used as the dependent variable and all organizational characteristics used as predictors. This model was not significant. Examination of the standardized beta coefficients indicated that none of the organizational characteristics were significant in predicting Attitude item 41 total scale scores.

Organizational characteristics significant in predicting Behavioral Control 53.1 and 53.2

Behavioral control 53.1 was the level of agreement respondents had with the statement "I was confident that I could lead and manage this capacity building effort". Measurement 53.2 was the level of agreement that respondents had with the statement "It was easy for me to lead and management this effort". Each of these measures, in turn, were used as the dependent variable and all the organizational characteristics were used

as independent variables in two separate models used to determine how each item was effected by the different organizational characteristics.

There were no significant predictors of variance in Behavioral Control item 53.1, among the organizational characteristics. The model was not significant and the standardized beta coefficients were not significant or approaching significance. For Behavioral Control item 53.2, the model as a whole was also not significant, however, the standardized beta coefficient variance explained by the organization having a local scope of service, (β = .193, p<.05; tolerance = .539; VIF = 1.854; eigenvalue = .518; and condition index =5.401). There was not a problem with collinearity. Tolerance data suggested that being a local nonprofit explained 53.9% of the variance in Behavioral Control 53.2 scores (the ease with which a respondent felt they could lead or manage the capacity building effort).

Governance as a predictor of attitude measure 41

Each of the governance measures found in the governance scale were used as predictors of attitude measurement 41. Attitude item 41 was the total scale score for attitude. The model was significant (R^2 = .095, p<.01). The level of respondents' agreement with the statement "Board members comply with requirements outlined in key elements of the governance structure (bylaws, policies, code of conduct, conflict of interest, traditional/cultural norms, etc.) was the one item (15.6) which showed significance in explaining variance in attitude item 41. Beliefs about board member compliance with governance structures explained 47% of the variance in attitude measure

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41 and was significant (β = .213, p<.01). VIF (2.130) and eigenvalue (.039) indicated there may be a problem with collinearity with other governance measures, but because the condition index (6.375), and tolerance levels were acceptable (.470), and the VIF was only slightly above 2, this variable was used in the final regression analysis to test the research model.

Governance as a predictor of behavioral control

All governance items were used as predictors of Behavioral Control item 53.1 (the respondents' level of confidence that they could lead and manage the effort), and Behavioral Control item 53.2 (the respondents' level of agreement that leading and managing the effort were easy) in two separate regression analyses. For Behavioral Control item 53.1, the model as a whole was not significant. One item, (15.5), the level of agreement with the statement "Board members demonstrate commitment to this organization's mission and values" showed significance in predicting variance of the respondents' agreement that they were confident of their ability to lead and manage the effort (β = .195, p<.01; tolerance = .469; VIF = 2.134; eigenvalue = .149; condition index 8.364).

As a whole, this model, using all governance items as independent variables, was significant in predicting variance in the respondents' degree of agreement that the capacity building effort was easy to lead and manage (behavioral control item 53.2), (R^2 = .067, p < .01). However, only one individual item was significant among the independent variables (item 15.2, level of agreement with the statement "The board does

a good job of evaluating the performance of the ED/CEO, measuring results against objectives") (β = .161; $p<.05$; Tolerance = .562; VIF = 1.779; eigenvalue= .269; condition index 6.215). The data indicated that collinearity was not problems.

Organizational effectiveness ratings as predictor of attitude 41

All items in the organizational effectiveness scale were used as predictors of the variance in attitude item 41 (the total scale score of all attitude scale items). This model proved to be significant (R^2 = .046, $p <.01$) in its entirety. However, again only one item had a significant standardized, item 16.3, the level of respondents' agreement with the statement "This organization's resources are used efficiently (good value for money spent), (β = .387; $p<.05$; tolerance = .621; VIF = 1.611; eigenvalue = .036; Condition index = 13.304). The data indicated there was not a problem with collinearity.

Organizational effectiveness ratings as predictors of behavioral control 53.1 and 53.2

All organizational effectiveness ratings were used as predictors and behavioral control items 53.1 and 53.2 (defined above) were used in separate models as dependent variables. For behavioral control item 53.1, the entire model was significant (R^2 = .068, $p<.01$). Just one item, (16.5 agreement with the statement "This organization handles effectively internal changes by adapting its processes, structures and staff roles or responsibilities.") showed significance (β = .193, $p<.05$; tolerance = .329, VIF = 3.041, eigenvalue = .023; condition index = 16.752). The data indicated that there may be collinearity among organizational effectiveness predictors. An examination of the

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coefficient correlations confirmed this, but since there was no correlation between 16.5 and 16.3, both were used in the final research model.

For behavioral control item 53.2, this model was also significant (R^2=.093, p<.01). Only one measure, item 16.3, agreement with the statement "This organization's resources are used efficiently (good value for money spent) showed significance (β = .143, p<.05; tolerance = .611; VIF = 1.637; Eigenvalue = .054; condition index = 10.853). The data suggested that collinearity was not a problem and that perceptions of efficient use of resources (item 16.3) explained 61.1% of the variance in the scores of agreement that the capacity building effort was easy to lead and manage (behavioral control item 53.2).

Trust as a predictor of attitude 41

All of the trust factors in the trust scale were used as individual predictors of attitude (total scale score for attitude, item 41). For attitude item 41, the model as a whole was significant (R^2 = .089, p<.05). Standardized beta coefficients showed that two independent variables were significant: trust factor 17.5, The director trust the board members (β = .380, p<.05; tolerance .265; VIF = .227; eigenvalue = .119; condition index = 11.051), and trust factor 17.6, The board members trust the director (β = .354, p<.01; tolerance 3.781; VIF =4.402; eigenvalue = .092, and condition index = 12.562). Because of the possible problems with collinearity with trust factor 17.6, it was not used in the final regression analysis explained below. Examination of the beta coefficient correlations indicated that there was a positive correlation between 17.5 and 17.6

indicating that when a respondent said that the director trusted board member they also said that board members trusted the director.

Trust as a predictor of behavioral control 53.1 and 53.2

For Behavioral Control 53.1, the model was significant ($R^2 = .091$, $p<.01$). One trust factor had a significant standardized beta coefficient (17.5, The director trusts the board members; $\beta = -.224$, $p<.05$; tolerance = .253; VIF = 3.956; eigenvalue = .112; condition index = 11.348). While the VIF was not within acceptable range and suggested problems with collinearity, the eigenvalue and condition index were within acceptable ranges. Since only one other trust factor was carried forward into the final regression model, this trust factor was included in the final model. It should be noted that the relationship between Trust item 17.5 and Behavioral control item 53.1 is negative. This means that when respondents agreed more that they were confident in their ability to lead and manage the past capacity building effort, they agree less that the director trusted the board.

For Behavioral Control factor 53.2, the entire model was significant ($R^2 = .108$, $p<.01$). Three items showed significance within the model: the respondents' level of agreement that board members trust staff (item 17.7); that the director trusts staff (item 17.10); and that the director trusts volunteers (item 17.11). Only item 17.7 had VIF and condition indices within acceptable ranges. The other two showed problems with collinearity. Therefore, only 17.7 was used in the final model ($\beta = .225$, $p<.05$; tolerance = .239; VIF = 4.189 [suggesting collinearity problems with other trust measures],

eigenvalue = .071 [suggesting collinearity problems with other trust measures], and condition index = 14.246).

The final model is displayed below in Figure 4.2. This model includes relationships between the respondents' intention to build capacity (in the past) and antecedent variables that demonstrated significant ability to explain variance intention in the prior regressions. It also shows relationships between the antecedent items and the modifiers that demonstrated significant ability to predict variance in those antecedent items through the previous regression analyses.

When the significant modifiers and the three significant antecedent variables were used as independent variables and the total intention score used as the dependent variable, the whole model was significant (R^2=.202, adjusted R^2=.156, p<.01). However, closer examination of the standardized beta scores indicated that the model was explained by the three antecedents alone, and that none of the modifiers had a direct significant effect on intention scores. This finding was interpreted to indicate that the respondent characteristics, organizational characteristics, governance, trust and organizational effectiveness ratings were best conceptualized as modifying the antecedents rather than having a direct effect on the variance in intention scores.

Figure 4.2 Antecedents and Modifiers That Significantly Predict Past Intentions To Build Capacity

When the significant modifiers and the three significant antecedent variables were used as independent variables and the total intention score used as the dependent variable, the whole model was significant (R^2=.202, adjusted R^2=.156, $p<.01$). However, closer examination of the standardized beta scores indicated that the model was explained by the three antecedents alone, and that none of the modifiers had a direct significant effect on intention scores. This finding was interpreted to indicate that the respondent characteristics, organizational characteristics, governance, trust and organizational effectiveness ratings were best conceptualized as modifying the antecedents rather than having a direct effect on the variance in intention scores.

Hypothesis 1 for past intention stated: **When the respondents' attitudes and subjective norms are more positive, and they perceive they have greater efficacy and control, the respondents' intention to build capacity score will be higher**. Given the above findings, hypothesis 1 for past intention was rejected. Using all attitude, norm and behavioral control measures was significant in predicting the total intention scores (R^2=.270, adjusted R^2=.122, *p<.01*). Approximately 12.2% of the variance in past intention scores was explained by including all attitude, norm, and behavioral control measures. However, several attitude, norm and behavioral control measures did not have significant standardized beta coefficients and there were multiple issues with collinearity, suggesting a reduced set of variables could explain the same or more of the variance in past intention scores.

When all measures for each antecedent were run as independent variables and the total intention score used as the dependent variable, several independent variables showed a significant relationship to intention, and a reduced set of measures was revealed as the best set of predictors of intention. Attitude item 41, the respondents' level of agreement that twenty-two factors were made worse, and behavioral control measure 53.1 (the respondents' level of agreement that they were confident they could lead and manage the past capacity building effort), and behavioral control measure 53.2 (the respondents' level of agreement that leading the effort was easy) were the best predictors of past intentions. Attitude item 41 and Behavioral Control 53.1 had a positive relationship with intention. In addition, certain respondent characteristics also explained variance in attitude item 41. If the respondent was male, planned to stay longer in their current position, believed that the board complied with the governance structure of the organization, felt the organization used resources efficiently, and that the director trusted board members, the respondent had a significantly higher belief that fewer factors were made worse as a result of the past capacity building effort (attitude item 41).

If the organization was a local nonprofit, and the respondent agreed that the board was committed to the organization's mission and values, that the organization handled internal changes effectively, and that the director trusted board members, then the respondents had significantly higher confidence that they could lead and manage the past capacity building effort (Behavioral Control item 53.1).

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If the respondent indicated that the scope of the mission of the organization they worked for was local, that the board evaluated the CEO's performance effectively, and the organization used resources efficiently, and that board members trusted staff, then respondents agreed less that the effort as easy to lead (Behavioral Control item 53.2).

Higher (more positive) attitude item 41 and behavioral control item 53.1 scores were significantly associated with higher (more positive) intention scores. Behavioral control item 53.2, ("It was easy for me to manage and lead this effort") however, had a negative relationship with intention scores. Lower levels of agreement that the effort was easy to manage and lead were significantly related to higher scores indicating strength of intention to perform the capacity building effort. Hypothesis 1 was rejected because it stated that the antecedent relationships to intention scores would be positive, and not all were. In addition, no normative belief antecedents to intention were present in the reduced model.

Relative to research question 3: What are the significant relationships between modifying factors, antecedent factors, and the intention to build capacity, both past and future? The reduced set of modifiers that were significant predictors of the variance in Attitude (item 41), and Behavioral Control antecedents (items 53.1 and 53.2) for past capacity building efforts are summarized in Table 4.62.

Table 4.62   Past Capacity Building: Modifiers Significant In Predicting Antecedents

Modifier	Attitude 41 Factors Worsened	Behavioral Control 53.1 (Confidence)	Behavioral Control 53.2 (Easy)
Respondent Characteristic 5 Gender	X		
Respondent Characteristic 7 Length of Stay in Current Position	X		
Respondent Characteristics 86.2 # of NPs directed prior to current position		X	
Organizational Characteristic 3 Local (in scope) nonprofit			X
Governance 15.2 Board effectively evaluates CEO using results to measure performance			X
Governance 15.5 Board committed to organization's mission and values		X	
Governance 15.6 Board members compliance to governance structure	X		
Organizational Effectiveness Indicator 16.3 Level of agreement "Organization uses resources efficiently"	X		X
Organizational Effectiveness Indicator 16.5 Level of agreement with statement "organization handles internal changes effectively"		X	
Trust 17.5 Director Trusts Board Members	X	X (NEGATIVE RELATIONSHIP)	
Trust 17.7 Board members trusts staff			X

Future Capacity Building Efforts

After evaluating one past capacity building effort, respondents were asked to

evaluate one future capacity building effort that the organization that employed them

planned to do. This section follows the same pattern of analysis and report of findings as

was performed for past capacity building intentions. The section begins by examining

what type of capacity building the organizations plan to undertake in the near future and

on which the respondents chose to focus their evaluations. Next, the four categories of

capacity building were correlated with all of the modifiers. The Theory of Planned

Behavior variables were correlated with each other and with the modifiers. The section

ends with a presentation of findings based on linear regression analyses of the

relationships that were found to be significant, without collinearity issues.

Future capacity building effort chosen for evaluation

Table 4.63 presents the frequencies and percentages of respondents that chose one

of four types of capacity building efforts to evaluate. Light's (2004) categories were

once again used to code respondents' write-in answers. The highest number of

respondents chose to evaluate an external relations capacity building effort (28.9%),

followed by an internal management system change (18.7%), a leadership capacity

building effort (16.8%) and an internal structure improvement effort (12.1%). Seven

percent (7%) of the respondents did not plan currently to do another capacity building

effort in the near future.

Hypothesis 3 stated that "When capacity building in a specific capacity area (i.e. leadership, internal management systems, external relations, internal structures) has been successful in the past, they are more apt to intend to engage in future capacity building efforts in each specified area." This hypothesis was accepted. Respondents were asked to indicate whether or not the past capacity building

Table 4.63 Frequency and Percent of Future Capacity Building Planned

Future Capacity Building Planned		Frequency	Percent
External Relations	Yes	136	28.9
	No	257	54.7
	Total	393	83.6
	No Response	77	16.4
	Total	470	100.0
Internal Structure	Yes	57	12.1
	No	336	71.5
	Total	393	83.6
	No Response	77	16.4
	Total	470	100.0
Leadership	Yes	79	16.8
	No	314	66.8
	Total	393	83.6
	No Response	77	16.4
	Total	470	100.0
Internal Management Systems	Yes	88	18.7
	No	305	64.9
	Total	393	83.6
	No Response	77	16.4
	Total	470	100.0
None Planned	Yes	33	7.0
	No	360	76.6
	Total	393	83.6
	No Response	77	16.4
	Total	470	100.0

effort was successful. They were also asked if it had been successful in improving program, performance, leadership and management of the organization. They were also asked if they were likely to do a similar effort in the future. Correlations indicated that when the respondents said the past effort had been successful, they said they were likely to do a similar effort in the future ($r = .201$, $p < .01$). Respondents who indicated that it had improved management correlated with respondents who indicated they were likely to

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do a similar effort in the future ($r = .210$, $p < .01$). Those indicating improvement in program impact correlated with those who said they were likely to do a similar effort in the future ($r = .135$, $p < .01$). Leaders indicating improvement in performance ($r = .199$, $p < .01$), and leadership ($r = .203$, $p < .01$), correlated with those who said they were likely to a similar effort in the future. There were no significant correlations between likely to do in the future and the type of capacity building effort which respondents chose to evaluate in depth.

Hypothesis 3 stated that "When capacity building in a specific capacity area (i.e. leadership, internal management systems, external relations, internal structures) has been successful in the past, they are more apt to intend to engage in future capacity building efforts in each specified area." This hypothesis was accepted. Respondents were asked to indicate whether or not the past capacity building effort was successful. They were also asked if it had been successful in improving program, performance, leadership and management of the organization. They were also asked if they were likely to do a similar effort in the future. Correlations indicated that when the respondents said the past effort had been successful, they said they were likely to do a similar effort in the future ($r = .201$, $p < .01$). Respondents who indicated that it had improved management correlated with respondents who indicated they were likely to do a similar effort in the future ($r = .210$, $p < .01$). Those indicating improvement in program impact correlated with those who said they were likely to do a similar effort in the future ($r = .135$, $p < .01$). Leaders indicating improvement in performance ($r = .199$, $p < .01$), and leadership ($r = .203$, $p < .01$), correlated with those who said they were likely

to a similar effort in the future. There were no significant correlations between likely to do in the future and the type of capacity building effort which respondents chose to evaluate in depth.

The past capacity building effort respondents chose to evaluate in depth was regressed on the future capacity building effort to determine if there was an association between the two. Chi-square analysis indicated that the respondents' choice of a past capacity building effort to evaluate in depth was not significantly associated with the choice made to evaluate a future effort.

Future capacity building type x respondent characteristics

Future capacity building type was tested for correlations with all modifiers. First, chi-square analyses were conducted between all respondent characteristic modifiers and the incidence of the four types of future capacity building, as selected for evaluation by respondents. Very few of the respondent characteristics showed a significant chi-square association with any type of capacity building effort. Choosing to evaluate a future external relations type capacity building effort had significant chi-square correlation with a respondent's current position title ($X^2 = 13.740$, $p<.05$), and with the length they anticipate staying with the organization ($X^2=11.426$, $p<.05$). Choosing an internal structure capacity building effort correlated with respondents' current position title ($X^2=15.540$, $p<.05$), whether or not they had previously worked in the business sector ($X^2=.4.563$, $p <.05$) and the years they had been in their current capacity ($X^2=10.679$, $p<.05$). Evaluating a future leadership capacity building effort correlated with

respondents' gender (X^2=5.041, $p<.05$), whether or not they indicated they were a "Pacific Islander" other than Hawaiian (X^2=3.856, $p<.05$), and the years they had been working in their current capacity (X^2=10.679, $p<.05$). Choosing to evaluate a future internal management systems capacity building effort was associated with respondents who had worked previously in the education sector (X^2=3.558, $p<.05$). Indicating that no future capacity building effort was currently planned correlated with respondents who were of mixed race (X^2=6.806, $p <.01$).

Future capacity building type x organizational characteristics

Pearson's chi-square showed very few associations between organizational characteristics' and the type of anticipated capacity building effort selected by respondents. A few kinds of program services demonstrated a significant association with three categories of capacity building and with the "none planned" category. More specifically, cross tabulations revealed a correlation between choosing to evaluate an external relations effort and nonprofits that were older, that had more paid staff, and indicated a growth programs. When no future capacity building efforts were planned, there was a correlation with organizations that had fewer or no partnerships, and those that had no growth or decline in the size of their budget.

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Table 4.64 Significant Chi-square Associations between Type of Future Capacity Building Evaluated and Organizational Characteristics

Type of Future Capacity Building Effort Evaluated	Organizational Characteristics	X^2	df	p
External Relations	Org Age	21.246	12	0.047
	# Paid staff	22.519	9	0.007
	Growth In Programs	12.341	4	0.015
Internal Structure	childcare	5.631	1	0.018
	counseling	4.233	1	0.04
	elder daycare	3.772	1	0.052
	health care	4.616	1	0.032
Leadership	housing assistance	3.881	1	0.049
	short-term utility assist.	6.908	1	0.009
Internal Management Systems	# Paid staff	21.08	9	0.012
	childcare	4.507	1	0.034
None Planned	# of partnerships	15.244	7	0.033
	growth in budget size	10.099	4	0.039
	recreation activities	4.304	1	0.038

Type of future capacity building type x board governance evaluations

The respondents' degree of agreement with the presence of eleven board governance practices was correlated with the type of capacity building they planned to do in the future (Table 4.65). The board governance ratings had a significant association with respondents who chose to evaluate internal structure capacity building and with those who had no future capacity building effort planned. The nature of these associations are explore future in following sections this this chapter. Further examination of the data indicated that when respondents agreed that the board

governance practice was present, they indicated they were planning to do an internal

structure capacity building effort. However, respondents who indicated no capacity

building effort was planned also indicated less agreement that the respective board

governance practice was present and their total board governance score was lower.

Table 4.65 Chi-square Associations between Board Governance Rating and Type of Capacity Building Planned In Future

	External Relations	Internal Structure	Leader-ship	Internal Management Systems	None
15.1 The board is actively involved in planning the direction and priorities of the organization	-	-	-	-	-
15.2 The board does a good job of evaluating the performance of the CEO (measuring results against objectives)	-	-	-	-	-
15.3 Board members demonstrate a clear understanding of the respective roles of the board and CEO	-	-	-	-	-
15.4 The board has high credibility with key stakeholders (e.g. funders, donors, consumers, collateral organizations or professionals, community, staff)	-	-	-	-	-
15.5 Board members demonstrate commitment to this organization's mission and values	-	16.709* 6** .010***	-	-	-
15.6 Board members comply with requirements outlined in key elements of the governance structure (bylaws, policies, code of conduct, conflict of interest, traditional/cultural norms, etc.)	-	16.160 6 .013	-	-	18.546 6 .005
15.7 The board's capacity to govern effectively is not impaired by conflicts between members.	-	13.245 6 .039	-	-	-
15.8 There is a productive working relationship between the board and the CEO (characterized by good communication and mutual respect.	-	-	-	-	-
15.9 I am confident that this board would effectively manage any organizational crisis that could be reasonably anticipated.	-	-	-	-	17.961 6 .006
15.10 Board meetings are well-managed.	-	-	-	-	-
15.11 The board uses sound decision-making processes (focused on board responsibilities, factual information, efficient use of time, items not frequently revisited, effective implementation).	-	-	-	-	14.196 6 .028
Total Board Governance Score	-	-	-	-	70.647 50 .029

*=X^2 **=df; ***=significance level

Type of future capacity building x organizational effectiveness ratings

Table 4.66 identifies the significant chi-square associations between the type of future capacity building effort respondents chose to evaluate or their indication that no future effort was planned, and their degree of agreement that the organizational effectiveness indicators were present in their organization. Respondents indicating they planned to do an internal management systems capacity building effort in the future correlated with those indicating agreement that the organizational effectiveness indicator was present in their organization. Respondents who indicated no capacity building effort was planned in the future correlated with those who had lower organizational effectiveness total scores and agree less that resources were used efficiently, that there was a good balance between stability and innovation, and that their organization handled internal and external changes effectively (lower perceived organizational adaptability).

Table 4.66 Type of Future Capacity Building Significant Associations with Organizational Effectiveness Indicators

	External Relations	Internal Structure	Leader-ship	Internal Management Systems X^2	None Planned X^2
Total Org Effectiveness Score	-	-	-		64.928**
16.1 Board Orientation Adequately Prepares For Governance	-	-	-	14.627*	-
16.2 Org Financially Sound	-	-	-	16.414**	-
16.3 Resources Used Efficiently	-	-	-	-	38.158**
16.4 Good Balance Stability/Innovation	-	-	-	-	16.116**
16.5 Handles Internal Changes By Adapting	-	-	-	-	32.884**
16.6 Handles External Changes By Adapting	-	-	-	-	31.032**

df =6, *= $p<.05$, **= $p<.01$

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Type of future capacity building correlated with trust relationships present

Table 4.67 identifies the significant associations between the type of capacity building effort that respondents chose to evaluate or their indications that none was planned, and their ratings on the presence of various types of trust relationships. With one exception, respondents with less agreement that specific trust relationships were present had a significant association with those that had no future capacity building plans. In the case of the one significant association with those who planned to do an internal structure capacity building effort, it was significantly associated with lower agreement that staff trusted board members. While Chi-square does not indicate the direction of the data associations, examination of the scores clearly indicated the direction of the relationship between the two measures under examination.

Table 4.67   Chi-square Associations between the Types of Future Capacity Building Evaluated and Trust Relationships Present

	External Relations	Internal Structure	Leadership	Internal Man. Systems	None Planned
Trust 17 Total Score					88.028**
Trust 17.1 staff to staff					28.717**
Trust 17.2 board member to board member					25.934**
Trust 17.3 director to board chair					19.517**
Trust 17.4 board chair to director					12.498**
Trust 17.5 director to board members					27.246**
Trust 17.6 board members to director					16.015**
Trust 17.7 board members to staff					17.307**
Trust 17.8 staff to board members		12.627*			
Trust 17.9 staff to director					21.807**
Trust 17.10 director to staff					13.515*
Trust 17.11 director to volunteer					20.416**
Trust 17.12 board to volunteers					24.507**
Trust 17.15 volunteers trust director					24.042**

df=6, *=p<.05, **= p<.05

TPB variables correlated with type of future capacity building

Type of capacity building x TPB variables

Table 4.68 displays the significant associations in responses on all future TPB measurements and the type of capacity building effort respondents chose to evaluate. For the most part, respondents' responses on the future TPB measurements were not significantly different depending on the type of capacity building effort they chose to evaluate. However, those choosing to evaluate a future leadership capacity building effort did significantly differ from others relative to their attitudes regarding difficulty, pleasantness, whether or not it was likely to improvement program impact, whether or not it was desirable to improve program impact, and the degree of behavioral control they thought they would have.

Table 4.68 Significant Associations between Types of Future Capacity Building Evaluated and Respondents' Ratings on Future TPB Variables

	External Relations	Internal Structure	Leader-ship	Internal Management Systems
	X^2	X^2	X^2	X^2
60 Attitude Degree of Difficulty			15.446**	
63 Attitude Good OR Bad Idea				
64.1 Attitude Likely To Improve Management	13.041*			
64.3 Likely To Improve Program Impact			15.388**	
65.3 Desirable To Improve Program Impact			15.591**	
79 Norm Total Scale Score People Who Think I Should Do CB		64.333*		
80 Norm Total Scale Score People Influencing Intention				71.970*
81 Norm CEO of Similar Size Org Does This CB				
82 BC: Total Scale Score Behavioral Control (82.1-82.6)			36.340*	
84 BC: Total Scale Score Likely 7 Factors Will Be Present		43.322*		

*=p < .05, ** = p <.01

Research question 2 asked 'Which of the 5 modifiers had a significant correlation with each antecedent to intention to build past and future capacity?'

Few respondent characteristics correlated significantly with the type of future capacity building effort they chose to evaluate. Few of the organizational characteristics (Table 4.64) had significant correlations with choice of future capacity building. Of those that did, organizational age, number of paid staff and partnerships, growth in programs, partnerships and budget size, and a few of the type of programs and service offered had significant associations with the type of future capacity building effort chosen to evaluate.

Board governance measures (Table 4.65) had significant correlations with those choosing to evaluate a future internal structure capacity building effort and with those indicating no future effort was planned. When respondents agreed that the board governance practice was present, they indicated they were planning to do an internal structure capacity building effort. However, respondents who indicated no capacity building effort was planned also indicated less agreement that the respective board governance practice was present and their total board governance scores were less.

The organizational effectiveness indicators had the most correlations with respondents who chose to evaluate a future internal management systems capacity building effort, followed by those choosing a leadership capacity building effort (Table 4.66). Respondents indicating they planned to do an internal management systems capacity building effort in the future correlated with those indicating agreement their organization had a board orientation system that adequately prepared board members for governance and that the organization was financially sound. Respondents who indicated

no capacity building effort was planned in the future correlated with those who had lower

organizational effectiveness total scores and agreed less that resources were used

efficiently, that there was a good balance between stability and innovation, and that their

organization handled internal and external changes effectively (lower perceived

organizational adaptability).

Correlational matrix of future Theory of Planned Behavior measures

As with the presentation of the past TPB variables, a total correlation matrix was

too large for display as one Table and therefore is presented in several Tables which

follow.

TPB variables x intentions

Table 4.69 displays the significant correlations between the dependent variable,

intention (survey item 59,) and all TPB variables (attitude, norms and behavioral control

variables). Most of the correlations indicated that respondents with stronger agreement

on their intention to undertake the future capacity building effort were correlated with

higher scale scores on the respondents' attitude, norm, and control belief measurements.

The response scale direction between the two variables was in the same direction. There

were a few significant negative correlations which are further explained below.

Respondents who indicated agreement to strong agreement on their intention to

do the future effort indicated that it was less desirable to improve the overall performance

of the organization as a result of doing the future effort (Attitude 65.4). Respondents

who indicated agreement to strong agreement on their intention to do the future effort (all

three individual intention items and the total scale score) indicated that it neither likely

nor unlikely to very unlikely to improve some or all of the 22 factors listed (Attitude 69).

Table 4.69 Dependent Variable Future Intention Correlated With TPB Variables

TPB Variables	Intention 59 r	Intention 59.1 r	Intention 59.2 r	Intention 59.3 r
59 Intention Total Scale Score	1			
59.1 Intention - Expect To Do	.872**	1		
59.2 Intention -Want To Do	.886**	.630**	1	
59.3 Intention- Intend To Do	.886**	.635**	.890**	1
60 Attitude Degree of Difficulty	.180**	.184**	.153**	.180**
61 Attitude Degree of Success	.159**		.170**	.159**
62 Attitude Degree Pleasantness	-	-	-	-
63 Attitude Good OR Bad Idea	.486**	.341**	.495**	.502**
64.1 Attitude Likely To Improve Management	.194**	.167**	.193**	.196**
64.2 Attitude Likely To Improve Leadership	.177**	.136*	.194**	.173**
64.3 Attitude Likely To Improve Program Impact	.277**	.209**	.291**	.306**
64.4 Attitude Likely To Improve Performance	.214**	.182**	.209**	.224**
65 Attitude Total Scale Score Desirability of To Improve 4 Areas	.213**	.190**	.208**	.208**
65.1 Attitude Desirable To Improve Management	.122*	.121*	.126*	.119*
65.2 Attitude Desirable To Improve Leadership	.130*	.146**	.117*	.116*
65.3 Attitude Desirable To Improve Program Impact	.248**	.222**	.232**	.256**
65.4 Attitude Desirable To Improve Performance	-.235**	-.180**	-.232**	-.251**
67 Attitude Total Scale Score 8 Factors Important To Success	.122*	-	-	.115*
68 Attitude Total Scale Score 8 Factors Important To Lack of Success	.144*	.145*		.122*
69 Attitude Total Scale Score 22 Factors Likely To Improve	-.306**	-.227**	-.357**	-.316**
70 Attitude Total Scale Score 22 Factors Likely Made Worse	-	-	-	-
76 Norm Total Scale Score Social Pressure Ratings(76.1 to 76.3 left out 76.4 for reliability purposes)	.489**	.378**	.454**	.503**
76.1 Norm Important People Approve of Doing CB	.447**	.319**	.460**	.492**
76.2 Norm Expected of Me to Do CB	.453**	.322**	.463**	.495**
76.3 Norm Feel Social Pressure To Do CB	-.390**	-.332**	-.328**	-.381**
76.4 Norm Important People Want Me To Do CB	.135*	.130*	-	.126*
79 Norm Total Scale Score People Who Think I Should Do CB	-.229**	-.177**	-.209**	-.207**
80 Norm Total Scale Score People Influencing Intention	-	-	.125*	.107
81 Norm CEO of Similar Size Org Does This CB	-	.117*	-	-

** p <0.01 (2-tailed)
* p < 0.05 (2-tailed)

Table 4.69 Dependent Variable Future Intention Correlated With TPB Variables (Continued)

TPB Variables	Intention 59 r	Intention 59.1 r	Intention 59.2 r	Intention 59.3 r
74 Behavioral Control Anticipation of Financial Resources Adequacy	-	-	-	-
82 Behavioral Control Total Scale Score Behavioral Control Measures Combined (minus 82.7 for reliability)	-.304**	-.230**	-.298**	-.299**
83 Behavioral Control Total Scale Score Adequate Control Over 11 Factors	-.213**	-.145**	-.236**	-.215**
84 Behavioral Control Total Scale Score Likely 7 Factors Will Be Present	-.127*	-	-.148**	-
85 Behavioral Control Total Scale Score 7 Factor Likely Making Difficult CB	-.128*	-	-.116*	-.158**

** $p < 0.01$ (2-tailed), * $p < 0.05$ (2-tailed)

Respondents with higher scores on intention (agreed more) indicated that it was less likely to improve some of the 22 factors listed (Attitude 69), felt less social pressure to do the effort (Norm 76.3), more of the people listed thought they should not do the effort (Norm 79), and they agreed less that they were confident that they, the staff, and board were capable of doing the effort, that it was easy and that the decision was entirely up to them (Behavioral Control variable 82). In other words, they felt less total control would be possible, more subjective normative pressure to not do the effort, and that only selected areas of the organization would improve, while other areas would not be affected.

Respondents with higher scores on intention were correlated with respondents who said they would had less adequate control over altering, improving or adjusting 11 factors (Behavioral Control 83) and that 7 factors were less likely to be present (Behavioral Control 84), and that these same 7 factors presence would likely make it more difficult to succeed (85).

Findings related to research question 1 for future capacity building was summarized in Table 4.69. All attitude, norm and behavioral control measures had a significant correlation with the total intention score, except for attitude 62 and 70, norm 80 and 81, and behavioral control measure 74.

Attitudes x Attitudes Correlations

Table 4.70 presents the correlation matrix for eight of the attitude variables. Most of the correlations were positive indicating that the direction of both scales traveled in the same direction. There were some exceptions (i.e. negative correlations) which are noted. Respondents who indicated that the future capacity building effort was easy (Attitude 60) indicated that they agreed less that the effort would be successful (Attitude 61). Respondents who indicated that the future effort was going to be a successful to very successful experience (Attitude 61) were in less agreement that it was going to be a pleasant experience (Attitude 62), that is was desirable that overall performance be improved through doing the effort (Attitude 65.4), that it was less likely that some of the 22 factors listed would be improved by doing the effort (Attitude 69), that it was more likely that some of the same 22 factors listed would be made worse (Attitude 70), that more types of people listed thought that they should not do the effort (Norm 79), agreed less that the behavioral control factors listed in scale variable 82 would be present (Behavioral Control 82), that they would have less adequate control over the 11 factors listed (Behavioral Control 83), and that the 7 factors listed were less likely to be present (84) when they did the effort.

Respondents who thought that doing the future capacity building effort was a pleasant experience (Attitude 62) indicated that doing the effort was less of a good idea (Attitude 63), that it was less likely to improve management (Attitude 64.1), leadership (Attitude 64.2), or program impact (Attitude 64.3). It also correlated with respondents who felt less social pressure (Norm 76), who were in less agreement that important people to them approved of their doing the effort (Norm 76.1). When respondents thought doing the future capacity building effort would be pleasant experience, it was correlated with those who agreed less that it was expected of them to do the effort (Attitude 76.2). Those indicating it would be a pleasant experience also indicated the types of people listed were less important to them in influencing their decision to do the effort (Norm 80).

Respondents who thought doing the future capacity building effort was a good idea (Attitude 63) correlated with respondents who thought it was less likely to improve overall performance (Attitude 65.4), that less of the 22 factors listed were likely to improve, were in less agreement that that they felt social pressure to do the effort (Norm 76.3), that more of the types of people listed thought they should not do the effort (Norm 79), that they were less in agreement that the behavioral control measures in scale 82 were present (Behavioral Control 82), they would have less adequate control over the factors listed (Behavioral Control 83), that they were less likely to have the 7 factors listed present (Behavioral Control 84), and that having the same 7 factors listed would make it more difficult to do the effort (Behavioral Control85).

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Respondents who thought doing the future capacity building effort would likely improve management (Attitude 64.1) correlated with respondents who thought it was less likely to improve overall performance (Attitude 65.4), that less of the 22 factors listed were likely to improve (Attitude 69), that they were less in agreement that the behavioral control measures in scale 82 were present (Behavioral Control 82), they agreed less that they would have adequate control over the factors listed (Behavioral Control 83), that it was less likely that the 7factors listed would be present (Behavioral Control84), and indicated that the presence of the 7 factors listed would make it more difficult to do the effort (Behavioral Control 85).

Respondents who thought that doing the future capacity building effort would likely improve leadership (Attitude 64.2) correlated with respondents who thought it was less likely to improve overall performance (Attitude 65.4) and less of the 22 factors listed were likely to improve (Attitude 69). The agreed less with the statement that they felt social pressure (Norm 76.3) and were less in agreement that the behavioral control measures in scale 82 were present (Behavioral Control 82). They also indicated less agreement that they would have adequate control over the 11 factors listed (Behavioral Control 83). Those indicating the future effort would likely improve leadership also correlated with respondents who thought the 7 factors listed were less likely to be present (Behavioral Control 84), and that the presence of 7 factors would likely make it more difficult more difficult to do the effort (Behavioral Control 85).

Respondents who thought that doing the future effort would likely improve programmatic impact (Attitude 64.3) correlated with respondents who indicated that it was less desirable to improve overall performance as result of doing effort (Attitude 65.4) and that it was less likely that some of the 22 factors listed would be improved (Attitude 69). They were in less agreement with the statement that they would feel social pressure to do the effort (Norm76.3). Those indicating likely improvement in programmatic impact also significantly correlated with respondents who indicated that some of the 14 types of people listed thought they should not do the effort or were neutral about doing it (79). There was also a correlation with respondents who agreed less that the behavioral control measures in scale 82 were present (Behavioral Control 82). There was also significant correlation between those who thought programmatic impact was likely as a result of dong the future effort and respondents who agreed less that they would have adequate control over the 11 factors listed (Behavioral Control 83), and with respondents who thought that the 7 factors listed were less likely to be present (Behavioral Control 84), and that the presence of 7 factors listed would make it more difficult to do the effort (Behavioral Control 85).

Respondents who thought that doing the future effort would likely improve the overall performance of the organization (Attitude 64.4) thought that it was less desirable to improve overall performance (65.4), that the 14 types of people listed thought they should not do the effort (Norm 79). Respondents who indicated doing the future effort would likely improve overall performance also correlated significantly with respondents who agreed less with the behavioral control statements found in scale 82 (Behavioral

Control 82) and that they would have adequate control over the factors listed (Behavioral Control 83). There was also significant correlation between likely improvement of the overall performance of the organization and respondents who thought it less likely that the 7 factors listed would be present (Behavioral Control 84), and that the presence of any of the 7 factors listed would make it more difficult to do the effort (Behavioral Control 85).

Table 4.70 Correlation Matrix on Eight Attitude Variables Correlated With All TPB Variables

	60 r	61 r	62 r	63 r	64.1 r	64.2 r	64.3 r	64.4 r
60 Degree of Difficulty	1							
61 Degree of Success	-.202**	1						
62 Degree Pleasantness	.479**	-.388**	1					
63 Good OR Bad Idea	.136*	.253**	-.165**	1				
64 Likely To Improve Management		.227**	-.137*	.253**	1			
64.2 Likely To Improve Leadership		.195**	-.174**	.268**	.778**	1		
64.3 Likely To Improve Program Impact		.260**	-.152**	.381**	.463**	.388**	1	
64.4 Likely To Improve Performance		.116*		.337**	.345**	.316**	.564**	1
65 Total Scale Score Desirability of To Improve 4 Areas		.167**		.304**	.614**	.577**	.506**	.734**
65.1 Desirable To Improve Management		.125*		.183**	.712**	.609**	.338**	.551**
65.2 Desirable To Improve Leadership				.183**	.572**	.667**	.284**	.531**
65.3 Desirable To Improve Program Impact		.166**		.316**	.338**	.279**	.675**	.849**
65.4 Desirable To Improve Performance		-.200**		-.406**	-.326**	-.286**	-.574**	-.928**
67 Total Scale Score 8 Factors Important To Success		.118*		.139*	.253**	.215**	.219**	.232**
68 Total Scale Score 8 Factors Important To Lack of Success					.213**	.213**	.198**	.197**
69 Total Scale Score 22 Factors Likely To Improve		-.283**	.229**	-.342**	-.517**	-.504**	-.483**	-.393**
70 Total Scale Score 22 Factors Likely Made Worse		-.116*						

** p <0.01 (2-tailed), * p < 0.05 (2-tailed)

Table 4.70 Correlation Matrix on Eight Attitude Variables Correlated With All TPB Variables (Continued)

	60 r	61 r	62 r	63 r	64.1 r	64.2 r	64.3 r	64.4 r
76 Total Scale Score Social Pressure Ratings(76.1 to 76.3 left out 76.4 for reliability purposes)		.171**	-.134*	.469**	.177**	.212**	.289**	.278**
76.1 Important People Approve of Doing CB	.146**	.185**	-.160**	.500**	.219**	.249**	.299**	.273**
76.2 Expected of Me to Do CB	.151**	.185**	-.155**	.500**	.214**	.243**	.305**	.269**
76.3 Feel Social Pressure To Do CB				-.279**		-.114*	-.201**	-.208**
76.4 Important People Want Me To Do CB								
79 Total Scale Score People Who Think I Should Do CB		-.161**	.192**	-.204**			-.228**	-.174**
80 Total Scale Score People Influencing Intention		.191**	-.132*		.119*	.130*	.213**	.139*
81 CEO of Similar Size Org Does This CB				.107*				
74 Anticipation of Financial Resources Adequacy		.112*						
82 Total Scale Score Behavioral Control Measures Combined (minus 82.7 for reliability)	.331**	-.305**	.368**	-.256**	-.180**	-.226**	-.153**	-.145*
83 Total Scale Score Adequate Control Over 11 Factors	.166**	-.288**	.331**	-.283**	-.244**	-.216**	-.209**	-.230**
84 Total Scale Score Likely 7 Factors Will Be Present	.163**	-.341**	.335**	-.223**	-.156**	-.244**	-.199**	-.153**
85 Total Scale Score 7 Factor Likely Making Difficult CB				.195**	-.202**	-.200**	-.138*	-.144*

** p <0.01 (2-tailed), * p < 0.05 (2-tailed)

Table 4.71 through Table 4.72 present the remaining portions of the correlation matrix on all TPB variables. Many of the correlations were positive indicating that the direction of the scores on one variable traveled in the same direction as another. Readers can determine the interpretation of each significant correlation by examining the scales related to the variables in question. For negative correlations the respondents' ratings on one variable traveled in a direction opposite of the variable against which it was correlated. To save room and reader fatigue, all the various interpretation of results are not provided since those provided previously helped set the pattern of interpretation.

Table 4.71 Correlation Matrix Continued: Correlation of Remaining Attitude Variables With All Remaining TPB Variables

	65 r	65.1 r	65.2 r	65.3 r	65.4 r	67 r	68 r	69 r	70 r
65 Total Scale Score Desirability of To Improve 4 Areas	1								
65.1 Desirable To Improve Management	.870**	1							
65.2 Desirable To Improve Leadership	.860**	.820**	1						
65.3 Desirable To Improve Program Impact	.759**	.505**	.482**	1					
65.4 Desirable To Improve Performance	-.756**	-.491**	-.499**	-.840**	1				
67 Total Scale Score 8 Factors Important To Success	.295**	.229**	.224**	.223**	-.242**	1			
68 Total Scale Score 8 Factors Important To Lack of Success	.277**	.222**	.217**	.215**	-.211**	.690**	1		
69 Total Scale Score 22 Factors Likely To Improve	-.531**	-.450**	-.436**	-.418**	.422**	-.418**	-.330**	1	
70 Total Scale Score 22 Factors Likely Made Worse							-.137*		1
76 Total Scale Score Social Pressure Ratings(76.1 to 76.3 left out 76.4 for reliability purposes)	.242**	.132*	.177**	.251**	-.327**	.163**	.164**	-.329**	
76.1 Important People Approve of Doing CB	.266**	.161**	.179**	.257**	-.336**	.192**	.161**	-.364**	
76.2 Expected of Me to Do CB	.268**	.161**	.183**	.258**	-.339**	.186**	.170**	-.358**	-.119*
76.3 Feel Social Pressure To Do CB	-.139*		-.113*	-.176**	.217**			.202**	
76.4 Important People Want Me To Do CB						.130*	.212**		
79 Total Scale Score People Who Think I Should Do CB	-.171**		-.131*	-.163**	.198**	-.303**	-.251**	.323**	
80 Total Scale Score People Influencing Intention	.165**		.154**	.144*	-.176**	.440**	.407**	-.327**	.031
81 CEO of Similar Size Org Does This CB									
74 Anticipation of Financial Resources Adequacy							.141*		
82 Total Scale Score Behavioral Control Measures Combined (minus 82.7 for reliability)	-.149**		-.153**	-.111*	.160**		-.172**	.341**	

** p <0.01 (2-tailed), * p < 0.05 (2-tailed)

Table 4.71   Correlation Matrix Continued: Correlation of Remaining Attitude Variables With All Remaining TPB Variables (Continued)

	65 r	65.1 r	65.2 r	65.3 r	65.4 r	67 r	68 r	69 r	70 r
83 Total Scale Score Adequate Control Over 11 Factors	-.193**	-.140*	-.133*	-.189**	.248**	-.139*	-.167**	.319**	
84 Total Scale Score Likely 7 Factors Will Be Present	-.156**			-.137*	.185**	-.384**	-.337**	.287**	
85 Total Scale Score 7 Factor Likely Making Difficult CB	-.125*	-.124*	-.134*			-.297**	-.301**	.231**	

** p <0.01 (2-tailed), * p < 0.05 (2-tailed)

Table 4.72 Correlation Matrix Continued: Norm and Behavioral Control Variables Correlated With All Remaining TPB Variables

	76 r	76.1 r	76.2 r	76.3 r	76.4 r	79 r	80 r	81 r	74 r	82 r	83 r	84 r	85 r
76.1 Important People Approve of Doing CB	.893**	1											
76.2 Expected of Me to Do CB	.892**	.995**	1										
76.3 Feel Social Pressure To Do CB	-.826**	-.514**	-.504**	1									
76.4 Important People Want Me To Do CB	.218**			-.320**	1								
79 Total Scale Score People Who Think I Should Do CB	-.331**	-.305**	-.307**	.276**	-.202**	1							
80 Total Scale Score People Influencing Intention	.203**	.169**	.168**	-.204**	.295**	-.537**	1						
81 CEO of Similar Size Org Does This CB	.111*			-.117*				1					
74 Anticipation of Financial Resources Adequacy	.144**	.128*	.134*	-.121*		-.144*			1				
82 Total Scale ScoreBehavior-al Control Measures Combined (minus 82.7 for reliability)	-.365**	-.322**	-.309**	.306**		.243**	-.155**			1			
83 Total Scale Score Adequate Control Over 11 Factors	-.312**	-.322**	-.314**	.184**		.325**	-.217**			.545**	1		
84 Total Scale Score Likely 7 Factors Will Be Present	-.234**	-.267**	-.265**			.300**	-.371**			.454**	.547**	1	
85 Total Scale Score 7 Factor Likely Making Difficult CB	-.244**	-.250**	-.251**	.132*		.315**	-.213**			.269**	.299**	.405**	1

** p <0.01 (2-tailed), * p < 0.05 (2-tailed)

Future TPB variables correlated with modifiers

Future TPB variables correlated with respondent characteristics

Table 4.73 indicates the significant Spearman rho correlations between the TPB

variables related to the evaluation of one future capacity building type and the

respondents' years served in their current capacity, education level, age, length they

anticipated staying in their current position, salary level and total years worked in the

nonprofit sector.

When respondents had served fewer years in their current capacity they agreed

more that CEOs of similar sized organizations did the type of capacity building being

evaluated (Norm 81), and indicated the financial resources needed to do the future effort

were adequate (Behavioral Control 74). Respondents with higher educational levels

agreed more that the factors listed were important to the success of the future effort

(Attitude 67), that the factors listed were important to the lack of success (Attitude 68),

and that the 22 factors listed were less likely to improve as a result of doing the effort (i.e.

total score on Attitude 69 was less).

As age increased, it correlated with respondents who indicated that financial

resources needed to do the effort were adequate to do the effort (Behavioral Control 74).

As length of stay in their current position decreased, it correlated with

respondents who agreed - that they wanted to do the effort (Intention 59.2), agreed that

they intended to do the effort (Intention 59.3), agreed that the effort was apt to be a

success (Attitude 61), agreed less that is would be pleasant (Attitude 62), agreed that

doing the effort would likely improve management (Attitude 64.1), agreed that it would likely improve leadership (Attitude 64.2), that it would be less likely to improve the factors listed (Attitude 69), that the 14 type of people listed were important to influencing their intentions (Norm 80). Decreased length of stay was also correlated significantly with respondents who agreed less that CEO of similar sized organizations did the type of capacity building they were going to do (Norm 81), and with those who agreed less with the statements that they were capable, it was easy to do, staff were capable, and the board members were capable (Behavioral Control 82.1-82.6). Decreased length of stay also significantly correlated with respondents who agreed less that they had adequate control to alter, improve, or adjust the factors listed (Behavioral Control 83).

As respondents' salary levels increased, it correlated with those who agreed less that the future capacity building effort would be more pleasant (Attitude 62), agreed that it would improve management (Attitude 64.1), or leadership (Attitude 64.2). Higher salary levels also correlated with those who thought that the 8 types of people listed were important to the success of the future effort (Attitude 67), and that the 22 factors listed were less likely to improve (Attitude 69). Finally, higher salary levels correlated positively with respondents who thought that the presence of 7 factors would make it easier to do the effort (Behavioral Control 85).

The more years the respondent had served in the nonprofit sector correlated with respondents who agreed that the financial resources were adequate to do the future effort

(Behavioral Control 74), and with respondents who indicated that the factors listed if

present would make it easier to succeed (Behavioral Control 85).

Table 4.73 TPB Variables for Future Capacity Building Effort Correlated With Selected Respondent Characteristics

	2 Years Served in this Capacity r_s	4 Ed Level r_s	6 Age r_s	7 Length of Stay in Current Position r_s	88 Salary Level r_s	86.3Years Worked Nonprofit Sector r_s
Intention 59.2 Want To Do				.129*		
Intention 59.3 Intent To Do				.145**		
Attitutde Q61 Degree of Success				.245**		
Attitude 62.1 Degree Pleasantness				-.144**	-.116*	
Attitude 64.1 Likely Improve Management				.128*	.126*	
Attitude 64.2 Likely Improve Leadership				.147**	.113*	
Attitude 67 Total Score Factors Imp Success	.172**				.166**	
Attitude 68 Total Score Factors Lack of Success	.135*					
Attitude 69 Total Score Factors Likely To Improve	-.118*			-.165**	-.164**	
Attitude 70 Total score Factor Likely Made Worse						
Norm76 Total Score 76.1 to 76.3 only lv out 76.4				.108*		
Norm 79 Total Score				-.138*		
Norm 80 Total Score People Influencing Intention				.144*		
Norm 81 CEO of Similar Size Org Do This CB	.109*			-.109*		
Q74 BC Anticipation of Financial Resources Adequacy	.144**	.146**				.110*
BC82 Total Score				-.152**		
BC 83 Total Score				-.166**		
BC 85 Total Score Factor Making Difficult CB					.118*	.140*

*p<.05 (two tailed) **p<.01 (two tailed)

All future TPB variables were correlated with respondents' current position title, gender, and sectors worked in previously. Table 4.74 displays the significant correlations found between future capacity building TPB variables and respondents current position title and gender. For the most part the sector respondents worked in previously did not have significant correlation with the future TPB variables. There were a few exceptions. Those who worked previously in the education sector were significantly correlated with respondents who thought it was a good idea to do the future effort (Attitude 63; $X^2=.10.540$; $df=4$; $p<.05$). Respondents who worked previously in the FBO sector correlated significantly with Attitude 68 scale total score (how important each of 8 factors may be to the lack of success in the future) ($X^2=50.199$, $df=34$; $p<.05$). Respondents who had previously worked in the CBO sector significantly correlated with respondents ratings on Norm 76.1 (degree of agreement that important people to them will approve them doing the effort; $X^2=9.577$, $df=4$; $p<.05$) and norm 76.2 (degree of agreement that it will be expected of them to do the effort; $X^2=9.577$; $df=4$; $p<.05$).

Table 4.74 Correlations Between Future TPB Variables and Current Position Title and Gender

Future TPB Variables	Current Position Title	Gender
Intention59 Total Score All three items	176.091*	23.857
	91**	13
	.000***	.032
Intention 59.2 Want To Do	92.927	
	42	
	.000	
Intention 59.3 Intend To Do	115.770	13.542
	42	6
	.000	.035
Attitude 62 Degree Pleasantness		18.050
		6
		.006

*X^2; **df; ***p

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Table 4.74 Correlations Between Future TPB Variables and Current Position Title and Gender (Continued)

Future TPB Variables	Current Position Title	Gender
Intention59 Total Score All three items	176.091* 91** .000***	23.857 13 .032
Intention 59.2 Want To Do	92.927 42 .000	
Intention 59.3 Intend To Do	115.770 42 .000	13.542 6 .035
Attitude 62 Degree Pleasantness		18.050 6 .006
Attitude 64.2 Likely Improve Leadership	65.986 42 .010	
Attitude 68 Total Score Factors Lack of Success	274.502 238 .052	
Norm76 Total Score –people important to me approve; It is expected of me; I feel social pressure to do capacity building effort (76.1 to 76.3 only)	129.469 77 .000	
Norm 76.1 Important People Approve of Doing CB	61.301 28 .000	
Norm 76.2 Expected of Me to Do CB	61.301 28 .000	
Norm 76.3 Feel Social Pressure To Do CB	58.350 42 .048	
Norm 80 Total Score Importance of People in Influencing Intention to do capacity building effort	435.576 357 .003	
Behavioral Control 83 Total Score degree of agreement That will have adequate control to alter, improve, or adjust 11 factors	326.021 266 .007	

$*X^2$; $**df$; $***p$

Chi-square analysis was also done on all the future TPB variables and the ethnicity/race variable. Examination of the correlations revealed some significant associations, but they were not considered reliable because the majority of respondents who completed the future capacity building section of the survey were Caucasian. Thus, ethnicity was not a reliable variable to help distinguish differences that existed among respondents opinions on the TPB measurements.

Research question 2 (Which of the 5 modifiers have significant correlations with each antecedent to intention to build capacity?) is summarized by the Tables provided in this section. For future capacity building, the respondent characteristics with the most significant number of correlations were educational level, length of stay anticipated in the current organization, salary level, current position title and gender.

TPB variables correlated with all organizational characteristics

Table 4.75 identifies the significant Spearman's rho correlations between the respondents' ratings on all of the TPB variables and the respondents' organization's growth indicator ratings. Higher intention scores, agreement that the future effort will be successful, and that people important to them wanted them to do the effort correlated with organization that had experienced no or little donor growth over the past five years. In addition, agreement that it was expected of them to do the future effort correlated with organizations that reported less growth in donors over the last five years.

Belief that some or all of 14 types of people think they should do the effort correlated with organizations that had experienced growth in donors during the past five years. In addition, organizations that had experienced growth in donors also correlated positive with respondents who indicated agreement that they were confident they could lead and manage the future effort and that they, their staff and board were capable of doing the effort and that the decision to do the effort was within their control. Past five

year donor growth was also correlated with respondents who thought it was likely that 7 situations were likely to be present in the future as they built capacity.

Growth in the number of clients and in paid staff over the past five years was positively correlated with respondents who said the types of people listed think they should do the future capacity building effort and agreed that they had adequate control over altering, improving, or adjusting 11 situations as they build capacity in the future.

Table 4.75 Future TPB Variables Correlated With Organizations' Growth Indicators

	11.1 Growth in Number of Programs	11.11 Growth in Number of Clients	11.12 Growth in Number of Paid Staff	11.4 Growth in Number of Donors	11.5 Growth in Budget Size
	r	*r*	*r*	*r*	*r*
Intention 59.2 Want To Do				-.123*	.
Attitude Q61 Degree of Success				-.132*	
Norm 76.1 Important People Approve of Doing CB				-.117*	
Norm 76.2 Expected of Me to Do CB				-.117*	
Norm 79 Total Score People Think Should Do CB		.136*	.135*	.142*	
BC82 Total Score Efficacy and Confidence (82.1-82.6)				.116*	
BC 83 Total Score Adequate Control		.129*	.136*	.138*	
BC 84 Total Score Factors Likely Present				.130*	

*p <.05 (2-tailed) **p <.01 (2-tailed)

Table 4.76 continues the correlation between future TPB variables and the organizational characteristics. Organizational age had the most correlations (15) with the

future TPB variables; followed by the growth in the number of board members the organization had (10 correlations), the growth in the number of clients (7 correlations), growth in the number of volunteers (6 correlations), the growth in the number of partnerships (2 correlations) and the growth in the number of contracts and grants (1 correlations) that organizations had experienced over the past five years.

As the age of the nonprofit *decreased* (i.e. younger organizations) it was significantly correlated with increased agreement on intentions, that the capacity building effort would be a success, and that it was a good idea to do the effort. Organizational age decreased also correlated with respondents who thought it would likely improve management, leadership and program impact. Younger organizations correlated with respondents who were less in agreement that important (to them) people approve of doing the future capacity building effort and that it will be expected of them to do the effort. Organizational age *increases* correlated with respondents who thought the effort would be pleasant to do the effort, that it was likely that some or all of the 22 factors listed would improve, and that they had adequate control to adjust, alter, or improve the factors listed.

Organizations indicating they had experienced an increase in paid staff over the past five years correlated with respondents who indicated that the factors listed would likely be important to their success (Attitude 67), that some or all of the factors listed would be less likely improve (Attitude 69), more factors listed would be likely to be

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made worse (Attitude 70), and with respondents who agreed less that they felt confident and capable to do the effort (Behavioral Control 82).

As the number of volunteers increased, respondents indicated that the effort would likely be a success (Attitude 61), likely improve performance (Attitude 64.4), that it was desirable to improve management (Attitude 65.1), leadership (Attitude 65.2), and performance (Attitude 65.4).

As the number of board members increased, respondents indicated that doing the future capacity building effort would less likely improve management (64.1), leadership (64.2), and overall performance (64.4) and that it was less desirable to improve management (65.1), leadership (65.2) and but likely to improve performance (65.4). They thought the factors listed would be less likely improved as a result of doing the effort (69), that they were less likely to have adequate control over the factors listed (83), and likely that the factors listed would be present making it difficult to succeed (85).

As the numbers of contracts and grants increased, they thought the financial resources designated to support the future capacity building effort would be less adequate (Behavioral Control 74).

As the number of partnerships increased, respondents indicated that less of the factors listed would likely be present (84), and that if the factors were presence it would make it more difficult to succeed (85).

Table 4.76   Organizational Characteristics Correlated With Future TPB Variables

	8 Org Age	9.1 # Paid Staff	9.2 # Volunteers	9.3 # board members	9.4 # Clients	9.5 # Contracts Grants	9.6 # Partnerships
	r_s	r_s	r_s	r_s	r_s	r_s	r_s
Intention59 Total Score All three items	.106*						
Intention 59.2 Want To Do	.155**						
Intention 59.3 Intent To Do	.151**						
Attitude Q60 Degree of Difficulty							
Attitude Q61 Degree of Success	.105*		-.122*				
Attitude 62.1 Degree Pleasantness	-.137**						
Attitude 63.1 Good Bad Idea	.146**						
Attitude 64.1 Likely Improve Management	.158**			.185**			
Attitude 64.2 Likely Improve Leadership	.122*			.126*	.148*		
Attitude 64.3 Likely Improve Program Impact	.116*						
Attitude 64.4 Likely Improve Performance			.132*	.112*	.108		
Attitude 65 Total Score Desirability of imp			.132*	.146**	.154*		
Attitude Q65.1 Desirable To Improve Management			.117*	.122*	.148*		
Attitude Q65.2 Desirable To Improve Leadership			.125*	.139**	.150*		
Attitude Q65.4 Desirable To Improve Performance			-.132*	-.112*			
Attitude 67 Total Score Factors Imp Success		.125*					
Attitude 68 Total Score Factors Lack of Success					.188**		
Attitude 69 Total Score Factors Likely To Improve	-.124*	-.170**		-.133*	-.207**		
Attitude 70 Total score Factor Likely Made Worse	-.105	-.135*					

*p<.05 (2-tailed) **p< .01 (2-tailed)

Table 4.76   Organizational Characteristics Correlated With Future TPB Variables (Continued)

	8 Org Age	9.1 # Paid Staff	9.2 # Volunteers	9.3 # board members	9.4 # Clients	9.5 # Contracts Grants	9.6 # Partnerships
	r_s	r_s	r_s	r_s	r_s	r_s	r_s
Norm76 Total Score 76.1 - 76.3	.107*						
Norm 76.1 Important People Approve of Doing CB	.129*						
Norm 76.2 Expected of Me to Do CB	.129*						
Q74 BC Anticipation of Financial Resources Adequacy						-.118*	
BC82 Total Score Efficacy and Confidence (82.1-82.6)		-.177**					
BC 83 Total Score Adequate Control	-.175**				-.125*		
BC 84 Total Score Factors Likely Present							.172**
BC 85 Total Score Factors Making Difficult CB					.156**		.121*

*p<.05 (2-tailed) **p< .01 (2-tailed)

Chi-square analysis was also done between all the TPB variables and respondents who indicated that they were founders or co-founders of the nonprofit, with founders still involved in some capacity within the organization, and with the type of nonprofit (local, national, international). A few significant chi-square associations were found. Respondents who indicated they were a founder or co-founder agreed that doing the future capacity building effort would be successful (X^2 (5, 347) = 12.217, p <.05), pleasant (X^2 (6, 350) 19.284, p <.01), and that it was desirable to improve management (X^2 (4, 345) 9.769, p<.05) and leadership (X^2 (4, 346) 10.941, p <.05) by doing the effort.

Respondents who indicated that a founder was still involved in some capacity within the organization was associated with respondents' ratings on one of the intention variables (Intention 59.2 "I want to do the future effort"; X^2 (6, 330) 12.404, p<.05) and with their ratings on whether or not they agreed that people important to them wanted, expected, and approved of them doing the effort (Norm 76 total score, X^2 (11, 326) 20.932, p<.05).

Those who indicated that the nonprofit was a local nonprofit correlated with two of the individual intention variables: Intention 59.1(X^2 (6, 351) 15.383, p <.01) and Intention 59.3 (X^2 (6, 351) 15.461, p<.01), and with respondents who agreed that doing the effort would likely improve leadership (Attitude 64.2, [X^2 (6, 350) 13.795, p<.05]).

Those indicating the nonprofit was a national in scope correlated with high scores on two of the individual intention items (Intention 59.1, [X^2 (6, 351) 15.613, p<.01] and Intention 59.3, [X^2 (6, 351) 13.799, p<.05]), and with respondents who agreed that doing the effort would likely improve leadership (Attitude 64.2, [X^2 (6, 350) 20.260, p<.01]).

Respondents who indicated that the nonprofit was an international nonprofit correlated with respondents who agreed that doing the future effort would be successful (Attitude 61, [X^2 (4, 348) 11.313, p<.05]) and pleasant (Attitude 62, [X^2 (6, 351) 30.024, p<.01]).

TPB variables correlated with board governance variables

Table 4.77 presents the findings for the correlations between the 11 board governance practices and all the TPB variables.

Table 4.77 Presence of Board Governance Practice Correlated With TPB Variables

	15 Total Score	15.1	15.2	15.3	15.4	15.5	15.6	15.7	15.8	15.9	15.10	15.11
	r	r	r	r	r	r	r	r	r	r	r	r
Intention59 Total Score All three items							.140**					
Intention 59.1 Expect To Do							.157**					
Intention 59.2 Want To Do							.113*			.123*		
Intention 59.3 Intent To Do												
Attitude Q60 Degree of Difficulty	-.179**		-.246**	-.154**	-.110*					-.219**	-.152**	-.209**
Attitude Q61 Degree of Success	.142**					.144**		.152**			.115*	.141**
Attitude 62.1 Degree Pleasantness	-.246**	-.142**	-.212**	-.189**	-.123*	-.149**	-.124*	-.210**	-.119*	-.223**	-.185**	-.192**
Attitude 63.1 Good Bad Idea	.183**	.165**			.148**	.190**	.224**	.166**	.155**	.165**	.110*	.135*
Attitude 64.2 Likely Improve Leadership							.108*					
Attitude 64.3 Likely Improve Program Impact							.143**		.132*		.124*	
Attitude 64.4 Likely Improve Performance							.119*					
Attitude 65 Total Score Desirability of imp							.116*					
Attitude 65.2 Desirable To Improve Leadership				-.119*			.111*					

** p <0.01 (2-tailed).
*. P < the 0.05 (2-tailed).
*** (15.1=board involvement in planning and setting direction; 15.2=board evaluates director's performance effectively; 15.3=board understand differences in roles between board/CEO; 15.4=board has high stakeholder credibility; 15.5=board committed to org.'s mission/values; 15.6=board complies with governance structure; 15.7=board gov. not impaired by conflicts of interest; 15.8=productive working relationships between Board/CEO; 15.9=respondent confident board effectively manages during crisis; 15.10=board meeting well managed; 15.11=board uses sound decision making processes)

Table 4.77 Presence of Board Governance Practice Correlated With TPB Variables (Continued)

	15 Total Score r	15.1 r	15.2 r	15.3 r	15.4 r	15.5 r	15.6 r	15.7 r	15.8 r	15.9 r	15.10 r	15.11 r
Attitude Q65.3 Desirable To Improve Program Impact							.114*					
Attitude Q65.4 Desirable To Improve Performance							-.151**					
Attitude 67 Total Score Factors Imp Success			-.122*	-.111*								
Attitude 68 Total Score Factors Lack of Success											.136*	
Norm76 Total Score 76.1 to 76.3 only lv out 76.4	.134*	.134*	.111*		.150**	.139**	.180**	.125*	.116*			
Norm 76.1 Important People Approve of Doing CB	.155**	.155**			.161**	.173**	.187**	.157**	.113*			
Norm 76.2 Expected of Me to Do CB	.154**	.155**			.158**	.174**	.190**	.157**	.113*			
Norm 79 Total Score					-.152**	-.166**	-.145*				-.133*	
Norm 80 Total Score People Influencing Intention						.120*					.124*	

** p <0.01 (2-tailed).

*. P < the 0.05 (2-tailed).

*** (15.1=board involvement in planning and setting direction; 15.2=board evaluates director's performance effectively; 15.3=board understand differences in roles between board/CEO; 15.4=board has high stakeholder credibility; 15.5=board committed to org.'s mission/values; 15.6=board complies with governance structure; 15.7=board gov. not impaired by conflicts of interest; 15.8=productive working relationships between Board/CEO; 15.9=respondent confident board effectively manages during crisis; 15.10=board meeting well managed; 15.11=board uses sound decision making processes)

Table 4.77 Presence of Board Governance Practice Correlated With TPB Variables (Continued)

	15 Total Score r	15.1 r	15.2 r	15.3 r	15.4 r	15.5 r	15.6 r	15.7 r	15.8 r	15.9 r	15.10 r	15.11 r
BC 74 Anticipation of Financial Resources Adequacy						.130*						
BC82 Total Score minus 82.7 (reliability issue)	-.250**	-.167**	-.235**	-.177**	-.170**	-.189**	-.148**	-.153**	-.191**	-.240**	-.233**	-.241**
BC 83 Total Score	-.282**	-.235**	-.246**	-.166**	-.184**	-.212**	-.228**	-.203**	-.169**	-.243**	-.238**	-.227**
BC 84 Total Score Factors Likely present	-.272**	-.229**	-.138*	-.161**	-.266**	-.198**	-.157**	-.196**	-.234**	-.221**	-.274**	-.284**
BC 85 Total Score Factor Making Difficult CB	-.330**	-.289**	-.199**	-.229**	-.294**	-.272**	-.242**	-.224**	-.306**	-.290**	-.259**	-.329**

** p <0.01 (2-tailed).
*. P < the 0.05 (2-tailed).
*** (15.1=board involvement in planning and setting direction; 15.2=board evaluates director's performance effectively; 15.3=board understand differences in roles between board/CEO; 15.4=board has high stakeholder credibility; 15.5=board committed to org.'s mission/values; 15.6=board complies with governance structure; 15.7=board gov. not impaired by conflicts of interest; 15.8=productive working relationships between Board/CEO; 15.9=respondent confident board effectively manages during crisis; 15.10=board meeting well managed; 15.11=board uses sound decision making processes)

Positive correlations indicated that the respondents who agreed to strongly agreed that the board governance practice was present also rated the respective attitude, norm or control belief positively (e.g. very pleasant, very useful, strongly agreed, likely present, etc.). Some of the negative correlations are worthy of mention. Respondents who agreed that the board governance practice 2, 3, 4, 9, 10 and 11 were present indicated that the future capacity building effort was apt to be more difficult. When respondents agreed that each of the board practices were present (board practice 1 through 11) they indicated that doing the future capacity building effort was apt to be less pleasant. Respondents

who agreed that board practice 3 was present agreed less that it was desirable to improve leadership as a result of their future capacity building effort. Respondents who agreed that board practice 6 was present agreed less that it was desirable to improve performance as a result of the future effort. Those indicating the board practice 3 and 4 were present correlated with those with lower scores on the presence of factors important to success.

Respondents indicating that board practice 4, 5, 6, and 10 were present have lower scale scores on Norm 79. These individuals indicated more of the people listed were less in favor of them doing the future capacity building effort.

When all board practices were said to be present, it correlated with lower scale scores on Behavioral control 82 (less agreement with statement that they, staff and board were capable of doing the future effort, that they were confident they could lead and manage effort). The reported presence of all board practices also correlated with respondents who agreed less that they would have control over adjusting, improving or altering 11 factors listed. When all board practices were said to be present, it also correlated with respondents who had low scale scores on Behavioral Control 84 (i.e. less likely to have the 7 factors listed present when doing the future effort) and Behavioral Control 85 (i.e. the presence of same seven factors would make it more difficult to succeed in doing the future effort). In short, when boards were functioning according to industry standards, respondents foresaw more complications with doing the capacity building effort.

Hypothesis 2 stated that "respondents' intention to build capacity will be significantly correlated with respondents' board governance score. Higher intention scores will have a significant association with higher board governance total scores". This hypothesis was rejected for future intention to build capacity. The board governance total score did not significantly correlate with the intention total score or with any of the individual intention measures (Intention 59 total score, 59.1, 59.2 or 59.3), with one exception. The intention total score did have a significant correlation with one individual board governance measure (15.6 "Board members comply with requirements outlined in key elements of the governance structure [bylaws, policies, code of conduct, conflict of interest, traditional/cultural norms, etc.]) ($r = .140, p < .01$). This same board governance measure, 15.6, also was significant with intention measure 59.1 (I expect to do this capacity building effort) ($r = .157, p < .01$). Intention measure 59.2 (I want to do this capacity building effort) had a significant correlation with 15.6 ($r = .113, p < .01$) and with board governance practice 15.9 (I am confident that this board would effectively manage any organizational crisis that could be reasonable anticipated, $r = .123, p < 01$).

Board governance did have several significant associations with several of the attitude, norm and behavioral control antecedents to intention to build future capacity. Five TPB measures in particular (Attitude 62, and Behavioral Control 82, 83, 84, and 85 total scale scores) correlated with all of the board governance practices. In all five instances, the correlations were negative.

TPB variables correlated with organizational effectiveness indicators

Table 4.78 presents the significant correlations between the six organizational effectiveness indicators and all of the future capacity building TPB variables for which there were significant positive and negative correlations. The first four listed organizational effectiveness indicators were from Gill, Flynn & Reissing's (2005) Quick Check List. Gill *et al.* combined these indicators with the board governance practices in the Quick Check List. For the purposes of this study, they were separated into two different scales, partially because Gill, *et al's* reliability report indicated possible problems with collinearity. Two additional items were added to the organizational effectiveness indicator list used in this study to measure respondents' evaluation of the organization's ability to adapt to internal (Org Effectiveness Indicator 16.5) and external changes (Org Effectiveness Indicator 16.6).

Positive correlations meant that respondents who indicated that the organizational effectiveness indicator was present (all were stated in the positive), agreed with the positive side of a measurement statement (e.g. agreed, was pleasant, was present, made it easy, was likely, etc.). Negative correlations indicated that respondents who agreed that certain organizational effectiveness indicators were present were less in agreement or thought it less likely, etc.

A few of the negative correlations are noteworthy because of the wording of questions. Respondents who agreed that the organizational effectiveness indicators were present thought it would be more difficult to do the planned capacity building effort (60),

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Table 4.78 Organizational Effectiveness Indicators Correlation With All TPB Variables

	Org Eff 16 Total r	Org Eff 16.1 Gill r	Org Eff 16.2 Gill r	Org Eff 16.3 Gill r	Org Eff 16.4 Gill r	Org Eff 16.5 r	Org Eff 16.6 r
Intention59 Total Score All three items Before Skew correction				-.113*			
Intention59 Total Score All three items				.107*			
Intention 59.2 Want To Do				.105*			
Attitude Q60 Degree of Difficulty-ease	-.278**	-.242**	-.154**	-.130*	-.242**	-.208**	-.218**
Attitude Q61 Degree of Success	.179**	.151**	.153**		.120*	.110*	.159**
Attitude 62 Degree Pleasantness	-.247**	-.247**	-.085		-.227**	-.196**	-.204**
Attitude 67 Total Score Factors Imp Success				-.112*			
Attitude 68 Total Score Factors Lack of Success		.133*					
Norm 76.1 Important People Approve of Doing CB				.110*			
Norm 76.2 Expected of Me to Do CB				.107*			
Norm 79 Total Score	-.144*	-.124*	-.135*	-.120*			
BC 82.1 I'm capable to do CB				.120*			.121*
BC 82.2 easy to lead manage CB	.122*	.145**					.107*
BC 82.3 staff capable	.292**	.178**	.221**	.113*	.268**	.224**	.253**
BC 82.4 board capable	.241**	.249**		.125*	.216**	.190**	.212**
BC 82.5 I'm confident can lead	.175**	.112*	.120*	.178**		.189**	.167**
BC 82.6 decision to do within my control	.142**			.183**		.149**	
BC 83 Total Score	-.303**	-.228**	-.146**	-.226**	-.229**	-.256**	-.287**
BC 84 Total Score Factors Likely present	-.338**	-.301**	-.179**	-.212**	-.303**	-.261**	-.231**
BC 85 Total Score Factor Making Difficult CB	-.373**	-.300**	-.170**	-.294**	-.287**	-.320**	-.319**

** p <0.01 (2-tailed)
* p <0.05 (2-tailed)
***16.1=organization's orientation for board members adequately prepares them to fulfill their governance responsibilities; 16.2=this organization is financially sound (i.e. viable and stable); 16.3=This organization's resources are used efficiently (good value for money spent); 16.4=This organization has a good balance between organizational stability and innovation; 16.5=This organization handles effectively internal changes by adapting its processes, structures and/or staff roles/responsibilities; 16.6=This organization handles effectively external changes by adapting its internal processes or structures and its external relations with key stakeholders.

indicated that doing the effort would be less pleasant (Attitude 62), indicated the type of

people listed thought either were neutral or think should not do the effort (Norm 79), said

that they would have less adequate control over altering, improving or adjusting 11 factors (Behavioral Control 83), that it was less likely that the 7 factors listed would be present (Behavioral Control 84), and that the presence of 7 factors were likely to make it more difficult to do the planned capacity building effort (Behavioral Control 85).

TPB variables correlated with Trust Relationships

Table 4.79 and 4.80 present the significant correlations found when respondents' ratings of the trust relationships present or absent were correlated with respondents' ratings of all TPB variables. Relative to Table 4.80, there were no significant correlations between any trust relations and TPB variables 59.3, 64.4, 65, 67, 68, 76.3, 81 or 82.7. For the most part, the correlations were positive indicating that those who said that trust was present between different combinations of people, also were in agreement that the intention, attitude, norm and behavioral control variables were present, likely, easier, pleasant, etc.

Relative to respondents with higher total trust scale scores, the future effort was rated as likely to be more difficult to accomplish (Attitude 60), less pleasant (Attitude 62), fewer of the factors listed would likely improve (Attitude 69), some or more of the factors listed may get worse (Attitude 70), and the types of people listed were less in favor of their doing the effort (Norm 79). Higher total trust scale scores also correlated negatively with BC 83's total scale score (i.e. less in agreement that they had adequate control to alter, improve, adjust the 11 situations listed), BC 84's total scale score (i.e. if factors present it was likely to make it more difficult to succeed) and BC 85's total scale

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score (i.e. if same factors are present it will make capacity building effort more difficult to do).

The TPB variables that had significant correlations with all trust variables were all behavioral control measures (i.e. Behavioral Control 82.4, 82.6, 83 total scale score, 84 total scale score, and 85 total scale score).

Table 4.79 Presence of Trust Relationships Correlated With TPB Variables

	Trust 17 Total Scale Score	Trust 17.1 staff trusts staff	Trust 17.2 board member trusts board member	Trust 17.3 director trusts board chair	Trust 17.4 board chair trusts director	Trust 17.5 director trusts board members	Trust 17.6 board members trusts director	Trust 17.7 board members trusts staff	Trust 17.8 staff trusts board members
	r	r	r	r	r	r	r	r	r
Intention 59 Total Score All three items	.134*		.112*	.112*		.107*	.147**		.123*
Intention 59.1 Expect To Do			.109*	.134*			.122*		
Intention 59.2 Want To Do	.161**		.107*	.102		.125*	.155**	.115*	.140**
Attitude 60 Degree of Difficulty	-.177**	-.122*						-.116*	-.182**
Attitude 61 Degree of Success	.227**	.170**	.118*	.120*		.109*	.117*	.148**	.128*
Attitude 62 Degree Pleasantness	-.282**	-.170**	-.182**	-.116*		-.193**	-.145**	-.210**	-.305**
Attitude 63 Good Bad Idea	.156**		.152**	.188**	.157**	.255**	.173**	.196**	.147**
Attitude 64 Total Scale Score				.136*		.107*	.112*		.071
Attitude 64.2 Likely Improve Leadership				.109*		.120*			.108*

** p <.01 (2-tailed)
* p<.05 (2-tailed)

Table 4.79 Presence of Trust Relationships Correlated With TPB Variables (Continued)

	Trust 17 Total Scale Score	Trust 17.1 staff trusts staff	Trust 17.2 board member trusts board member	Trust 17.3 director trusts board chair	Trust 17.4 board chair trusts director	Trust 17.5 director trusts board members	Trust 17.6 board members trusts director	Trust 17.7 board members trusts staff	Trust 17.8 staff trusts board members
	r	r	r	r	r	r	r	r	r
Attitude 64.3 Likely Improve Program Impact						.120*	.149**		
Attitude 69 Total Score Factors Likely To Improve	-.199**		-.114*			-.189**	-.173**	-.105	-.198**
Attitude 70 Total score Factor Likely Made Worse	-.158**	-.114*	-.160**	-.153**		-.118*	-.124*	-.136*	-.125*
Norm76 Total Score 76.1 to 76.3 only	.141*		.144**			.140**	.117*	.137*	.107*
Norm 76.1 Important People Approve of Doing CB	.135*	.113*	.145**	.116*		.167**	.125*	.122*	
Norm 76.2 Expected of Me to Do CB	.137*	.110*	.145**	.115*		.166**	.128*	.126*	
Norm 79 Total Scale Score	-.184**	-.142*				-.153**	-.117*	-.156**	-.159**
Norm 80 Total Score People Influencing Intention	.158**	.148*						.130*	.144*
** p <.01 (2-tailed) * p<.05 (2-tailed)									

Table 4.79 Presence of Trust Relationships Correlated With TPB Variables (Continued)

	Trust 17 Total Scale Score	Trust 17.1 staff trusts staff	Trust 17.2 board member trusts board member	Trust 17.3 director trusts board chair	Trust 17.4 board chair trusts director	Trust 17.5 director trusts board members	Trust 17.6 board members trusts director	Trust 17.7 board members trusts staff	Trust 17.8 staff trusts board members
	r	r	r	r	r	r	r	r	r
BC 82.1 I'm capable to do CB	.261**	.187**	.110*	.122*		.144**	.111*	.144**	.195**
BC 82.2 easy to lead manage CB	.257**	.194**	.171**			.158**		.162**	.238**
BC 82.3 staff capable	.174**	.160**		.134*		.139*		.175**	.202**
BC 82.4 board capable	.244**	.112*	.192**	.231**	.154**	.249**	.204**	.213**	.262**
BC 82.5 I'm confident can lead	.253**	.178**		.134*		.130*	.132*	.170**	.214**
BC 82.6 decision to do within my control	.231**	.247**	.126*	.152**	.153**	.187**	.190**	.166**	.196**
BC 83 Total Score	-.280**	-.272**	-.242**	-.231**	-.150**	-.271**	-.214**	-.234**	-.244**
BC 84 Total Score Factors Likely present	-.330**	-.349**	-.219**	-.214**	-.130*	-.259**	-.206**	-.292**	-.281**
BC 85 Total Score Factors Making Difficult CB	-.313**	-.204**	-.263**	-.266**	-.190**	-.199**	-.253**	-.256**	-.253**

** p <.01 (2-tailed)
* p<.05 (2-tailed)

Table 4.80 continues the correlations between trust relationships and all the TPB variables. TPB variables 59.1, 64.4, 65, 67, 81, and 82.7 had no significant correlations with any of the listed trust relationships. For the most part, the correlations were positive indicating that when respondents indicated that trust was present between different combinations of people, they were in agreement that the intention, attitude, norm and behavioral control variables were present, likely, easier, pleasant, etc.

The TPB measures that correlated with all the trust relationships found in Table 4.80 were Attitude 60 (degree of difficulty; all negative correlations), Attitude 61 (degree of success; all positive correlations), Attitude 62 (degree of pleasantness; all negative correlations), Norm 79 (people who think they should or should not do the future effort; all negative correlations), Behavioral Control 82.1 (degree of agreement that they are capable of doing effort; all positive correlations), Behavioral Control 82.2 (degree of agreement that it will be easy to lead and manage the future capacity building effort; all positive correlations), Behavioral Control 82.5 (degree of agreement that they are confident they can lead and manage the effort; all positive correlations), Behavioral Control 83 total scale score (degree of agreement that they will have adequate control over altering, improving, or adjusting the 11 factors listed; all negative correlations), Behavioral Control 84 (how likely it will be that 7 situations will be present during the next capacity building effort; all negative correlations), and Behavioral Control total scale score 85 (indications of whether or not the presence of 7 situations will make it difficult or easier to succeed; all negative correlations).

Table 4.80   Trust Relationships Correlated With TPB Variables

	Trust 17.9 staff trusts director r	Trust 17.10 director trusts staff r	Trust 17.11 director trusts volunteer r	Trust 17.12 board trusts volunteers r	Trust 17.13 staff trusts volunteers r	Trust 17.14 volunteers trust staff r	Trust 17.15 volunteers trust director r	Trust 17.16 volunteers trust board r
Intention59 Total Score All three items			.124*	.145**		.146**	.168**	.122*
Intention 59.2 Want To Do			.157**	.193**	.117*	.173**	.191**	.125*
Intention 59.3 Intent To Do			.119*	.142**		.114*	.162**	.117*
Attitude 60 Degree of Difficulty	-.122*	-.180**	-.184**	-.172**	-.180**	-.125*	-.118*	-.164**
Attitude 61 Degree of Success	.231**	.231**	.216**	.240**	.203**	.180**	.177**	.142**
Attitude 62 Degree Pleasantness	-.198**	-.276**	-.237**	-.281**	-.241**	-.208**	-.213**	-.225**
Attitude 63 Good Bad Idea	.127*		.114*	.128*		.112*	.108*	
Attitude 64.1 Likely Improve Management			.155**				.112*	
Attitude 64.2 Likely Improve Leadership			.157**	.128*			.139*	.117*
Attitude 64.3 Likely Improve Program Impact				.128*				.114*
Attitude 68 Total Score Factors Lack of Success				.131*	.142*			
Attitude 69 Total Score Factors Likely To Improve			-.210**	-.244**	-.126*	-.143*	-.220**	-.207**
Attitude 70 Total score Factor Likely Made Worse				-.157**			-.176**	-.197**
** = p<.01, * = p<.05								

Table 4.80   Trust Relationships Correlated With TPB Variables (Continued)

	Trust 17.9 staff trusts director	Trust 17.10 director trusts staff	Trust 17.11 director trusts volunteer	Trust 17.12 board trusts volunteers	Trust 17.13 staff trusts volunteers	Trust 17.14 volunteers trust staff	Trust 17.15 volunteers trust director	Trust 17.16 volunteers trust board
	r	r	r	r	r	r	r	r
Norm76 Total Score 76.1 to 76.3 only lv out 76.4	.109*	.130*	.149**	.196**	.113*		.155**	.115*
Norm 76.1 Important People Approve of Doing CB	.109*	.153**	.140*	.173**			.132*	.110*
Norm 76.2 Expected of Me to Do CB	.111*	.151**	.141**	.177**			.132*	.110*
Norm 76.3 Feel Social Pressure To Do CB				-.133*			-.109*	
Norm 79 Total Score	-.209**	-.196**	-.123*	-.203**	-.193**	-.215**	-.157**	-.154**
Norm 80 Total Score People Influencing Intention	.130*	.142*	.123*	.145*	.120*	.139*	.129*	
BC 82.1 I'm capable to do CB	.271**	.249**	.285**	.319**	.265**	.223**	.272**	.195**
BC 82.2 easy to lead manage	.205**	.198**	.233**	.264**	.202**	.180**	.232**	.252**
BC 82.3 staff capable	.183**	.227**			.138*	.111*		.112*
BC 82.4 board capable	.132*	.172**	.136*	.195**	.150**	.130*		.204**
BC 82.5 I'm confident can lead	.178**	.158**	.266**	.311**	.229**	.209**	.244**	.205**
BC 82.6 decision to do within my control	.203**	.224**	.154**	.172**			.128*	

** $p < .01$ (2-tailed), * $p < .05$ (2-tailed)

Table 4.80   Trust Relationships Correlated With TPB Variables (Continued)

	Trust 17.9 staff trusts director	Trust 17.10 director trusts staff	Trust 17.11 director trusts volunteer	Trust 17.12 board trusts volunteers	Trust 17.13 staff trusts volunteers	Trust 17.14 volunteers trust staff	Trust 17.15 volunteers trust director	Trust 17.16 volunteers trust board
	r	r	r	r	r	r	r	r
BC 83 Total Score	-.204**	-.235**	-.230**	-.203**	-.201**	-.186**	-.216**	-.227**
BC 84 Total Score Factors Likely present	-.237**	-.285**	-.251**	-.280**	-.245**	-.195**	-.163**	-.204**
BC 85 Total Score Factor Making Difficult CB	-.210**	-.213**	-.268**	-.278**	-.254**	-.244**	-.224**	-.224**

** $p < .01$ (2-tailed), * $p < .05$ (2-tailed)

The answers to research question 2 (Which of the 5 modifiers have a significant correlation with each of the antecedents to intention to build capacity?) is summarized by the Tables in this section. Respondent characteristics (Table 4.73-Table 4.74) with the most number of significant correlations were length of stay, salary level, current position title and gender. All characteristics had some significant associations with more than one attitude, norm or behavioral control beliefs. The organizational characteristics (Table 4.75-Table 4.76) with the most number of significant correlations were the growth in the number of donors over the past five years (N=8), the organization's age (N=15), the number of volunteers present (N=6), the number of board members (N=10), the number of clients (N=7). The board governance scale had many significant correlations with the attitude, norm and behavioral control measures, but Attitude 62, and Behavioral Control measures 82, 83, 84, and 85 correlated

with all governance measures (Table 4.77). Five TPB measures correlated with all of the organizational effectiveness indicates (Table 4.78). These were Attitude 62, and the total scale scores for Behavioral Control measures 82, 83, 84 and 85. Trust was a significant variable which correlated with many of the future antecedents to intention to build capacity (Table 4.79-Table 4.80). The TPB measures that correlated with all 16 trust relationships were Behavioral Control measures 83, 84 and 85 (total scale scores). Thus, all five modifiers showed good measurement properties in sorting through the differences to judgments made on the antecedent variables related to future intention to build capacity.

Regression analysis of future intention

A linear regression was done using the TPB variables alone with the total intention score as the dependent variable. When this was done the TPB variables had a 19.2% chance of predicting the intention score ($R^2=.331$, Adjusted $R^2 = .192$, $p < .01$). However, as with the past capacity building regressions, this total model with all attitude, norm and behavioral control measurements showed that several of the measurements did not have significant standardized beta coefficients, suggesting a reduced model was possible and would avoid indicated collinearity problems.

The same analysis process was used as done for examination of past capacity building intentions. Linear regression analysis used all measures related to each antecedent to determine the power of the antecedents to explain the variance in respondents' intention scores. Then a linear regression used each of the significant

antecedent measurements as dependent variables and each of the five modifying factors as independent variables. A final regression was done to determine if any of the modifying variables had a direct effect on intention scores or was best thought of as affecting significant modifying variables only.

Attitudes significant in predicting future intention

The total intention score for future intentions was used as the dependent variable and all attitude measurements (i.e. total scores for scales 67,68,69 and70, individual measures for items 60, 61,62,63,64.1 through 64.4, and 65.1 through65.4) were used as predictor variables. This model was significant (R^2=.370; adjusted R^2=.262; p <.01) but the statistics indicated that further reducing the number of attitude variables would possibility take care of collinearity problems present when all attitude measures were included. The standardized beta coefficient that was significant was Attitude 63, level of agreement that it is a good or bad idea to do the capacity building effort (β = .389, p <.01, tolerance = .596, VIF = 1.679, eigenvalue = .454, condition index = 8.491). These data showed that there was not a problem with multi-collinearity or collinearity, and that 59.6% of the variance in intention scores could not be attributed to any other attitude predictor. The second significant beta coefficient was 65.4 (the level of agreement that it was desirable to improve performance as a result of doing the capacity building effort) (β = .412; p<.05; tolerance =.077; VIF = 12.918; eigenvalue = .085; Condition index = 19.587). This data indicated that there may be a problem with collinearity with other attitude predictors and that this measurement explained only 7% of the variance in intention that could not be explained by other predictors. When just attitude 63 was used

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as the independent variable, it explained 23.4% of the variance in intention scores (R^2=.236, adjusted R^2 = .234, p <.01). Thus, one attitude measure (Attitude 63) was brought forward in the final regression model.

Norms significant in predicting future intentions

The total intention score for future intentions was used as the dependent variable and all norm measurements (i.e. total scores for scales 79, 80, individual measures for items 76.1 through 76.4, 81) were used as independent variables. This model was significant (R^2=.228, adjusted R^2=.207, p<.01). One standardized beta coefficient was significant, Norm 76.2 (level of agreement that it was expected of the respondent that they should do the future capacity building effort), but the VIF suggested multi-collinearity with other norm predictors and explained very little of the variance in intention scores (1%). Another beta approached significance (Norm 76.1; level of agreement with statement "important people to me approve of my doing the future capacity building effort".). To test what happened when 76.1 and 76.2 were used as independent variables, neither were significant and suggested they had a collinear relationship with other norm measures. Thus, only Norm 76.2 was used in the final regression model (β = .453, p<.01, VIF = 1.00; eigenvalue =.329, condition index = 2.255). Using just this one variable was significant in predicting 20.3% of the variance in intention scores (R^2=.206, adjusted R^2=.203, p<.01).

Behavioral control beliefs significant in predicting future intentions

The total intention score for future intentions was used as the dependent variable and all behavioral control measurements were used as independent variables (i.e. total scale scores 83,84 and 85; individual measures 82.1 through 82.7). This model was significant (R^2=.192, adjusted R^2=.162, p<.01). The three significant standardized beta coefficients were 82.5 (level of agreement with the statement "I am confident that I can lead this change effort") (β = .233; p<.01; tolerance =.433; VIF = 2.312; eigenvalue = .047; condition index = 14.536), measurement 82.6 (level of agreement with statement "The decision to do this capacity building effort is within my control") (β = .156; p<.05; tolerance .621; VIF 1.610; eigenvalue - .036; condition index = 16.547) and measurement 82.7 (level of agreement with the statement "Whether or not I do this effort is entirely up to me") (β = .131; p<.05; tolerance = .727; VIF = 1.375; eigenvalue = .028; condition index = 18.902). The first two betas showed no signs of collinearity, but the last measurement's eigenvalue and condition index showed that some collinearity with other behavioral control predictors may be present. When only the three measures were used as predictors, all three remained significant and there were no problems with collinearity as indicated by the tolerance, VIF, eigenvalues or condition index values. Using just the three variables explained 19.1% (Adjusted R^2=.191, p<.01) of the variance in intention scores.

Model significant in explaining variance in future intentions

The attitude, norm and behavioral control variables that had the most explanatory power to predict future intention scores was Attitude 63, Norm 76.2 and Behavioral

Control 82.5, 82.6, and 82.7. When these were used as independent variables and the

total intention score used as the dependent variable. The linear regression model was

significant (R^2 = .337; Adjusted R^2=.327; p<.01). These five antecedent predictors

explained 32.7% of the variance in respondents' intentions to build future capacity. The

tolerance, VIF, eigenvalues and condition index for all indicated no problems with

collinearity (Table 4.81).

Table 4.81 Model Summary: Attitude, Norm and Behavioral Control Predictors of Future Intention To Build Capacity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.581[a]	.337	.327	.28456	.337	32.131	5	316	.000

In summary, the original model with all measurements for each of the antecedents

was significant (R^2=.331, adjusted R^2=.192, p<.01). This model explained 19.2% of the

variance in respondents' future intention to build capacity. However, the standardized

beta coefficients indicated that there were problems with collinearity and that fewer

variables in the model could achieve the same or a higher power of prediction. When

using all TPB attitude variables as the independent variables and the total intention score,

using just the attitude measurements alone had the ability to predict 20.2% of the

variance in intention scores when used alone (R^2= .370, adjusted R^2 = .202, p<.01).

Normative measures used alone as the independent variables with intention total score as

dependent had the ability to predict 20.7% of the variance in intention scores (R^2= .228,

adjusted R^2 = .207, p<.01). Behavioral control measurements in total had the ability to

predict 16.2% of the variance in future intention scores ($R^2 = .192$, adjusted $R^2 = .162$, $p<.01$). To determine which of the antecedent measurements might best explain the variance in intentions all measurements for each antecedent was analyzed separately to achieve a significant set of attitude, norm and behavioral control measures. When this was done Attitude 63, Norm 76.2 and Behavioral control measures 82.5, 82.6 and 82.7 were the measures that best predicted variance in intention scores without problems with collinearity and with significant standardized beta coefficients. When using only these measures, the regression model was significant ($R^2 = .337$, adjusted $R^2 = .327$, $p<.01$). Thus, the reduced model had more predictive power than did the full model and cared for the collinearity issues present in the full model.

The model for predicting future intention is portrayed in Figure 4.3. The adjusted R^2 values along with significance levels are given, as well as the standardized beta coefficients for each variables and the corresponding significant level.

To determine what modifiers had significant power to predict each of the antecedents in the reduced model, all modifier measurements were used as independent variables and each of the significant antecedent scores used as the dependent variable.

Respondent characteristics significant in predicting Attitude 63

Running all respondent characteristics as independent variables was not significant. One respondent characteristic had a significant standardized beta: 7 length of stay anticipated in current position ($\beta = -.011$; $p<.05$; tolerance $= .916$; VIF $= 1.092$; eigenvalue $= .179$; condition index $= 8.755$).

Figure 4.3 Reduced Model: Antecedents Significant In Predicting Future Capacity Building Intentions
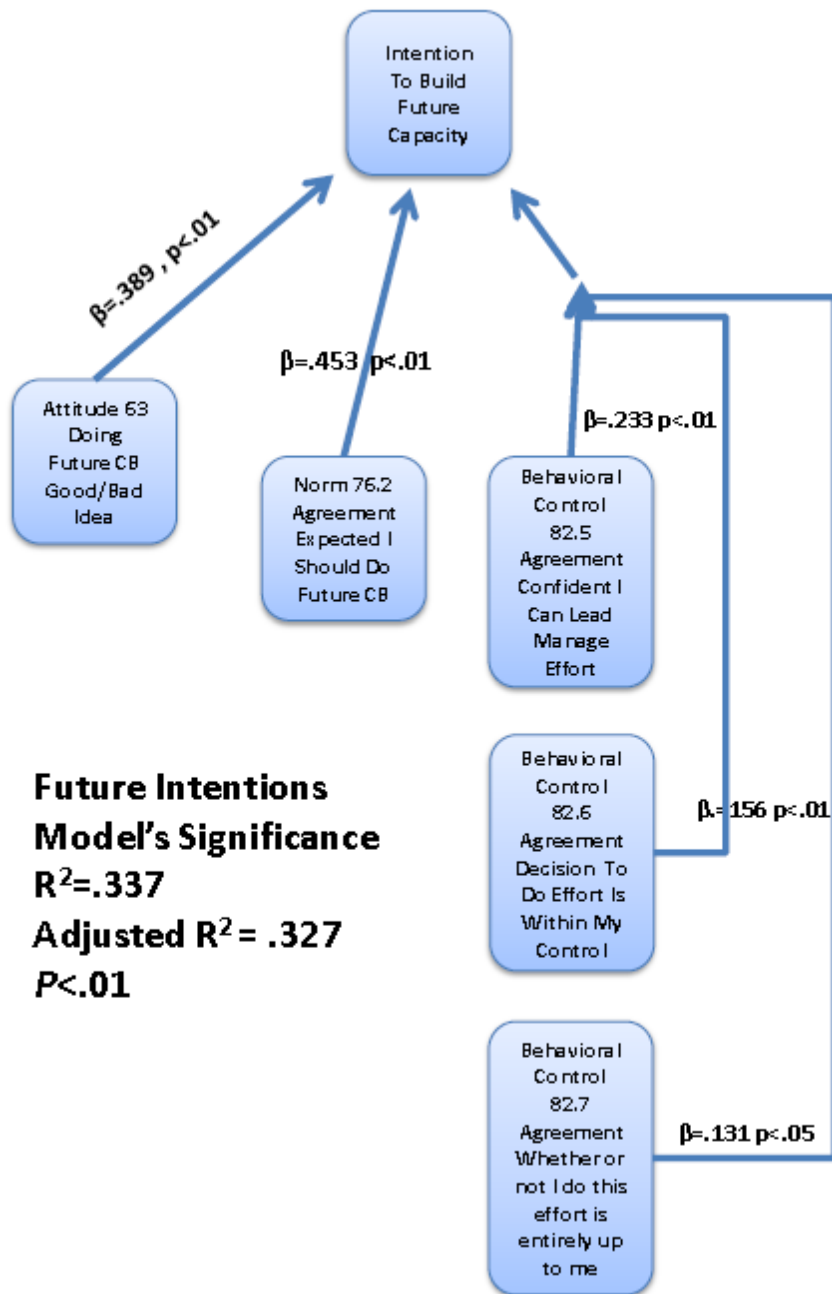
Respondent characteristics significant in predicting Norm 76.2

Running all respondent characteristics as independent variables with norm 76.2 as dependent variable was not significant. One characteristic had a significant beta (5 Gender: β = .174; p<.01; tolerance = .885; VIF = 1.130; eigenvalue = .106; condition index = 11.389).

Respondent characteristics significant in predicting Behavioral Control 82.5, 82.6, and 82.7

The model with all respondent characteristics included was not significant. One respondent characteristic, (82.5, 7 length of stay anticipated in current position) was significant (β =.139, p<.05; tolerance = .913; VIF = 1.095; eigenvalue = .320 and condition index = 6.540).

For measurement 82.6, when running all respondent characteristics, the model was significant (R^2 = .091; adjusted R^2 = .041; p<.05). However only two characteristics had significant standardized beta coefficients: length of stay anticipated in current position (β = .153; p.01; tolerance = .916; VIF = 1.091; eigenvalue = .176; condition index = 8.812) and current position title (β = .210; p<.01; tolerance .904; VIF = 1.106; eigenvalue = .095; and condition index 12.024).

For measurement 82.7, when running all respondent characteristics, the model was significant (R^2 = .116; adjusted R^2 = .067; p<.01). However, only two measures had significant beta coefficients: salary level (β = -.131; p<.05; tolerance =.783; VIF = 1.278;

eigenvalue = .165; condition index = 9.110) and current position title (β = -.188; p<.01; tolerance = .910; VIF = 1.099; eigenvalue = .112; condition index = 11.045).

Organizational characteristics significant in predicting Attitude 63

All organizational characteristics were used as independent variables and attitude 63 as dependent variable. This model was not significant. One characteristic had a significant relationship: the organization's age (β = .361, p<.01; tolerance .407; VIF = 2.455; eigenvalue = .524; condition index = 5.388).

Organizational characteristics significant in predicting Norm 76.2

Using all organizational characteristics as independent variables and norm 76.2 as the dependent variable, this linear regression model was not significant. There was one significant beta coefficient: the number of contracts (β = .230; p<.05; tolerance =.581; VIF = 1.720, eigenvalue = .158, condition index = 9.832).

Organizational characteristics significant in predicting Behavioral Control Measures 82.5, 82.6 and 82.7

For measure 82.5, when running all organizational characteristics as independent variables and behavioral control variable 82.5 as dependent variable, the model was not significant, but measurement 11.4, growth in number of donors had a significant standardized beta coefficient (β =-.305, p<.01; tolerance = .494; VIF =2.023; eigenvalue = .034; condition index 21.287). This data suggested collinearity issues but, as discussed earlier, the collinearity was with the other growth measures. Since only one growth measure was significant, it was used in final model.

For measurement 82.6, when running all organizational characteristics as independent variables, the model was not significant and no coefficients were significant at the .05 level or below. For measurement 82.7, the model was not significant either, and no coefficient was significant.

Governance indicators significant in predicting Attitude 63

All individual items in the governance scale were used as independent variables and attitude 63 as the dependent variable. This model was not significant. One governance measure (15.6) had a significant standardized beta coefficient (β=.152; p<.05; tolerance = .467; VIF 2.143; eigenvalue = .038; condition index = 16.503). The data suggested collinearity problems, but as discussed earlier the collinearity issues were with other governance items.

Governance indicators significant in predicting Norm 76.2

This model was significant (R^2 = .084; Adjusted R^2 =.052, p<.01). There were two significant beta coefficients: governance measurement 15.3 (β = -.210, p<.05; tolerance = .381; VIF = 2.627; eigenvalue = .203; condition index = 7.161) and measurement 15.4 (β = .151, p<.05; tolerance = .518; VIF =1.931; eigenvalue = .166; condition index = 7.905).

Governance indicators significant in predicting behavior control 82.5, 82.6 and 82.7

For behavioral control measure 82.5, when running all governance measures as independent variables and 82.5 as the dependent variable, the model was not significant.

There was one significant standardized beta coefficient: governance 15.5 (β =.152, *p*<.05; tolerance =.495; VIF = 2.019; eigenvalue = .151; condition index = 8.281). For behavioral control measure 82.6, the model was not significant and no governance measure had a significant standardized beta coefficient. For behavioral control 82.7, the model was significant (R^2 = .091; Adjusted R^2=.058; p<.01). Two governance measures had significant standardized beta coefficients: governance 15.1 (β = .232, p<.01; tolerance = .510; VIF = 1.962; eigenvalue = .654; condition index = 3.984) and governance 15.6 (β = .228; p<.01; tolerance = .449; VIF = 2.002; eigenvalue = .038, and condition index= 16.446). Measurement 15.6 indicated some collinearity problems may exist between this measure and other governance measures, but since fewer measures were brought forward into the final model, it was used and checked for collinearity issues in the final regression analysis.

Organizational effectiveness indicators significant in predicting attitude 63

All organizational effectiveness indicators were used as independent variables and attitude 63 used as dependent variable. This model was not significant and no coefficients were significant.

Organizational effectiveness indicators significant in predicting norm 76.2

This model was not significant. One organizational effectiveness indicator had a significant standardized beta coefficient in this model: 16.3 (β = .166; p<.05; tolerance = .665; VIF = 1.503; eigenvalue = .037; condition index = 13.164). While the eigenvalue suggested some problems with collinearity may be present, the measure was used

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because the condition index and VIF were within acceptable ranges (i.e. CI below 15 and VIF below 2). The tolerance level indicated that organizational effectiveness indicator 16.3 explained 66.5% of the variance in norm 76.2 that could not be explained by other organizational effectiveness predictors.

Organizational effectiveness indicators significant in predicting Behavioral Control 82.5, 82.6 and 82.7

For behavioral control measure 82.5, when running all organizational effectiveness indicators as independent variables and 82.5 as the dependent variable, the regression model was significant (R^2=.059, adjusted R^2=.042, p<.01). The organizational effectiveness indicator that had a significant standardized beta coefficient was 16.3 (β =.138, p<.05; tolerance = .662; VIF = 1.511; eigenvalue = .039, condition index = 12.828). The eigenvalue suggested some problems with collinearity, but the condition index was within acceptable range and not all organizational effectiveness items were used in the final model, so this item was carried forward into the final model.

For behavioral control measure 82.6, the model was significant (R^2=.043, adjusted R^2 = .025, p<.05). The organizational effectiveness indicator with the significant standardized beta coefficient was 16.3 (β = .168, p<.05; tolerance =.660; VIF = 1.515; eigenvalue = .039; condition index = 12.775). For behavioral control 82.7, the model was not significant and no organizational effectiveness indicators had a significant standardized beta coefficient.

Trust measures significant in predicting Attitude 63

All trust measurements used in the trust scale were individually entered as independent variables and attitude 63 entered as the dependent variable in a regression analysis. The model was not significant, but one trust measure had a significant standardized beta coefficient, 17.5 director trusts board members (β = .322; p<.01; tolerance .284; VIF 3.525; eigenvalue = .114; condition index = 11.286). The VIF indicated multi-collinearity among trust measures, but since fewer trust measures were used, and the eigenvalue and condition index were within accepted ranges, this trust measure was used in the final model.

Trust measures significant in predicting norm 76.2

When all trust measures were entered as independent variables and Norm 76.2 as the dependent variable, the regression model was significant (R^2=.084; adjusted R^2 = .034, p<.05). Three trust measures had significant standardized beta coefficients: measure 17.3 director trusts the board chair (β = .241; p<.05; tolerance = .222; VIF = 4.515; eigenvalue = .285 and condition index = 7.121); measure 17.4 the board chair trusts the director (β = -.277, p<.05; tolerance = .218; VIF 4.580; eigenvalue = .173, condition index = 9.145). Trust measure 17.12, the board trusts the volunteers, was also significant (β = .214; p<.05; tolerance = .266; VIF = 3.766; eigenvalue = .018; condition index = 28.466). The eigenvalue and condition index on trust measure 17.12, the board trusts volunteers, suggested possible problems with collinearity, when using all trust measures. To check on correction of collinearity issues, only trust measures 17.3, 17.4 and 17.12 were used as independent variables in another regression analysis. This model

was significant (R^2 = .054, adjusted R^2 = .045, p<.01). All three trust measures had significant beta coefficients: 17.3 director trusts the board chair (β =.280, p<.05; tolerance = .251, VIF = 3.986; eigenvalue = .612, condition index = 2.316); 17.4 the board chair trust the director (β = -.248; *p*<.05; tolerance = .255; VIF = 3.916; eigenvalue = .079, condition index = 6.432) and 17.12 the board trusts volunteers (β =.167, p<.01; tolerance = .890; VIF = 1.124; eigenvalue = .023; condition index = 11.937).

It was decided to keep the individual trust measures, rather than using the total trust score which was also significant, because of the added ability to understand the nature of the trust relationships significant to normative belief 76.2, agreement with the statement "It will be expected of me that I should do this capacity building effort".

In examining the coefficient correlations related with each of the significant trust relationships, for trust measure 17.3, the director trusts the board chair, there were significant positive coefficient correlations (i.e. respondent agreed) with trust 17.15, volunteers trusted director (*r* =.028, p<.01), with 17.11, the director trusted volunteers (*r*=.054), and with trust 17.14, the volunteers trusted staff (*r* =.039 p<.01). There were significant negative correlations with trust 17.6, volunteers trusted the board (*r* = -.037, p<.01), trust 17.10, director trusted staff (*r* = -.009, p<.01), trust 17.13, staff trusted volunteers (*r* = -.024), trust 17.15, volunteers trust the board members (*r* = -.034, p<.01), trust 17.12, board trusted volunteers (*r* = -.043, p<.01), trust 17.7, board members trusted staff (*r* = -.024, p<.01), and trust 17.9, staff trusted director (*r* = -.030, p<.01). Remembering that the trust data was skewed towards agreement, Figure 4.3 visualizes the

relationships present. The negative signs are shaded light green to indicate that the

analysis is picking up the significant statistical differences between degrees of agreement,

for the most part, although the data had responses running from 1 to 7 on the agreement

scale.

**Figure 4.4 Trust Relationships Significant to Norm 76.2 and Trust 17.3**
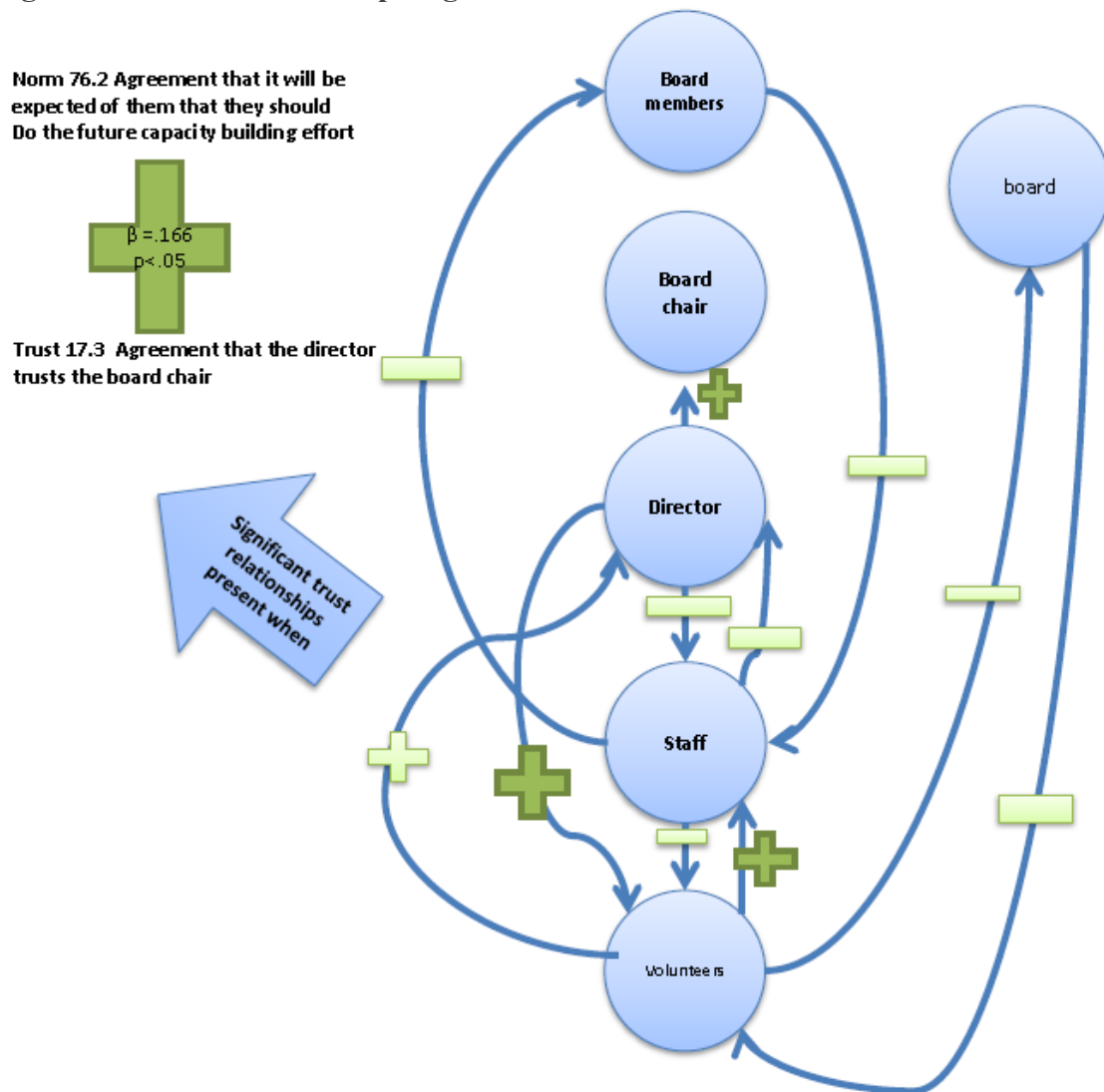
In examining the coefficient relationships between Trust 17.4 and other trust measures a statistically significant positive correlation was found between Trust 17.4 board chair trusts director and trust 17.13 staff trusts volunteers ($r = .049$, $p<.01$), trust 17.5 director trusts board members ($r = .051$, $p<.01$), trust 17.12 board trusts volunteers ($r = .042$, $p<.01$), and trust 17.9 staff trusts director ($r=.020$, $p<.01$). A significant negative correlation was present between Trust 17.4 and trust 17.10 director trusts staff ($r = -.001$, $p<.01$), trust 17.8 staff trust staff ($r = -.042$, $p<.01$), trust 17.15 volunteers trust director ($r = -.006$, $p <.01$), and trust 17.7 board members trust staff ($r = -.040$, $p<.01$). These relationships of portrayed in Figure 4.5.

Figure 4.5   Trust Relationships Significant for Norm 76.2 and Trust 17.4
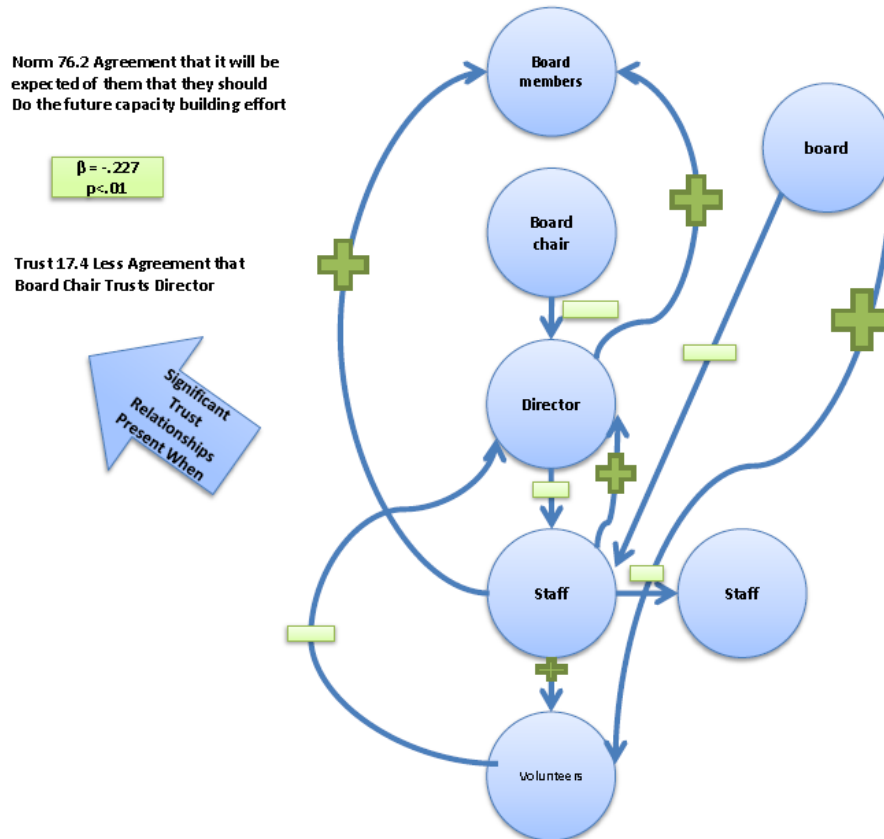
Examining the significant coefficient correlations between trust 17.12 board trusts volunteers and other trust measures, three significant positive correlations were present: trust 17.4 board chair trusts director ($r = .042$, $p<.01$), trust 17.2 board members trust board members ($r = .044$, $p<.01$), and trust 17.7 board members trust staff ($r = .002$, $p<.01$). Three significant negative correlations were present between trust 17.12 and other trust measures: 17.1 staff trusts staff ($r = -.045$, $p<.01$), trust 17.6 board members trust director ($r = -.030$, $p<.01$) and trust 17.3 director trusts board chair ($r = -.043$, $p<.01$). These trust relationships are visualized in Figure 4.6.

Figure 4.6 Trust relationships Significant for Norm 76.2 and Trust 17.12
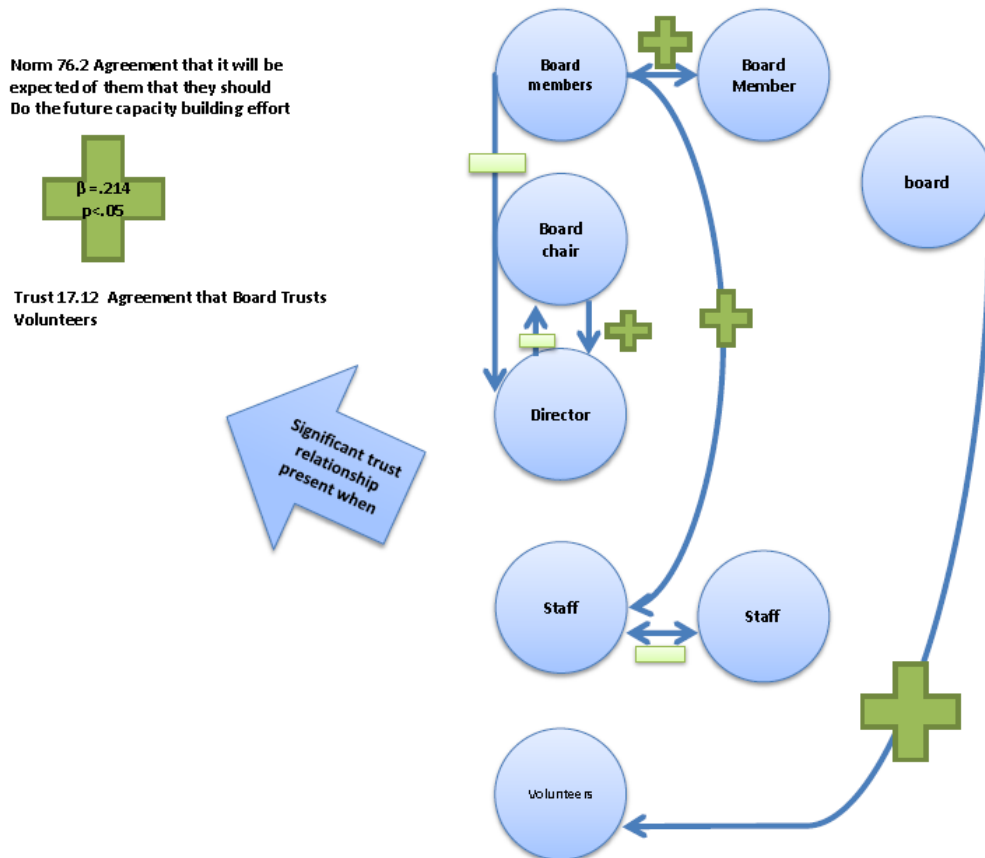
Trust measures significant in predicting behavior control 82.5, 82.6 and 82.7

For behavioral control 82.5, the model was significant (R^2=.136; adjusted R^2 = .088; *p*<.01). Two trust measures had significant standardized beta coefficients: trust 17.2 board members trust board members (β = -.238; *p*<.01; tolerance =.367; VIF = 2.722; eigenvalue = .462, condition index = 5.600) and trust 17.3 director trusts board chair (β = .262; p<.05; tolerance = .220; VIF 4.550; eigenvalue =.292; condition index = 7.044). The VIF suggests problems with multi-collinearity with other trust measures. The eigenvalue and condition index were within acceptable ranges. When the two were run separately, they were not significant predictors of attitude 82.5. They are only significant, if understood within the context of the other trust predictors and as the data showed, there are multiple significant associations among trust factors. This may indicate that the total trust score would be a better measure to use as a predictor of behavioral control 82.5. However, the total score gives up some of the understanding of the relationships present. To better understand what relationships significantly correlate with the two trust measures noted above, the coefficient correlations were examined.

Within the context of Trust measure 17.2, board members trusted board members, the coefficient correlations showed that when respondents agreed to strongly agreed that board members trusted board members, they agreed that volunteers trusted the director (*r* =.030, *p*<.01) and were less in agreement that the director trusted staff (*r* = -.025, *p*<.01), and that the volunteers trusted staff (*r* = -.001, *p*<.01). The figure portrays the relationships significant to respondents who indicated they agreed they had confidence to lead and manage the effort and that board members trusted board members.

Remembering that for the most part the descriptive data on trust relationships showed that the data was skewed towards agreement, the respondents' confidence in leading and managing future capacity building efforts was significantly associated with board members trusting board members and when this relationship was present there were a number of other trust relationships significantly present.

Figure 4.7 Trust Relationships Significant to Behavioral Control Belief 82.5 and Trust between Board Members

BC 82.5 Agree that they are confident they can lead and manage future capacity building Effort.

$\beta = -.238$
$p < .01$

Trust 17.2 Less agree that board members trust board members

Significant trust relationships present when

Board Members → Board members

director
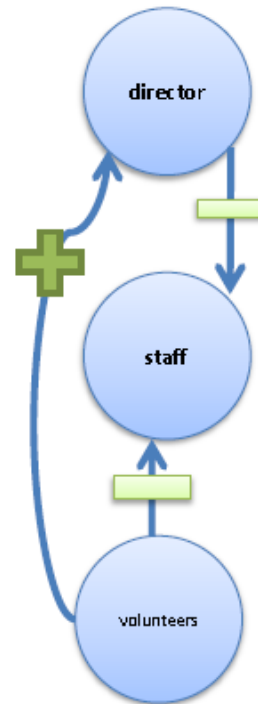
staff

volunteers

For trust measure 17.3, when respondents agreed that the director trusted the board chair, they agreed that staff trusted staff ($r =.033$, $p<.01$), the director trusted board members ($p=.028$ and that volunteers trusted staff ($r =.034$, $p <.01$) and were less in agreement that volunteers trusted the board ($r = -.045$, $p<.01$), the director trusted staff ($r = -.004$, $p<.01$), staff trusted volunteers ($r = -.014$, $p<.01$), staff trusted board members ($r = -.040$, $p<.01$), board trusted volunteers ($r = -.033$, $p<.01$), board members trusted staff ($r = -.044$, $p<.01$), and that staff trusted the director ($r = -.017$, $p<.01$). This relationship among trust variables and the respondents' confidence they can lead and manage the future capacity building effort is best pictured in Figure 4.8. Respondents' confidence in leading future capacity building seems to hinge on positive trust relationships between board members, board chair and director, and those between staff. The diagram should be read as when respondents agreed that they were confident that they could lead and manage the future capacity building effort, they agreed that the director (often the respondent) trusted the board chair and, when that relationship was present and statistically significant, it was within a larger context of significant trust relationships which are portrayed in the figure.

For behavioral control measure 82.6, when running all trust measures as independent variables and 82.6 as the dependent variable, the regression model was significant ($R^2=.118$; adjusted $R^2 = .068$; $p<.01$). One trust measure had a significant standardized beta coefficient: trust 17.1 staff trusted staff ($\beta = .193$; $p<.05$; tolerance = .368; VIF = 2.715; eigenvalue 1.087; condition index = 3.652). Tolerance statistic indicated the 36.8% of the variance in trust predictors could not be explained by other

trust predictors. The VIF indicated some problem with multi-collinearity when all trust measures were used but the individual measure did not show problems with collinearity as revealed by the eigenvalue and condition index. Again, using the total trust score may be a better way to go for the final model, even though it gives up some understanding of what trust relationships are present and significant to understanding respondents' behavioral control belief 82.6.

Figure 4.8 Significant Trust Relationships Associated With Behavioral Control Belief 82.5 Confident They Can Lead and Manage Future Capacity Building Effort
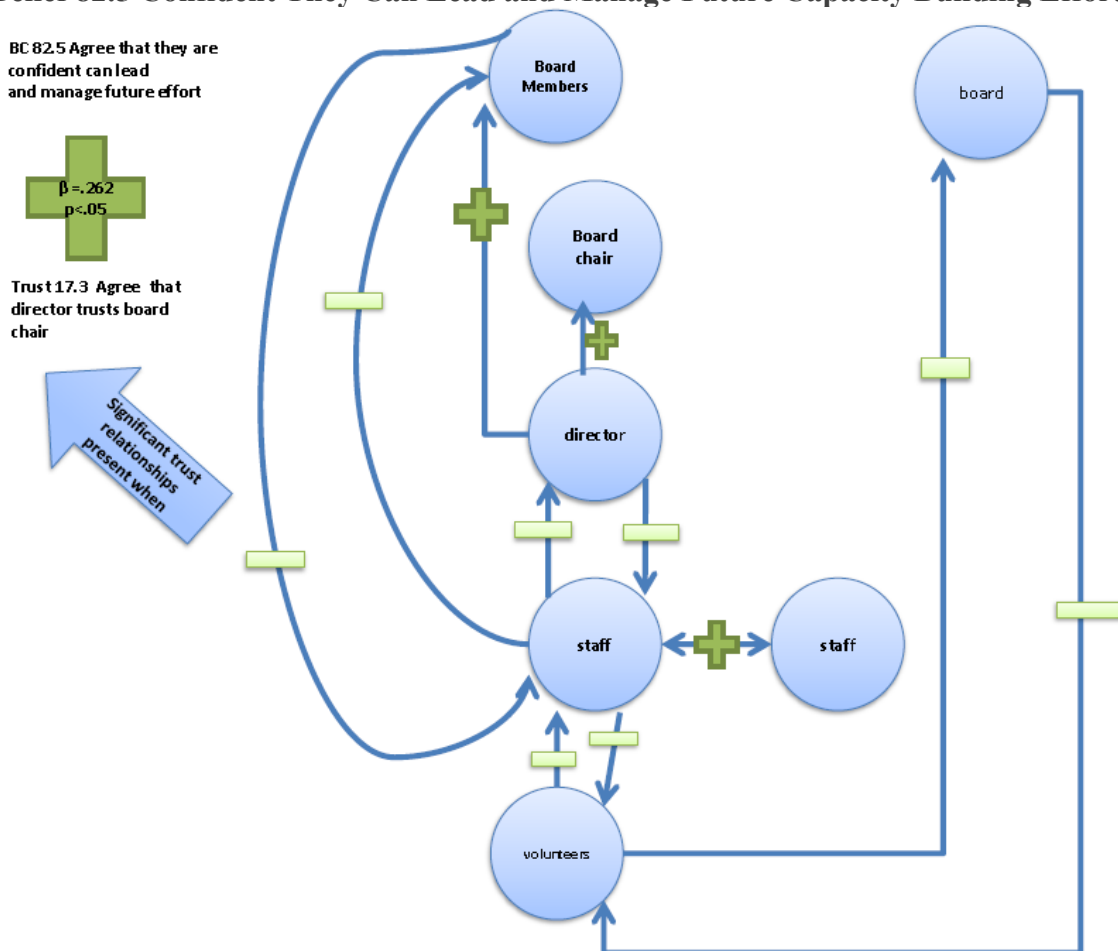
Using the total trust score with behavioral control measure 82.6 was significant (R^2=.118, adjusted R^2=.068, p<.01). To understand the relationships present, if using the one trust measure that had a significant beta coefficient (i.e. 17.1), the trust coefficient correlations were examined. When respondents agreed that staff trusted staff, they agreed that volunteers trusted the director (r = .036, p<.01), the director trusted the board chair (r = .030, p<.01) and volunteers trusted staff (r = .024, p<.01) and they were less in agreement that volunteers trusted the board (r = -.013, p<.01), the board chair trusted the director (r = -.011. p<.01), staff trusted volunteers (r = -.007, p<.01), the director trusted board members (r = -.015,), board trusted volunteers (r = -.040, p<.01), board members trusted staff (r =.022, p<.01), the director trusted volunteers (r = -.009, p<.01), board members trusted the director (r = -.015, p<.01). The trust environment affecting sense of control may be best pictured to understand that the trust environment was fairly negative statistically when respondents said they were in control of doing a future capacity building effort. The respondent perceived that the director (in many cases the respondent) trusted the board chair, but that the board chair did not trust the director, and the respondent thought that volunteers trusted the director, but the director (in many cases the respondent) did not trust the volunteers.

For behavioral control measure 82.9, the model was not significant and no trust measure had a significant standardized beta coefficient.
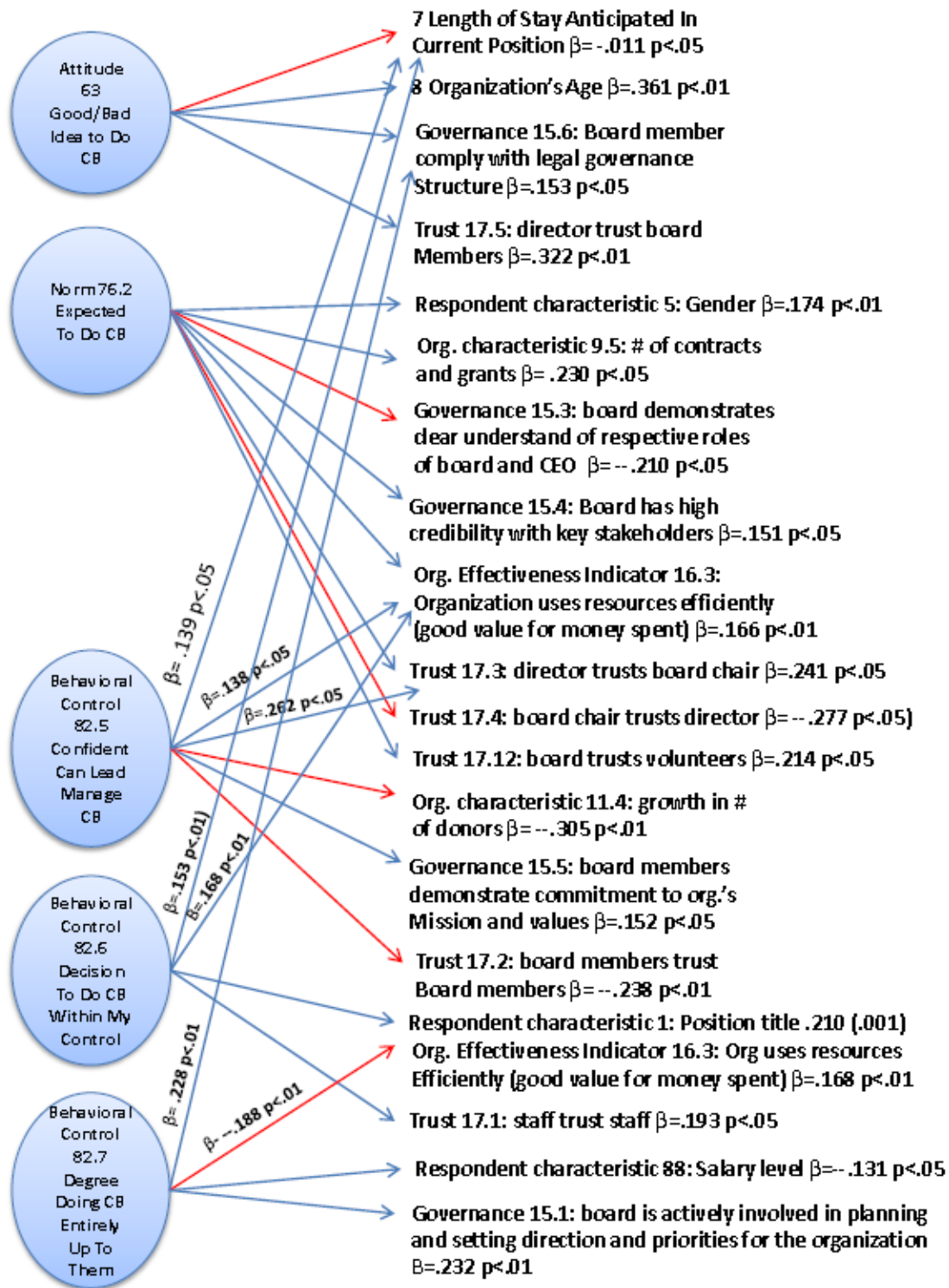
Figure 4.9   Significant Trust Relationships Associated With Behavioral Control Belief 82.6 Future Capacity Building within Their Control
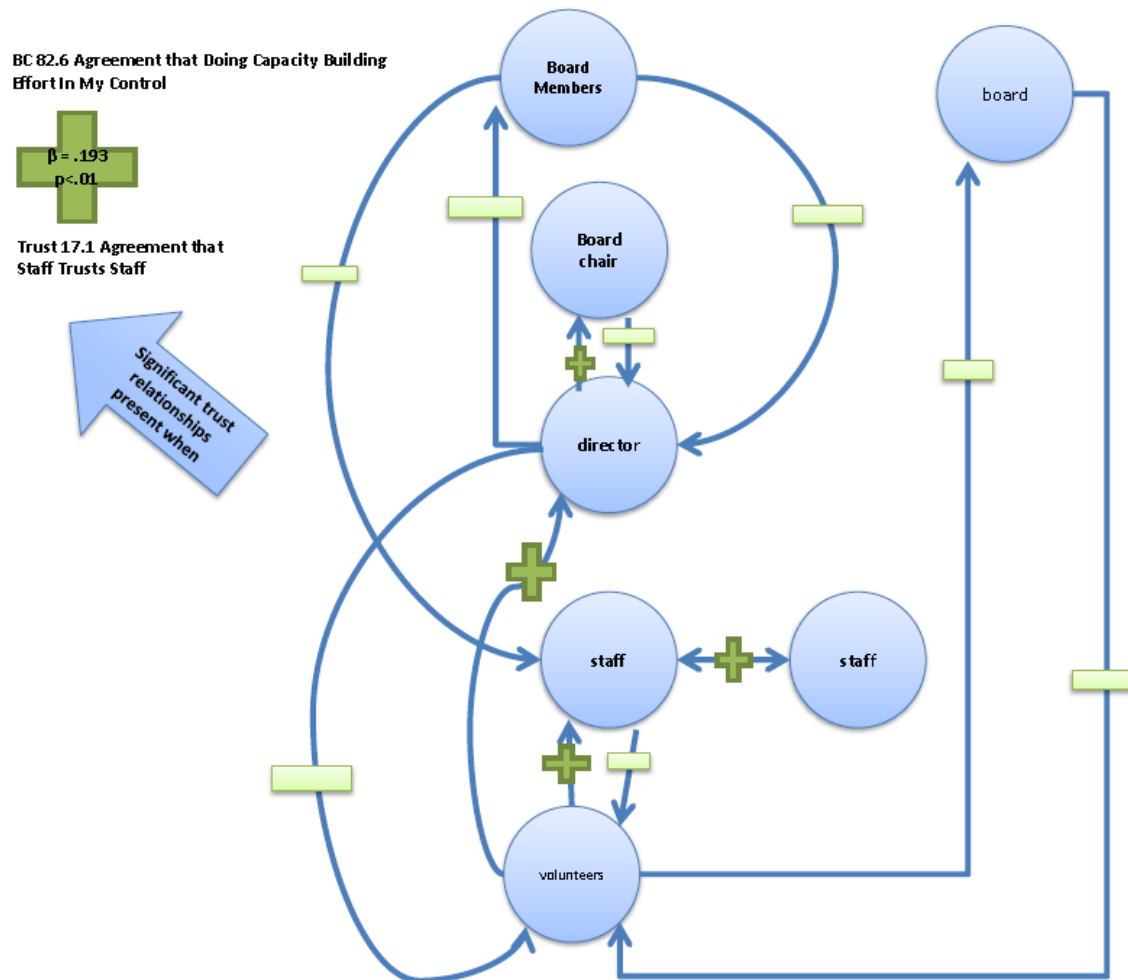
To summarize, five antecedent factors were found to be significant in predicting the strength of the respondents' intentions to undertake a future capacity building effort. These were: 1) whether or not the respondent thought the capacity building effort was a good or bad idea (Attitude 63); 2) the respondents' level of agreement that the capacity

building effort would be expected of them (Norm 76.2); 3) the level of respondent confidence that they would be able to lead and manage the effort (Behavioral Control item 82.5); 4) the respondents' level of agreement that the decision to conduct the effort would be under their control (Behavioral Control item 82.6); and 5) whether or not, according to the respondents, undertaking the effort was entirely up to them (Behavioral Control item 82.7). Four modifiers were significant in explaining the variance in whether or not the respondent thought the capacity building effort was a good or bad idea (Attitude 63); (see Table 4.10). Eight modifiers had significant power to explain the variance in Norm 76.2 scores (the respondents' level of agreement that the capacity building effort would be expected of them). Six modifiers significantly explained the variance in Behavioral Control 82.5 scores (the level of respondent confidence that they would be able to lead and manage the effort). Four modifiers explained significantly the variance in Behavioral Control 82.6 scores (the respondents' level of agreement that the decision to conduct the effort would be under their control), and four modifiers explained the variance in Behavioral Control 82.7 scores (whether or not, according to the respondents, undertaking the effort was entirely up to them).

Figure 4.10   Significant Modifiers Predicting Significant Antecedent Factors

7 Length of Stay Anticipated In Current Position β= -.011 p<.05

8 Organization's Age β=.361 p<.01

Governance 15.6: Board member comply with legal governance Structure β=.153 p<.05

Trust 17.5: director trust board Members β=.322 p<.01

Respondent characteristic 5: Gender β=.174 p<.01

Org. characteristic 9.5: # of contracts and grants β= .230 p<.05

Governance 15.3: board demonstrates clear understand of respective roles of board and CEO β= --.210 p<.05

Governance 15.4: Board has high credibility with key stakeholders β=.151 p<.05

Org. Effectiveness Indicator 16.3: Organization uses resources efficiently (good value for money spent) β=.166 p<.01

Trust 17.3: director trusts board chair β=.241 p<.05

Trust 17.4: board chair trusts director β= --.277 p<.05)

Trust 17.12: board trusts volunteers β=.214 p<.05

Org. characteristic 11.4: growth in # of donors β= --.305 p<.01

Governance 15.5: board members demonstrate commitment to org.'s Mission and values β=.152 p<.05

Trust 17.2: board members trust Board members β= --.238 p<.01

Respondent characteristic 1: Position title .210 (.001)

Org. Effectiveness Indicator 16.3: Org uses resources Efficiently (good value for money spent) β=.168 p<.01

Trust 17.1: staff trust staff β=.193 p<.05

Respondent characteristic 88: Salary level β=--.131 p<.05

Governance 15.1: board is actively involved in planning and setting direction and priorities for the organization B=.232 p<.01

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Reduced total model for prediction of future intention to build capacity

In order to test which factors showed predictive power over scores of the respondents' intention to build future capacity, all antecedent as well as all modifier variables that were significant in the analyses described above were entered in a linear regression analysis as independent variables, and the total intention score was used as the dependent variable. This model was significant (R^2=.351, adjusted R^2=.269, p<.01). However, this model had less predictive power than using the significant antecedent variables alone (i.e. Attitude 63, Norm 76.2, Behavioral Control 82.5, 82.6 and 82.7). Using only significant antecedent factors as independent variables, the model had an adjusted R^2 of .327, (p<.01). It also showed more incidents of collinearity. There is value in understanding which modifiers significantly account for variation in each of the antecedent variables that showed significant influence over the respondents' intention to build capacity. However, with the exception of the organization's age, the modifiers themselves did not account significantly for the intention score. The only significant standardized beta coefficients in this full reduced model were Attitude 63, Norm 76.2, and Behavioral Control 82.5, and organizational characteristic 8, organizational age.

When a regression analysis was conducted using only Attitude 63, Norm 76.2, Behavioral Control 82.5, and item 8, organization's age, as independent variables, and the total intention score as the dependent variable, the model proved significant (R^2=.338, adjusted R^2=.330, p<.01). However, the only significant standardized beta coefficients were those of the antecedent variables, and not the beta coefficient of the organization's age. This further confirmed that, when trying to discern what the strength of a nonprofit

leader's intention to build capacity in the future might be, only a few key questions are truly indicative of the answer. These questions are: How much to do you agree or disagree that 1) It is a good idea to do this future capacity building effort; 2) It will be expected of me to do this capacity building effort; 3) I am confident I can lead and manage this effort; and if time permits with respondent, 4) The decision to do this capacity building effort is within my control and 5) Whether or not I do this effort is entirely up to me.

Summary of Hypotheses

This section summarizes the findings concerning the hypotheses guiding this study.

H1: When the respondents' attitudes and subjective norms are more positive, and they perceive they have greater efficacy and control, the respondents' intention to build capacity score will be higher.

Past Capacity Building: This hypothesis was rejected. While all of the attitude, norm, and behavioral control measures did significantly predict the variance in the respondents' intention to build a past capacity effort (R^2=.270, Adjusted R^2=122, p<.01), there were several measurements for which there were not significant standardized beta coefficients and several of the measures indicated that a negative relationship was present. In further regression analyses using the attitude, norm, and behavioral control measures for which there were significant standardized beta coefficients, three antecedent factors (Attitude 41, Behavioral Control 53.1 and 53.2) had the ability to predict 14.4% of the variance in respondents' intention scores (R^2=.152, Adjusted R^2=.114, p<.01). Two

of those factors had a positive relationship with intention scores (Attitude 41 and

Behavioral Control 53.1) and one had a negative relationship with intention scores

(Behavioral Control 53.2). When respondents thought fewer factors were made worse as

a result of the capacity building effort (i.e. a more positive "factors made worse" score),

then their intention score was also higher. When respondents agreed more strongly that

they were confident they could lead and manage the effort, their intention score was

higher. When the respondents agreed less that the effort was easy to lead and manage,

their intention scores were more positive (higher). This last relationship was a negative

relationship. Therefore, the hypothesis was rejected.

Future Capacity Building. This hypothesis was accepted as applied to intentions

to build capacity in the future. All of the attitude, norm, and behavioral control variables

did achieve significance in predicting the total intention score (R^2=.313, Adjusted

R^2=.192, p<.01). However, the model showed that several of the antecedent measures

did not have significant standardized beta coefficients, indicating a reduced model may

be a better and more efficient predictor of intentions to build capacity. A reduced model

was developed from the results, and was significant in explaining 32.7% of the variance

in future intention scores ($R^{2=}$.337, Adjusted R^2=.327, p<.01). Attitude measure 63,

norm measure 76.2, and behavioral control measures 82.5, 82.6, and 82.7 were

significant predictors of respondents' intentions to build capacity in the future. Although

some of the relationships between the antecedents and modifiers were negative, the

relationships between the antecedents and the dependent variable (intention) were

positive. Therefore, the hypothesis was accepted for intentions to build capacity in the future.

H2. Respondents' intention to build capacity will significantly correlate with respondents board governance score. Higher intention scores will have a significant association with higher board governance total scores.

Past Capacity Building: This Hypothesis was rejected for past capacity building intentions. (See Table 4.58.) Respondents' total score for board governance did not correlate significantly with the total score for intention, or with the individual intention measures "I wanted to do this effort" or with "I expected to do this effort". However, respondents' total board governance score did positively correlated with "I intended to do this effort", one of the three measures of intention (item 27.3) ($r = .118$, $p < .05$). In other words, respondents who agreed to strongly agreed that the listed board governance practices were present correlated with respondents who agreed to strongly agreed that they intended to do the past capacity building effort. However, as the regression analysis revealed, board governance did not have a significant direct effect on respondents' intentions. In other words, respondents' ratings on board governance were best considered as a modifier of beliefs.

Future Capacity Building: Hypothesis 2 was rejected for future intention to build capacity. (See Table 4.77.) The board governance total score did not significantly correlate with either the intention total score or with any of the individual intention measures (59 total score, 59.1, 59.2 or 59.3). The intention total score did demonstrate

significant correlation with one individual board governance measure (15.6 "Board members comply with requirements outlined in key elements of the governance structure" [bylaws, policies, code of conduct, conflict of interest, traditional/cultural norms, etc.]) (r=.140, p<.01). This same board governance measure, 15.6, also was significant with intention measure 59.1 (I expect to do this capacity building effort) (r =.157, p<01). Intention measure 59.2 (I want to do this capacity building effort) has a significant correlation with 15.6 (r =.113, p<.01) and with board governance practice 15.9 (I am confident that this board would effectively manage any organizational crisis that could be reasonable anticipated (r =.123, p<.01). Board governance did have several significant associations with several of the attitude, norm and behavioral control antecedents to intention to build future capacity, indicating that for explaining future capacity building efforts, it is best to think of respondents' ratings on board governance as having an effect on the antecedents to intention.

The regression analysis indicated that Governance 15.6, level of agreement with the statement "Board members comply with requirements outlined in key elements of the governance structure" had significance in predicting the variance in Attitude 63 (β =.152, p<.05) and Behavioral control 82.7 scores (β =.228, p<.01). Governance 15.3 (β = -.210, p<.05), level of agreement with the statement "board members demonstrate a clear understanding of the respective roles of the board and CEO' and Governance 15. 4 (β =.151, p<.05), level of agreement with the statement "The board has high credibility with key stakeholders" had significance in explaining the variance in Norm 76.2. Governance 15.5 (β =.152, p<.05), level of agreement with the statement "board members

demonstrate a commitment to the organization's mission and values" was a significant

predictor of the variance in behavioral control 82.5. Finally, Governance 15.1 (β =.232,

$p<.01$), level of agreement with the statement "the board is actively involved in planning

the direction and priorities of the organization" was significant in predicting the variance

in behavioral control 82.7. Governance 15.6 (β =.228, $p<.01$) also significantly predicted

the variance in Behavioral control measure 82.7.

H3: When capacity building in a specific capacity area (i.e. leadership, internal management systems, external relations, internal structures) has been successful in the past, they are more apt to intend to engage in future capacity building efforts in each specified area.

This hypothesis was accepted. Respondents were asked to indicate whether or not

the past capacity building effort was successful. They were also asked if it had been

successful in improving program, performance, leadership and management of the

organization. They were also asked if they were likely to do a similar effort in the future

as the one they were evaluating in-depth. Correlations indicated that when the

respondents said the past effort had been successful, they said they were likely to do a

similar effort in the future (r =.201, $p<.01$). Respondents who indicated that it had

improved management correlated with respondents who indicated they were likely to do

a similar effort in the future (r =.210, $p<.01$). Those indicating improvement in program

impact correlated with those who said they were likely to do a similar effort in the future

(r =.135, $p<.01$). Leaders indicating improvement in performance (r =.199, $p<.01$), and

leadership ($r = .203$, $p < .01$), correlated with those who said they were likely to a similar effort in the future.

Past success ratings did have a significant association with how likely they were to do a similar effort in the future for those who evaluated a past external relations and leadership effort ($F = 8.243$, $p < .01$). These patterns were found using a generalized multivariate linear regression analysis, using success with past effort as the dependent variable and the types of capacity building done in the past, along with respondents ratings of whether they were apt to do a similar effort in the future.

The past capacity building effort respondents chose to evaluate in depth was associated with the future capacity building effort they chose to evaluate to determine if the past capacity building effort examined in depth was associated with the type of capacity building effort respondents chose to evaluate as a future capacity building effort. Chi-square analysis indicated that the respondents' choice of a past capacity building effort to evaluate in depth was not significantly associated with the choice made to evaluate a future effort.

H4: Nonprofits that are older will significantly differ from younger (than 15 years) organizations in the kind of capacity building efforts they have done in the past.

Hypothesis 4 was rejected (Table 4.28 and 4.29). All different aged organizations engaged in the various types of capacity building, but some age groups were particularly associated with particular types of capacity building efforts or not engaging in certain types of capacity building. Young nonprofits (i.e. 1 month to 5 years old) were

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associated with not doing strategic planning, reorganization, adding staff, creating a rainy day fund, or doing any of the internal structure capacity building efforts, not doing leadership development or succession planning, not doing organizational assessments or measuring results and outcomes. Younger nonprofits within the 5 year 1 month to 10 year range had done none of the leadership capacity building efforts. Organizations between 10 years 1 month and 15 years had not adopted new information technology or trained staff and had not done any of the internal management systems capacity building efforts. Organizations between the ages of 20 years 1 month and 25 years had not evaluated programs. Those 25 years 1 month to 30 years old had added staff and adopted new IT. Organizations between 30 years 1 month to 35 years had done succession planning. Those 35 years 1 month to 40 years old had done no external relations capacity building efforts, but had adopted new IT.

There was then a jump to older organizations that had significant associations with various types of capacity building. Organizations 55 years 1 month to 75 years old were associated with having done mergers and making changes to personnel systems. Organizations that were 75 years 1 month to 100 years old were correlated with having done mergers and measuring outcomes and results.

H5: Respondents from nonprofits that had higher board governance scores (agreement that practices were present) will be significantly associated with respondents who indicated that the organization had done external relations and internal structure capacity building within the past five years.

This hypothesis was rejected. Higher board governance scores were associated significantly with organizations that had done all four types of capacity building, not just external relations and internal structure capacity building. The total board governance score was associated with all of the kinds of activities listed under each of the types of capacity building. For external relations higher board governance scores were associated with organizations that had collaborated (X^2 =73.529, $p<.05$), done strategic planning (X^2 =82.024, $p<.01$). Lower scores were associated with organizations that had done no external relations within the past five years (X^2 =111.568, $p<.01$). For internal structure capacity building, higher board governance scores were associated with organizations that had developed a fund development plan (X^2 =79.443, $p<.01$). Lower board governance scores were associated with organizations that had done no internal structure capacity building (X^2 =92.367, $p<.01$). For leadership capacity building, higher board governance scores were associated with organizations that had done board development (X^2 =97.968, $p<.01$). Lower scores were associated with organizations that had done no leadership capacity building within the past five years (X^2 =110.210, $p<.01$). Finally, for internal management systems capacity building, higher board governance scores were associated with organizations that had adopted new technology (X^2 =73.859, $p<.05$), and measured results (X^2 =77.428, $p<.05$). Lower board governance scores were associated with organizations that had done no internal management systems capacity building within the past five years (X^2 =76.402, $p<.05$).

H6: Organizations that indicated growth had occurred during past five years will be associated significantly with organizations that had engaged in external relations and internal structure capacity building.

This hypothesis was rejected. Findings indicated that (Table 4.30) organizations that had done one or more of the 4 types of capacity building were significantly associated with growth in programs, clients, paid staff, donors, and/or budget size. Specific kinds of activities under each type of capacity building were significantly associated with various growth indicators (Table 4.31). Organizations that indicated growth had occurred during the past five years were associated significantly with organizations that had engaged in leadership and internal management systems capacity building, in addition to external relations and internal structure.

The ratings for the growth indicators were added together to achieve a total score. Organizations with a total growth indicator score of twenty or higher had growth in all of the indicators and those organizations with a total growth score of nineteen or lower indicated that they experienced either no growth or decline. When organizations were then divided into two categories (growth or no growth) and associated with each of the various kinds of capacity building efforts, several significant associations were found. For external relations capacity building, growth was associated with organizations that engaged in collaboration ($X^2 = .477$, $p<.05$), strategic planning ($X^2 = .21.158$, $p<.01$), fundraising ($X^2 = 23.704$, $p<.01$), media relations ($X^2 = 27.581$, $p<.01$), and no growth was associated with having done no external relations capacity building ($X^2 = 3.783$, $p<.05$). For internal structure capacity building, growth as associated with having done

re-organization (X^2 =5.989, p<.01), team building (X^2 =16.793, p<.01), adding staff (X^2 =81.258, p<.01), recruiting diverse staff (X^2 =11.179, p<.01), creating a rainy day fund (X^2 =8.717, p<.003), developing a fund development plan (X^2 =17.991, p<.01). No growth was associated with having done no internal structure capacity building. For leadership capacity building, growth as was associated with have done board development (X^2 =5.001, p<.025), staff leadership development (X^2 =6.628, p<.01), improving delegation (X^2 =20.132, p<.01) and no growth was associated with having done no leadership capacity building (X^2 =15.751, p<.01). For Internal management systems capacity building, growth was associated with adopting new technology (X^2 =27.920, p<.01), improving accounting systems (X^2 =37.441, p<.01), making personnel system changes (X^2 =14.072, p<.01), training staff (X^2 =8.026, p<.01), evaluating programs (X^2 =9.947, p<.01), measuring results (X^2 =11.755, p<.01). No growth was associated with having undertaken no internal management system capacity building.

H7 Respondents from organizations with 11 or more paid staff will be associated significantly with having done leadership and internal management systems capacity building efforts within the past five years.

This hypothesis was rejected. There was a significant association between organizations with 11 or more staff and organizations that had done leadership, internal structure and internal management capacity building. Thus size of staff above and below 11 paid staff had one additional significant association than what was indicated in the hypothesis.

Respondents indicated that they had a range of paid staff (0 to 25,000). To address this hypothesis, the number of paid staff variable was coded into two categories: 1-10 staff and 11 and up staff. Findings indicated that there was a significant association with respondents' indication of having done or not done two of the four types of capacity building. When the number of paid staff was coded into eleven or more, and fewer than eleven paid staff, three types of capacity building were significant. Organizations that had done internal capacity building was significantly associated with organizations that had 11 or more staff ($X^2 = .7.404$, $p<.01$). organizations that had done some form of leadership capacity building within the past five years significantly associated with organizations that had 11 or more paid staff ($X^2=8.861$, $p<.01$). Organizations that had done internal management capacity building was associated with organizations that had 11 or more paid staff ($X^2 = 7.663$, $p<.01$).

To gain greater understanding of the nature of the associations between the two-category paid staff variable and each of the kinds of activities under each of the four types of capacity building another analysis was done. For external relations, organizations with 11 or more paid staff indicated they had added staff within the past five years ($X^2 = 11.857$, $p<.01$). For leadership capacity building, organizations that had 11 or more staff had done board development ($X^2=9.551$, $p<.01$), staff leadership development ($X^2=9.595$, $p<.01$) and succession planning ($X^2=6.226$, $p<.01$. For internal management systems capacity building, organizations with 11 or more staff indicated they adopted new technology ($X^2=4.034$, $p<.05$). There were no other significant

associations between the kinds of activities done and staff size above and below 11 paid staff.

Summary

Chapter Four presented the finding from the survey questions addressing the research questions and hypotheses of this study. A range of respondent types and organizations were involved in this study. The modifiers showed good measurement properties in helping to determine the ways that respondents differed in their intentions to build past and future capacity. A reduced model for determinants of both past and future intentions to build capacity was created. The items that influenced a nonprofit leader's intentions to build capacity in past efforts differed from the influences on their intentions to build capacity in the future. Chapter Five presents discussion and conclusions.

CHAPTER FIVE

CONCLUSIONS AND DISCUSSION

Chapter Five begins by discussing some of this study's findings in light of current research literature. The Chapter ends with recommendations for future studies.

Study's past and future intention models had similar R^2 levels to former findings

In past studies, beliefs that shape attitudes, norms, and a sense of control toward performing particular behaviors showed statistical significance in explaining the variance in people's intentions to carry out those actions. In a meta-analysis of 185 research studies (Armitage and Conner, 2001), these three antecedents explained between 39% of the variance in levels of intention to act. They explained 42% of the variance in levels of intention to act in a separate analysis of 76 research studies (Godin and Kok, 1996.) In addition, intention and percieved behavioral control explained between 29% (Armitage & Conner, 2001) and 34% (Godin & Kok, 1996) of the variance levels in whether or not a behavior was actually performed (Armitage & Conner, 2001; Godin & Kok, 1996, Trafimow, Sheeran, Conner, & Finlay, 2002).

The current study found that three antecedents (Attitude 41, Behavioral Control 53.1 and 53.2) explained 14.4% of the variance in levels of the respondents' intention to build capacity in the past as indicated by intention score size. In addition, five antecedent measures (Attitude 63, Norm 76.2, and Behavioral Control 82.5, 82.6, and 82.7) explained 32.7% of the variance levels of the respondents' intention to build future capacity.

Central TPB hypothesis rejected for past intentions and accepted for future

The central hypothesis of this study was that when attitudes are positive, subjective norms are affirmative, and when nonprofit leaders believe that they have adequate control over performance of an activity within the organization, then the scores on their intention to build capacity will be higher (Aizen and Fishbein, 2005; Armitage & Conner, 2001). This hypothesis was rejected for intentions to build capacity that were examined retrospectively, but it was accepted for the examination of respondents' future capacity building intentions. The hypothesis was rejected for past intentions to build capacity because, although significant, one of the antecedents (behavioral control item 53.2, the level of agreement with the statement "It was easy for me to lead and manage this effort") had a negative association with intention scores. In other words, when respondents thought the past effort was harder to do, they had higher intention scores.

Beliefs about past capacity building only partially explained beliefs about future intentions

Light's (2004) study assumed that measuring leaders' evaluation of past capacity building would provide the information needed to guide sector leaders in stimulating nonprofit leaders future capacity building efforts. However, this study revealed that a different pattern of attitudinal, normative and control beliefs were associated with past capacity building than were associated with future capacity building. The one belief that explained variance in intention to build capacity in both past and future models was the degree to which the respondent agreed that they were confident that they could lead and manage the effort. While some beliefs showed strength in accounting for both the past

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and future intentions to build capacity, there remained differences between how those same influences behaved in the past *versus* the future model. These differences concerned the direction of their associations with intention, and whether or not certain factors were significant. Evaluations of past efforts were significant in partially explaining variance in the beliefs involved in evaluating future efforts.

Capacity building leads to more capacity building

The correlation analyses indicated that respondents' assessments associated with the different types of capacity building yielded unique patterns of beliefs that were significant to predicting intention. It seems logical that engaging in effective fundraising, for example, might evoke very different attitudes, norms and control beliefs than would making changes in a personnel system. Thus, the finding may not seem surprising or noteworthy. However, gaining insight into the motivations of nonprofit leaders to build particular kinds of capacity is important because it helps sector leaders to foster more of the type of capacity within civil society that are most needed. The findings from this study and Light's (2004) provided clues to the importance of particular factors present in the organization and its environment when leaders chose to build capacity which proved significant to the organization's growth and greater impact. It is clear from the findings of this study, and from Light's (2004), that those who were involved in more capacity building in the past were also more inclined (than those who were not as involved in past capacity building) to build capacity in the future. It was also clear that good board governance practices, and the presence of effective trust relationships were important modifying factors to the formation of positive beliefs about the likely success, impact,

and value of organizational improvement. In turn, these positive beliefs motivated leaders to either build capacity or keep things as they were. The findings from this study also suggested that in order to make an impact on their community and customers, a nonprofit must remain continuously engaged in organizational improvement. This assessment by nonprofit leaders significantly linked organizational capacity building with greater organizational impact and success.

A sequential pathway to building capacity may be present and associated with success

Some sector leaders, such as the TCCGroup (2011) and McKinsey & Company (2001), assist nonprofits by conducting comprehensive examinations of their entire organizational culture. A comprehensive understanding is used to guide leaders to choose the nature and sequence of capacity building that will most efficiently and effectively yeild results.

This study suggested the possibility of a sequential pathway to capacity building. In this study, particular external relations capacity building activities appeared to require the presence of strong trust relationships, good board governance practices, prior success in capacity building of other kinds, and well-developed leadership skills in order to be fully successful. While this study gave some clues about possible sequential pathways to capacity building, more work is needed in this area to inform both theory and practice.

The data indicated that some attitudes hindered effective execution of certain kinds of capacity building. For example, respondents who rated their efforts as less successful in the past had not involved key types of individuals normally associated with

success. Their capacity building efforts appeared to be led more by an individual than by a team, and, by their own ratings, such efforts did not have the same outcomes and impacts as those that involved more leaders. Respondents agreeing that more trust relationships were present had significantly higher intention scores (for both past and future efforts).   Those that were associated with organizations that had done two or fewer of the types of capacity building in the past five years said they did not have plans to undertake any in the near future. Leaders in organizations that had either no growth or decline in programs, clients, budget size, and donor base also had undertaken fewer capacity building efforts in the past (i.e. two or less different types). These were just a few of the potentially sequential patterns indicated.

Examining existing attitude, norm, and control beliefs about an intended capacity building effort can help guide strategies for the types of capacity building that may be required by organizations that are in no growth or decline cycles. For example, engaging in a fundraising campaign may not be the wisest investment, if the organization's leaders show evidence of not involving one another in improvement efforts, if trust relationships are low, if there is little sense of social pressure to do a good job at fundraising, if the senior administrator feels their board implements fewer effective board governance practices, including a significant lack of involvement in setting priorities and directions of the organization, and if they lack confidence in knowing how to engage effectively in fundraising. This study suggests that, in this situation, building internal management systems and leadership capacity may need to come prior to a fundraising campaign. The

findings of this study can help an advisor to know when an organization is or is not ready to raise funds that would alter a state of no growth or decline.

Growing, successful organizations conducted significantly more capacity building

To explore whether growth or decline was related to different histories of capacity building, Light (2004) examined a cross tabulation of the respondents' ratings of whether there had been a great deal of growth, some growth, no change, some decline and a great deal of decline in budget size cross tabulated with whether respondents had engaged in each type of capacity building. Table 5.1 presents the findings from this current study compared to his. The percentages are significantly different between the two studies.

Light (2004) observed that growth provides opportunities and additional resources which in turn may stimulate various kinds of additional capacity building. In contrast, he noted that decline creates need and resource deficits. While organizations with declining budgets may need to conduct strategic planning and fundraising, they may also lack the resources to do so. While they may need to develop their boards and add staff, they may lack resources to attract needed talent. For example, growth in budget size may allow an organization to add staff, which increases programs and services, which in turn causes the organization to engage in various kinds of leadership capacity building. The correlation analyses in this study suggested these relationships. Yet, as Light pointed out, the cause-effect relationship between the frequency and nature of the capacity building efforts and growth or decline is not well understood.

Light did a chi-square analysis on nonprofit engagement in activities that comprise different types of capacity building, and compared them with reported growth

or decline in budget size. The current did the same. For the current study's sample, growth in budget size was associated significantly with selected external relations capacity building efforts (i.e. strategic planning, fundraising, media relations, Table 4.20), with selected internal structure capacity building activities (i.e. reorganization, team building, adding staff, diversifying staff, creating a rainy day fund, and development a fund development plan; Table 4.22), with on kind of leadership capacity building effort (i.e. improving delegation of routine tasks, Table 4.24) and with three kinds of internal management systems activities (i.e. adopting new technologies, improving accounting practices, having made changes within the personnel system, Table 4.26).

Declining nonprofits were characterized by need and resource deficits. Those organizations participating in the current study that had not accomplished any kind of internal management systems capacity building were significantly associated with those who said they had experienced some to a great deal of decline in programs, budget size, donors, and clients (See Table 4.26).

Light conducted his study after the 9/11 terrorist attacks on the World Trade Center in 2001, but before the housing market crisis of 2008 and subsequent, widespread economic difficulties. This past decade has borne witness to extensive cutbacks in funding, donor support, greater competition for limited resources, and increased government competition for the same resources that had previously been tapped solely by nonprofit organizations. The contrast in the resource environments for nonprofits at the time of Light's study *versus* the current study may also account for differences in the

findings of the two studies concerning the relationship of capacity building to growth or decline in budget size.

Despite the financial challenges of the past decade, data from this study generally demonstrated that nonprofits that engaged in three or four types of capacity building significantly grew in budget size. Some, but not all, capacity building activities were significantly associated with budget growth. Finally, in the current study, the percentage of respondents that said they engaged in different kinds of activities, when cross tabulated with budget size, was significantly lower than found in Light's study.

Some capacity building activities that were more frequently engaged in by the organizations in Light's study (i.e. reorganization, collaboration, strategic planning, team building, recruiting more diverse staff, adopting new information technology) were associated in this study with organizations that had more staff, suggesting these things were done by organizations with larger budgets). In this study, some of the high frequency categories, such as collaboration, were undertaken both by organizations that experienced decline and those that experienced growth. The current research found that the relationship between these two variables was not statistically significant, even though collaboration and growth were each significantly associated with smaller organizations in Light's study.

Table 5.1 Comparison between Light's Findings and This Study: Growth of Budget Size Compared with Types of Capacity Building Activities Done

	Great Deal or Some Decline This Study%	Light 2003 %	No Sig. Change This Study %	Light 2003 %	Some Growth This Study %	Light 2003 %	Great Deal of Growth This Study %	Lights 2003 %	Total Sample Size	Sig.*
20.1 Collaboration	.271	.82	.189	.81	.369	.86	.225	.87	360	
20.2 Mergers	.033	.13	.179	.08	.205	.09	.282	.13	39	
20.3 Strategic Planning	.151	.59	.170	.81	.391	.72	.208	.76	271	0.001
20.4 Fundraising	.181	.59	.185	.69	.373	.61	.254	.76	287	0.006
20.5 Media Relations	13.1	.67	.192	.69	.362	.57	.275	.63	265	0.000
20.6 None	.012		.154		.385		.154		13	
21.1 Reorganization	.142	.88	.155	.61	.320	.63	.286	.71	206	0.001
21.2 Team Building	.091	.69	.181	.61	.387	.71	.251	.82	243	0.003
21.3 Added Staff	.041	.44	.147	.57	.412	.71	.332	.81	238	0.000
21.4 Recruited Diverse Staff	.071	.16	.160	.13	.352	.31	.336	.44	125	
21.5 Created Rainy Day Fund	.06.1	.41	.168	.22	.393	.35	.29	.46	107	0.001
21.6 Dev Funds For New Ideas	.021	.16	.317	.09	.293	.19	.22	.17	41	0.053
21.7 Dev Fund Dev Plan	.081		.186		.329		.321		140	0.001
21.8 None	.032		.324		.382		.029		34	
22.1 Board Development	.162	.14	.190	.09	.368	.47	.23	.28	269	
22.2 Staff Leadership Dev	.132	.55	.164	.41	.363	.68	.252	.68	226	
22.3 Succession Planning	.052	.15	.176	.18	.344	.32	.24	.28	125	
22.4 Changed Leadership	.092	.14	.189	.09	.331	.51	.22	.24	127	
22.5 Improve delegation	.081	.45	.141	.55	.379	.70	.32	.78	206	0.000
22.6 None	.033		.321		.179		.143		28	
23.1 Adopted New IT	.161	.66	.167	.71	.377	.82	.275	.86	276	0.000
23.2 Improved accounting	.161	.72	.143	.71	.371	.59	.295	.60	251	0.000
23.3 Personnel System Change	.071	.63	.151	.42	.368	.31	.315	.44	146	0.001
23.4 Trained Staff	.191	.69	.162	.71	.363	.74	.248	.84	234	
23.5 Evaluated Programs	.131	.59	.191	.71	.366	.58	.243	.62	235	
23.6 Organizational Assessment	.132	.53	.188	.63	.37	.47	.195	.59	154	
23.7 Measured Outcomes	.171	.50	.15	.54	.386	.40	.245	.59	233	

Respondents' definitions of capacity building were complex

Light asked nonprofit directors to define capacity building. Either they did not answer or rejected the term as "bureaucratic buzzwords", or they signified that capacity building was a way to increase organizational resources or inputs, to measure an organization's activities, to improve overall program performance, to improve the lives of clients, and increase organizational outputs and outcomes, and a way to maximize resources and efficiency. In an interview study conducted by Hubbard and reported in Light's (2004, 56-57) work, nonprofit directors thought capacity building was 1) a necessary evil in order to accomplish the organization's work, 2) essential to accomplishing mission, 3) the answer to current organizational disasters, and 4) a part of ordinary good practice.

This study also asked respondents to define capacity building. In order to make comparisons with Light's findings, this study used the same four response types (outlined in the previous paragraph) as used by Light (2004) to classify respondents' definitions. Although Light (2004) coded definitions into one of four major categories with apparent ease, in this study, few respondents gave a definition focused on only one of Light's categories. In fact, 51.1% of this study's sample provided definitions with both a primary and secondary emphasis. A few respondents (5.1%) provided a complex definition which combined three or more elements. A surprisingly high proportion of all respondents included the fulfillment of mission as a part of their definition of capacity building.

Forty six percent (46.4%) defined capacity building as the improvement, strengthening, or increasing of activities, abilities and organizational structures and processes. Thirteen percent (12.8%) said capacity building meant increasing organizational resources or inputs. Twenty three percent (22.8%) combined their primary definition with the notion that capacity building also meant improving the outputs and outcomes of the organization's efforts.

Table 5.2 displays the frequencies, both from this study and from Light's (2004), with which respondents used different concepts to define capacity building. The frequencies of Light's findings, found on the far right side of Table 5.2, grouped some concepts of capacity building together. This was not done in this study due to the nature of the definitions that were given, or the combination of elements found within the definitions.

Table 5.2   Capacity Building Definitions Compared: Light (2004) and This Study

Definition Emphasis	Primary Emphasis		Secondary Emphasis		Third Emphasis		Light (2004)
	Frequency	%	Frequency	%	Frequency	%	
Increase org resources or inputs	60	12.8	41	8.7	6	1.3	36%
Improve/strengthen/increase activities, abilities, structures	218	46.4	42	8.9	6	1.3	*
Improve outputs or outcomes	30	6.4	107	22.8	6	1.3	16%*
Maximize resources and efficiency	39	8.3	21	4.5	1	.2	9%
Buzz word	2	.4					**
Measure org activities, internal external changes and adapt accordingly	43	9.1	29	6.2	5	1.1	30%
Didn't define	4	.9					10%**
Not sure how to define	2	.4					**
Total	398	84.7	240	51.1	24	5.1	
No Response	72	15.3	230	48.9	446	94.9	

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In the intervening years between Light's study and the current research, social policy and private donors have increasingly urged for greater capacity within the nonprofit sector. At the same time, competition for funding dollars has increased. This study's respondents demonstrated more complexity in their definitions of capacity building when compared with the definitions given by the respondents in Light's (2004) study. The researcher speculates that this increased complexity may reflect the growing pressure to conduct meaningful capacity building within the sector, and the need to justify such efforts in as many ways as possible to funders.

Successful past capacity building was an indicator of future intention

Another influential factor brought to light in this study was the number of capacity building efforts completed in the past. Light (2004, 112) found that organizations with a history of capacity building in all four capacity categories (i.e. external relations, internal structures, management systems and leadership) differed from those who indicated their organization had conducted capacity building in only two or fewer categories. Light found that they differed significantly in their ratings of how successful the capacity building effort had been (68% to 50%); how successful it had been in improving program impacts (65% to 54%), and how successful the capacity building effort had been in improving overall performance (76% to 48%). Nonprofits that had undertaken more than two types of past capacity efforts differed significantly in their indications of whether they were likely to engage in another capacity building effort in the near future. They also differed in their indications of what prompted them to

engage in capacity building, as compared with organizations that had conducted two or less types of capacity building efforts in the past.

In this study, 50.6% had conducted all four types of capacity building, 21.3% had accomplished three of the types of capacity building, 14.3% had carried out two types, 6.8% had performed one type, and 7% had not undertaken any the types of capacity building listed (Table 5.3).

Table 5.3 Extent of Engagement In All Types of Past Capacity Building

	Frequency	Percent
All four Capacity Building types done	238	50.6
Three types done; 1 not done	100	21.3
Two types done; two not done	67	14.3
One type done; three not done	32	6.8
Four types not done	33	7.0
Total	470	100.0

The study departed from Light's because it did not ask respondents to rate the success of all past efforts in general. Rather, respondents in this study were asked to choose one past capacity building effort to evaluate in detail. Using the Theory of Planned Behavior to structure the survey questions, they were then asked how successful that past effort had been, and the degree to which it created more success in improving management, program impact, performance, and leadership. These dimensions of success demonstrated high levels of correlation with how many out of the four types of capacity building an organizations had performed in the past (i.e. external relations, internal structure, leaderships and internal management systems capacity building effort). Organizations that had undertaken three or four types of capacity building efforts in the

past tended to rate the particular past capacity building effort as more successful ($r = -.274$, $p<.01$).   They were also associated with respondents who said the effort improved the management ($r = -.333$, $p<.01$), program impact ($r = -.255$, $p<.01$), overall performance ($r = -.330$, $p<.01$), and leadership ($r = -.255$, $p<.01$). Light's conclusion was that success breeds success. From this study's findings, it could be concluded that when past capacity building efforts were successful, leaders were more inclined both to engage in future efforts, and to rate their past effort as successful and their future effort as more likely to be successful. This pattern, generated by respondents from organizations that had conducted three or more capacity building efforts in the past five years, was statistically significantly different from those in organizations that had conducted two or less types of capacity building in the past five years.

Finally, when examining the relationship of the number of each of the four types of capacity building that an organization had performed with the respondents' espoused likelihood to undertake a similar effort in the future, there were significant correlations. Although reported earlier, some of those results are repeated here. Correlations indicated that when the respondents said the past effort had been successful, they also said they were likely to make a similar effort in the future ($r =.201$, $p<.01$). Respondents who indicated that the capacity building effort had improved management demonstrated a correlation with those who declared their likelihood to conduct a similar effort in the future ($r =.210$, $p<.01$). Efforts that were identified as improving program impact correlated with respondents who said they were likely to carry out a similar effort in the future ($r =.135$, $p<.01$). Leaders indicating that an effort improved performance ($r =.199$,

p<.01), and leadership (*r* =.203, *p*<.01) were correlated with respondents who affirmed they were likely to accomplish a similar effort in the future.

Respondents were asked to indicate whether or not twenty-two factors of organizational life had improved as a result of the capacity building effort they chose to examine in depth (Table 5.4). There was a significant correlation between all of the improvement measures and the number of different types of capacity building completed in the past. Organizations that had conducted three or four types of capacity building within the past five year were associated with respondents who expressed higher agreement that each of the specific factors listed showed improvement. One might conclude that attitudinal beliefs about success change as more types of capacity building are successfully completed. In turn, as expectations of success for future efforts are strengthened, this has an effect on respondents' willingness to try similar efforts in the future.

Table 5.4 Number of Types of Past Capacity Correlated With Degree of Agreement That Factors Improved As Result of Undertaking a Specific Capacity Building Effort

Things Improved	Number of types of CB done in past Q19 r_x	Things Improved	Number of types of CB done in past Q19 r_s
40.1 Org Performance	.275**	40.13 Resource Use Effectiveness	.292**
40.2 Innovativeness	.243**	40.14 Management Focus	.269**
40.3 Programs	.144**	40.15 Customer Satisfaction	
40.4 Public Relations	.106*	40.16 Customer Outcomes	
40.5 Leadership	.223**	40.17 Decision making	.258**
40.6 Staff Relations	.223**	40.18 Accountability	.312**
40.7 Staff Abilities	.263**	40.19 Efficiency	.250**
40.8 Staff Morale	.145**	40.20 Org Effectiveness	.260**

*p< .05 (two-tailed); ** p<.01 (two-tailed)

Table 5.4 Number of Types of Past Capacity Correlated With Degree of Agreement That Factors Improved As Result of Undertaking a Specific Capacity Building Effort (Continued)

Things Improved	Number of types of CB done in past Q19 r_x	Things Improved	Number of types of CB done in past Q19 r_s
40.9 Management Morale	.195[**]	40.21 Program Effectiveness	.146[**]
40.10 Trust	.203[**]	40.22 Productivity	.242[**]
40.11 Client Numbers			
40.12 Funding	.161[**]		

*p< .05 (two-tailed); ** p<.01 (two-tailed)

When comparing whether or not a respondent planned to conduct a future capacity building effort with the number of different types of capacity building that were completed during the past five years, there were two significant correlations. Respondents planning to perform an internal structure capacity building effort in the near future had already undertaken three or four of the types of capacity building within the past five years (X^2=9.674, p<.05), whereas respondents with no plans for a future capacity building effort had conducted only one or two types of capacity building within the past five years (X^2=21.924, p<.01). Light's (2004) study revealed the same findings. Light's (2004) concluded that as capacity is built successfully, more opportunities and resources present themselves for further capacity building and greater growth within a nonprofit. As capacity is built, client numbers, program numbers, numbers of donors, and budget size all increase. As the numbers increase, a need becomes evident for even more capacity in order to accommodate the growth. Those that build capacity grow. Organizations that do not build capacity stagnate or decline.

Based on the data from this study, the same conclusion was drawn. In other words, doing the same things in the same way that "we've always done" is not a good sign of a successful, growing organization. The picture of nonprofit success that this study revealed was that nonprofits need to be constantly evolving and changing as an in order to meet current internal and external demands and anticipated future challenges. The findings support an ecological theory of nonprofit organizational development and the life-cycle models found in the literature (e.g. Connolly, 2006; Sharken Simon & Donavan, 2001; Adizes, 2005)

Larger nonprofits are engaged in more types of capacity building

Light found that the size of the organization was significantly related to their history of capacity building. Larger nonprofits with budgets over $500,000 a year were more likely to have engaged in all four of Light's categories of capacity building. Organizational age and size co-varied. As age and size increased, so too did the likelihood that the nonprofit had engaged in all four types of capacity building (Light, 2004, 114.

For this study, unfortunately, only sixty-one respondents completed the survey question asking for the organizations' past fiscal year's gross income. As a result, no comparison with Light's study could be made concerning gross income as an indicator of organizational size. Nevertheless, if the number of paid staff and number of clients, donors, volunteers, contracts, grants, and partnerships are examined as a proxy for an organization's size, then this study makes it clear that organizations which engaged in more types of capacity building efforts were correlated with respondents employed by

larger organizations (i.e. larger numbers of paid staff [$r = -.113$, $p<.05$], larger numbers of volunteers [$r = -.149$, $p<.01$], larger numbers of board members [$r = -.224$, $p<.01$], larger numbers of clients [$r = -.173$, $p<.01$], larger numbers of contracts and grants [$r = -.253$, $p<.01$] and larger numbers of partnerships [$r = -.245$, $p<.01$]. The conclusion could be twofold. First, it may be that larger organizations are the ones that have the opportunity and resources to engage in more and different types of capacity building efforts in the first place. Second, it may be that capacity building helped organizations to grow in the ways supported by Light's (2004) logic model. (See Chapter 2, Figure 2.5). The relationship between organizational size and the amount of capacity building conducted seems to be a "chicken-and-egg" problem of not knowing which came first or if it matters which comes first. This particular analysis describes associations rather than causal relationships, and so the results might support either possible conclusion. More and a different type of research is needed on this point.

There is a difference in the type of capacity building done by younger and older nonprofits

Age and size were found by Light (2004) to be significant modifiers of the type of capacity building activities nonprofits had performed. Light found that younger organizations choose to undertake capacity building activities that were different from those chosen by older organizations (2004, 59). Older organizations adopted capacity building approaches designed to counter over-bureaucratization (something consistently associated in the literature with decline and dissolution [Connolly, 2006; Sharken Simon

& Donavan, 2001; Adizes, 2005]). Table 5.5 and Table 5.6 compare this study's findings with that of Light's (2004).

Findings between the two studies are surprisingly different, however a few similarities exist (Table 5.5 and 5.6). It might be concluded that Light's sample skewed his results (as his sample included nonprofits with budgets of over $2 million, and none with budgets under $250,000, whereas budget was not a selection factor in the current study's sample). In some cases, the current study contradicted Light's findings concerning the relationship of age and the types of capacity organizations built.

In the current study, no external relations capacity building efforts of any kind had a significant association with age, whether the nonprofits were younger or older than fifteen years (See Table 4.28 in Chapter Four.). However Light found that younger organizations were significantly more likely to engage in collaboration, and media relations, which are both categorized as external relations capacity building activities (Table 5.5).

Table 5.5 Capacity Building Typical of Younger (Less than 15 Years Old) Nonprofits: Light's (2004) Compared To This Study's Findings

Younger Nonprofits (less than 15 years old) Light's (2004, 58,99) Study Findings	*This Study's Findings*
More likely to embrace collaboration	No significant relationship with age at the 15 year cut off
More likely to engage in org. assessment	No significant relationship with age at the 15 year cut off
Less likely to engage in media relations	No significant relationship with age at the 15 year cut off
Less likely to re-organize	No significant relationship with age at the 15 year cut off
Less likely to engage in team building	No significant relationship with age at the 15 year cut off
Less likely to engage in leadership development	No significant relationship with age at the 15 year cut off
Less likely to pursue use of new information technology	No significant relationship with age at the 15 year cut off

Table 5.5 Capacity Building Typical of Younger (Less than 15 Years Old) Nonprofits: Light's (2004) Compared To This Study's Findings (Continued)

Younger Nonprofits (less than 15 years old) Light's (2004, 58,99) Study Findings	This Study's Findings
Less likely to make changes in their personnel system	No significant relationship with age at the 15 year cut off
More likely to engage in activities that build their influence	No significant relationship with age at the 15 year cut off
Less likely to make external contacts with those engaged in capacity building efforts	No significant relationship with age at the 15 year cut off
Only modestly more likely to use formal evaluation of capacity building efforts than older orgs	No significant relationship with age at the 15 year cut off
	Likely to engage in no internal systems management capacity building in past five years (X^2=5.454, p<.05)

In Chapter Four, when age was analyzed by increments other than just above or below fifteen years, it was found that organizational age category significantly accounted for differences in the types of capacity that had been performed within the past five years. (See Table 4.28 and 4.29.). The findings in Chapter Four and those presented in Tables 5.5 and 5.6 suggest that organizations have a life cycle. Additionally, these findings suggested that, even for organizations that routinely undertake improvements, different types of capacity building activities are applicable and appropriate to particular life

Table 5.6 Capacity Building Typical of Older Nonprofits (Older Than 15 Years): Light's and This Study's Findings Compared

Older Nonprofits (more than 15 years old) Light's (2004, 58, 59) Findings	Older Nonprofits (more than 15 years old) This Study's Findings
More likely to embrace mergers	No significant relationship with age at the 15 year cut off
More likely to re-organize	More likely to reorganize (X^2=10.393, p<.01)
More likely to engage in team building	More likely to created rainy day fund or reserve (X^2=4.54, p<.01)
More likely to engage in leadership development	More likely to do staff leadership development (X^2=5.456, p<.05)
More likely to make changes in personnel system	More likely to engage in succession planning (X^2=.9.47, p<.01)

Table 5.6 Capacity Building Typical of Older Nonprofits (Older Than 15 Years): Light's and This Study's Findings Compared (Continued)

Older Nonprofits (more than 15 years old) Light's (2004, 58, 59) Findings	Older Nonprofits (more than 15 years old) This Study's Findings
More likely to evaluate their organizations or programs	More likely to adopt new technology (X^2=10.775, p<.01)
More likely to delegate routine authority	More likely to train staff (X^2=4.266, p<.05)
Older, smaller (in budget size) orgs. less likely than younger orgs or larger orgs to focus on staff diversity or outcome measurement	More likely to measured outcomes (X^2=.5.384, p<.05)
Older, smaller orgs tend to have modest growth in budget and lower engagement in program evaluation and outcomes measurement	More likely to evaluate programs (X^2=4.66, p<.05)
More likely to engage external expertise than younger (3xs more likely) when engaging in capacity building efforts	No significant relationship with age at the 15 year cut off
Significantly more likely to use objective evidence to just success of capacity building efforts	No significant relationship with age at the 15 year cut off

stages, not to every stage. The results also suggested that when organizations reach a certain age range, predictable capacity building occurs, particularly for organizations that want to grow rather than decline.

More planning leads to more success and improvements

Other factors that with a significant relationship to capacity building success were the presence of planning, the performance of measurement or evaluation, and the presence of selected outside resources in nonprofit organizations (Light, 2004). Organizations that had engaged in extensive planning were more likely to rate their capacity building effort as more successful (Light, 2004, 100).   This study found the same relationships (overall success of capacity building effort [r =.252, p<.01], greater success in management improvement [r = -.252, p<.01], greater success in program

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impact [$r = -.263$, $p<.01$], greater success in overall organizational performance [$r = -.222$, $p<.01$], and greater success in improvement of leadership [$r = -.279$, $p<.000$]). (Note that negative relationships are due to direction of the response scales.) Organizations that demonstrated more planning also rated their capacity building efforts as more successful.

More planning lead to success which influenced future intentions

In this study, the extent of planning for a capacity building effort significantly correlated with the likelihood that a respondent would undertake a similar effort in the future. Organizations that conducted a fair amount and great deal of planning said they would likely perform a similar effort again and those that did not undertake much planning were significantly less inclined ($r = .147$, $p<.01$).

More planning changed the type of evaluation used to measure success

Light found that an organization's manner of measuring change was a significant indicator of their readiness to seek improvements and were higher performers. He concluded that organizations ready for real change were the ones who sought out objective evaluation (Light, 2004, 100). In this study, readiness for change was equated with the extent to which a nonprofit was able to adapt to changing environments (Connolly, 2006; Light, 2004; Sharken Simon & Donavan, 2001). In contrast, when a chi-square analysis was performed in this study between the amount of planning that respondents said they undertook and their methods of measuring change (using the same indicators as Light), there was no significant relationship found. These data were treated

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as nominal in this study. However, when the data were treated as ordinal, correlations confirmed Light's findings (that more planning was correlated with having conducted formal, objective evaluations [$r = .113$, $p < .05$] and have done objective evaluations [$r = .103$, $p < .05$].

In addition, when organizations that had conducted strategic planning in the past five years were correlated with respondents' methods of measuring success and the impact of their capacity building effort, a significant correlation was found. Those that had conducted strategic planning within the past five years were associated with respondents who measured outcomes and impacts of the capacity building effort by examining objective evidence ($X^2 = 4.890$, $p < .05$). There were no significant correlations with having completed their own assessments or having done a formal evaluation. Thus, this study did not find the same thing as Light did relative to the amount of planning and the type of evaluation used, but did find a significant association between those who did strategic planning, which normally requires gathering and use of more objective data. However, there was not an association with those that said they did strategic planning and those who had done formal evaluations. So Light's findings and conclusions (Light, 2004, 100-101) were not really supported by this study's findings.

Nonprofits need measurement capacities in order to provide evidence of both their needs and improvement which, in turn, can leverage the funding for further improvements. Having such capacity (the ability to measure change) is viewed by many scholars to be essential to the "scaffolding" of successful change (for example, Light,

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2004; TCCGroup, 2010; Adizes, 2009, 2005; Eades, 1997). This study showed that there were significant differences in how various organizations measured success and impact, and that the differences varied with age of the organization, size, extent of planning, and whether or not they had done strategic planning within the past five years. Older organizations (i.e. those 75 years and older) were associated significantly with measuring results and outcomes ($X^2 = 10.29$, $p<.01$) See Chapter Four, Table 4.29.), while younger were significantly associated with *not* conducting program evaluation (i.e. 20 years 1 month to 25 years old), organizational assessments (i.e. 1 month to five years old), or measuring outcomes and results (i.e. 1 month to five years old).

Many other comparisons between this study's findings and Light's could be made, but due to the length of such a discussion, those comparisons will be made in a subsequent report to be published by the National Development Institute. In summary, there were many areas in which this study found the same relationships as did Light and yet there were some major differences in findings. One of the primary conclusions about this comparison was that some major findings differed due to differences in the two samples and their economic environments.   Because Light's sample included nonprofits with budgets at or above $2 million, and none with budgets under $250,000, he appears to have captured a picture of capacity building among larger organizations (with larger budgets, numbers of paid staff, numbers of clients, etc.). When smaller sized nonprofits were included in a sample (as in the current study) it changed the findings. Additionally, there have been changes in the economic landscape that have occurred in the intervening years between the two studies.

The theory of planned behavior useful in assessing intention to build capacity

Using the Theory of Planned Behavior, to examine past and future intentions to build capacity, and determining past experience with capacity building, provided a fairly detailed, but complicated, picture of the attitudes, norms and control beliefs that motivate leaders to undertake certain capacity building efforts in the future. Using TPB as the framework allowed the researcher to determine a select few attitudinal, normative and control beliefs that best accounted for a nonprofit leader's intention to build capacity in the future. Many researchers' studies were reviewed that indicated that examining the antecedents to one's intention to engage in a particular behavior was a good predictor of actual behavior and a good predictor of the success that was likely to be experienced as well (Armitage & Conner, 2001).

Understanding the motivations that underlie a nonprofit leader's intention to act has many practical applications. Examining attitudinal, normative and control beliefs, combined with knowledge of a few influential modifying factors, could place foundation leaders in a position to determine more accurately whether or not to invest in a proposed capacity building effort with a given nonprofit. It would also help sector leaders guide nonprofit administrators to the most appropriate capacity building activities for their organization (which may not be what the administrators anticipate). For example, board development, team building, and leadership development capacity building efforts may be needed before an organization is ready to consider a major gifts fundraising campaign, despite an interest in raising more money. If the prerequisites are not established, their fund raising campaign may be far less successful.

Our empirical understanding of the logical sequence of capacity building in nonprofits is still rudimentary, at best, and deserving of further attention by researchers and practitioners alike. There is a need for experts in particular areas of capacity building to develop a sequentially organized list of capacity building activities that, if implemented sequentially, would maximize the success of subsequent capacity building efforts. (The prior example of fundraising is a case in point). Organizational frameworks that describe nonprofits at different life stages (for example Connolly, 2008, Sharken Simon & Donovan, 2001) come closest to providing such a list according to the most appropriate sequence. Sequential activities might also be categorized by types of capacity, so that theories offering sequential capacity building recommendations according capacity type can be posited and tested empirically in various organizational environments. Knowing what type of capacity building will be most beneficial and cost-effective is important because both the government and the private sector are spending considerable amounts of money on capacity building.

Not only can the types of questions used in this study be helpful to outside experts and sector leaders in evaluating their investment in building nonprofit capacity, the questions also may be useful to nonprofit leaders as a self-assessment tool. Organizations that have been involved in all different types of past capacity building are likely to be able to use the survey questions productively to determine future efforts and priorities. Some of the respondents to this study wrote to the researchers expressing plans to do so with their senior staff and board. Theoretically, when the attitude, normative, and control beliefs are rated positively by many different stakeholders in a nonprofit organization (i.e.

the staff, board, director, volunteers, donors, significant community stakeholders, and founders), then the necessary motivation will exist so that successful and effective capacity building will be implemented in the future. This study helped determine factors that shaped leaders' motivations and intentions to build capacity and that were related to their perceived success and greater impact.

Trust relationships significantly shaped attitudinal, normative and control beliefs

One of the modifiers to attitude, normative and control beliefs was the leaders' agreement that different trust relationships were present within their organization. Trust relationships proved to be significantly associated with several of the attitude, norm, and control belief measurements in the reduced final models that were created. These are summarized here. Specifically, when the respondent did not think organizational factors were made worse as a result of the past capacity building effort they discussed, the respondent also indicated that the director trusted board members, ($\beta = .380, p < .05$). However, when the respondent signified that less trust existed between the director and board members, they were more confident they could lead and manage the past effort ($\beta = -.224, p < .05$). When the respondent indicated that the board trusted staff, they were in less agreement that the past capacity building effort was easy ($\beta = .225, p < .05$). The data revealed a number of trust relationships that correlated significantly with various attitude, norm and behavioral control beliefs which, in turn, explained the variance in the antecedents to intentions to build capacity, both when reviewed retrospectively or when anticipated in the future. See Figures 4.2 and 4.3 for summaries of significant trust relationships in the final past and future intention models.

As there was an increase in number of years the respondents had served in their current capacity, an increase in their age, salary level, and the years they had worked in the nonprofit sector, they agreed more that certain trust relationships were present. (See Table 4.41.) However, the longer respondents anticipated staying in their current position, the less they agreed that trust relations were present. Respondents with higher education levels agreed less that volunteers trusted staff. Respondents in primary positions of leadership (e.g. President, Directors, CEOs) had lower degrees of agreement that trust relationships existed. There were significant differences in ratings of presence or absence of trust relationship among the various ethnicities or races involved in this study.

The two organizational characteristics that had the greatest number of significant associations with the leaders' perceptions of the presence or absence of trust relationships were the organization's age and the number of paid staff employed by the organization. (See Table 4.41.) As the organization's age and number of paid staff increased, respondents agreed less that trust relationships were present. Interestingly, as the number of volunteers increased, respondents agreed more that the director trusted volunteers, that the board trusted volunteers, that the staff trusted volunteers, and that the volunteers trusted staff. As board members increased in number, respondents agreed less that staff trusted staff, board members trusted board members, and volunteers trusted the director. As the number of clients increased, respondents agreed less that volunteers trusted the board.

Findings from this study demonstrate that as a nonprofit grows leaders'

understanding of the trust relationships that are present or absent change. (See Table

4.42.) Findings indicated that as growth in the numbers of staff, clients, donors,

volunteers, budget size, contracts and grants, and partnerships increased, there was less

agreement that specific trust relationships were present in the organization. Increased

size seems to strain or diminish trust relationships. This same conclusion has been

reached by Colquitt, Scott, & LePine (2007), among others.

Most of the trust measures had a significant association with respondents who

were founders or co-founders of an organization. (See Table 4.43.) When the respondent

was a founder and/or founders were still present in the organization in some capacity,

there was significantly more agreement that trust relationships were present, more so than

with respondents who were not founders and/or had no founders involved currently in the

organization in some capacity. Given the literature on founders' syndrome two

conclusions are possible. If founder's syndrome is present, then founder respondents

may believe that trust relationships are present when they are not. On the other hand,

founders who have appropriately learned to share and delegate authority and 'share the

stage' may have a positive effect on the culture of trust in the organization, which is

linked to greater success and impact. Certainly data showed a difference between

organizations that retained founders and organizations in which no founder was present.

In the future, further analysis of some of the data will conducted to explore the effects of

founders on a numerous dimensions of organizational life, including the nature and kind

of capacity building done, motivations to improve the organization, and ratings of effectiveness, success and impact.

Respondents were asked to indicate the scope of their mission (as local, national, or international). Respondents from local nonprofits agreed more that specific trust relationships were present than did national nonprofits. There were no significant relationships present between having an international scope of mission and the presence or absence of trust relationships.

Trust relationships also affected ratings on the presence or absence of effective board governance practices and the organizational effectiveness indicators. (See Table 4.44). When leaders rated their organization as effective on all six indicators used, they also said trust relationships were present. The board may play a major role in the trust climate of an organization. When the eleven board governance practices were present, leaders agreed that all the trust relationships were present in both directions.   It might be concluded that when the board is dysfunctional, it may filter down as a lack of trust, through the director to staff, volunteers and perhaps to the customers and community.

In Chapter Four, when describing the findings for future intentions, the researchers tried to show visually the kinds of significant correlations that existed among and between trust measures and between trust measures and other modifiers, as well as attitudes, norms and control beliefs. (See Figures 4.39 - 4.45.). These correlations revealed possible reasons for higher levels in the respondents' confidence that they are able to lead and manage capacity building efforts (particularly those who held senior

leadership positions). The correlations suggest that confidence may be present when leaders know other trust relationships are less solid. Perhaps a lower presence of trust relations gives the leader a sense of having more leverage to move others forward on their ideas and plans. Irrespective of the interpretation, all positive trust relations were not found to signal high intentions to build capacity; a result that was not expected. A great deal more work is needed to understand the dynamics of trust as a motivator to engage in capacity building.

Several trust relationships had significant betas in the final future capacity building model. (See Figure 4.10). Trust 17.1; 17.2, 17.3, 17.4, 17.5 and 17.12 explained part of the variance in Attitude 63, Norm 76.2, Behavioral Control 82.5 and 82.6. When the director trusted board members (Trust 17.5), attitude 63 scores were higher. When director was reported to trust the board chair (Trust 17.3), respondents were more confident they could lead and manage the effort (Behavioral Control 82.5). When the board trusted volunteers (Trust 17.12), respondents indicated they agreed that it was expected of them to conduct the future capacity building effort (Norm 76.2). When board members were said to trust other board members (Trust 17.2), respondents' confidence in their ability to lead and manage the effort was lower (Behavioral Control 82.5). When staff trusted staff (Trust 17.1), respondents indicated the decision to undertake the effort was within their control (Behavioral Control 82.6). There was a mix of positive and negative trust relationships that were significant in determining attitude, norm and behavioral control beliefs.

In addition, as Table 4.79 revealed, trust between the director, the board, the board chair, and the staff were associated with several of the TPB variables. Those who agreed that trust was present among staff members, board members, and the director indicated that accomplishing the planned future capacity building effort would likely be pleasant, that more of the twenty-two factors listed would probably improve as a result of carrying out the planned effort (Attitude 69), that the same factors were less likely to be made worse (Attitude 70). Those who agreed that trust was present among staff members, board members, and the director also confirmed their perception that more of the types of people listed with some association to the nonprofit were either neutral or thought that the respondent should perform the planned effort (suggesting a more positive climate of subjective norms) (Norm 79). Those with these same trust relationships indicated that they were likely to be able to alter, improve or adjust the eleven factors listed in Behavioral Control 83 question, and that less of seven factors listed in Behavioral Control 84 question were likely to be present (suggesting more positive control beliefs). Indeed, the trust relationship respondents said were present and/or absent presented a very complex picture of the interpersonal dynamics that act as motivators for engaging in capacity building efforts. Less agreement that trust exists was, in some cases, just as much of a motivator for engagement in capacity building as was fully present trust relationships. In fact, there was some evidence to suggest that directors indicating trust relationships were less present were associated with stronger intentions to build capacity. There was also evidence to suggest that trust was one of the things improved when leaders evaluated their past efforts.

Trust may be a separate construct from distrust

There was some evidence from this study that trust was a separate construct from distrust. More experienced leaders had significantly lower trust scores, but also involved more people in their efforts. More experienced leaders said that board and staff were capable of doing the effort (past and future) and rated their capacity building efforts more positively than did less experienced leaders and leaders who indicated fewer trust relationships were present. Experienced leaders implied that they have greater levels of what others define as trust, that they were willing to be vulnerable to the actions of other staff, board and volunteers based on the expectation that they will perform a particular action important to the leader, irrespective of the leader's ability to monitor or control them (Mayer, Davis & Schoorman, 1995, 217). Experienced leaders indicated they had positive expectations of others capabilities to do capacity building which echoes the findings of Lewicki & Bunker (1995). The data appear to support these conclusions made by other researchers (Mayer, Davis & Schoorman, 1995; Ellis & Shockley-Zalabac, 2001).

Trust has been defined as the optimistic expectation of the behaviors of others when one had to make a decision about how to act under conditions of vulnerability and dependence (Mayer, Davis, & Schoorman, 1995). Lewicki, McAllister & Bies (1998, 439) define trust as "confident positive expectations regarding another's conduct" and distrust as "confident negative expectations regarding another's conduct". To paraphrase, to have confident, positive expectations (trust) means that a person is likely to attribute good intentions to another person, and is willing to act based on their experience of the

other person's past behavior (Lewicki, McAllister, & Bies, 1998, 439). By the same token, to have confident, negative expectations (distrust) means that a person is likely to attribute sinister intentions to another, and that they want to protect themselves from the effects of another's conduct (Lewicki, McAllister, & Bies, 1998, 439). This study's data indicated that when trust relationships were said to be present, a nonprofit leader's confidence in the board and the staff 's ability to undertake the capacity building effort was also present. In terms of the Theory of Planned Behavior, trust relationships had an effect on behavior control beliefs.

The data also revealed that the presence of trust relationships fostered collaboration and organizational improvements. When trust relationships were present, leaders indicated capacity building was easier, more pleasant, more successful, and effective, at least by perception (Table 4.79). When trust relationships were present, more people were said to be involved in capacity building efforts. The author speculates that trust relationships allowed people to work with one another with more ease and pleasantness so that more people were asked or wanted to be involved in any given effort. These appeared to be the relationships and consequences of the presence of trust relationships within the organizations in this sample.

The presence of board governance practices effected attitudes, norms and control beliefs

The presence of board governance practices (as measured by eleven items from Gill, Flynn, & Reissing's [2005] quick check list) was another of the major modifiers

considered in this study. When evaluating a capacity building effort accomplished in the past, respondents who had served more years in their current position were less in agreement that their board demonstrated a clear understanding of the respective roles of the board and executive director or CEO. (See Table 4.32.) Those serving longer in their current capacity were more likely to feel that their board's capacity to govern effectively was impaired by conflicts between members. More highly educated respondents agreed less that their board members demonstrated a clear understanding of respective roles of the board and executive director or CEO, agreed less that the board members demonstrated commitment to the organizations mission and values, agreed less that board members complied with requirements outlined in key elements of the governance structure, agreed less that there was a productive working relationship between the board and executive and CEO, agreed less that the board used sound decision-making processes and had a lower board governance score in total.

Younger respondents agreed more that the board complied with governance structures, that the board's capacity to govern was not impaired by conflicts among its members, that there was a productive working relationship between the CEO and the board, that they were confident that the board could handle effectively any organizational crisis anticipated, that board meetings were well-managed, and that the board used sound decision-making processes.

In summary, as the respondents' age, years of experience and level of education increased, the less satisfied they were with their board.

Those planning to stay longer were in more agreement that the board governing practices were present. (See Table 4.32.) The anticipated length of the respondents' stay within the organization correlated with the presence or absence of the most number of board governance practices than did any other respondent characteristics. It may be that leaders simply tolerate less effective boards when they anticipate working with the organization longer, but may be more critical of the board when, aware that they will be departing, they need to board to perform appropriately and effectively.

Respondents who had worked in the nonprofit sector more years were less in agreement that 7 of the board practices were present in their organization and had lower total board governance scores. Respondents with higher salary levels also were less in agreement that 4 of the board practices were presents and had lower total board governance scores.

While the nature of the associations was not always clear, data indicated that those serving as CEO, President, or other primary leader in the organization agreed more that board members demonstrated a commitment to the organization's mission and values, were confident that the board would effectively manage any organizational crisis that could be reasonable anticipated, that board meetings were well managed and that the board used sound decision-making processes. This finding is similar to those found in previous studies (Brown & Robinson, 2011; Gill, Flynn & Reissing, 2005, Herman & Renz, 2008) in which board members, staff, and other stakeholders evaluated many organizational indicators differently from the director or primary leader.

Respondents who had worked previously in the CBO sector agreed less that the board had high credibility with key stakeholders and that board members complied with the legal governance structure in the organization. (See Table 4.33.) Those that had worked previously in the faith-based organization sector agreed that board members properly evaluated the CEO. Respondents from differing ethnicities and races varied significantly in their evaluations of whether or not the board complied with the legal governance structure. Caucasians agreed less that their board complied, while minorities agreed more. These findings raise the question of whether or not organizations are operating as indicated in their by-laws and whether or not board members, acting as fiduciary agents of the nonprofit, are actually compliant with their state's and federal nonprofit law. Unfortunately this finding supports Light's survey work (2000, 2002, 2004, 2006, 2008) that indicated that the public is not confident in how nonprofits do their work. Not only is the public confidence in question, it appears that many of the leaders involved in this study also did not have confidence in their board's compliance to legal requirements.

As the number of paid staff increased, leaders agreed less that the board complied with the legal governance structure of the organization. (See Table 4.34.) As the number of board members increased, leaders agreed less that the board had high credibility with key stakeholders, that board meetings were well-managed, or that the board used sound decision making processes. As board members increased, the overall governance score was lower (i.e. less agreement practices were perceived as present in the organization). As partnerships increased, leaders agreed less that the board was actively involved in

planning the direction and priorities of the organization, and were less in agreement that the board did a good job evaluating the performance of the CEO. As the number of contracts and grants increased it, leaders were in less agreement that the board did a good job evaluating the CEO's performance, and/or demonstrated a clear understanding of the respective roles of the board and CEO, and/or that the board had high credibility with key stakeholders.

Those organizations that had experienced growth rather than decline in number of programs, clients, staff, donors, and budget size were in more agreement that the board practices were present.

International (in scope) nonprofits had significantly higher agreement that the board was involved in setting priorities and directions. (See Table 4.36.) Local (in scope) nonprofits in general correlated with more agreement that the board practices were present. If founders were respondents or founders were still actively involved in some capacity within the organization, more board practices were said to be present.

The presence of board governance practices was also an indicator of the types of capacity building efforts that had been accomplished. (See Table 4.38.) When board governance practices were present, organizations had performed certain types of activities more than when leaders indicated less agreement that board practices were present. When board development had been done, leaders said that more board governance practices were present. The pattern of associations between the presence of board practices and the types of past capacity building efforts that had been completed

varied according to the specific activity that was undertaken as listed under each type of capacity building. Adding staff, conducting board development, and delegating responsibilities for routine decisions stood out as being associated with the presence of the most board practices.

There were significant correlations between most of the TPB variables and the respondents' total score concerning board governance practices. (See Table 4.58.) Higher scores were achieved when respondents' agreed more that the board governance practices were present. Governance practices influenced the attitude, norm and control beliefs that formed the strength of leaders' intention to do capacity building although some practices had a positive relationship with the TPB variables while others had negative relationships.

Several attitudes about past capacity building were associated with the presence or absence of board practices. (See Table 4.58.) When board governance practices were present, the capacity building effort was evaluated as more successful, easier, useful, pleasant to do, and more successful in improving management, programmatic impact, overall performance and leadership. When board governance practices were present, respondents showed significantly more agreement that twenty-two of the organizational factors listed had improved as a result of the capacity building effort. Respondents thought fewer of the factors listed were made worse by having conducted the effort. When board governance practices were perceived as present, respondents also agreed that eight key factors typically associated with success were important.

The presence of board governance practices was associated significantly with some of the normative beliefs about past capacity building. When board governance practices were present, respondents indicated that more types of people were involved in the effort and thought the respondent should perform the effort. When board governance practices were present, respondents felt that executive directors in similar-sized organizations also carried out capacity building efforts similar to the one they had completed.

The presence of board practices was associated with control beliefs. When they found that the board governance practices were present, respondents said that funds were more adequate for the capacity building effort, they had greater confidence in their ability to lead and manage the effort, reported that it would be easier, and thought that the decision to lead and manage the effort was within their control. They also indicated less negative factors would be present while they carried out the effort.

Board governance played a role in shaping attitudes, norms and control beliefs about past and future intentions to build capacity. There were indications that respondents' characteristics influenced whether or not they thought board practices were present. Growth of the organization's programs, clients, budgets, and donors was associated with the presence of board governance practices. Whether capacity building was perceived as successful (past) or likely to be successful (future) was also associated with the presence of effective board governance practices.

Potential future research possibilities

What further research in this field might prove fruitful? First, because this was a pilot study, (and the first the author has seen which uses the Theory of Planned Behavior to examine intentions related to nonprofit organizational capacity building), repeated or additional similar studies should be conducted for purposes of comparison of results and further validation of scales. Replicating this study using different populations of nonprofits and respondents may show whether intention matched with action, whether different types of respondents (board members, staff, volunteers, donors, senior administrators from other regions or cultures, for example) had divergent responses or motivators to capacity building. Repeating the study might show whether perceived behavioral control was an accurate reflection of actual behavioral control. The complex role of trust might also be further explored, as greater levels of trust within the director for the board (in past efforts), and greater trust between board members (in future planned efforts) were both found to have a negative relationship with the director's confidence to lead and manage (a factor that significantly explained the director's intention to build capacity). Future studies might add a direct, open-ended question to discover the factor that the respondent consciously believes most influences their intention to build capacity. A repeated study could also be shorter if it examined only past capacity by focusing on the capacity building effort which respondents of this study are currently planning for the future.

Second, while this study showed similar findings in some instances to Light's (2004) study, there were also major differences in findings. Further replications of his

survey (as accomplished within the current study) would be helpful to either support or reject the hypotheses made in this study and in Light's.

Third, indicated earlier in Chapter Five and in the conclusions, there is value in testing potential sequential patterns among the various kinds of activities found in the four types of capacity building to determine optimal sequences of capacity building. Qualitative research interviewing technical experts on various aspects of capacity building is likely to produce an outline of potential, sequential, developmental pathways leading most efficiently and effectively to organizational growth, health, and program and service impact. The hypotheses gleaned qualitatively could be tested using structural equation modeling. In addition, sequential pathways that lead to very specific capacity building efforts might also be discovered. Such sequences might reveal, for instance, what type of capacity and other characteristics need to be in place before a large fundraising campaign might be most successful. Public confidence in the nonprofit sector may be restored or garnered faster if organizations develop according to a capacity building roadmap of "best pathways" to success and impact.

Finally, this study revealed that different types of capacity were built depending on the age of the organization, suggesting a life-cycle sequence to capacity building. The data from this study, and future studies, might be used to empirically determine the types of capacity building that are optimal at each stage of organizational development. Such a study could be narrowed to follow the most effective sequence of behaviors for any particular type of capacity building at each stage. For example, all nonprofits need to

raise funds, but fundraising activities and other capacities required for fundraising may differ at each stage of development. Further research might clarify this issue.

The work of nonprofits is twofold. The primary leaders of nonprofits must diligently and continuously develop programs and services for the community within their scope, as well as develop the organization itself. Light's (2000, 2002, 2006, 2008) surveys of public confidence over the past decade indicated a lack of confidence in how nonprofits conducted their work. The public demonstrated confidence in the delivery of nonprofits services, but not in the ways in which they managed and ran their operations. The latest poll showed that the public confidence has declined not only toward nonprofit management, but concerning their delivery of services as well, even after over a decade of national policy aimed at civil society sector capacity development (Light, 2008).

Developing programs, services and a nonprofit organization requires considerable work, resources and expertise. Evidence from this study and Light's indicated that nonprofits which intentionally developed their organization produced growth in clients, donors, board members, paid staff, budgets, partnerships, volunteers, and contracts and grants. Organizations that engaged in capacity building grew, and those that did not were stagnant or declined. Reality requires nonprofit leaders to run two businesses - the business of organizational development and the business of service delivery. The ultimate goal of both is positive change in the community which will restore the public's confidence in what nonprofits do, and how they do it. Discovering the best path to reach that goal is vital.

APPENDICES

Appendix A

Definitions of Capacity Building

Definitions focused on processes or means	
Improved abilities	• Capacity building is any kind of action or process which improves abilities to perform activities or functions (Gibbon, Labonte, & Laverack, 2002, Yeatman, & Nove, 2002, Murray, & Dunn, 1995) • A process by which individuals, organizations, institutions and societies develop abilities (individually and collectively) to perform functions, solve problems and set and achieve objectives (Twigg, 2001) • Development work that strengthens the ability of communities and groups to build their structures, systems, people and skills (Skinner, 1997, 7)
Transforma-tional learning	• Capacity Development – A locally driven process of transformational learning by leaders, coalitions and other agents that leads to actions that support changes in institutional capacity areas—ownership, policy, and organizational—to advance development goals. (World Bank Institute, 2011)
Continual process of involvement	• Capacity building is a continual process of improvement within an individual, organization, or institution with the objective of maintaining or improving the health services being provided. (Lusthaus et. al., 1995)
Definitions focused on purposes or ends	
High quality services	• Capacity building helps organizations deliver high quality programs and services efficiently and adjust to both internal and external threats and opportunities (Blumenthal, 2001, 1) • Providing NGO staff with training to run their program effectively (INTRAC, 1998).
Skilled people	• Development work that strengthens the ability of people to build their organizations and skills so that they are better able to achieve their goals, manage their projects, and take part in partnerships (Educe, 2001) • Any activities which increase our partner's abilities to carry out or assist others to carry out efforts successfully to improve the lives of the poor," (INTRAC, 1998). • Capacity enhancement implies the enhancement of capabilities of people and institutions in a sustainable manner to improve their competence and problem solving capacities.(German Development Agency)

	• It is essentially an internal process, which may be enhanced or accelerated when an outside group/entity (e.g., donors or their cooperating agencies) assists the individual, organization, or institution to improve its functions or abilities, especially in terms of specific skills (Taschereau, 1998).
Successful management of affairs	• Capacity is understood as the ability of people, organizations and society as a whole to manage their affairs successfully. … 'Capacity development' is understood as the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time." (OECD, 2006)
Contextual awareness, and adaptability to changes in context	• A way of ensuring that an organization has a coherent frame of reference, a set of concepts which allows the organization to make sense of the world around it, to locate itself within that world and to make decisions in relation to it (Kaplan, 2000, 518) • Capacity building helps organizations deliver high quality programs and services efficiently and adjust to both internal and external threats and opportunities (Blumenthal, 2001, 1)
An approach to community development	• Capacity building is a form of community development. It is the means by which social and economic change can occur, disadvantaged groups can be empowered, social ties among individuals and groups developed, social capital built, civil society developed. (Eades, 2000, Fowler, 1997, Olowu, 2002) • Capacity development is a locally driven process of learning by leaders, coalitions and other agents of change that brings about changes in sociopolitical, policy-related, and organizational factors to enhance local ownership for and the effectiveness and efficiency of efforts to achieve a development goal. • A sound development program must be people-centered, with a focus on developing capacity, which means helping women, men and children in developing countries, their communities and institutions, to acquire the skills and resources needed to sustain their own social and economic progress. (Canadian International Development Agency [CIDA])
Empowered people	• Capacity building is about strengthening people's ability to carry out their own purposes and aspirations. • Strengthens disadvantaged groups (Hounslow, 2002, 2) • That which helps local people move from the status of objects manipulated by external forces and victims of social processes, to the status of subjects and active agents of change" (Albee & Reid, 1995) • Capacity building in this context will refer to the empowerment

	of whole communities, where all partners will learn to work together effectively to add value to their own activities. Without capacity building at all these levels, the concept of joined-up thinking and joined-up action will be meaningless. (London Regeneration Network, 2012) • Real capacity building involves giving groups the independence to manage resources. Not just training them in how to work on committees. Training is often helpful, but it is not sufficient in its own right." (Jupp, 2000:44)
Sustainable organizations	• Capacity building is about supporting organizations in such a way that they become more sustainable (Brown, & Kalegaonkar, 2002, Brown, & Moore, 2001, Franks, 1999, Kaplan, 2000)
Strengthened organizations	• Capacity building is organizational strengthening (activities to improve the capacity of implementing organizations) and institutional development (activities to strengthen the position of organizations in their society)" (INTRAC, 1998). • Capacity building is development work which strengthens the ability of community-based organizations and groups to build their structures, systems and skills. This enables them to better define and achieve their objectives and engage in consultation, planning and development and management. It also helps them to take an active and equal role in the partnerships with other organizations and agencies. Capacity building includes aspects of training, consultancy, organizational and personal development, mentoring and peer group support, organized in a planned manner and based on the principles of empowerment and equality." (Duncan and Thomas, 2000, 6)
Participation of people and groups in their own development	• Capacity building requires a participatory approach to governance (Howe, & Cleary, 2001)
The use of existing assets, and building of new assets	• Interventions which take into account and build upon existing capacities in a facilitator rather than paternalistic way and using participatory processes (Littlejohns and Thompson, 2001, 37)
Decentralized policy	• Interventions that are locally created in response to local issues (Hounslow, 2002, 3)

Development of civil society	• A learning approach that is holistic and flexible, strengths institutions as well as organizations, helps crystallize core values and visions, mobilizes local resources, builds and uses strong, creative local leadership, motivates people through the use of incentives, builds and strengths people's capabilities, uses expert volunteers, brings new perspectives to existing problems, recognizes multiple stakeholders are involved, seeks to build external relationships through coalitions, partnerships, networks, helps people develop strategic thinking, and analytical capacity, encourages strategic planning and reflective examination of present situations, encourages self-reliance and self-understandings, self-confidence, seeks organizational sustainability rooted in local ownership, transforms conflicting situations or builds peace among groups and individuals, encourages and demonstrates participation in public affairs and policy formation/revision, enhances government leaderships ability to support third sector organizations, enhances government and third sector leaders ability to exercise good governance (Sterland, 2008) • Capacity building is about building a strong, vital civil society and through it a democratic society and has the ultimate goal to achieve and sustain high performance in meeting the needs of a complex, rapidly changing society (Devita, Flemming, and Twombly, 2001.

Appendix B

Study Questionnaire

The survey upon which this dissertation is based is provided in this appendix. Table A.1 identifies the question numbers grouped according to the dissertation's conceptual model, the questions related to comparison with Light's (2004) study, and the questions related to the study requested by the National Development Institute in exchange for using their email mail database. The full analysis of the questions related to Light's study and NDI's requested study are not provided in this dissertation but will be done after the dissertation study.

Table B.1 Survey Questions Organized By Conceptual Model

	Survey Question		Survey Question
Modifiers		Modifiers	
Respondent Characteristics	1	Organizational Characteristics	3
	2		8
	4		9
	5		10
	6		11
	7		14
	86		
	87		
	88		
	89		
	90		
	91		
Board Governance	15	Trust Relationships	17
Organizational Effectiveness Indicators	16		

Table B.1 Survey Questions Organized By Conceptual Model (Continued)

	Survey Question		Survey Question
TPB Variables		**TPB Variables**	
Past Intention to Build Capacity		**Future Intention To Build Capacity**	
Intention	27	Intention	59
Attitudes	28	Attitudes	60
	29		61
	30		62
	31		63
	32		64
	40		65
	41		67
	42		68
	43		69
	44		70
Norms	45	Norms	76.1
	46		76.2
	47		76.3
	51		76.4
	52.1		79
	52.2		80
	52.3		81
Behavioral Control	37	Behavioral Control	74
	38		82.1
	53.1		82.2
	53.2		82.3
	53.3		82.4
	53.4		82.5
			82.6
			82.7
			83
			84
			85

Table B.1 Survey Questions Organized By Conceptual Model (Continued)

	Survey Question		Survey Question
Past CB	**Past CB**	**Future CB**	**Future CB**
Light (2004) Study Questions	12	**Light (2004) Study Questions**	57
	18		58
	19		64
	20		65
	21		66
	22		some of 67
	23		68
	24		69.19-.22
	25		70.19-22
	26		71
	32		72
	33		73
	34		75
	35		77
	36		78
	39		79 categories
	some of 40		83
	some of 41		84
	42		85
	43		
	45		
	47		
	48		
	49		
	50		
	55		
	56		
National Development Institute Question	13	plus analysis of fundraising related variables including	
		16.2, 20.4, 21.5, 21.6, 21.7, 40.12, 69.12, 70.12	

On the following pages is the entire set of questions in the survey published through

Survey Monkey.

Building Capacity to Improve Performance

This survey is to be completed by the executive director of the organization, if at all possible.

1. What is your current position or title? If more than one applies, choose the one that best describes your primary role.

1.1 Administrators/chief of staff/vice president
1.2 Chief executive officer/president
1.3 Chief financial officer/Treasurer
1.4 Executive director
1.5 Associate director
1.6 Member of board or member at large

2. How many years have you served in this capacity for your organization?
2.1 Less than five years
2.2 6-10 years
2.3 11-15 years
2.4 16-20 years
2.5 21 years or more

3. Do you work for a local, national, or international nonprofit organization?
3.1 Local nonprofit
3.2 National nonprofit
3.3 International nonprofit

4. What is the highest educational level you have achieved?
4.1 Some high school
4.2 High school degree
4.3 Some college
4.4 Associates degree
4.5 Bachelor's degree
4.6 Some graduate classes
4.7 Master's degree
4.8 Some postmaster's classes
4.9 PhD degree

5. What is your gender?
5.1 Female
5.2 Male

6. Please indicate your age.
6.1   20-25 years old
6.2   26-30
6.3   31-35
6.4   36-40
6.5   41-45
6.6   46-50
6.7   51-55
6.8   56-60
6.9   61-65
6.10   66-70
6.11   71 or +

7. Knowing the future is hard to predict, how much longer do you imagine that you will stay in your current position?
7.1   11+ years
7.2   6 to 10 years
7.3   5 years
7.4   3 to 4 years
7.5   1 to 2 years
7.6   less than 1 year

8. How old is the organization?
8.1   1 month to 5 years
8.2   5 years 1 month to 10 years
8.3   10 years 1 month to 15 years
8.4   15 years 1 month to 20 years
8.5   20 years 1 month to 25 years
8.6   25 years 1 month to 30 years
8.7   30 years 1 month to 35 years
8.8   35 years 1 month to 40 years
8.9   40 years 1 month to 50 years
8.10   50 years 1 month to 55 years
8.11   55 years 1 month to 75 years
8.12   75 years 1 month to 100 years
8.13   100 years plus

9. How many of each of the following does the organization have?
9.1   Paid staff (full- and part-time)
9.2   Volunteers
9.3   Board members
9.4   Clients/consumers/customers
9.5   Contracts/grants
9.6   Partnerships with other organizations

10. What was the organization's annual gross income for the last fiscal year? (Please use numbers: for example $25,000)

11. Please indicate how much growth there has been in the last 5 years for each of the following areas.
Scale: 5=Great deal of growth; 4=Some growth; 3= No significant change; 2=Some decline; 1=Great deal of decline
11. 1   Number of programs or services you offer
11.2   Number of clients or members you serve
11.3   Number of paid staff members you have
11.4   Number of donors you have
11.5   Size of your budget

12. Indicate how much you agree with the following statements.
Scale: 1= Strongly Disagree; 2= Disagree; 3= Somewhat disagree; 4=Neither disagree nor agree; 5=Somewhat Agree; 6=Agree; 7=Strongly agree
12.1   A nonprofit can be very well managed and still not achieve its program goals.
12.2   A nonprofit can be very effective in achieving its program goals but not be well managed.

13. Does you organization have any of the following things?
Scale: 1=yes; 2=no
13.1   A written MISSION STATEMENT (identifying why the organization exists and what it is in business to do)
13.2   A written VISION STATEMENT (identifying what outcomes are sought through the organization's work given the current state of affairs)
13.3   A written STRATEGIC PLAN (identifying mission, vision, benchmarks and outcomes sought, present circumstances, what costs are, when and what strategic actions are to be done, and who is in charge of what actions)
13.4   A written PUBLIC RELATIONS PLAN (identifying intentional strategy for publicizing work and impacts of organization to consumers, community leaders, donors, public)
13.5   A written FUND DEVELOPMENT PLAN (identifying a case for support, current and potential donors and funders, sources and amounts of revenue to be achieved, a plan for development of relationships with all funding sources, for securing funds from all sources, identification of who is in charge of each area of financial development, and the costs involved)
13.6   A written BUSINESS PLAN (identifying mission, vision, plans for management, program, finance, public relations, marketing, assessment and evaluation)

14. What kinds of services are offered to consumers? Check all the apply.
Coded 1=yes, 2=no
14.1 advocacy
14.2 afterschool programs
14.3 childcare
14.4 child activity programs/clubs
14.5 civic engagement education
14.6 counseling
14.7 computer education
14.8 entrepreneurship training
14.9 persons with disability care
14.10 elder daycare
14.11 emergency relief
14.12 family planning
14.13 food services
14.14 grant writing
14.15 health care
14.16 health testing
14.17 housing assistance
14.18 housing rehab
14.19 job placement
14.20 job counseling
14.21 lobbying
14.22 literacy services
14.23 mentoring
14.24 music programs/education
14.25 performing arts activities/education
14.26 recreational activities
14.27 religious instruction
14.28 short-term utility assistance
14.29 support groups
14.30 tutoring
14.31 vocational counseling
14.32 vocational rehab
14.33 youth programs
14.34 Other (please specify)

15. How much do you agree or disagree with the following statements about the board of
directors?
Scale: 1=Strongly Disagree; 2=Disagree Somewhat; 3=Disagree; 4=Neither disagree nor
agree; 5= Somewhat Agree; 6=Agree; 7=Strongly agree

15.1   The board is actively involved in planning the direction and priorities of the organization.
15.2   The board does a good job of evaluating the performance of the ED/CEO (measuring results against objectives)
15.3   Board members demonstrate a clear understanding of the respective roles of the board and ED/CEO.
15.4   The board has high credibility with key stakeholders (e.g. funders, donors, consumers, collateral organizations or professionals, community, staff).
15.5   Board members demonstrate commitment to this organization's mission and values.
15.6   Board members comply with requirements outlined in key elements of the governance structure (bylaws, policies, code of conduct, conflict of interest, traditional/cultural norms, etc.)
15.7   The board's capacity to govern effectively is not impaired by conflicts between members.
15.8   There is a productive working relationship between the board and the ED/CEO (characterized by good communication and mutual respect).
15.9   I am confident that this board would effectively manage any organizational crisis that could be reasonably anticipated.
15.10   Board meetings are well managed.
15.11 The board uses sound decision making processes (focused on board responsibilities, factual information, efficient use of time, items not frequently revisited, effective implementation).

16. How much do you agree or disagree with each of the following statements about the organization?
Scale: 1=Strongly Disagree; 2=Disagree Somewhat; 3=Disagree; 4=Neither disagree nor agree; 5= Somewhat Agree; 6=Agree; 7=Strongly agree
16.1   This organization's orientation for board members adequately prepares them to fulfill their governance responsibilities.
16.2   This organization is financially sound (i.e. viable and stable).
16.3   This organization's resources are used efficiently (good value for money spent).
16.4   This organization has a good balance between organizational stability and innovation.
16.5   This organization handles effectively internal changes by adapting its processes, structures and/or staff roles/responsibilities.
16.6   This organization handles effectively external changes by adapting its internal processes or structures and its external relations with key stakeholders.

17. How much do you agree or disagree with each of the following statements?
Scale: 1=Strongly Disagree; 2=Disagree Somewhat; 3=Disagree; 4=Neither disagree nor agree; 5= Somewhat Agree; 6=Agree; 7=Strongly agree
    17.1   Staff members trust each other.
    17.2   Board members trust each other.

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17.3   The director trusts the board chair.
17.4   The board chair trusts the director.
17.5   The director trusts the board members.
17.6   The board members trust the director.
17.7   The board members trust the staff.
17.8   The staff trusts the board members.
17.9   Staff members trust the director.
17.10   The director trusts the staff.
17.11   The director trust volunteers.
17.12   The board trust volunteers.
17.13   The staff trust the volunteers.
17.14   The volunteers trust staff.
17.15   Volunteers trust director.
17.16   Volunteers trust board.

18. "Organizational capacity building" means different things to different people. What
    does organizational capacity building mean to you?

19. Thinking back over the past 5 years, which of the following, if any, has the
organization done to improve its impact? Check all that apply.
Coding: 1=yes; 2=no
19.1   Improved its EXTERNAL RELATIONS through collaboration, mergers, strategic
planning, fundraising, media relations
19.2   Improved its INTERNAL STRUCTURE through reorganization, team building,
adding staff, enhancing diversity, creating a rainy day fund or reserve, creating a fund for
new ideas
19.3   Improved its LEADERSHIP through board development, leadership development
succession planning, a change in leadership, greater delegation of responsibility for
routine decisions
19.4   Improved its INTERNAL MANAGEMENT SYSTEMS through new information
technology, budget and accounting systems, changes in your personnel systems, staff
training, evaluation, organizational assessment, outcomes/results measurement
19.5   None of the above (go to question # 24)

20. Within the past 5 years, which of the following methods for improving external
    relationships did you use? Check all that apply.
    Coding: 1=yes; 2=no
20.1   Collaboration
20.2   Mergers
20.3   Strategic planning
20.4   Fundraising
20.5   Media relations
20.6   Did not improve external relations

21. Within the past 5 years, which of the following methods did you use to improve the organization's internal structure? Check all that apply.
Coding: 1=yes; 2=no
21.1   Reorganization
21.2   Team building
21.3   Added staff
21.4   Recruited more diverse staff
21.5   Created a rainy day fund or reserve
21.6   Created a fund for new ideas
21.7   Created a financial development plan
21.8   Did not improve internal structure

22. Within the past 5 years, which of the following methods did you use to improve leadership within the organization?
Coding: 1=yes; 2=no
22.1   Board Development
22.2   Staff Leadership development
22.3   Succession planning
22.4   Changed leadership
22.5   Improved delegation of responsibility for routine decisions
22.6   Did not improve leadership

23. Within the past 5 years, which of the following methods did you use to improve your internal management systems? Check all that apply.
Coding: 1=yes; 2=no
23.1   Adopted new information technology
23.2   Improve accounting system
23.3   Made changes to personnel system
23.4   Trained staff
23.5   Evaluated programs
23.6   Did an organizational assessment
23.7   Measured outcomes/results
23.8   Did not improve internal management systems

24. For the next few questions, think of ONE organizational capacity building effort you know best that the organization has made within the past five years to improve its performance. This could be an effort that was very successful or one that was not too successful. Answer all questions with this one effort in mind.

Please give a brief description of this effort to improve the organization's performance. (write in) coded: 1=external relations; 2= internal structure; 3=leadership; 4=internal management

25. Is the organization still working on this particular effort or has the organization completed it?
25.1 Still working on this effort
25.2 Completed the effort

26. To date, how many months did the organization work on this effort?
26.1 Six months or less
26.2 Seven months to less than a year
26.3 One year
26.4 More than a year to 2 years
26.5 More than 2 years

27. How much do you agree or disagree with each of the following statements?
Scale: 1=Strongly Disagree; 2=Disagree Somewhat; 3=Disagree; 4=Neither disagree nor agree; 5= Somewhat Agree; 6=Agree; 7=Strongly agree
27.1 I expected we would have to do this capacity building effort.
27.2 I wanted to do this capacity building effort.
27.3 I intended to do this capacity building effort.

28. How successful do you think this effort was?
Scale: 1=Very unsuccessful; 2=Unsuccessful; 3=Somewhat unsuccessful; 4=Some parts successful, some unsuccessful; 5=Somewhat Successful; 6= Successful; 7= Very Successful

29. How easy was this effort to accomplish?
Scale: 1=Very Hard; 2= Hard; 3=Somewhat Hard; 4=Some parts hard; some easy; 5= Somewhat Easy; 6= Easy; 7=Very Easy

30. Was the effort a useful or worthless thing to spend time and resources on?
Scale: 1=Totally Worthless; 2=Worthless; 3=Somewhat worthless; 4=Some parts Worthless, some useful; 5=Somewhat useful; 6=Useful; 7=Very Useful

31. Was the effort a pleasant or unpleasant experience?
Scale: 1=Very unpleasant; 2= Unpleasant; 3=Somewhat Unpleasant; 4=Some parts pleasant; some unpleasant; 5=Somewhat pleasant; 6=Pleasant; 7=Very pleasant

32. How successful was the effort in improving the following areas of the organization?
Scale: 1=Completely Unsuccessful; 2=Mostly Unsuccessful; 3=Somewhat Unsuccessful;
4=Neither successful, nor unsuccessful; 5=Somewhat Successful; 6=Mostly Successful;
7=Completely Successful
32.1   Management
32.2   Programmatic impact
32.3   Overall performance
32.4   Leadership

33. What prompted you to undertake this effort? Check all that apply.
33.1   A crisis or shock to the organization
33.2   Increasing demand for services
33.3   Pressure from clients or other stakeholders
33.4   A particular problem within the organization
33.5   Availability of funding to work on organizational development
33.6   Ideas or concerns expressed by the board
33.7   Ideas or concerns expressed by the staff
33.8   Publication or discussions with professional colleagues
33.9   Other, please specify

34. In your opinion, how much planning did the organization do before it began this
    effort?
34.1   Great deal of planning
34.2   Fair amount of planning
34.3   Not too much planning
34.4   Nearly no planning

35. Roughly how much did this effort cost? If possible, please include indirect and in-
    kind costs as well as direct expenses in your estimate.
35.1   Nothing
35.2 $5,000 or less
35.3 $5,001 to $10,000
35.4 $10,001 to $25,000
35.5 $25,001 to $50,000
35.6   More than $50,001

36. Did you have outside funding to cover this effort?
36.1   Yes
36.2   No

37. How much did the external funding cover the expenses associated with this effort?
1=None; 2= Only a little; 3= Some; 4= Most; 5=All

38 How adequate were the financial resources designated for the capacity building
     effort?
Scale: 1=Very Inadequate; 2=Inadequate; 3=Somewhat Inadequate; 4=Somewhat
Adequate; 5=Adequate; 6=Very Adequate

39. Which of the following resources were used to accomplish this effort and how helpful
     were they? Check all that apply. (note this scale was faulty. It should be divided into
     two scales (i.e. uses/not used; and items 3-5 helpful ratings)
Scale: 1=Used; 2=Not Used; 3= Not at all helpful 4= Not too helpful; 5=Somewhat
helpful; 6= Helpful
39.1   Consultants hired for the effort
39.2   Web based resources
39.3   Books, manuals, or other written materials
39.4   Training provided through conference or workshops
39.5   Advice from professional colleagues
39.6   Technical assistance provided by a management support center
39.7   Technical assistance provided by faculty from nearby university
39.8   Other resources used? (please specify)

40. How much do you agree or disagree with each of the following statements?
     Doing this capacity building effort IMPROVED the following things...
Scale: 1=Strongly Disagree; 2=Disagree Somewhat; 3=Disagree; 4=Neither disagree nor
agree; 5= Somewhat Agree; 6=Agree; 7=Strongly agree
40.1   organization's performance
40.2   innovativeness of organization
40.3   programs/services
40.4   public relations
40.5   leadership
40.6   staff relations
40.7   staff abilities
40.8   staff morale
40.9   management morale
40.10   trust relationships
40.11   number of consumers
40.12   funding
40.13   resource use effectiveness
40.14   management focus
40.15   customer outcomes
40.16   decision making processes
40.17   accountability among management and staff
40.18   efficiency
40.19   organization's effectiveness
40.20   program/service effectiveness
40.21   productivity

40.22   other things improved? (please specify)

41. How much do you agree or disagree with the following?
Doing this capacity building effort made the following things WORSE . . .
Scale: 7=Strongly Disagree; 6=Disagree Somewhat; 5=Disagree; 4=Neither disagree nor
agree; 3= Somewhat Agree; 2=Agree; 1=Strongly agree
41.1   organization's performance
41.2   innovativeness of organization
41.3   programs/services
41.4   public relations
41.5   leadership
41.6   staff relations
41.7   staff abilities
41.8   staff morale
41.9   management morale
41.10   trust relationships
41.11   number of consumers
41.12   funding
41.13   resource use effectiveness
41.14   management focus
41.15   customer satisfaction
41.16   customer outcomes
41.17   decision making processes
41.18   accountability among management and staff
41.19   efficiency
41.20   organization's effectiveness
41.21   program/service effectiveness
41.22   productivity
41.23 Other things made worse? (please specify)

42. From your perspective, how important were each of the following things to the
     SUCCESS of the effort?
Scale: 1=Not important at all; 2=Unimportant; 3=Somewhat unimportant; 4=Neither
Unimportant nor Important; 5=Somewhat Important; 6=Important; 6=Very Important
42.1   Board leadership
42.2   Time to devote to the effort
42.3   Financial resources to devote to the effort
42.4   Consultants
42.5   Staff commitment
42.6   Staff competency
42.7   Community support
42.8   Events beyond your control
42.9   Other things important to success? (please specify)

43. From your perspective, how important were each of the following things to the LACK OF SUCCESS of the effort?
Scale: 7=Not important at all; 6=Unimportant; 5=Somewhat unimportant; 4=Neither Unimportant nor Important; 3=Somewhat Important; 2=Important; 1=Very Important
43.1   Board leadership
43.2   Time to devote to the effort
43.3   Financial resources to devote to the effort
43.4   Consultants
43.5   Staff commitment
43.6   Staff competence
43.7   Community support
43.8   Events beyond your control
43.9   Other things important to lack of success? (please specify)

41. How likely would you be to engage in another SIMILAR EFFORT to improve the performance of the organization in the future?
Scale: 1=Very unlikely; 2= Unlikely; 3=Somewhat unlikely; 4=Neither Unlikely nor Likely; 5=Somewhat Likely; 6=Likely; 7=Very Likely

45. How much were each of the following people involved in the effort?
Scale: 1=Not at all; 2= Not too much; 3=Fair amount; 4= Great Deal
45.1   Board members
45.2   Board chair
45.3   Executive Director
45.4   Senior Staff
45.5   Mid management staff
45.6   Front line workers
45.7   Volunteers
45.8   Clients/customers
45.9   Donor
45.10 Business leader
45.11 Gov. leader(s)
45.12 Nonprofit sector leader(s)
45.13 Funder(s)
45.14 Consultant(s)

46. Which of the following people said you should or should not engage in this capacity building effort? If not applicable or you have no opinion, mark 'neither'.
Scale: 1=Strongly said I SHOULD NOT do this effort; 2=Said I should NOT do this effort; 3=Somewhat said I should NOT do this effort; 4=Neither; 5= Somewhat said I should do effort; 6=Said I should do effort; 7=Strongly said I SHOULD DO this effort
46.1   Board member
46.2   Board chair
46.3   Executive Director

46.4   Senior Staff
46.5   Mid management staff
46.6   Front line workers
46.7   Volunteers
46.8   Clients/customers
46.9   Donor
46.10 Business leader
46.11 Gov. leader
46.12 Nonprofit sector leader
46.13 Funder
46.14 Consultant
46.15 Other (please specify

47. How important to you was what each of the following types of individuals said about
    making the changes required by this effort?
Scale: 1=Not important at all; 2=Unimportant; 3=Somewhat unimportant; 4=Neither
Unimportant nor Important; 5=Somewhat Important; 6= Important; 7=Very Important
47.1   Board member
47.2   Board chair
47.3   Executive Director
47.4   Senior Staff
47.5   Mid management staff
47.6   Front line workers
47.7   Volunteers
47.8   Clients/customers
47.9   Donor
47.10 Business leader
47.11 Gov. leader
47.12 Nonprofit sector leader
47.13 Funder
47.14 Consultant
47.15 Other Executive Directors

48. Who would you say was the strongest advocate, or champion, of the effort?
    (forced choice of one person)
48.1   Board chair
48.2   Board member
48.3   Executive director
48.4   Senior staff member
48.5   Unit or department
48.6   Staff committee
48.7   Volunteer
48.8   Staff as a whole
48.9   Person of wealth

48.10 Community leader

48.11 Funder

49. Earlier you indicated how successful you thought this effort was on the organization's overall performance. What did you base your assessment on? (check all that apply.)

49.1 Formal evaluation

49.2 Your own assessment

49.3 Objective evidence

50. How strongly do you agree or disagree with each of the following statements about the lessons learned?
The work we did to build our organization's performance through this capacity building
effort . . .

coding: 1=strongly disagree; 2=disagree; 3=somewhat disagree; 4=neither; 5=somewhat agree; 6=agree; 7=strongly agree

50.1 Showed us that change is harder to achieve than we expected.

50.2 Showed us the areas we needed to improve and the areas where we're doing well.

50.3 Showed us that it is very hard to find good consultants.

50.4 Gave us a clearer sense of direction and priorities than we had before.

50.5 Was very stressful for our staff.

50.6 Has led to long lasting improvements in the organization.

50.7 Other lessons learned from engaging in this kind of improvement effort?(please specify)

51. Do you agree or disagree with the following statement?
scale: 1=strongly disagree; 2=disagree; 3=somewhat disagree; 4=neither; 5=somewhat agree; 6=agree; 7=strongly agree
"Executive Directors in similar sized nonprofits tend to do this kind of capacity building effort."

52. Do you agree or disagree with the following statements?
Scale: 1=strongly disagree; 2=disagree; 3=somewhat disagree; 4=neither; 5=somewhat agree; 6=agree; 7=strongly agree

52.1 It was expected of me that I should do this capacity building effort

52.2 I felt under social pressure to do this capacity building effort

52.3 People who were important to me wanted me to do this capacity building effort

53. How much do you agree or disagree with the following statements?
(note: in future, take out the 53.2 as it is an attitude item within a behavioral control measurement)
Scale: 1=strongly disagree; 2=disagree; 3=somewhat disagree; 4=neither; 5=somewhat agree; 6=agree; 7=strongly agree

53.1   I was confident that I could lead and manage this capacity building effort.
53.2   It was easy for me to lead and manage this effort.
53.3   The decision to lead and manage this capacity building effort was beyond my control.
53.4   Whether or not I did the capacity building effort was entirely up to me.

54. Certain circumstances that happen during a capacity building effort are beyond our control. Which of the following were present or absent from your capacity building effort?

Scale: 7=Totally absent from our situation; 6=Absent; 5=Somewhat absent; 4=Neither absent nor present; 3=Somewhat present; 2=Present; 1=Totally present in our situation
54.1   Staff were resistant to the changes required
54.2   Customers were resistant to the changes made
54.3   Donors did not like the changes made
54.4   Funders did not like the changes made
54.5   Employees and volunteers lacked the ability needed to make the change
54.6   Our board did not support our efforts to make the changes required
54.7   I felt that the change was not really needed
54.8   I felt that the change was not structurally appropriate to support services
54.9   We lacked management systems needed to make the change
54.10 We lacked proper levels of funding to make the change
54.11 We didn't have enough time to devote to making the changes needed
54.12 We lacked having technical expertise available to counsel us in our change efforts
54.13 Other nonprofits similar to ours were threatened by our efforts and attempted to work against our success
54.14 Other circumstances beyond your control? (please specify)

55. How much did productivity increase due to this effort? (just your best guess)
55.1   Less than 10%
55.2   11%20%
55.3   21%30%
55.4   31%40%
55.5   41%50%
55.6   more than 50%

56. How much did efficiency increase due to this effort? (just your best guess)
56.1   Less than 10%
56.2   11%20%
56.3   21%30%
56.4   31%40%
56.5   41%50%
56.6   More than 50%

57. All remaining questions deal with one FUTURE CAPACITY BUILDING EFFORT the organization plans to do. Answer all questions with the same future effort in mind. What area of capacity building do you plan to do next?

57.1   Will Improve our EXTERNAL RELATIONS through collaboration, mergers, strategic planning, fundraising, media relations, or related efforts

57.2   Will Improve our INTERNAL STRUCTURE through reorganization, team building, adding staff, enhancing diversity, creating a rainy day fund or reserve, creating a fund for new ideas, or related effort

57.3   Will Improve our LEADERSHIP through board development, leadership development succession planning, a change in leadership, greater delegation of responsibility for routine decisions, or related effort

57.4   Will Improve our INTERNAL MANAGEMENT SYSTEMS through new information technology, budget and accounting systems, changes in your personnel systems, staff training, evaluation, organizational assessment, outcomes/results measurement, or related effort.

57.5   We don't currently plan to engage in any future capacity building effort. (go to question # 85)

Please indicate briefly exactly what future effort your organization plans to do. (write in)

58. How many months do you anticipate it will take to accomplish this future capacity building effort?

58.1   Six months or less

58.2   Seven months to less than a year

58.3   One year

58.4   More than a year to 2 years

58.5   More than 2 years

59. How much you agree or disagree with each of the following statements?
    (in future suggest the three statements be is spread out rather than grouped into one question)

Scale: 1=strongly disagree; 2=disagree; 3=somewhat disagree; 4=neither; 5=somewhat agree; 6=agree; 7=strongly agree

59.1 I expect we will have to do this future capacity building effort.

59.2 I want to do this future capacity building effort.

59.3 I intend to do this future capacity building effort

60. How easy or hard do you think this next effort will be to do?

1=Very Hard; 2= Hard; 3= Somewhat Hard; 4=Some parts hard; some easy; 5=Somewhat Easy; 6= Easy; 7=Very Easy

61. How successful do you think this future capacity building effort is likely to be?

1=Very unsuccessful; 2=Unsuccessful; 3=Somewhat Unsuccessful; 4=Some parts successful; some unsuccessful; 5=Somewhat Successful; 6=Successful; 7=Very Successful

62. Do you think that this next effort will be pleasant or unpleasant to do?
1=Very Unpleasant; 2= Unpleasant; 3=Somewhat Unpleasant; 4=Some parts unpleasant; some pleasant; 5=Somewhat Pleasant; 6=Pleasant; 7=Very pleasant

63. Do you think doing this next effort is a good or bad idea?
1=Very bad idea; 2=Bad idea; 3= Somewhat a
bad idea; 4= Some parts good idea; some bad; 5=Somewhat a good idea; 6=Good idea;
7=Very Good idea

Why (write in)

64. How likely is it that each of the following will be improved if you do this next effort?
Scale: 1=Very Unlikely; 2= Unlikely; 3=Somewhat Unlikely; 4=Neither Unlikely nor
Likely; 5=Somewhat Likely; 6=Likely; 7=Very Likely
64.1 management
64.2 leadership
64.3 programmatic impact
64.4 overall performance

65. How desirable is it that each of the following is improved through the future capacity
    building effort?
Scale: 1=Very undesirable; 2=Undesirable; 3=Somewhat desirable; 4=Neitherundesirable
nor desirable; 5=Somewhat desirable; 6=Desirable; 7=Very desirable
65.1 management
65.2 leadership
65.3 programmatic impact
65.4 overall performance

66. What is prompting you to undertake this future capacity building effort? Check all
that apply.
Coded: 1=yes, 2=no
66.1 A crisis or shock to the organization
66.2 Increasing demand for services
66.3 Pressure from clients or other stakeholders
66.4 A particular problem within the organization
66.5 Availability of funding to work on organizational development
66.6 Ideas or concerns expressed by the board
66.7 Ideas or concerns expressed by the staff
66.8 Publication or discussions with professional colleagues
66.9 Other (please specify)

67. How important do you think each of the following will be in making this future
    capacity building effort a SUCCESS in improving organizational performance?

Scale: 1=Not important at all; 2=Unimportant; 3=Somewhat unimportant; 4=Neither Unimportant nor Important; 5=Somewhat Important; 6=Important; 7=Very Important

67.1   Board leadership
67.2   Time to devote to the effort
67.3   Financial resources to devote to the effort
67.4   Consultants
67.5   Staff commitment
67.6   Staff competency
67.7   Community support
67.8   Events beyond your control
67.9   Other things important to success? (please specify)

68. How important do you think each of the following may be to the potential LACK OF SUCCESS of the effort to improve organizational performance?
Scale: 7=Very Unimportant to Lack of success; 6=Unimportant; 5=Somewhat unimportant; 4=Neither Unimportant nor Important; 3=Somewhat Important; 2=Important; 1=Very Important to Lack of Success

68.1   Board leadership
68.2   Time to devote to the effort
68.3   Financial resources to devote to the effort
68.4   Consultants
68.5   Staff commitment
68.6   Staff competence
68.7   Community support
68.8   Events beyond your control
68.9   Other things important to lack of success? (please specify)

69. How likely is each of the following statements?
    I feel that doing this future capacity building effort would likely IMPROVE ...
Scale: 1=Very Unlikely; 2=Unlikely; 3=Somewhat Unlikely; 4=Neither Unlikely nor Likely; 5=Somewhat Likely; 6=Likely; 7=Very Likely

69.1   the organization's performance
69.2   innovativeness of organization
69.3   programs/services
69.4   public relations
69.5   leadership
69.6   staff relations
69.7   staff abilities
69.8   staff morale
69.9   management morale
69.10 trust relationships
69.11 number of consumers
69.12 funding

69.13 resource use effectiveness

69.14 management focus

69.15 customer satisfaction

69.16 customer outcomes

69.17 decision making processes

69.18 accountability among management and staff

69.19 efficiency

69.20 organization's effectiveness

69.21 program/service effectiveness

69.22 productivity

69.23 Other areas of improvement likely? (please specify)

70. I personally feel that doing this future capacity building effort will likely make the following things WORSE...

Scale: 7=Very Unlikely to Make Worse; 6=Unlikely; 5=Somewhat Unlikely; 4=Neither Unlikely nor Likely; 3=Somewhat Likely to make worse; 2=Likely to make worse; 1=Very Likely Make Worse

70.1 the organization's performance

70.2 innovativeness of organization

70.3 programs/services

70.4 public relations

70.5 leadership

70.6 staff relations

70.7 staff abilities

70.8 staff morale

70.9 management morale

70.10 trust relationships

70.11 number of consumers

70.12 funding

70.13 resource use effectiveness

70.14 management focus

70.15 customer satisfaction

70.16 customer outcomes

70.17 decision making processes

70.18 accountability among management and staff

70.19 efficiency

70.20 organization's effectiveness

70.21 program/service effectiveness

70.22 productivity

70.23 Other areas likely to be negatively affected?(please specify)

71. In your opinion, how much planning should the organization do before it begins this future capacity building effort?

71.1 Great deal of planning

71.2   Fair amount of planning
71.3   Not too much planning
71.4   Nearly no planning

72. Roughly how much do you think this future effort will cost? Include indirect and in-kind costs as well as direct expenses in your estimate.
72.1   Nothing
72.2 $5,000 or less
72.3 $5,001 to $10,000
72.4 $10,001 to $25,000
72.5 $25,001 to $50,000
72.6   More than $50,001

73. Do you anticipate securing outside funding to cover this future effort?
73.1   Yes
73.2   No
73.3   Maybe

74. How adequate are the financial resources designated to support this future capacity building effort?
1=Very Inadequate; 2= Inadequate; 3=Somewhat Inadequate; 4=Neither inadequate nor adequate; 5=Somewhat adequate; 6=Adequate; 7=Very adequate

75. Do you anticipate using any of the following resources in this future effort? Check all that apply.
75.1   Consultants hired for the effort
75.2   Web based resources
75.3   Books, manuals, or other written materials
75.4   Training provided through conference or workshops
75.5   Advice from professional colleagues
75.6   Technical assistance provided by a management support center
75.7   Technical assistance provided by faculty from nearby university
75.8   Other resources you're likely to use? (please specify)

76. Do you agree or disagree with the following statements?
Scale: 1=Strongly Disagree; 2=Disagree; 3=Somewhat disagree; 4=Neither disagree nor agree; 5=Somewhat agree; 6=Agree; 7=Strongly agree

76.1   People who are important to me would approve of me doing this next capacity building effort.
76.2   It will be expected of me that I should do this capacity building effort.
76.3   I feel under social pressure to do this capacity building effort.
76.4   People who are important to me want me to do this capacity building effort.

77. Who would you say will be the strongest advocate, or champion, of the effort? (forced to choose one person)
77.1   Board chair
77.2   Board member
77.3   Executive director
77.4   Senior staff member
77.5   Unit or department
77.6   Staff committee
77.7   Volunteer
77.8   Staff as a whole
77.9   Person of wealth
77.10 Community leader
77.11 Funder
77.12 Consumer
77.13 Other (please specify)

78. How do you plan to evaluate the success of this future effort to build capacity? (check all that apply)
78.1   Formal evaluation
78.2   Your own assessment
78.3   Objective evidence

79. Which of the following people think you should or should not engage in this future effort?
1=Strongly Thinks I SHOULD NOT do this effort; 2=Thinks I should NOT do effort; 3=Somewhat thinks I should not do effort; 4=Neither; 5=Somewhat thinks SHOULD Do effort; 6=Thinks I SHOULD DO this effort; 7=Strongly Thinks I SHOULD DO this effort
79.1   Board member
79.2   Board chair
79.3   Executive Director
79.4   Senior Staff
79.5   Mid management staff
79.6   Frontline workers
79.7   Volunteers
79.8   Clients/customers
79.9   Donor
79.10   Business leader
79.11 Gov. leader
79.12 Nonprofit sector leader
79.13 Funder
79.14 Consultant
79.15 Other (please specify)

80. How important will each of the following people be in influencing your intention to do this future effort?

1=Not important at all; 2=Unimportant; 3=Somewhat unimportant; 4=Neither Unimportant nor; Important; 5=Somewhat Important; 6=Important; 7=Very Important

80.1   Board member
80.2   Board chair
80.3   Executive Director
80.4   Senior Staff
80.5   Mid management staff
80.6   Front line workers
80.7   Volunteers
80.8   Clients/customers
80.9   Donor
80.10   Business leader
80.11   Gov. leader
80.12   Nonprofit sector leader
80.13   Funder
80.14   Consultant
80.15Other? (please specify)

81. Do you agree or disagree with the following statement?
1=Strongly Disagree; 2=Disagree; 3=Somewhat Disagree; 4= Neither disagree nor agree; 5=Somewhat Agree; 6=Agree; 7=Strongly agree
"Executive Directors in nonprofits of similar size as ours are likely to do this capacity building effort."

82. How much do you agree or disagree with the following statements?
     Note: in future, leave out item 82.2
1=strongly Disagree; 2=Disagree; 3=Somewhat Disagree; 4=Neither disagree nor agree; 5=Somewhat Agree; 6=Agree; 7=Strongly Agree
82.1   I am capable of doing the effort we are thinking about doing next.
82.2   It will be easy for me to lead and manage this future effort.
82.3   Other staff members are capable of doing what is required for this effort.
82.4   Board members are capable of doing what is required for this effort
82.5   I am confident that I can lead this change effort.
82.6   The decision to do this capacity building effort is within my control.
82.7   Whether or not I do this effort is entirely up to me.

83. Do you agree or disagree with the following statements?
    We will have adequate control over altering, improving, or adjusting . . .
1=Strongly disagree; 2=Disagree; 3=Somewhat disagree; 4=Neither disagree nor agree; 5=Somewhat Agree; 6=Agree; 7=Strongly agree
83.1   resources
83.2   time

83.3 work schedules
83.4 staff actions
83.5 board member actions
83.6 technology needed
83.7 external leader endorsements
83.8 programs/services
83.9 internal systems or processes
83.10 leadership actions
83.11 management actions

84. How likely is it that each of the following things will be present during the next
     effort?
1=Very Unlikely to be present; 2=UnLikely; 3=Somewhat Unlikely; 4=Neither Unlikely
nor Likely; 5=Somewhat Likely; 6=Likely; 7=Very Likely to be present
84.1 Board leadership
84.2 Time to devote to the effort
84.3 Funding to devote to the effort
84.4 Consultants
84.5 Committed Staff
84.6 Competent Staff
84.7 Supportive Community leaders
84.8 Other factor likely or unlikely present? (please specify)

85. What factors or circumstances may make it difficult or impossible for you to engage
    in this next capacity building effort?
1=Presence will make it extremely difficult to succeed; 2=Difficult; 3=Somewhat
Difficult; 4=Neither difficult nor easy; 5=Somewhat easier to succeed; 6=Easy;
7=Presence will make it extremely easy to succeed
85.1 Board leadership
85.2 Time to devote to the effort
85.3 Funding to devote to the effort
85.4 Consultants
85.5 Committed Staff
85.6 Competent Staff
85.7 Supportive Community leaders
85.8 Other factor likely or unlikely present? (please specify)

What other important factors will make it difficult or easy to engage in this future effort
to build capacity?(please specify)

86. Please indicate the following . . .
86.1 Besides yourself, in the past 10 years how many Executive Directors has this
organization had?
86.2 How many nonprofits have you directed before being director of this organization?

86.3   How many years have you worked in the nonprofit sector?

87. Indicate all of the sectors you have worked in during your lifetime.
87.1   Government
87.2   Community-based nonprofit
87.3   Business (for profit)
87.4   Education
87.5   Faith-based Organization
87.6   Other (please specify)

88. Please indicate how much this nonprofit pays you yearly (i.e. gross income).
88.1 $0
88.2 $1-$25,000
88.3 $25,001-$50,000
88.4 $50,001-$75,000
88.5 $75,001-$100,000
88.6 $100,001-$125,000
88.7 $125,001-$150,000
88.8   over $150,001

89. What is your ethnicity/race?
89.1   African American (non-Hispanic descent)
89.2   Asian
89.3   Caucasian
89.4   Hispanic/Latino
89.5   Native American Indian
89.6   Native Hawaiian
89.7   Other Pacific Islander
89.8   Mixed race
89.9   Other (please specify)

90. Did you found this organization or were you a part of a group that founded this
      organization?
1=yes; 2=no
90.1   Did you found/cofound this organization?
90.2   Not counting yourself, are any of the other founders still actively involved with the
organization in some capacity?
90.3   If founders still involved, in what capacity? (please specify)

Appendix C

Invitation Letters

Date: Thursday, December 14, 2011

Dear Nonprofit Executive,

We would like to invite you to begin a personal friendship with Clemson University and the National Development Institute.

As a nonprofit professional you are being provided an opportunity to connect with our Nation's leading practitioners who look forward to supporting your leadership and raising your profile as you serve the sector.

Here's what we would like to do together.

The National Development Institute and Clemson University, through the Institute of Family and Neighborhood Life, would like to invite you to participate in a one time, short yet critical research study to examine nonprofit executive's views of organizational capacity building. This study is supervised by Dr. Kathleen Robinson, Research Professor at Clemson University and is being managed by Kimberley Brown, a PhD candidate in International Family and Community Studies.

The survey can be completed in 20 minutes or less and your involvement is completely voluntary. You may choose not to complete any questions in the survey that you don't wish to, although we hope you will be as thorough as possible.

No personal or organizational identifiers are asked for that could link your answers with you or your organization. All information will be reported in summary form. All data will be kept confidential and secure and only Dr. Robinson and Ms. Brown will see the raw data. It will be kept on password protected computers in locked offices.

There are no known risks associated with participation in this survey. The benefits include nonprofit leaders having a clearer picture of the capacity building efforts you've been involved in and hope to do in the future.

We only need 381 directors of nonprofits to participate to secure a valid sample.

We hope you will be one of them!

Please participate by visiting:
https://www.surveymonkey.com/s/WS65ZJJ

If you would like, after you've completed the survey, please feel free to email Kathy Robinson at wilson5@clemson.edu and Jimmy LaRose at jimmy@jimmylarose.com to let us know that you played a part in this important project so that we can begin to build our friendship with you and support you in your nonprofit career.

Thank you in advance for your participation.

Kathleen Robinson, Ph.D.
Research Professor - Clemson University

Kimberly Brown
PhD Candidate - Clemson University

James P. LaRose, CFRE, CNC
Founder - National Development Institute

Sent: Thursday, January 12, 2012 9:48AM
To My Fellow Nonprofit Executives,

248 of our fellow practitioners participated last month in Clemson's and NDI's doctoral project on nonprofit capacity building. Thank You!

IT'S OFFICIAL...YOUR CONTRIBUTION WILL BE THE BASIS FOR THE NEW BOOK ON CAPACITY BUILDING NAMED "RE-IMAGINING NONPROFIT ADVANCEMENT".

Please visit here to take advantage of your FINAL opportunity to participate in this University led online survey for nonprofit executives.

THANK YOU...as a small expression of our gratitude for contributing to this important body of work NDI would like to provide you the gift of thirty digital downloads used by nonprofit executives to advance their mission. Please visit NDI's online library at www.surveythankyougifts.org and press "downloads" tab to receive your resources.

We also have had the privilege of meeting many of you via email and phone since you jumped into this project. It has been a pleasure getting to know you and understanding your personal goals.

This will be the LAST opportunity to participate. In order for this survey to be conclusive Clemson is requiring that 381 nonprofit executives join the sampling.

Will you be one of the remaining 133 nonprofit leaders that brings this important project across the finish line?

You see, we would like to invite you to begin a personal friendship with Clemson University and the National Development Institute.

As a nonprofit professional you are being provided an opportunity to connect with our Nation's leading practitioners who look forward to supporting your leadership and raising your profile as you serve the sector.

The National Development Institute and Clemson University, through the Institute of Family and Neighborhood Life, would like to invite you to participate in a one time, short yet critical research study to examine nonprofit executive's views of organizational capacity building. This study is supervised by Dr. Kathleen Robinson, Research Professor at Clemson University and is being managed by Kimberley Brown, a PhD candidate in International Family and Community Studies.

The survey can be completed in a very short period of time and your involvement is completely voluntary. You may choose not to complete any questions in the survey that you don't wish to, although we hope you will be as thorough as possible.

No personal or organizational identifiers are asked for that could link your answers with you or your organization. All information will be reported in summary form. All data will be kept confidential and secure and only Dr. Robinson and Ms. Brown will see the raw data. It will be kept on password protected computers in locked offices.

There are no known risks associated with participation in this survey. The benefits include nonprofit leaders having a clearer picture of the capacity building efforts you've been involved in and hope to do in the future.

We only need 133 directors of nonprofits to finish securing a valid sample.

We hope you will be one of them!

Please visit here to take advantage of your final opportunity to participate in this University led online survey for nonprofit executives.

If you would like, after you've completed the survey, please feel free to email Kathy at kathy@clemsoncapacitysurvey.com to let us know that you played a part in this

important project so that we can begin to build our friendship with you and support you in your nonprofit career.

Thank you in advance for your participation.

Jimmy LaRose
Founder - National Development Institute

K. Robinson, Ph.D.
Research Professor - Clemson University

K. Brown
Ph.D. Candidate - Clemson University

Appendix D

Permission Letters and Emails

From: James LaRose [jimmy@jimmylarose.com]

Sent: Thursday, December 01, 2011 3:26 PM

To: Kathleen Robinson

Subject: Nonprofit Survey

Dear Kathy,

The National Development Institute and Development Systems International are pleased to co-sponsor this important research project on capacity building experiences of nonprofit directors. This is to verify that we will be pleased to send a letter of invitation, provided by you, to all individuals in our mailing list. I understand the link to the survey will be included in the letter of invitation. I have read the letter and approve of its wording. Our current email list is updated frequently so should be very current. Our current database contains 52,300 nonprofit organizations' email addresses.

Sincerely,
James LaRose,

www.JimmyLaRose.com
www.NonprofitConferences.org
www.Development.net
James P. LaRose, CFRE, CNC
P.O. Box 2675
Columbia, SC 29203
Voice: 803-808-5084
Fax: 803-808-0537

Mobile: 803-477-6242

Email: jimmy@jimmylarose.com

Twitter: jimmylarose

Facebook: nonprofitdevelopment

--- On **Mon, 2/6/12, Kristen Harrison *<kharrison@brookings.edu>*** wrote:

From: Kristen Harrison <kharrison@brookings.edu>

Subject: RE: Permission to Use Published Material

To: "Kimberley Brown" <kbrown2u@yahoo.com>

Date: Monday, February 6, 2012, 10:57 AM

Hi Kimberley,

Permission is granted, gratis. Permission is for one-time use only.

Thanks!

Kristen

Kristen Spina Harrison | Rights Coordinator & Assistant to the Vice President

BROOKINGS INSTITUTION PRESS | 202-536-3604 | 202-536-3623 Fax | kharrison@brookings.edu

1775 Massachusetts Avenue, NW | Washington, DC 20036

From: Kimberley Brown [mailto:kbrown2u@yahoo.com]
Sent: Thursday, January 19, 2012 11:12 AM
To: Kristen Harrison
Subject: Permission to Use Published Material

Dear Ms Harrison:

I am seeking permission of the Brookings Institution to use a portion of one of your publications in my dissertation.

The material I would like to use was published as Appendix A: The Capacity-Building Survey within the book entitled *Sustaining nonprofit performance: The case for capacity building and the evidence to support it*. Washington, DC: Brookings Institution, by the author Paul C. Light, published in 2004.

I would like to include the survey as part of a larger study for my dissertation, and to include it as an appendix to my dissertation.

Please let me know if that will be possible. I appreciate your kind consideration of my request.

Kimberley

Kimberley Brown

Institute on Family and Neighborhood Life
Clemson University
Clemson, SC
cell: 864 654-1195

--- On **Thu, 1/19/12, Mel Gill *<mel.gill@synergyassociates.ca>*** wrote:

From: Mel Gill <mel.gill@synergyassociates.ca>

Subject: RE: Permission to use Quick Check

To: "'Kimberley Brown'" <kbrown2u@yahoo.com>

Date: Thursday, January 19, 2012, 12:31 PM

Thanks for asking. I hold the copyright. You are free to use it, but I would appreciate receiving a copy of your results. Thanks, Mel

Mel Gill, President

Synergy Associates

41 Wilderness Way

Stittsville, ON K2S 2E3

Ph: 613 435-3620

Fx: 613 435-3621

Mel.gill@synergyassociates.ca

www.synergyassociates.ca

Please check my website for excerpts from my best-selling book: **Governing for Results:** A Director's Guide to Good Governance.

From: Kimberley Brown [mailto:kbrown2u@yahoo.com]
Sent: January-19-12 10:31 AM
To: mel.gill@synergyassociates.ca
Subject: Permission to use Quick Check

Dear Dr. Gill:

As part of my dissertation research with Clemson University's Institute on Family & Neighborhood Life, I would like to use your 15 question sub-scale called the "Board Governance Quick Check". Of course, you know that this was published in *Nonprofit Management & Leadership. v.15*(3), Spring, 2005 as part of your article entitled "The Governance Self-Assessment Checklist: An Instrument for Assessing Board Effectiveness." I would like to use it in a survey, and then publish it as an appendix to my dissertation.

I am seeking your permission to do so. I am unclear whether it is you or the journal that holds proprietary rights. Please let me know if I need to ask them.

I look forward to hearing from you, with appreciation for your work!

Kimberley

Institute on Family & Neighborhood Life
Clemson University
Clemson, South Carolina

Kimberley Brown
cell: 864 654-1195

Permission to Use Aizen's diagram

From Icek Ajzen's webpage, including permission to use TPB Diagram.
 (http://people.umass.edu/aizen/tpb.diag.html)

"You may copy and use this diagram for non-commercial purposes. Other uses require permission and payment of a fee."

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