

Leadership Effectiveness and the Samaritan Resource Center

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Abstract

Nonprofit organizations (NPOs) face unique challenges compared to their for-profit peers. For the Samaritan Resource Center (SRC), a critical challenge is caring for the growing number of persons experiencing homelessness and food insecurity. With a limited budget, the SRC relies heavily on its donors and volunteers to serve those in need. To meet the increasing needs of its client population, the SRC must strengthen current relationships with these parties, while building new ones.

To address this, research was completed to determine which leadership styles positively influence stakeholders. Through a quantitative survey, stakeholders shared their perceptions regarding the effectiveness of those leadership behaviors.

Organizational Profile

- The SRC is a Christian NPO located in central Florida.
- Founded by five local churches in the late 1990s, it was formally incorporated, as a 501(c)(3), in 2011 (Samaritan Resource Center, 2021).
- Located outside of the primary business district, it is much less well-known and supported than its peers.
- Minimal budget flexibility and having few direct-paid employees result in a heavy reliance on donors and volunteers (Z. Portway, personal communication, October 20, 2020).
- Key services offered by the SRC include case management, food, medical care, hot showers, and personal garment storage and cleaning (Samaritan Resource Center, 2020).

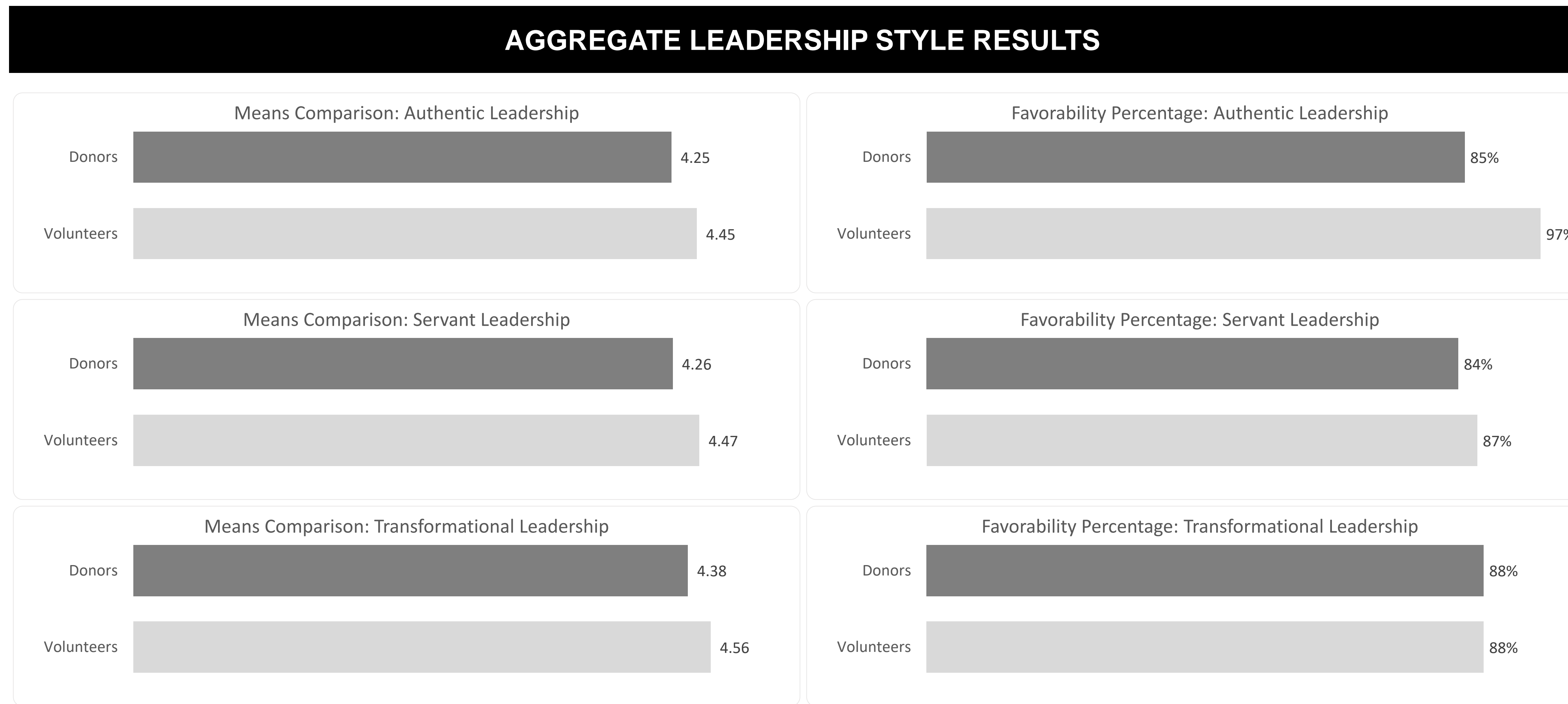
Driving Research Question

What leadership behavior can the SRC use to increase effectiveness and favorably influence its donors and volunteers when considering demographic, philanthropic, and economic changes in the central Florida marketplace?

Research Methodology

- Reviewed more than 40 scholarly and practitioner articles on leadership effectiveness styles within the nonprofit sector.
- Developed and deployed a Likert-type survey asking stakeholders to assess how effective they believe behaviors associated with the authentic, servant, or transformational leadership styles are.
- Stratified responses by relationship type, to understand leadership preferences and any statistically significant differences between the two stakeholder groups.
- Analyzed responses using 2-sample t-tests and chi-squared tests for association.

Stakeholder Survey Results



	DONORS		VOLUNTEERS	
	MEAN	FAVORABILITY	MEAN	FAVORABILITY
Authentic	4.25	85%	4.45	97%
Balanced Processing	4.33	93%	4.38	100%
Internalized Moral Perspective	4.00	80%	4.33	89%
Relational Transparency	4.67	100%	4.63	100%
Self-Awareness	4.00	67%	4.50	100%
Servant	4.26	84%	4.47	87%
Awareness	3.80	53%	4.13	63%
Committed to People's Growth	4.60	93%	4.50	88%
Community	3.93	93%	4.63	100%
Conceptualization	4.40	64%	4.25	63%
Empathy	4.20	93%	4.63	100%
Foresight	4.07	93%	4.13	88%
Healing	4.53	73%	4.33	78%
Listening	4.00	93%	4.78	100%
Persuasion	4.53	80%	4.38	88%
Stewardship	4.47	100%	4.89	100%
Transformational	4.38	88%	4.56	88%
Idealized Influence	4.80	100%	5.00	100%
Individualized Consideration	4.60	100%	4.63	100%
Inspirational Motivation	4.13	80%	4.44	89%
Intellectual Stimulation	4.00	73%	4.13	63%

Information on individual leadership behaviors is sourced from Northouse (2019).

Research Application

The SRC is using the survey's data and insights to obtain additional qualitative information from its stakeholders. This information will be used to develop further strategies to engage current donors and volunteers better while building additional relationships with other parties.

Two key areas of future analysis are evaluating current perceptions of the SRC's leadership against these behaviors and identifying if donor engagement increases if donors also volunteer with the organization.

This research can also be used as a model for commercial and nonprofit organizations to identify which leadership behaviors best engage critical stakeholders and other important business partners.

References

Northouse, P. (2019). *Leadership* (8th ed.). SAGE Publications.

Samaritan Resource Center. (2020). *Services*. <https://samaritanresourcecenter.org/services/>

Samaritan Resource Center. (2021). *About us – Partners*. Retrieved September 9, 2021, from <https://samaritanresourcecenter.org/about-us/#partners>

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Contact

For more information on this study, please use the QR code seen below to contact the researcher.

