
2020년 2월 28일
아름다운재단 기부문화연구소
비영리 콜로키움 강연

한국 비영리단체의 이해관계자 및 책임성
Stakeholder Environment and
Accountability of South Korean NPOs

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개요

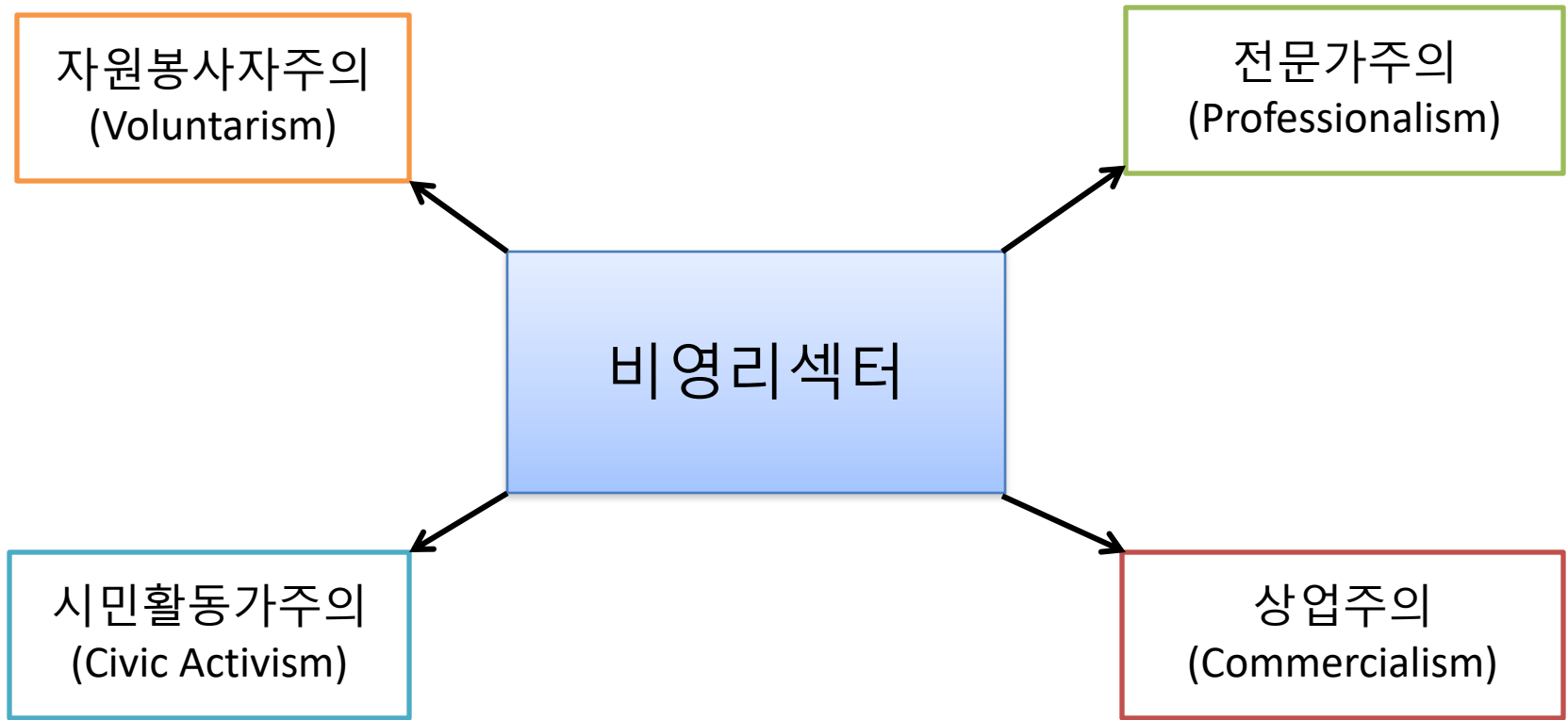
- 비영리조직의 발전과 변화를 이끄는 추동력
- 이론적 배경 및 연구의 틀
- 연구문제
- 이론적 실증적 배경
- 연구 방법론
- 연구분석 및 결과
- 종합 질의 및 토론



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비영리 섹터 변화를 이끄는 추동력



Lester Salamon, *The State of Nonprofit America*, 2012



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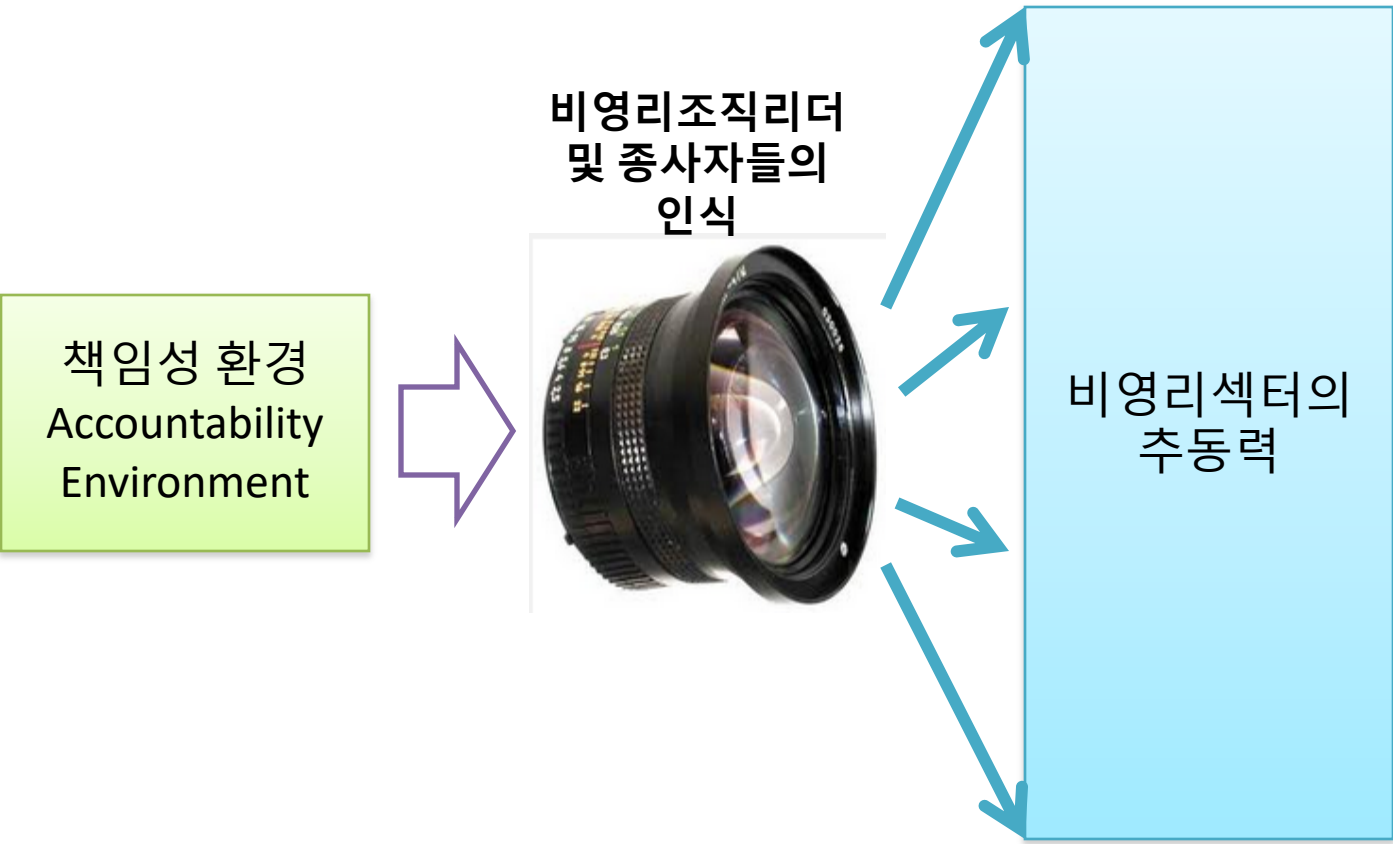
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이론적 배경

Salamon의 추동력 이론들과 주요 특성



연구의 틀



연구문제 (Research Questions)

- 1) Which stakeholders are considered most significant in the South Korean NPO sector?
- 2) What are the impulses shaping the South Korean NPO sector?
- 3) Does the South Korean NPO sector's duality structure affect NPOs' attitudes toward the main impulses?
- 4) What specific accountability obligations are perceived and practiced by NPO leaders in response to their stakeholder expectations?
- 5) What, if any, underlying structure or common dimensions exist in the accountability obligations of South Korean NPOs?



이론적 배경: 광의의 개념

- *How to respond to the diverse or conflicting expectations and demands of multi-stakeholders?*
 - The emphasis of multiple-stakeholders' influence in the decision making process of the individual agency (Romzek and Dubnik, 1987; Kearns, 1996; Balser & McClusky, 2005).
 - The accountability of an entire organization or institution beyond the examination of individuals' accountability and behaviors within an organization (Behn, 2001; Schillemans & Bovens, 2011; Salamon, 2012).
 - Highlighting performance accountability measured by their success in fulfilling their missions and delivering cost-effective programs and services (Edwards & Fowler, 2002).
 - Scholarship on performance accountability includes the complexities of assessing the mission's accomplishment (Christiansen and Ebrahim, 2006).



이론적 배경: 협의의 개념

- *Who will control the agents and how this control will be exercised?*
 - Debates over the significance of internal and external controls within public administration positions (Finer, 1941; Friedrich, 1940)
 - The importance of the principal-agent relationship and the stewardship role perspective (Caers et al., 2006).
 - Conventional definition of accountability to stress both the reporting mechanism and the function for control (Edwards and Hulme, 2002; Unerman & O'Dwyer, 2006; Gruber, 1987; Smith, 1971; White, 1926).
 - This narrow approach highlights compliance to higher authority and the performance criteria, and reporting as the main mandate bestowed to the organizations (Kearns, 1996).
 - Compliance accountability includes financial transparency and compliance to the legal requirements and regulations (Brody, 2006; Kearns, 2011; Keating & Frumkin, 2003; Valentinov, 2011).



실증적 배경: 한국의 비영리 섹터

- The estimate could vary on the size of the South Korean NPO sector.
 - The number of nonprofit organizations registered with the Ministry of Public Administration and Security increased from 9,003 in 2009 to 11,579 in 2013 (Ministry of Public Administration and Security, 2013).
 - The Korea Civil Society Yearbook, a document published by the Civic Movement Information Center (2012) reports that, as of 2012, 7,923 civic organizations were working in the South Korean civic field.
 - The total number of NPOs becomes 25,886 if local branches or chapters are counted as independent organizations.
 - Social welfare and social service sector occupies the largest portion (18%), followed by environment (12%), politics & economy (10%), youth & children (9%), volunteer-focused organizations (8%), women (6%). Among those 7,923 NPOs, about 38.6% of nonprofit organizations from the list were newly established since 2000 (Civic Movement Information Center 2012).
 - Another empirical study estimated that about 37,613 NPOs are operating in the field (Hwang, 2009; Korean Labor Research Institute, 2008).



실증적 배경: 한국의 비영리 섹터

- The qualitative features of the nonprofit sector have undergone a transformation in the last few decades.
 - Its role expectations, focus area, and relationship with the state and the market
- Duality structure of the South Korean NPO sector
 - Advocacy-focused NPOs
 - Historically, advocacy groups and civil society organizations have grounded their legitimacy in their adversarial role to curb government excess. The role of these groups has lessened with the advent of a democratic government in South Korea.
 - Service-focused NPOs
 - Recently, the growing and complementary role of service-providing nonprofit organizations has started to receive more attention.



실증적 배경: 책임성과 한국의 비영리 섹터

- Accountability is a fundamental concern for the South Korean NPO sector.
 - The significance of accountability issues in South Korea has increased due to financial challenges
 - Recent legislative and administrative actions push NPOs to disclose more information for evaluation.
 - A series of legal and ethical scandals of renowned NPOs made the general public realize the importance of holding NPOs accountable.
- Nonprofits are forced to demonstrate their performance to their stakeholders



연구방법론 (Research Methods)

- In-depth interviews with 42 respondent organizations
 - A combination of quota and judgmental sampling
- Organizational survey and stakeholder analysis
 - 1,000 NPOs selected; 271 completed responses (27.1% response rate).
 - Random sampling



Interviews



The May 18 Memorial Foundation

Human Rights Documentary Heritage
1980 Archives for the May 18th
Democratic Uprising against Military
Regime, in Gwangju, Republic of Korea

Documentary heritage submitted by Republic of Korea and recommended for inclusion in the Memory of the World Register in 2011.

The May 18th Democratic Uprising not only played a pivotal role in the democratization of South Korea but also affected other countries in East Asia by dissolving the Cold War structure and achieving democracy. After the 1980s, various democratic movements took place in the Philippines, Thailand, China, Vietnam, and elsewhere in an attempt to follow in Korea's footsteps. The documentary items related to the Uprising, which took place in Gwangju, Korea between 18 and 27 May 1980, take the form of documents, photos, images, etc. relating to the citizens' rebellion, punishment of the perpetrators, and compensation.

- Year of submission: 2010
- Year of inscription: 2011
- Country: Republic of Korea



© Gwangju Il Bo
Professors, students
in front of Municipal
lifting the Emergency
Democracy.



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Survey

Population Frame of South Korean Nonprofit Organizations

Sector	Number of NPOs (%)	Sector	Number of NPOs (%)
Environmental	908 (12.0)	Consumer's rights	70 (0.9)
Human Rights	216 (2.9)	Urban/Family	254 (3.4)
Peace/Reunification	319 (4.2)	Labor/Poverty	238 (3.1)
Women	491 (6.5)	Foreign residents	107 (1.4)
Oversight	109 (1.4)	Fundraising	29 (0.4)
Politics/Economy	816 (10.8)	Volunteering	603 (8.0)
Education/Research	352 (4.7)	Foreign aid	124 (1.6)
Culture/Sports	308 (4.1)	Alternative society	164 (2.2)
Social welfare	1,489 (19.7)	Online community	105 (1.4)
Youth/Children	708 (9.4)	Others	153 (2.0)
Sum		7,563 (100)	

Source: Directory of South Korean NPOs (Civic Movement Information Center, 2011)



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연구문제 1

연구문제 1)

Which stakeholders are considered most significant in the South Korean NPO sector?



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Most significant stakeholders: Top 3

Stakeholder	Count
Board	208
Staff	194
Government agencies	114
Clients & service users	85
Individual members	71
Citizens & local residents	55
Domestic NPOs	33
Volunteers	29
Academia	21
Media	15
International NGOs	9
Companies	6



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연구문제 2 & 3

연구문제 2)

What are the impulses shaping the South Korean NPO sector?

연구문제 3)

Does the South Korean NPO sector's duality structure affect NPOs' attitudes toward the main impulses?



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Democratization movement → Civic activism?

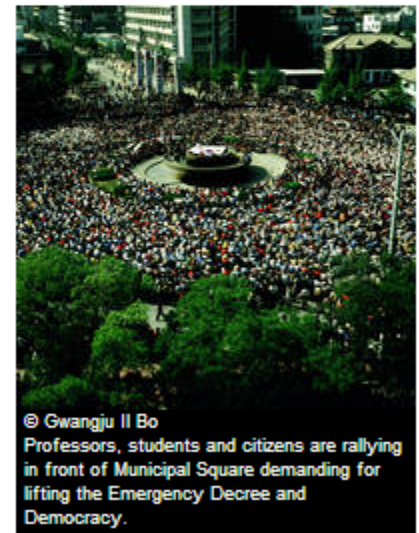


Human Rights Documentary Heritage 1980 Archives for the May 18th Democratic Uprising against Military Regime, in Gwangju, Republic of Korea

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© Gwangju Il Bo
Professors, students and citizens are rallying in front of Municipal Square demanding for lifting the Emergency Decree and Democracy.

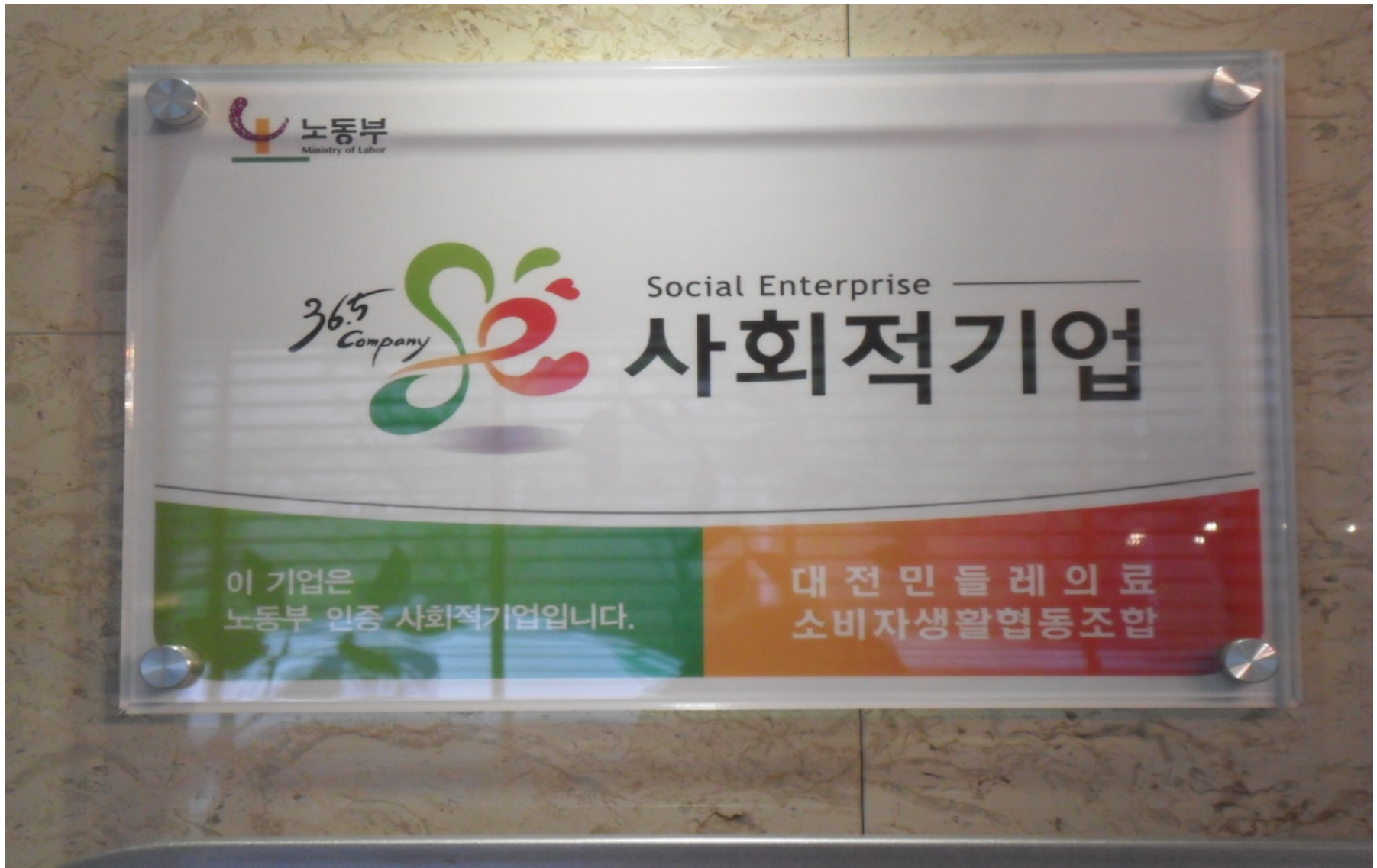
Social services → Professionalization?



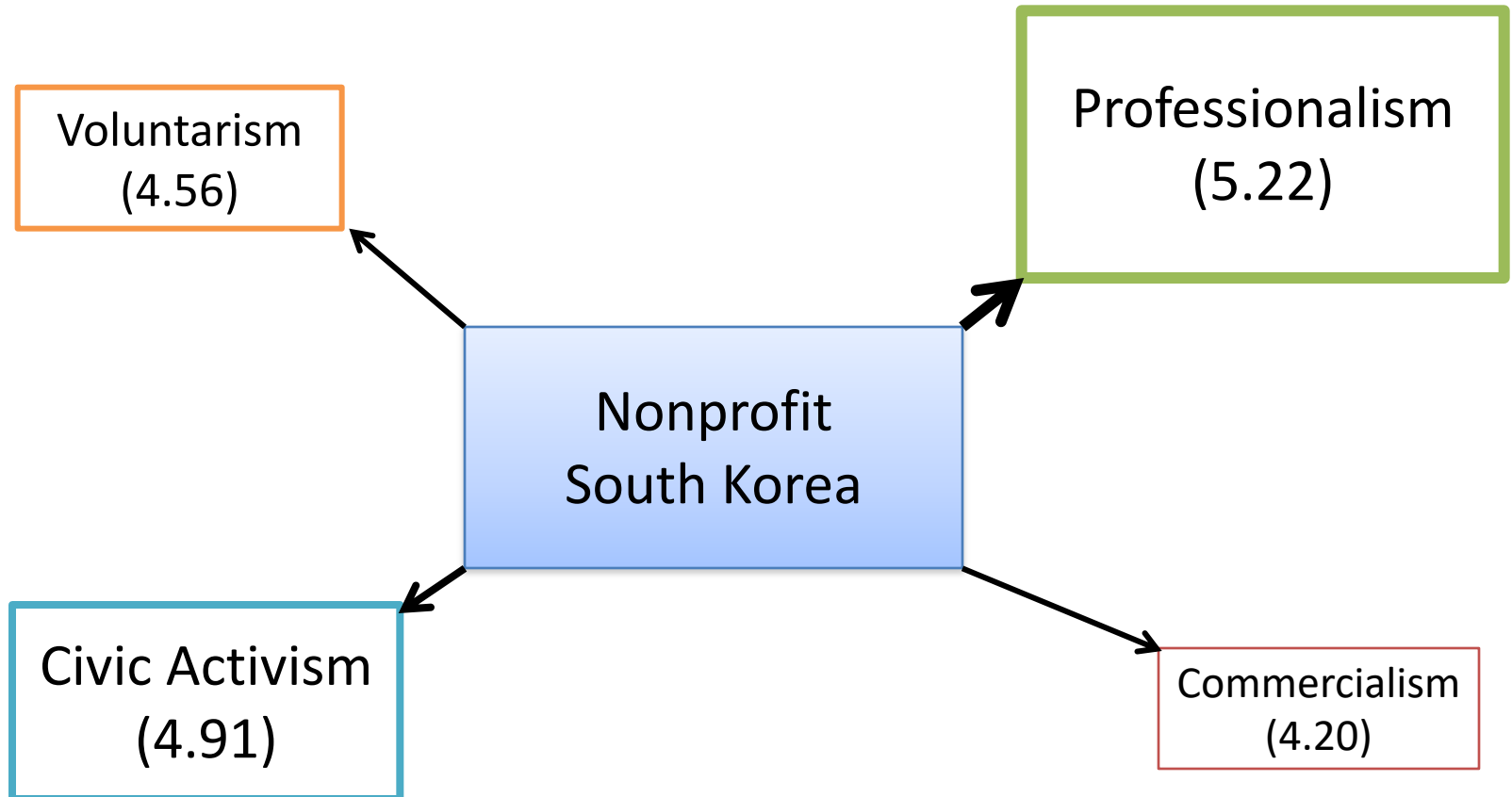
Shops → Commercialization?



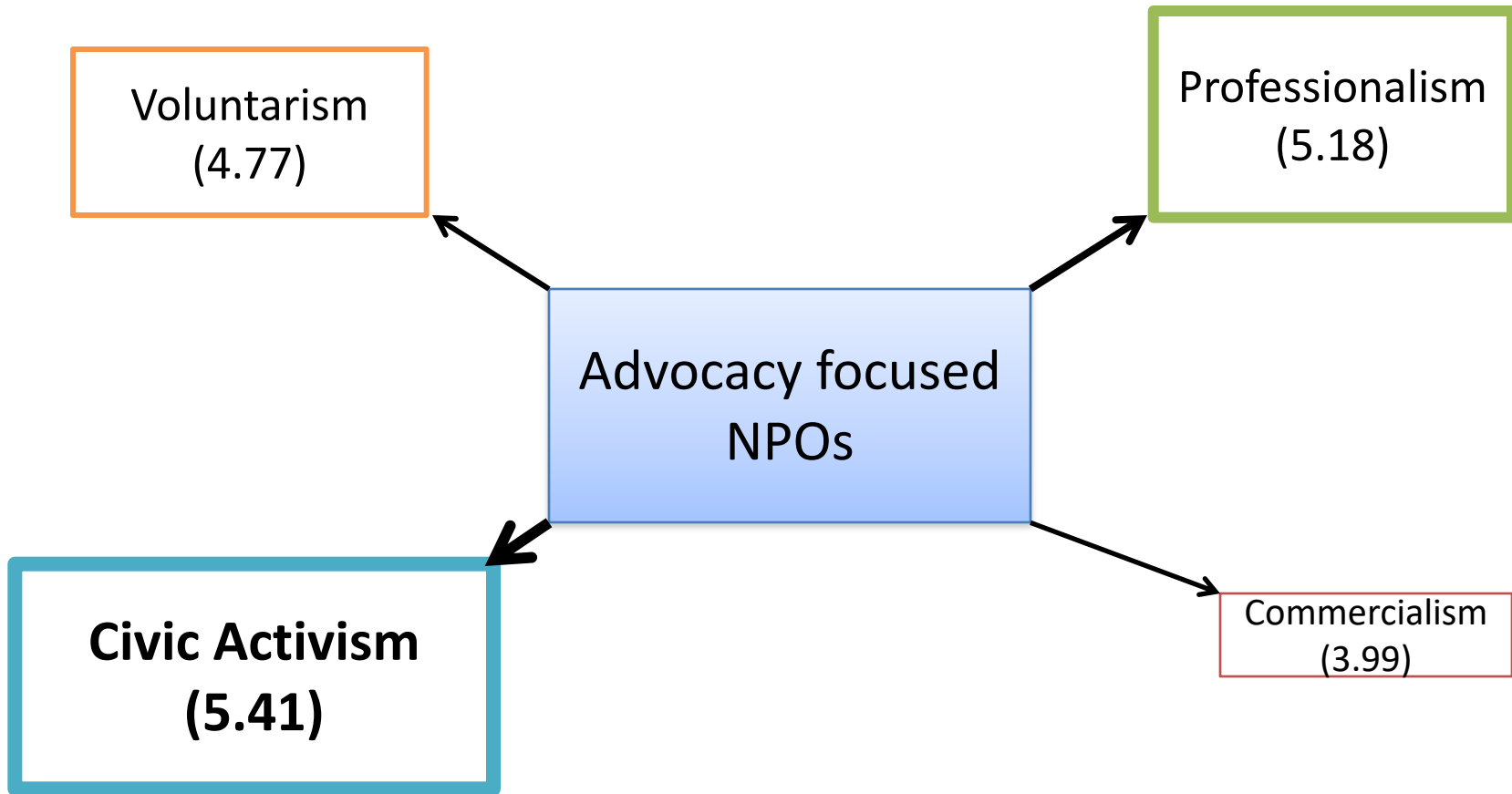
Social enterprises → Commercialization & Professionalization?



Where is the South Korean NPO Sector?



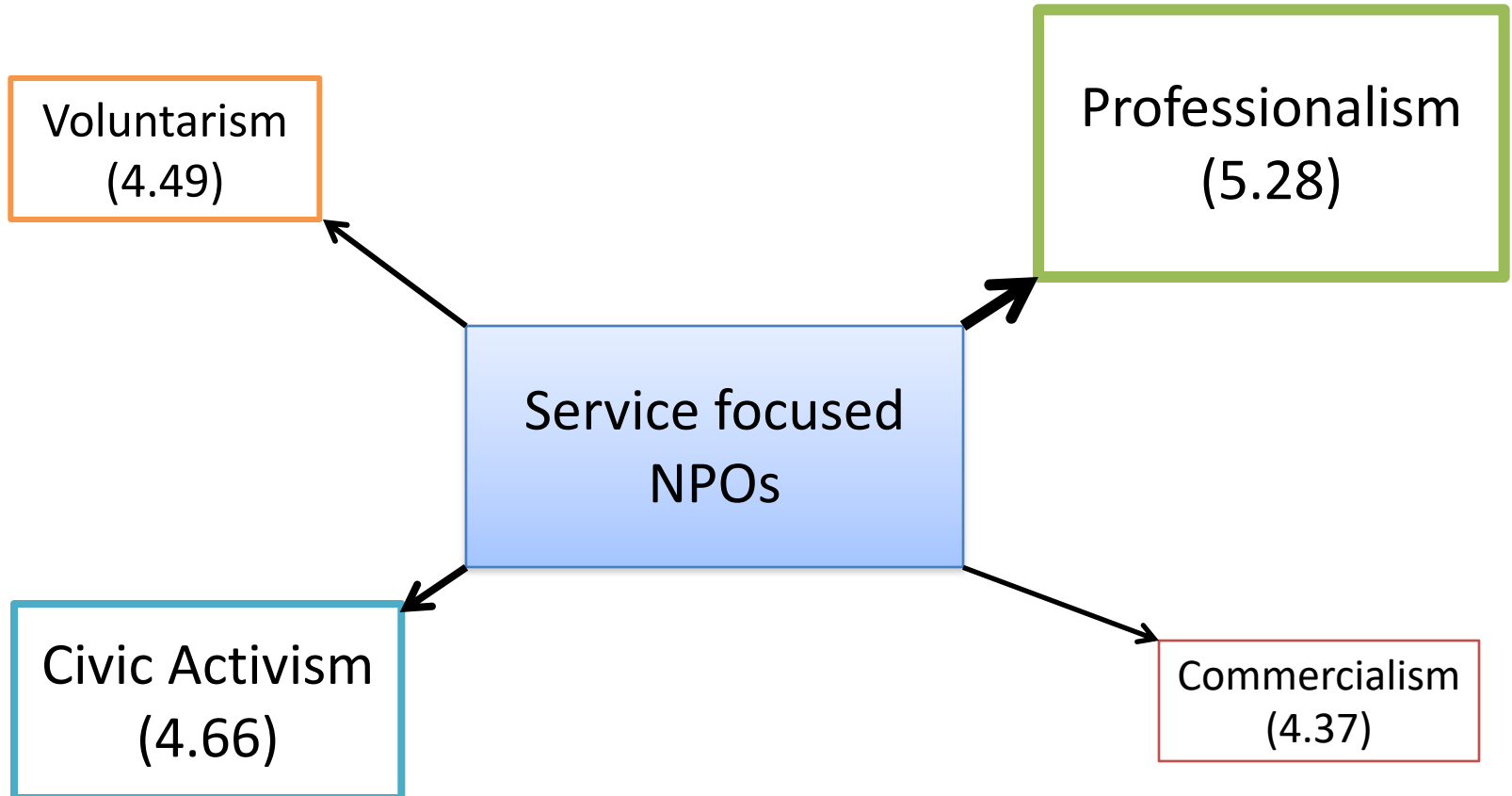
Where are advocacy focused NPOs?



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Where are service focused NPOs?



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T-test: NPOs' attitudes toward main impulses

		Service > Advocacy	Service < Advocacy
Professionalism	Applying logic models derived from professional standards	√	
	Demonstrating empirically validated results and outcomes	√	
	Organizational learning	√	
	Meeting professional guild standards	√	
	Meeting standards of efficiency	√	
	Meeting standards of ethical management		√
Civic Activism	Creating social condition for organizational leaders to work as social activists **		√
	Changing the allocation of valued goods in society ****		√
	Changing social norms and public policies ****		√
Voluntarism	Transforming the lives of individual members and volunteers	√	
	Creating a social condition for individuals to discuss social issues **		√
	Providing a vehicle for the expression of values		√
Commercialism	Increasing earned income	√	
	Increasing social return on investment *	√	
	Exploiting niche markets	√	
	Leveraging the comparative advantage of the organization *	√	
	Spawning entrepreneurial culture through growth strategies such as franchising	√	

연구문제 4 & 5

연구문제 4)

What specific accountability obligations are perceived and practiced by NPO leaders in response to their stakeholder expectations?

연구문제 5)

What, if any, underlying structure or common dimensions exist in the accountability obligations of South Korean NPOs?



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Descriptive Analysis of Perception on Accountability Obligations

(N=271)

	Mean	Std. Deviation
Transparency in financial management	6.21	1.26
Budget report at the general assembly	5.91	1.44
Compliance with bvlaws	5.83	1.27
Transparency in decision making	5.78	1.35
Open communication	5.66	1.30
Vision sharing	5.52	1.32
Providing quality programs	5.38	1.43
Increasing project effectiveness	5.38	1.24
Enhancing citizen participation	5.36	1.41
Providing accurate information	5.34	1.34
Efficiency in operation	5.34	1.34
Making proactive clients	5.13	1.44
Providing government policy alternatives	5.08	1.57
Establishing expertise in human service provision	5.06	1.41
Compliance with administrative guidance	4.99	1.92
Partnership with civil society organizations	4.92	1.41
Resource allocation appropriate to organization's mission	4.86	1.36
Educating citizens	4.86	1.57
Increasing volunteer motivation	4.57	1.65
Professionally executing government delegated services	4.48	1.93
Playing parts in government policy process	4.41	1.69
Partnership with government agencies	4.39	1.77
Partnership with academia	4.16	1.59
Professional volunteer management	3.99	1.69
Partnership with companies	3.51	1.81



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Result 3: Exploratory Factor analysis for NPO ACCOUNTABILITY OBLIGATIONS

(N=271)

Items	Factor Loadings				Communalities
	Component 1: Professional Integrity	Component 2: Civic engagement	Component 3: Inter-organizational Partnership I (Civic activism-oriented)	Component 4: Inter-organizational Partnership II (Professionalism-oriented)	
Transparency in decision making	0.814	0.223	0.109	-0.094	.733
Transparency in financial management	0.804	0.195	0.056	0.017	.687
Compliance with bylaws	0.786	0.080	0.091	0.263	.702
Open communication	0.770	0.297	0.163	-0.095	.716
Budget report at the general assembly	0.751	-0.035	0.005	0.209	.610
Efficiency in operation	0.638	0.375	0.106	0.177	.590
Increasing project effectiveness	0.573	0.453	0.248	0.169	.623
Providing accurate information	0.514	0.308	0.448	0.108	.571
Increasing volunteer motivation	0.092	0.806	-0.009	0.068	.663
Making proactive clients	0.188	0.725	0.191	0.039	.598
Professional volunteer management	-0.042	0.691	0.055	0.375	.623
Enhancing citizen participation	0.344	0.606	0.309	-0.061	.585
Resource allocation appropriate to organization's mission	0.345	0.591	0.150	0.217	.538
Establishing expertise in human service provision	0.276	0.543	0.220	0.324	.524
Vision sharing	0.507	0.538	0.206	-0.041	.590
Providing quality programs	0.448	0.507	0.171	0.175	.517
Providing government policy alternatives	0.027	0.177	0.828	0.029	.718
Partnership with academia	0.107	0.042	0.731	0.276	.624
Partnership with civil society organizations	0.343	0.109	0.618	0.110	.523
Playing parts in government policy process	-0.066	0.194	0.608	0.483	.644
Educating citizens	0.269	0.452	0.571	0.025	.603
Partnership with government agencies	0.125	0.112	0.261	0.786	.714
Professionally executing government delegated services	0.154	0.239	0.141	0.762	.681
Compliance with administrative guidance	0.377	0.046	-0.194	0.712	.688
Partnership with companies	-0.127	0.083	0.279	0.600	.462

분석 결과 및 함의

- Stakeholder significance – High influence of government authorities
- Impulses
 - Social movement & Strategic management
 - Professionalism > civic activism > voluntarism > commercialism
- Duality
 - Social movement impulse is clearer for advocacy-centered NPOs, than service-centered NPOs.
 - Professionalism has more potential in service-centered NPOs.
 - Bifurcation between advocacy-centered and service-centered NPOs



분석결과 및 함의

- Balance between legal obligations and observance of democratic principles in governance
- Embracing the emerging phenomenon of increased networked accountability.
- Four main components in Korean NPOs' accountability obligations
 - Professional integrity,
 - Civic engagement,
 - Inter-organizational partnership I (civic activism-oriented), and
 - Inter-organizational partnership II (professionalism-oriented)



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