

Toward a Reassessment of the Role of Rank-and-File Stakeholders in Nonprofit Organizations

Nonprofit and Voluntary Sector Quarterly
2019, Vol. 48(1) 146–172
© The Author(s) 2018
Article reuse guidelines:
sagepub.com/journals-permissions
DOI: 10.1177/0899764018794898
journals.sagepub.com/home/nvs



Patrick Valeau¹, Philippe Eynaud²,
Stephanie Chatelain-Ponroy³,
and Samuel Sponem⁴

Abstract

This study examines the relationships between the influence of different stakeholders and mission-based strategic planning, community development, and economic effectiveness. Our purpose is to highlight the unique and incremental contribution of rank-and-file stakeholders, that is, stakeholders without any specific grade or status, such as nonboard volunteers or beneficiaries. We analyze reported data from 227 nonprofit organizations (NPOs) using structural equation modeling and bootstrap mediation analysis. Our results show that when rank-and-file stakeholders manage to remain influential, strategic planning tends to be more directly rooted in the mission, which contributes to both perceived community and economic effectiveness. These results are discussed with regard to the utility, legitimacy, and urgency of more direct forms of democratic governance giving rank-and-file stakeholders the power to contribute to mission-based strategic planning.

Keywords

rank-and-file stakeholders, perceived community effectiveness, perceived economic effectiveness, mission-based strategic planning, mission drift

¹Université de la Reunion, Saint-Denis, France

²Université Paris I Panthéon Sorbonne, France

³Conservatoire national des arts et métiers, Paris, France

⁴Ecole des Hautes Etudes Commerciales de Montréal, Québec, Canada

Corresponding Author:

Patrick Valeau, Université de la Reunion, 24 avenue de la Victoire,
Saint-Denis 97400, France.

Email: pvaleau@univ-reunion.fr