

Influence of intentional governance mechanisms on the overall performance of associations in Morocco - Confirmatory study -IMAD TOURABI¹

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Abstract

This study investigates the influence of intentional governance mechanisms (IGM) on the overall performance of Moroccan associations (OPA), particularly those working in the youth field. A first exploratory-qualitative study among Moroccan associative actors enabled us to frame the different variables in relation to the two concepts studied in the Moroccan context, and to bring them together in a conceptual model in order to formulate the hypotheses.

A second confirmatory - quantitative - study, the subject of this article, was carried out on a sample of 115 associations spread across the different regions of Morocco, enabling us to analyze the relationships between the selected variables and to test our adopted research model as well as our formulated hypotheses

In terms of analysis methods, we relied on structural equation modeling based on multiple regression using Smart Partial Least Squares (PLS) software version 3.3.9.

These analyses confirmed all our hypotheses and validated our research model. Secondly, they highlighted the importance of governance mechanisms, particularly intentional ones, and their positive influence on the overall performance of associations.

The main results concerning the relationship between intentional governance mechanisms and the overall performance of associations are consistent with previous research in this field. However, in the context of this research, organizational determinants are found to be more important in the Moroccan context than others.

Keywords: Governance, Intentional mechanisms, Overall performance, Associations, Youth.



Introduction

The aim of our article is to highlight the relationship between the intentional mechanisms of governance and the overall performance of youth associations in Morocco, while seeking to estimate the effects of the former on the latter in order to improve the results of these associations and consequently satisfy this category representing one of the pillars of development in this country.

In this article, we use a hypothetico-deductive approach to test our conceptual model and hypotheses. To this end, we have opted for a quantitative study. We have chosen to conduct a survey using a questionnaire as our data collection method. The latter is the tool best suited to quantitative research, as it enables us to process samples and establish statistical relationships or numerical comparisons. For the selection of interviewees, we opted for the purposive sampling method, also known as "typical sampling" or "purposive sampling" (Thiétart et al, 1999). In this respect, we chose to focus on ordinary Moroccan associations, as defined by the 1958 law, working in the field of youth. The list in question comprised 115 associations spread across different regions of Morocco.

To do this, we will first carry out an exploratory factor analysis of the data collected to verify the reliability and validity of the measures adopted in our empirical study. We will then use confirmatory factor analysis to test our conceptual model and hypotheses.

1. Literature review

The various indicators concerning youth in Morocco reveal that the results obtained do not yet reach the expected aspirations, and that all actors working for and with this category, including associative organizations, must reflect on innovative solutions likely to achieve the desired results. This situation is concretized by worrying indicators testifying to the failure to meet the needs of this youth. As highlighted below:

"Morocco has 5.9 million young people aged 15 to 24, which represents 16.2% of the total population in 2021, 50.9% of them are male, 59.9% urban dwellers and 56.6% are aged 15 to 19 years. More than 6 out of 10 young people (64.6%) have a middle level diploma, 20.6% have a



higher-level diploma and 14.8% have no diploma at all". (Haut-Commissariat au Plan "HCP", 2022).

Moreover, associations as Civil Society Organizations (CSOs) act at the level of society in its broadest aspect via the management of global problems of society whether at national or international level. Indeed, the results expected by the said associations through their programs and projects aim on the one hand to achieve the objective of creating value for all stakeholders (Cabane, 2018). It should be noted that associations have an irreplaceable role in the creation of value, particularly social value, since they create free or quasi-free services for the benefit of their target. (Lee, Nowell, 2014). On the other hand, to bring about changes, notably aligned with the country's policies on the subject, on the state of the target population, in our case the youth. (Rossi, Lipsey, & Freeman, 2004, p. 204).

In Morocco, the 2011 constitution strengthened the position of associations in the management of public affairs by allowing them to contribute, within the framework of participatory democracy, to the elaboration, implementation and evaluation of decisions and projects of elected institutions and public authorities. (Constitution 2011).

As a result, the increasingly important role played by associations has led to an increase in expectations of them. As a result, associations today find themselves at a loss to meet the sometimes-divergent requirements of their stakeholders, including the implementation of management and governance systems and practices that are adapted to their expectations, particularly donors. The objective behind this is to improve the overall performance of these associations in order to achieve the expected results, namely the well-being of their targets.

Moreover, the importance of governance in the context of associations has been confirmed by Perez (2003) and Charreaux (1997, p.422), given the constantly growing role of these organizations without forgetting the diversity and weight of their stakeholders. In this regard, associations have been considered a relevant field to study the concept of governance (Zoukoua, 2006, p.4).



From what has been presented, associations are led to work on governance. (Ferkins & Shilbury, 2015). They have every interest in blending all of its forms and theories (Alcoléa-Bureth, 2019). Moreover, the relationship between "good" governance and performance is particularly strong in associations. It has been of interest to a range of researchers (Arshad et al., 2014; Blevins et al., 2020).

As Plaisance (2021) indicates, governance offers the possibility of constituting structures (S), procedures (P) that are suitable for associations. In this regard, Perez (2009) and Cabane (2018), adding the behavioral component (C), refer to a governance system composed of these three elements (SPC). The implementation of this system will have an impact on the performance of the association. On the one hand, it makes it possible to define the role and coordination of the actors. (Bruni-Bossio et al., 2016). On the other hand, it helps to attract and, above all, to retain competent staff (Ferkins et al., 2010). Moreover, the literature on associations has attempted to think about the concept of governance in the associative context. Hayden (2006, p. 118) states, "Governance is the means by which any organization holds itself accountable for its overall performance while providing direction to management. The vehicle for governance is a board of directors (...), which bears ultimate responsibility for the organization's performance and its ability to sustain itself.

However, beyond governance as a concept, it is the mechanisms that are then put in place that matter (Plaisance, 2021). In the context of our research, we adopt the definition of Hoarau and Laville (2008), mentioning the role of governance mechanisms, particularly intentional ones (Board of Directors, General Assembly, Management, etc.) in aligning the functioning of the organization with the objectives and values of the associative project. In fact, referring to the literature review, we now know that the defining medium is the associative project. This is protected by the intentional mechanisms of governance. (Plaisance, 2021). Also, as Brown (2005) points out, the board of directors (BOD) performs the essential function of protecting the values and the mission and project of the association.

In addition, in order to gain credibility and legitimacy with its partners, particularly donors, the association must demonstrate the effectiveness of its strategy and the relevance of its management



methods. To do this, it will have to constantly improve the quality of its performance evaluation. (LeRoux & Wright, 2010). The latter must include several dimensions, namely social, societal and environmental, in addition to financial performance. Brunet and Vanoni (2008) speak of a global performance.

It is also worth noting that the contingent approach, being used to "study optimal governance arrangements" (Musawir et al., 2020, p. 6), has been taken up in the framework proposed by Rey García et al. (2013) and also relies on performance as social constructs and this is because performance exists in the minds of various internal and external stakeholders of the organization. (Murray 2010, p. 433). This same framework offers a relevant perspective for addressing the relationship between governance and performance. Plaisance (2021) points out that "governance appears to contribute to the performance [...] of "Nonprofit organization" (NPOs)". In other words, it is necessary to "govern to enhance performance" of associations.

2. Conceptual framework of the research: governance and performance of associations

In order to make the "right" decisions, Plaisance (2021) points out that associations are invited to take into consideration the specificities of their internal and external environment. His work has focused on a set of determinants that can influence governance mechanisms, namely age, sector, area of intervention, network membership, status and size of the association. In our research, we will discuss each of these determinants, discussed by Plaisance (2021), with the different associative actors in order to choose the most appropriate ones for the Moroccan context.

Furthermore, as cited by Plaisance (2021), performance has become processual and is evaluated "in terms of input, process, output and outcome" (Murray & Graham, 2014, p. 51.). In this regard, Lee and Nowell, (2014) point out that the conceptualization of association performance is elaborated by a broad sample of perspectives adopted by the authors, each based on distinct phases of the value generation process, (Lee & Nowell, 2014). The same authors noted the existence of a panoply of corresponding performance measurement frameworks; yet none fully represent them. The value generation process presents the major dimensions of overall association performance



namely inputs, outputs, organizational capabilities, beneficiary outcomes and outcome outcomes as well as network membership. The said dimensions have been described by the authors as overarching perspectives of association performance. (Lee & Nowell, 2014).

In sum, in order to achieve their mission and ensure their sustainability, associations can resort to governance devices through its mechanisms including intentional on the one hand, and the evaluation of their performance via its dimensions on the other hand. (Plaisance, 2021). Quéinnec (2012) also emphasizes the contribution of governance to all the dimensions of non-profit performance and in particular that of associations.

3. Research methodology

3.1 Measuring instrument development methodology

With regard to the various concepts making up the research model, our measurement device has followed the recommendations of Churchill's paradigm in particular. It is part of classical measurement theory. The purpose of this paradigm is to test the quality of measurement instruments (Roussel, 1994). It should be noted that the main quality of this approach remains its flexibility, allowing the integration of several innovations in research tools and techniques. (Igalens and Roussel, 1998). Nevertheless, to adopt it, this paradigm requires a few prerequisites, namely: multi-item measures, multidimensional measures and Constructs of a reflexive nature. (Churchill, 1979). These conditions will be tested in our research work.

The literature review concerning our research topic has shown the existence of a panoply of measurement scales. As a result, we will use the same sample, on the one hand, for scale purification and instrument validation. On the other hand, to estimate our conceptual model. Due to the same cause (non-design of a new scale), we will merge the first two steps of the paradigm into a single one. These two steps will be replaced by the "Select measurement scales" step, based on the results of previous research in this field. As a result, the adopted steps will be presented as follows:

- Choose a measurement scale;
- ➢ Collect data;



- Cleanse measurement scale.
- ➢ Assess reliability;
- ➤ Assess validity;
- Develop standards.

3.1.1 Operationalization of model variables

In order to test the research model and its hypotheses, we need to operationalize the different variables used in the model, by choosing the appropriate measures for the research variables. Operationalizing variables means moving from an abstract concept to something concrete. Its aim is to identify and make observable the measurement indicators for the concept in question.

Having completed the first step in the methodological process of developing measurement scales, namely the specificity of the construct domain through a literature review and exchanges with experts from the associative sector in Morocco, we turned our attention to the creation of a sample of items corresponding to the second step of Churchill's paradigm. In this sense, (Angot and Milano, 2005), specify that "for a concept, the object of measurement is to seek the corresponding indicators". These indicators constitute the measurement instruments and enable the researcher to determine the type of data to be collected.

In fact, we referred on the one hand to existing measurement scales applied in studies previously carried out on the subject (Lee, 2014; Plaisance, 2021). These are the measurement scales deemed most appropriate for the purpose of our present research, while making the necessary adaptations to fit our context. And secondly, to the results of the exploratory qualitative study carried out with associative players.

For most measures, we chose to use a five-point Likert scale ranging from "Strongly agree" to "Strongly disagree". The choice of this scale appears to be the most appropriate for the purpose of our study. Indeed, the evaluation of associative players' perception of intentional governance mechanisms and their influence on the overall performance of associations is not fixed and cannot be reduced to a negative or positive response. Many of the items used to measure our variables are taken from the literature.



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3.1.1.1 Variables to be explained

Table 1 : Measurement scale for our study variables (To be explained)

Variable to be measured	Items	Assigned code	Source of information
Intentional governance mechanisms	These are "parent-type" variables, and will be measured using other « child- type » explanatory variables.	IGM	García et al., 2013 Alexander et Lee, 2006 ; Desai et Yetman, 2015 ; Herman et Renz, 1997, 1999, 2004, 2008 ; Newton, 2015; O'Regan & Oster, 2005 Blevins et al., 2018, 2020; Brown, 2005; Dato et al., 2020;
overall performance of Associations		OPA	Kalodimos, 2017; Verschuere & Beddeleem, 2013; Lee, 2014 Plaisance, 2021

Source : Compiled by us

3.1.1.2 Explanatory variables relating to the organizational determinants of IGM

Table 2 : Measurement scale for our study variables (explanatory)

Variable to be measured	Items	Assigned code	Source of information
	Our employees have a good level of education	Age1	Miller-Millesen, 2003
Age of the association (4 items)	The management and staff of our association believe that their association has strong organizational capacities/capabilities.	Age2	Ranger-Moore, 1997; Rosengren, 1968 Lee, 2014 Plaisance, 2021



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	Our association has a capacity for innovation	Age3	
	Our association's beneficiaries are loyal	Age4	
	Promoting democracy and civic engagement are among the objectives of our association.	Res1	
The association's membership of a network (4 items)	Citizen involvement and democratization are among the values of our association.	Res2	Siebart, 2005 Barman & MacIndoe, 2012;
	Our association's donors are diverse	Res3	Plaisance, 2021
	Our association has credibility with other players in civil society	Res4	

Source: Compiled by us

3.1.1.3 Explanatory variables relating to OPA dimensions

Table 3 : Measurement scale for our study variables (explanatory -Dimensions>> OPA)

Variable to be measured	Items	Assigned code	Source of information
T .	Our association's sources of revenue are diversified	Inp1	Bagnoli et Megali (2011), Beamon (1999) ; Cutt et Murray
(3 items)	Our association has the capacity to acquire and manage its own resources	Inp2	(2000) ; Kaplan et Norton (1996) ; Kendall et Knapp (2000) ; Median-Borja et



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	Our association has a strong relationship with donors and volunteers.	Inp3	Triantis (2007) ; Moxham (2009b) ; et Newcomer (1997) ; Lee, (2014).	
	Our association's employees are satisfied and motivated	Caporg1		
	The turnover (% of departures) of our association is low	Caporg2	Kanlan (2001): Maara (2002):	
Organizational capacity (4 items)	Our association is operationally efficient (balance between cost, quality and number of activities).	Caporg3	Sowa, Selden et Sandfort (2004); Lee, (2014)	
	Our association has a high- performance information system (IS Capability)	Caporg4		
	Frequency and timetables are adapted to the services/activities provided	Outp1	Bagnoli and Megali (2011);	
Output	Our association respects the deadlines for the provision of its services/activities	Outp2	Murray (2000); Kendall and Knapp (2000); Moxham	
(4 items)	The number of participants served by our association is on the rise	Outp3	Poister (2003); newconner (1997); Poister (2003); and Sawhill and Williamson (2001);	
	The response time to our association's beneficiaries is satisfactory	Outp4	Lee, (2014)	
	The skills/knowledge of our association's staff are improving	OutcB1	Bagnoli and Megali (2011);	
Outcomes Benefits (3 items)	Our association is seeing an improvement in the conditions and status of its participants.	OutcB2	Berman (2006); Greenway (2001); Lampkin et al. (2006); Moxham (2009b); and Penna (2011);	
	Our association aims to improve behavior/attitudes in order to avoid any	OutcB3	Lee, (2014)	



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	possible impact on the		
	Our association is increasingly represented on the associative scene	OutcR1	
	Our association's beneficiaries are satisfied	OutcR2	Kaplan (2001); Median-Borja et
Outcomes Results	The beneficiaries of our association feel quality of life, well-being and happiness.	OutcR3	(1997); Penna (2011); et Poister (2003). Hills et Sullivan (2006); Graanway (2001): Lampkin et
(5 items)	Our association's beneficiaries feel safe and secure	OutcR4	al. (2006); Land (2001); Moore (2003); et Penna (2011);
	Our association strives for equality, combating deprivation and social exclusion.	OutcR5	Lee, (2014).
	Our association encourages individual expression	Leg1	
	Our association maintains strong relations with donors	Leg2	
	Our association's stakeholders, in particular our donors, are satisfied.	Leg3	
Legitimacy (7 items)	Our association has succeeded in its activities and in its partnership/collaboration with its stakeholders	Leg4	Bagnoli and Megali (2011); Herman and Renz (2008); Moore (2003); and Talbot (2008); Lee (2014)
	Compliance with the law is paramount for our association	Leg5	Lee, (2014)
	Our association enjoys institutional coherence	Leg6	
	Our association's activities are consistent with its stated mission	Leg7	

Source: Compiled by us



Having presented the operationalization of the different variables in the research model, we now turn to the method used to design the questionnaire.

3.1.2 Construction of the measuring instrument: Questionnaire

The questionnaire is commonly defined as a measuring instrument whose first stage of development is the conceptualization involving the operationalization of the variables to be measured. Theoretical research concepts are often latent and complex, so it is necessary to choose the appropriate measurement scale for each concept. Variables are thus measured using items.

Questionnaires are used to test theoretical hypotheses, and to examine the correlations suggested by (uivy and Van Campenhoudt, 1995). Given the profile of the actors involved, the questionnaire was drawn up in French and translated into Arabic, as it is aimed at a sample for whom, in principle, Arabic is their language of communication.

The research questionnaire comprises 60 questions. It is structured as follows: The first part concerns the identification of the association and the associative actor interviewed, while the second part is devoted to questions aimed at measuring the IGM and OPA variables. The questions have no specific order, but they follow the axes of our conceptual model.

To guarantee the validity and reliability of the measurement tool, we tested it on a sample of our population. According to Evrard and Pras (2003), to pre-test a questionnaire, it is sufficient to administer it to a small sample of between 12 and 30 peoples.

3.1.3 Proofreading and pre-testing

In order to improve the quality of our questionnaire, as well as the relevance and clarity of its content, fifteen people with several years' experience in the associative sector were involved in the first version of our questionnaire. The aim was to check that the questions were well formulated and comprehensible. It should be remembered that the aim of the pre-test approach is to "test the form of the questions, their sequencing and check the respondents' comprehension, as well as the relevance of the proposed response modalities". Evrard and Pras (2003). By taking into account all the comments and anomalies, we were able to refine our questionnaire, resulting in a new, finalized version.



3.2 Sampling and data collection

We chose to focus on ordinary Moroccan associations operating in the youth field, as defined by the 1958 law. The list in question included 115 associations for the quantitative study.

To select our sample, we opted for purposive sampling, also known as "typical sampling" (Thiétart et al, 1999). Also, "The use of this technique is therefore justified by the relevance of the reasoned choices underlying it. The sample selected will be as relevant as the researcher's reasoned choice". (Depeltreau, 2001, p.227). To this end, ten resource persons were selected beforehand to launch the survey through the questionnaire. These resource persons were then invited to recommend, through their network, other respondents likely to take part in our study, following the principle of snowball sampling.

3.3 Measurement scale validation methodology

Before assessing the validity of the structural model and hypotheses, it is important to consider the quality of the measurement scales used. The aim is to sort out the variables to be used and to ensure reliability and internal consistency at the level of each factor or block of variables. This stage of the research is particularly essential, since it justifies the probable elimination of certain items from the questionnaire.

In the following sections, we first describe how the psychometric qualities of the measurement scales are assessed, in order to judge the validity of the results obtained. Secondly, it presents the rationale behind the choice of structural equation analysis methods adopted to test our hypotheses. Our aim in this section is to describe the methodology used to validate the measurement scales. To this end, the various scales are subjected to exploratory factor analysis and reliability analysis using SPSS (V 26).

In fact, performing these two types of analysis is appropriate for applying step four of Churchill's paradigm, which is the purification of the measurement instrument. This involves assessing the relevance of the measurement scales used, addressing both their unidimensionality and their reliability.



After assessing the validity and reliability of our data, we will test the research hypotheses using the structural equation method.

3.4 Structural equation models (SEM): PLS as a method of analysis

In order to test our research hypotheses, we have chosen to carry out structural modeling. This involves analyzing the relationships between the latent variables introduced into the research model.

It should be remembered that the so-called classical methods of multiple regression analysis, discriminant analysis and analysis of variance, despite their importance, have registered some statistical limitations, particularly in disciplines such as the social sciences, management or humanities, which deal with complex phenomena. (Balambo and El Baz, 2014). This has led researchers working on these subjects to opt, increasingly, for structural equation methods. (Balambo and El Baz, 2014, Lacroux, 2009, 2011). The development of these methods also represents a response to the requirements linked to models containing a large number of latent variables. (Lacroux, 2009, 2011).

Structural equation models offer a number of advantages, enabling us to:

- Simultaneously test the existence of causal relationships between several latent variables;
- > Construct and test the validity and reliability of latent constructs;
- Globally evaluate complex research models while taking measurement errors into account.
 (Balambo and El Baz, 2014, Lacroux, 2009, 2011, cited by Siragi, 2018).

In our research, we use the PLS method as an approach to statistical analysis. Its aim is to analyze causal relationships between a set of dependent and independent variables. The PLS model consists of two sub-models. The first, called the measurement model (or external model), links latent variables (constructs) to manifest indicators. The second sub-model, called the structural model (or internal model), represents the set of links between the latent variables. In other words, it illustrates the system of causal relationships that the researcher is trying to verify (Laccroux, 2009).

Operationalizing this model involves two main stages (Lachgar, 2021, p.219):



- Estimating the measurement model: To examine the measurement model, a review of the literature suggests three criteria for assessing the quality of the measurement model: reliability of the measurement scales, convergent validity and discriminant validity. Latent variables are estimated by combinations of their weighted indicators (Fernandes, 2012).
- Structural model estimation: The aim of this study is to test for a causal order in the relationships between the different latent variables (constructs). To obtain significant regression coefficients in the structural model, resampling methods including the bootstrap technique are used. This allows us to test the stability of the model in a large number of samples.

In our work, PLS modeling is performed using SmartPLS software version 3.3.9.

4. Presentation and discussion of the results of the confirmation phase

4.1 Exploratory factor analysis results in SPSS (version 26)

4.1.1 Factor analysis

This analysis was carried out for all the dependent and independent variables in our model. In order to validate this approach, three conditions must be met:

- > Checking data factorization,
- \succ the one-dimensionality test
- condensation of measurement scales.

4.1.2 Reliability analysis of measurement scales

Reliability analysis refers to whether the validated items actually measure the construct (the latent variable). The measurement instrument used is Cronbach's alpha coefficient. It must be greater than or equal to 0.6 (Nunnally, Bernstein, & Berge, 1967).

The results of the RA showed us that our constructed scales do indeed measure their corresponding variables. As shown in the table below, we note that

Le test Kaiser-Meyer-Olkin (KMO) results are acceptable, Bartlett's Test of Sphericity is significant. As for unidimensionality, the TEV values are above the recognized 50% threshold.



With regard to variable reliability, all Cronbach's Alpha values are between 0.6 and 0.8. **Table 4 : Factor analysis results in SPSS (Version 26)**

			DORGA L'äge	DORGA – L'appartenance au réseau	PGA Input	Capacité organisationnelle <u>Sup item</u>	PGA Output	PGA - (OutcomesB)	PGA - (OutcomesR)	PGA Légitimité
	K	мо	0,769	0,702	0,646	0,644	0,801	0,716	0,832	0,838
La factorisation Te des données spł de l	Test de sphéricité	Khi-carré approx.	120,158	148,133	51,075	40,060	209,260	145,813	276,827	500,068
	de Bartlett	ddl	ő	Б	3	3	ő	3	10	21
Dimensionnalité et structuration	Variance totale	Signification	0,000	0,000	0,000	45,491 Sup Cap2	0,000	0,000	0,000	0,000
des items	expliquée	% cumulé	60,448	58,892	60,088	57,412	70,801	76,519	66,057	62,924
l'a La fiabilité fia la	l'analyse de fiabilité de			0,699 Sup R3		0,570 Sup Cap2				
	la variable	Alpha de Cronbach	0,780	0,817	0,668	0,614	0,862	0,843	0,868	0,892

Source: Developed by us from SPSS V 26

4.2 Presentation of Smart PLS analysis results

We will carry out an analysis of our data using the Smart PLS software (version 3.3.6). This analysis will consist of the verification and processing of the measurement model and the structural model.

4.2.1 Processing the outer model with Smart PLS4.2.1.1 Convergent construct validity

Hulland (1999) believes that convergent validity involves calculating the average variance shared between a construct and its items. Indeed, since multiple indicators are used for an "individual" construct, although the researcher must be concerned with the reliability of the individual items, he or she must also check the extent to which the items can demonstrate convergent validity



(Hulland, 1999, pp.195-204). Nunnally (1978, p.266) considered a threshold of 0.7 to be satisfactory for composite reliability. (Quoted by Lachgar, p.234, 2021).

It should be remembered that item reliability is examined by "loadings", which consist in checking the correlation of measurement indicators while respecting their theoretical constructs. Following Chin's (1998) analysis, standardized loadings must be greater than 0.707 to be retained. This is because there is slightly more variance shared between the construct and its items than between the variance of the errors (Carmines and Zeller, 1979, p.65).

For our study, different iterations were carried out using Smart PLS. Items below 0.707 will be deleted. We therefore removed six items: Age1, CapOrg2, CapOrg4, Leg1, OutcR5 and Res3.

We note that all the outer loadings of our items, after deleting the invalid ones, are greater than 0.707. This means that they will all be retained. This means they will all be retained.

With regard to the "composite reliability of constructs", remember that the value must be greater than 0.7. (Tenenhaus et al., 2005; cited by Fernandes, 2012). In our case, all the component values are well above 0.7. Thus, the composite reliability of each factor used in this model appears to be acceptable and satisfactory. Moreover, the constructs "Legitimacy", "Ouput", "OutcomesB", "OutcomesR" present a strong internal consistency with a composite reliability (ρ) above 0.9. The other factors show largely acceptable internal consistency with a composite reliability (ρ) greater than 0.815.

With regard to Average Variance Extracted (AVE), Fernandes (2012) defines discriminant validity as "the extent to which measures of one construct differ from measures of another construct in the model". It allows us to check whether items are more related to their latent variables than to other latent variables. In fact, it measures the degree to which a concept differs from other concepts (Baumard and Ibert, 2007). For this reason, and in order to apply discriminant validity, (Fornell and Larcker, 1981) propose using the average variance shared between the construct and its measurement indicators, also known as the Average Variance Extracted (AVE). According to Hulland (1999), adequate discriminant validity requires that the values presented on the diagonal



of the matrix be significantly higher than the elements outside the diagonal corresponding to the rows and columns.

We present the values obtained for Loadings, AVE, composite Reliability in the following table: Table 5 : Summary of indicators of the convergent validity of our variables.

		Loadings	AVE	composite Reliability	
	Age2	0,770			
Age	Age3	0,825	0,654	0,850	
Age	Age4	0,830			
Orga Can	Caporg1	0,826	0.605	0.820	
Orga Cap	Caporg3	0,841	0,095	0,820	
Notwork	Res1	0,895			
metwork	Res2	0,883	0,736	0,893	
membership	Res4	0,793			
	Inp1	0,754	0.505		
Input	Inp2	0,80	0,393	0,815	
	Inp3	0,759			
T	Leg2	0,774			
	Leg3	0,841			
	Leg4	0,869	0.667	0.023	
Legitimacy	Leg5	0,818	0,007	0,925	
	Leg6	0,799			
	Leg7	0,794			
	OutcB1	0,891			
OutcomesB	OutcB2	0,843	0,765	0,907	
	OutcB3	0,889			
	OutcR1	0,810			
OutcomorD	OutcR2	0,877	0.700	0.007	
Outcomesk	OutcR3	0,854	0,709	0,907	
	OutcR4	0,827			
	Outp1	0,852			
Ounut	Outp2	0,794	0.708	0.006	
Ouput	Outp3	0,870	0,708	0,900	
	Outp4	0.848			

Source: Developed by us from Smart PLS



4.2.1.2 Discriminant validity of constructs

As seen above, the discriminant validity of the constructs is assessed using two tests:

- The cross loading. Chin (1998);
- The correlation of variables, which is assessed by calculating the square root of the Average Variance Extracted (**AVE**) (Fernandes, 2012). Quoted by (Siragi, 2018, p.161).

Table 6 : Discriminant validity

	Average			idity	ty				
	Variance Extracted (AVE)	Age	Network membership	Orga Cap	Input	Legitimacy	Ouput	OutcomesB	Outcomes
Age	0,654	0,809							
Network membership	0,736	0,719	0,858						
Orga Cap	0,695	0,717	0,641	0,834					
Input	0,595	0,399	0,387	0,425	0,771				
Legitimacy	0,667	0,784	0,778	0,679	0,456	0,816			
Ouput	0,708	0,785	0,691	0,776	0,434	0,766	0,841		
OutcomesB	0,765	0,799	0,761	0,796	0,386	0,795	0,83	0,875	
OutcomesR	0,709	0,763	0,707	0,642	0,359	0,779	0,758	0,784	0,842

Source: Compiled by us from Smart PLS

From what we have seen, the analysis of the three indices has shown us that the conditions required to ensure the convergent validity of the measurement model are met:

Scale homogeneity is sufficient; convergent and discriminant validity are satisfactory and significant. With reference to the various verification tests carried out above, we can now present the measurement model designed with Smart PLS software (figure N°1).







In summary, analysis of the results obtained using the structural equation method has enabled us to stabilize our measurement model. We can now proceed to test the structural model and its hypotheses.

4.2.2 Processing the inner model with Smart PLS 4.2.2.1 Hypothesis testing

The hypothesis-testing stage consists of evaluating the direct effects between the latent variables that make up the research model. Hypotheses are tested first by calculating the value of T and the p or p-value of each relationship, and then by assessing the significance of standardized path coefficients using the bootsrapping procedure. This is applied to a sample of 500 using SmartPLS software. We used the bootsrapping resampling method to stabilize the estimates of the standardized regression coefficients (Beta) and calculate the error that determines the significance of these coefficients. Comparison of the betas with the student's t significance test confirms or refutes the research hypotheses. Table 7 summarizes the main results of the evaluation of structural links in relation to the research hypotheses formulated. Decisions and conclusions are also formulated for each hypothesis and reported in the table below.

Hypothesis	Relation	Beta	statistics - t	Values-p	Conclusion	Hypothesis status
H1	Age -> IMG	0,514	24,139	0,00	Positive and significant at the 5% threshold	Confirmed
H2	Network membership -> IMG	0,565	25,688	0,00	Positive and significant at the 5% threshold	Confirmed
Н0	IMG -> OPA	0,892	35,374	0,00	Positive and significant at the 5% threshold	Confirmed
Н3	Input -> OPA	0,538	7,029	0,00	Positive and significant at the 5% threshold	Confirmed

Table 7 : Results of Smar	t PLS hypothesis	testing of the search r	model
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	Org cap ->				Positive and	Confirmed
H4	OPA	0,828	26,559	0,00	significant at the 5%	
	0111				threshold	
	Qutput >				Positive and	Confirmed
H5		0,913	46,678	0,00	significant at the 5%	
	OPA				threshold	
	Outcomes				Positive and	Confirmed
H6	B -> OPA	0,919	48,898	0,00	significant at the 5%	
					threshold	
	Outcomes				Positive and	Confirmed
H7	D > ODA	0,887	34,836	0,00	significant at the 5%	
	K -> OPA	,	,		threshold	
	Tacitima ar				Positive and	Confirmed
H8		0,923	43,918	0,00	significant at the 5%	
	-> OPA		-	<i>,</i>	threshold	
					threshold	

Source: Compiled by us on the basis of results obtained by SmartPLS By examining the results obtained using the bootstrap method, we were able to test and analyze the causal links between the variables. In what follows, we present the results of the tests of each of the nine hypotheses illustrating our research model, and assess their confirmation.

H1: Age of association positively influences the development of intentional governance mechanisms. Examining the first research hypothesis, the test results reveal a positive ($\beta 1 = 0.514$) and significant influence at the 5% threshold (t-statistic = 24.139 > 1.96) of the influence of Age of Association on the development of intentional governance mechanisms. Hypothesis 1 is confirmed.

H2: Network membership positively influences the development of intentional governance mechanisms. Examining the second research hypothesis, the test results reveal a positive ($\beta 1 = 0.565$) and significant influence at the 5% threshold (t-statistic = 25.688 > 1.96) of the contribution of network membership to the development of intentional governance mechanisms. Hypothesis 2 is confirmed.

H0: Intentional governance mechanisms positively influence associations' overall performance. Examining the main research hypothesis, the test results reveal a positive ($\beta 1 = 0.892$) and significant influence at the 5% threshold (t-statistic = 35.374 > 1.96) of the positive influence



of Intentional governance mechanisms on associations' overall performance. Hypothesis 0 is confirmed.

H3: An association's ability to acquire and effectively utilize its necessary resources influences its overall performance. Examining the fourth research hypothesis, the test results reveal a positive ($\beta 1 = 0.538$) and significant influence at the 5% threshold (t-statistic = 7.029 > 1.96) of the contribution of inputs to improving PGA. Hypothesis 3 is confirmed.

H4: Human and structural factors influence overall association performance

Examining the fifth research hypothesis, the test results reveal a positive ($\beta 1 = 0.828$) and significant influence at the 5% threshold (t-statistic = 26.559 > 1.96) of the contribution of organizational capabilities to improving AMP. Hypothesis 4 is confirmed.

H5: Understanding the specificity of the services provided by the association influences its performance. Examining the sixth research hypothesis, the test results reveal a positive ($\beta 1 = 0.913$) and significant influence at the 5% threshold (t-statistic = 46.678 > 1.96) of the contribution of outputs to PGA improvement. Hypothesis 5 is confirmed.

H6: Focusing on the state of an association's population and activities influences its overall performance. Examining the seventh research hypothesis, the test results reveal a positive (β 1 = 0.919) and significant influence at the 5% threshold (t-statistic = 48.898 > 1.96) of the contribution of Outcomes, in particular benefits, to improving AMP. Hypothesis 6 is confirmed. **H7**: An association's ability to satisfy needs and impact the community influences its overall performance. Examining the eighth research hypothesis, the test results reveal a positive (β 1 = 0.887) and significant influence at the 5% threshold (t-statistic = 34.836 > 1.96) of the contribution of Outcomes particularly results in the improvement of PGA. Hypothesis 7 is confirmed.

H8: An association's good relational skills and reputation influence its overall performance. Examining the ninth research hypothesis, the test results reveal a positive ($\beta 1 = 0.923$) and significant influence at the 5% threshold (t-statistic = 43.918 > 1.96) of the contribution of legitimacy to improving AMP. Hypothesis 8 is confirmed.



Thus, the decisions and conclusions reached are formulated by each of the hypotheses and reported in the table above.

4.2.2.2 Estimation of the coefficient of determination R2

Based on the principle of the structural equation method used in this step, the quality of the structural model can be estimated satisfactorily from the observation of a high coefficient of determination R^2 of the explained variance of the endogenous variables. This coefficient enables us to assess the significance of the directions of the structural relationships. The model is considered significant if these coefficients are > 0.1 (Falk and Miller, 1992). For our structural model, the table below shows the R2 values of the variables concerned.

Tableau 8 : R²

	\mathbb{R}^2
Orga Cap	0,68
Input	0,275
Legitimacy	0,853
IMG	1
Ouput	0,833
OutcomesB	0,844
OutcomesR	0,784
OPA	0,798

Source: Compiled by us from Smart PLS

Referring to the thresholds determined by Chin (1998), we note that, with the exception of the "input" variable, all the variables have an R2 value greater than 0.67, implying a strong importance of the directions of the model's structural relationships. As for the value of "input", it is equal to 0.275 belonging to the interval [0.19 - 0.33], which corresponds to a low importance of the directions of the model's structural relationships.

4.2.2.3 Effect size F2

Effect size F2 is used to evaluate the size of the effect of an explanatory (independent) variable on an explanatory (dependent) variable. (Rosenthal, 1991, cited in Cooper and Hedges, 1994).



For Cohen (1998), if F2 < 0.02, there is no effect size (ES). For our structural model, the table below shows the values of the F2 coefficient for all structural relationships.

 Table 9 : Effect size for all structural model relationships

Variable	\mathbf{F}^2
OPA – Orga cap	2,126
OPA – Input	0,378
OPA – Legitimacy	5,782
OPA – Ouput	4,976
OPA – OutcomesB	5,423
OPA – OutcomesR	3,638
IMG – OPA	3,963

Source: Compiled by us from Smart PLS

Referring to the thresholds determined by Cohen (1998), we see that all F2 values are above 0.35, implying the existence of a strong effect size. These results remain logical, given that all our hypotheses are confirmed.

4.2.2.4 Testing global model quality

Two tests are required to assess the quality of the overall model:

• Estimation of predictive validity using the stone-Geisser Q2 coefficient. This coefficient is used to assess the quality of the overall model. For this quality to be validated, all Q2 coefficients must be positive. (Tenenhaus et al., 2005).

In our case, as shown in the table below, all Q2 results are positive. This means that the quality of the overall model is validated.

Table 10 :	Estimation	of predictive	validity	using tl	he stone-Geisser (D2 coefficient
Labic IV.	Estimation	of predictive	vanuity	using u		

	SSO	SSE	Q ² (= 1- SSE/BSP)
Orga Cap	230	122,806	0,466
Input	345	293,713	0,149
Legitimacy	690	306,715	0,555
IMG	690	286,258	0,585



Ouput	460	192,247	0,582
OutcomesB	345	126,207	0,634
OutcomesR	460	209,218	0,545
OPA	2530	1521,303	0,399

Source: Compiled by us from Smart PLS

Estimation of the Good of Fit (GoF) index: Tenenhaus et al (2005) developed this index, which presents the overall validation index of the PLS model (Fernandes, 2012). Its value ranges from 0 (model invalidation) to 1 (perfect model validation). The latter is obtained on the basis of the geometric mean of the average communalities and the average R2 of each explained variable (Fernandes, 2012; Hair, 2012).

GOF= $\sqrt{[(Average communality) x (Average R-Square)]}$ GOF = $\sqrt{[(0,758375) x (0,6641)]}$

= 0.709

GOF

Source: Compiled by us

From the results obtained in the table above, we can see that the GOF index shows a very satisfactory value, which is higher than the threshold recommended in the literature 0.36 (Tenenhaus et al. 2005). With a GoF of 0.709. Based on the above results, we can conclude that our overall model is largely valid.

4.3 Discussion of results

Once the results of this research have been analyzed, they need to be placed in perspective within a more global assessment based on the hypotheses put forward in the literature. The aim is to verify whether our results converge with previous research mobilized in the theoretical framework, in order to highlight the factors that explain the influence of governance mechanisms on the overall performance of associations.

With regard to general conclusions based on the literature review and the surveys carried out during our research, our informants highlighted the following facts:



- All the associations covered by this study are governed by the 1958 dahir, and therefore have no legal distinction or special status. On the other hand, they do enjoy some leeway in terms of organization and operation. This was pointed out by informants regarding the existence or otherwise of governing bodies and their role in the association;
- Most associations operate in several fields at once. As a result, there is no justification for considering the sector as an organizational determinant of governance mechanisms;
- Despite the classification adopted during our empirical work, there is a certain difficulty in adopting a standard typology of associations that could meet the purpose of all associations. Although insufficient, classifications by category, by field, by geographical area and by number of members could provide a simplified national database that could be read by all.

After presenting a summary of the main results of the descriptive analysis, we will now discuss our research hypotheses. These are analyzed in such a way as to focus on the relationship between intentional governance mechanisms and the overall performance of associations.

<u>Hypothesis</u> 1: Age of association positively influences the development of intentional governance mechanisms.

Based on our results, we found a positive and significant correlation between the age of the association and the development of intentional governance mechanisms. In other words, the older the organization, the more developed its internal governance mechanisms.

This confirms the results of previous research cited in the literature. Miller-Millesen, 2003; Ranger-Moore, 1997; Rosengren, 1968; Y.-J. Lee, 2016; Plaisance (2021).

<u>Hypothesis 2</u>: Network membership positively influences the development of intentional governance mechanisms.

The results strongly support the existence of a direct and positive link between network membership and governance mechanisms. The latter is seen as one of the factors in the successful implementation of governance mechanisms. The results confirm hypothesis H2. This result confirms the statements of certain authors who have clearly indicated in their research



that belonging to a network positively influences the development of intentional governance mechanisms. Siebart (2005); Barman & MacIndoe (2012); Plaisance (2021).

<u>Hypothesis</u> 0: Intentional governance mechanisms positively influence associations' overall performance.

In the light of the above, we can conclude that, in a well-defined context, governance mechanisms, particularly intentional ones within associations, can contribute to improving AMP. This result confirms what some authors have said. García et al. (2013); Alexander and Lee (2006); Desai and Yetman (2015); Herman and Renz (1997, 1999, 2004, 2008); Newton (2015); O'Regan & Oster (2005); Blevins et al. (2018, 2020); Brown (2005); Dato et al. (2020); Kalodimos (2017); Verschuere & Beddeleem (2013); Lee (2014); Plaisance (2021).

<u>Hypothesis 3</u>: An association's ability to acquire and effectively use the resources it needs influences its performance. These are known as Inputs.

As already discussed, this dimension represents the way in which an association's inputs, which are the fundamental concepts dominating this perspective, have been acquired, as well as the way in which it proceeds to spend them. In effect, the resource acquisition and utilization dimension is concerned with value production, while the expenditure dimension is concerned with evaluating the effectiveness of organizational activities.

Examining the effect of the "Inputs" dimension on AMP, the results show the existence of a positive and significant correlation between these two components. Indeed, the results highlight the role of this factor, recognized as one of the elements influencing AMP. Hypothesis H3 is confirmed. This result confirms the findings of previous research cited in the literature, which clearly indicated that inputs contribute positively to AMP. Bagnoli and Megali (2011), Beamon (1999); Cutt and Murray (2000); Kaplan and Norton (1996); Kendall and Knapp (2000); Median-Borja and Triantis (2007); Moxham (2009b); and Newcomer (1997). Lee, (2014)

<u>Hypothesis 4:</u> Human and structural factors influence association performance. This concerns the association's organizational capacity. It should be remembered that the development of organizational capacity must be included in the evaluation of non-profit organizations. The



purpose of this perspective is to assess the mechanism for establishing effective internal processes and structures within an association that must advance its mission by employing resources efficiently and effectively, incorporating the ability to develop the capacity to deliver services, adopt appropriate innovations, and expand/modify processes and actions to meet the diverse needs of its stakeholders. Kaplan (2001); Moore (2003); and Sowa, Selden, and Sandfort (2004), Lee, (2014).

<u>Hypothesis 5:</u> Understanding the specific nature of the services provided by the association influences its performance. It represents Outputs.

Outputs are related to the measurable goods and services obtained through non-profit activities and the direct products of mission-oriented activities. These outputs have a quantitative aspect and include criteria such as the number of people served or also the number of services offered. Bagnoli and Megali (2011); Berman (2006); Cutt and Murray (2000); Kendall and Knapp (2000); Moxham (2009b); Newcomer (1997); Poister (2003); and Sawhill and Williamson (2001), Lee, (2014).

<u>Hypothesis 6</u>: Focusing on the state of the population and the activities of an association influences its performance, which concerns Behavioral Outcomes or Benefits.

An association's outcome can be defined as "the state of the target population or social condition that a program is expected to have changed" (Rossi, Lipsey and Freeman, 2004, p. 204). This results-based perspective is distinct from the output-based approach, in that it goes beyond organizational activities and focuses on understanding the effect of these activities on the environment or target population. It therefore emphasizes the substantial changes in behavior or environmental conditions brought about by organizations through their services, despite their productivity in terms of the number of people served or projects carried out. Bagnoli and Megali (2011); Berman (2006); Greenway (2001); Lampkin et al. (2006); Moxham (2009b); and Penna (2011), Lee, (2014)

<u>Hypothesis 7:</u> An association's ability to satisfy the needs and impact of its community influences its performance. These are known as Customer Outcomes or Results.



This perspective looks at how the organization produces value for its target customers, focusing on the gap between what this value generates for the target customer and the degree of customer satisfaction. Kaplan (2001); Median-Borja and Triantis (2007); Newcomer (1997); Penna (2011); and Poister (2003); Hills and Sullivan (2006); Greenway (2001); Lampkin et al. (2006); Land (2001); Moore (2003); and Penna (2011), Lee, (2014).

<u>Hypothesis 8:</u> An association's good relations and reputation influence its performance. This is Network Legitimacy.

This perspective represents the way in which an organization manages its relationships with stakeholders and establishes a reputation for reliability and excellence within a broad network, which is an important criterion in the conceptualization of its performance. Talbot (2008, p. 4), who emphasizes this concept in his framework, states that legitimacy justifies "the mobilization of public funds to carry out collective action projects that the market would not provide". Thus, this perspective is measurable by monitoring organizations' compliance with institutional measures and laws in their operating environment. (Lee, Nowell, 2014, pp.10-11). Bagnoli and Megali (2011); Herman and Renz (2008); Moore (2003); and Talbot (2008), Lee, (2014).

By way of conclusion, it seems that the factors inspired by previous work have a positive impact on the intentional mechanisms of governance and consequently on the overall performance of associations across its dimensions. However, some factors were found to be highly determinant of success. Others contribute little.

Conclusion

The aim of this article was to test our conceptual model and hypotheses through a confirmatory quantitative study. To this end, we began by outlining the methodology used to measure the validity and reliability of our measurement instruments, and then proceeded to the statistical analyses applied to the data collected. We then presented the results of the research model test, based on an exploratory factorial analysis using SPSS version 26 and a confirmatory factorial analysis using Smart PLS version 3.3. 9..



Indeed, once the data had been collected, and in order to test the chosen research model and its hypotheses, we found ourselves faced, on the one hand, with the need to operationalize the various variables mobilized in the model by choosing the appropriate measures for the research variables; and on the other hand, to carry out structural modeling, which consists in analyzing the relationships between the latent variables introduced into the research model.

Secondly, we explained the results of confirming our research hypotheses to the main theoretical works mobilized in the theoretical framework.

The results show that intentional governance mechanisms positively influence the overall performance of associations. In our view, these results bring new knowledge and perspectives to the field of associations.

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