

6th International Research Symposium in Service Management, IRSSM-6 2015, 11-15 August
2015, UiTM Sarawak, Kuching, Malaysia

Impact of Vision, Strategy, and Human Resource on Nonprofit Organization Service Performance

Kun-Hsi Liao^{a,*}, I-Shung Huang^b

^aDepartment of Product Development and Design, Taiwan Shoufu University, Taiwan, No. 168, Nanshi Li, Madou, District, Tainan City
72153, Taiwan (R.O.C.)

^bInstitute of Industrial Management, Taiwan Shoufu University, Taiwan, No. 168, Nanshi Li, Madou, District, Tainan City 72153, Taiwan (R.O.C.)

Abstract

Non-profit Organizations (NPOs) have become a third party of concatenation with government, and business community. Numerous NPOs involved mostly their activities in cross-organizational cooperation with the governments and the private enterprises. However, due to the ambiguous marketing and vague organizations' vision, NPOs faced challenges in accessing more funds. This study explores the causal relationships among of organizational vision, management strategies, and human resource management on NPOs' service performance in order to discover the reasonable management methods. This study combined the interview and structural relationship method (SEM) to explore the relationships of vision, strategies, human resource and service performance on NPO management. A total of 529 participants from five NPOs volunteered to participate in the study. All of them are employees whose works are related to foreign affairs. Questionnaires were used to collect the quantitative data, and AMOS software was used for the SEM analysis. Interview results showed that because of the limitation of funds, NPOs must maintain their excellent quality in services, and in advance, focus on maintaining the best public image to get additional funds from the government and other enterprises. Internally, they must focus on the management efficiency and make innovative business strategies to ensure a good impression. For human resource management, based on the different characteristics and willingness of employees in jobs, NPOs should assign suitable works for individuals in order to keep the organization's morale and coherence. Furthermore, based on the SEM, the organization's vision has a positive significant impact on management strategies, and management strategies have a positive significant impact on human resource management. However, the vision, strategies and human resources have no noticeable influence on service performance in NPOs.

© 2016 The Authors. Published by Elsevier Ltd. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>).

Peer-review under responsibility of the Universiti Teknologi MARA Sarawak

Keywords: NPO; vision; strategy; human resources; service performance

* Corresponding author. Tel.: +8-866-571-8888-756.

E-mail address: liaoqh@gmail.com