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## THE PROCESS OF THE STRATEGIC PLANNING OF THE NONPROFIT ORGANIZATION IN SOUTHERN SONORA, MEXICO

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### Abstract

This research was presented with the aim of knowing what is being done in terms of strategic planning considering dimensions such as social capital and strategic alliances in nonprofit organizations (NPO) in southern Sonora, Mexico. This document was developed using a quantitative study, descriptive, with non-experimental type design, with a cross sectional, a non-probability sampling method was adopted with convenience type. The population that is registered according to CEMEFI (2017) in the state of Sonora, Mexico has 721 NPO with the participation of 196 in the south of Sonora, but at the time of fixing their address their location was not found 51 organizations and 32 are inactive, so the decision to have a NPO population of 113 for the presentation of results was considered. The implemented questionnaire has a structure with the response mode using a Likert scale with five response options, presents internal consistency, were measured with the exploratory factor analysis test, the Cronbach alpha, KMO, and Barlett test, confirmed by the internal validity and reliability of the instrument as well as through a correlation analysis to measure the dependence of the variable with respect to the other two independent variables. We present the general hypothesis and a graphical model through software SPSS version 21, which is proposed by researchers with the aim of explaining the incidence of the dependent variable strategic planning through the independent variables of social capital and strategic alliances. One of the contributions of this research is that there is a measuring instrument that can be applied with the validity and internal consistency to measure the variables described above and in turn can be replicated not only at the national level but also internationally and also we can offer many persons the opportunity to help the community network of volunteers and promotes the synergy of social participation.

**Keywords:** Nonprofit organizations, strategic planning, social capital, strategic alliances, instrument, validity, reliability, correlation,

**JEL Classification:** L31, C52, P33, D64

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## 1. Introduction

When referring to "civil society", "social", "non-profit", "third sector" or "non-governmental" organizations, López Zamarripa, N. (2009), is to speak depending on a social context, a relationship of similarity between different institutions, it is in turn cataloged by their vocation, type of activities, geographic scope and general strategy.

The third sector has been defined as a nonprofit private sector, oriented towards public ends, which seeks to complete government and market actions to meet social needs, whose purpose is the achievement of a common good, addressing the needs and promoting the progressive participation of society, as defined by García, S., Cruz, AG, Pozos, LB, Velázquez, EB, & SM, AC (1997). This type of institutions that belong to the third sector do not have a lucrative purpose, that is, they were created with the main objective of not generating profits or obtaining a financial return, Monzón, J. L. (2006). The third sector is powered by the social institutions that designate the various organizational forms that emerge from society, identified by the promotion of social cooperation and voluntary work, under an altruistic and solidary logic, Rodríguez (2005).

The Non Profit Organizations (NPO) are diverse associations that contribute to the functioning and social reproduction, Gonzalez O. (2005), its composition varies according to each country depending on the specific historical conditions of its formation and development, Rivera A.J. (2000). This type of institutions are the main elements in a social conflict where they try to influence economic structures and State policy, Cohen, J. L., & Arato, A. (2000).

The Non Profit Organizations can be characterized as including religious and charitable associations that mobilize private funds for development, provide food and family planning services while encourage the community organization. In this way, they include independent cooperatives, community associations, public service user societies, women's groups and pastoral associations. Likewise, civic groups that try to become aware of social and environmental problems and try to influence public policy, López Zamarripa, N. (2009)

Currently society requires modern and dynamic social assistance, with simplified procedures and simple regulations. Civil society has not only emerged as an important social actor in many parts of the world, but its nature and composition have also varied enormously.

The aim of this research is to determine the influence of social capital and strategic alliances in the process of strategic planning in non profit organizations in southern Sonora, Mexico, considering that from the literature review no documents have been found that validate the influence of this terminology as a fundamental part in the operation and survival of this type of organizations. This document will consider using a quantitative study, descriptive, a non-experimental type design, with a cross sectional, a non-probability sampling method was adopted with convenience type using the statistical software SPSS version 21. The variables object of study will be

operationalized according to the general hypothesis proposed for the validation of the measurement instrument.

The validity of the instrument also requires the tests of the exploratory factor analysis, the cronbach's alpha, KMO, and Barlett's test as well as through a correlation analysis to measure the dependence of the variable with respect to the other two independent variables for analyze the regression model.

## **2. Literature review and development hyphotesis**

The concepts and empirical studies analyzed on the dependent variable Strategic Planning (SP) and the independent variables Social Capital (SC) and Strategic Alliances (SA) are presented below.

### **Strategic Planning (SP)**

The NPO have been increased and improved the forms of collaboration between organizations to strengthen their voice and develop joint programs given the inevitable transversality of many social interventions, Marbán Gallego, V., & Rodríguez Cabrero, G. (2006). That is why it is important to talk about the term strategic planning, which refers to the deliberate and systematic decision making that includes purposes that affect or should affect the entire company for long periods, Chiavenato, I., & Sapiro, A. (2017); Armijo, M. (2011) assures that the strategic planning consists of a formulation and establishment of priority objectives where strategies are established to achieve them, being a tool for decision making.

Gómez, PN (2009), defines strategic planning as the reason for being of the organization, gives importance to activities and processes, in a turbulent and constantly changing environment appears as one of the essential elements to be able to respond to the growing demands of the environment; the NPO, for the different way of operating these types of organizations, must have a participatory and democratic decision-making process. These organizations are frequent that the strategic plans remain only in a theoretical document without effective incidence in the objectives of the NPO.

The strategic planning in nonprofit organizations reported crucial relationships among strategy components are missing, and links between these components and organizational performance have yet to be made. Stone, M. M., Bigelow, B., & Crittenden, W. (1999). Strategic Planning is to help an organization do a better job; Can help an organization focus its vision and priorities in response to a changing environment and ensure that members of the organization are working toward the same goals, Allison, M., & Kaye, J. (2011).

An empirical study on the strategic planning of NPO in the State of Guanajuato, Mexico, Caldera, DC, Ortega, MA, & Sánchez, ME (2017) considered eight questions with the objective of presenting and analyzing in detail the planning with 86 NPO of this State and identify the areas of improvement and opportunity in which new strategies can be

implemented, and projects that improve their efficiency and effectiveness, and therefore, their performance.

Another empirical study now in the State of Chihuahua, Mexico, Ramos, PJM, Maya, MHRR, & Cisneros, MHCE (2014) summarize that it is necessary to emphasize that the application of the strategic planning process in the 53 NPO of this City, is deficient due to the lack of clear institutional guidelines, since in most of the institutions, it does not go beyond the statement of objectives, strategies and procedures aimed at fulfilling its mission; This is often a reaction to a sponsor request. In addition, there are conceptual limitations derived from a limited vision that focuses on fulfilling the social objective of the organization.

### **Social Capital (SC)**

Properly speaking of community social capital, it focuses on the quality of the relationships between the actors, that is, within a very well defined group it refers to the characteristics of social organizations that facilitate coordination and cooperation within that group (Putnam, Leonardi and Nanetti 1993). Also of particular relevance is the fact that community social capital provides an orienting attitude that directs actions because actors adhere to a system of norms and values (Esser 2008).

Currently there is no well-defined mechanism to assess the work that has been developed by the NPO, there is no methodology for assessing the construction of social capital as well as efficiency and effectiveness in the application of the resources on the part of these in the development of social projects of social co-investment, Álvarez, F. (2015); For studies on social capital should take advantage of its components as well as the synergies, alliances that exist between social groups to take advantage of the capabilities of the NPO to generate a sense of belonging and empowerment within institutions .

### **Strategic Alliances (SA)**

When referring to strategic alliances between organizations, regardless of the direction to which it belongs, assures Aldana, R., & Urribarri, A. (2013) for a organization is very difficult to achieve internal strengthening if it does so an individual basis; That is why it recommends the formation of alliances to increase competitiveness, meet their social goals, share goals, share strategic objectives for organizations that seek to remain in this competitive environment, alliances can be used between private, public, social organizations, government offices , universities, among others.

Guerrero, G., Reficco, E., & Austin, JE (2004) also assure that between organizations and NPO there must be a certain alignment in terms of values, mission and strategy, as well as the management of a Social Alliance imposes demands similar to that a new business unit. Cross-sector alliances (between for-profit and nonprofit actors) present a learning platform for infusing participants with greater incentives to be socially responsible. Arya, B., & Salk, J. E. (2006).

The situations that are seen with the NPO in concepts such as strategic planning, social capital and strategic alliances, the need arises first for the validation of an instrument for

measuring the strategic planning process in the NPO, after which this instrument has been validated that presents an internal consistency, it proceeds to the application of the instrument with the administrators of the NPO located in the southern of Sonora, Mexico, to obtain a document that can be input for the decision making of the NPO administrations or members of the board of directors as well as to continue in future research with other variables.

## **2.2 Development Hypothesis**

Considering the analysis of the theory on strategic planning, social capital and strategic alliances and in accordance with the aim of study of this research, which are non profit organizations in Southern Sonora, Mexico, in addition to validating the instrument also analyze the Model through multiple regression analysis.

The general hypothesis and the graphical model is presented (figure 1) through software SPSS version 21, which is proposed by the researchers with the aim of explaining the influence of the dependent variable of strategic planning through the independent variables of social capital and strategic alliances.

General hypothesis: The social capital (SC) and the strategic alliances (SA) determine the influence in the process of strategic planning (SP) of the non profit organizations in Sourthern Sonora, Mexico.

Hypothesis specific H1: Social Capital (SC) determines the influence in the Strategic Planning process (SP) of non profit organizations in southern Sonora Mexico.

Hypothesis specific H2: Strategic Alliances (SA) determine the influence in the Strategic Planning process (SP) of non profit organizations in southern Sonora Mexico.

(Y): Dependent Variable: Strategic Planning (SP)

(X1): Independent Variable: Social Capital (SC)

(X2): Independent Variable: Strategic Alliances (SA)

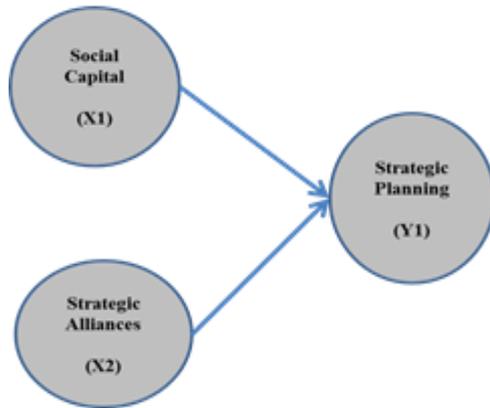


Figure 1. Proposed Graphic Model. Source: Prepared by the author.

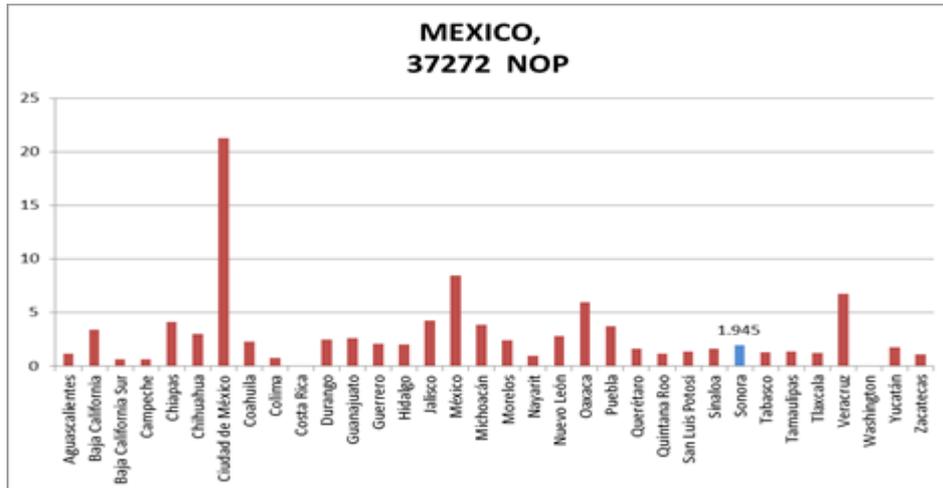
### 3. Research Methodology

Based on the literature review and in order to comply with the general objective of the research and the verification of the general hypothesis of the proposed theoretical model, the type and design of research is presented below.

#### 3.1 Sample selection and data collection

Based on the page of co-responsibility in Mexico as well as in Centro Mexicano Filantropia (CEMEFI) there is a total of non profit organizations registered at the national database of 37,272 institutions, also for the Sonora State a total of 721 NPO and properly for the Southern Sonora there are registered 196 organizations, for which Sonora represents 1.94% of the national database (Graph 1)

Graph 1. National Database of Non Profit Organizations



Source: Centro Mexicano para la Filantropía, A.C (2017). Prepared by the author

The total of 196 NPO in Southern Sonora, at the time of setting their address, their location was not found in 51 organizations and 32 are in an inactive state, so the decision to have a NPO population of 113 was considered for possible result. For this research the active participation was 61 (54%) NPO in a period of eleven months (April 2017 - February 2018); also 15 NPO (13%) they were located but did not want to participate in this research for personal reasons and 37 NPO (33%) accepted the instrument to answer it but due to lack of time they could not collaborate with the complete delivery of the questionnaire.

To determine the influence of social capital (SC) and strategic alliances (SA) in the strategic planning process (SP) of non profit organizations in southern Sonora, Mexico, a questionnaire composed of 28 items was developed. distributed as follows: 10 items for the dependent variable of strategic planning (SP), 12 items for the independent variable of social capital (SC) and 6 items for the independent variable of strategic alliances (SA), these items were considered by researchers according to the conceptual framework and adapted using a Likert scale with 5 levels where: 1 is (Never); 2 is (Almost never); 3 is (Sometimes); 4 is (Almost always) and 5 is (Always).

For the procedure the following steps was considered:

1. The variables under study were selected based of the review literature and the questionnaire was prepared.
2. To measure the population of the NPO, we consulted the National Database on the page of co-responsibility in Mexico as well as in the Mexican Center for Philanthropy (CEMEFI, 2017) was determined being 196 NPO in Sonora represented by a non-

probabilistic sampling by convenience of 113 institutions, of which the participation active in this process was 61 NPO (54%).

3. The address of each NPO was visited and the data collection was monitored through the structured questionnaire with the administrators of each participating NPO.

4. The data was analyzed through SPSS software version 21 and the Statistical results were analyzed to obtain findings and conclusions.

The data analysis was carried out in the statistical package for the social sciences (Statistical Package for the Social Sciences, SPSS v.21). The data were analyzed under a multiple regression analysis, Hernández, Fernández and Baptista (2014) because this method allows researchers to explain the effect of the relationship between each independent variable (SC and SA) and the only dependent variable (SP) as well as the correlation between the independent variables, this is collinearity.

### 3.2 Variables

For this research the concepts on which was based were considered under this operationalization of variables as follows:

Table 1: Operationalization of variables

Variable	Concept	Authors
X1: Social Capital (SC)	The quality of the relationships between the actors, that is, within a very well defined group it refers to the characteristics of social organizations that facilitate coordination and cooperation within that group	(Putnam, Leonardi y Nanetti 1993). (Esser 2008).
X2: Strategic Alliances (SA)	for a organization is very difficult to achieve internal strengthening if it does so an individual basis; That is why it recommends the formation of alliances to increase competitiveness, meet their social goals, share goals, share strategic objectives	Guerrero, G., Reficco, E., & Austin, J. E. (2004), Arya, B., & Salk, J. E. (2006), Aldana, R., & Urribarri, A. (2013)
Y: Strategic Planning (SP)	Strategic Planning is to help an organization do a better job and ensure that members of the organization are working toward the same goals,	Allison, M., & Kaye, J. (2011). Armijo, M. (2011)

Source: Prepared by the author

### 3.3 Method

The research is considered causal correlation since it aims to determine the influence of the independent variables: Social Capital and Strategic Alliances on the dependent variable: Strategic Planning. It is also a cross section made in 2017-2018. The research is quantitative since it is intended to contrast the objective and research hypothesis compared with the research of other authors Allison, M., & Kaye, J. (2011), Armijo, M. (2011), Aldana, R., & Urribarri, A. (2013), (Putnam, Leonardi and Nanetti 1993). Derived from the nature of the research is considered as a non-experimental study according to Hernández, Fernández and Baptista (2014) because are presented as they happen in the real world.

### 4. Findings and Discussions

The Nonprofit organizations who participated actively by returning the questionnaire in full were 61 managers. Below is the participation of them considering that the NPO were divided according to their field of action (Cemefi 2017):

Table 2. Field of action of Non Profit Organizations

Field of Action of NOP	Number of NOP
Community Centers	14
Cultural	12
Houseware	6
Nursing home for senior	3
Community Kitchens	5
Health	9
Education	12
TOTAL	61

Source. Cemefi (2017). Prepared by the author

The following section shows the results of the statistical analysis of the responses of the 61 instruments applied, which will help to verify the research hypothesis.

The Exploratory Factorial Analysis (EFA) was carried out to verify that the items used in the measurement instrument match with each of the variables to be analyzed and where it is shown that each item is grouped in each variable Rositas (2014).

The EFA allowed to reduce the items by components and a total explained variance of 72.87% represented by 14 items, eliminating 14 of all the variables as follows (seven of Social Capital, three of the variable Strategic Alliances and four of the variable Strategic Planning ) these items did not reach the level of correlation higher than 0.40. (Table 3). The results of the EFA are presented:

Table 3. Matrix of main components rotated with varimax method

Items	Components		
SC1	0.792		
SC2	0.853		
SC3	0.869		
SC4	0.790		
SC5	0.769		
SA1		0.902	
SA2		0.901	
SA3		0.937	
SP1			0.771
SP2			0.800
SP3			0.789
SP4			0.821
SP5			0.794
SP6			0.755

Source: SPSS, prepared by the author

The 14 final items of the EFA, the reliability of the measurement instrument was validated by the Cronbach's Alpha test, the results of this test must have a scale greater than 0.60 for exploratory studies; the results of table 4 with the input and output items confirm that they are valid and reliable since the Cronbach Alpha values of each variable have a value greater than 0.60 results consistent with those presented by (Lévy and Varela Mallou, 2003). The results of the Cronbach's Alpha are presented by variable:

Table 4. Results of Cronbach's Alpha.

Variable	Input items	Output items	Cronbach's Alpha
Social Capital	12	5	0.873
Strategic Alliances	6	3	0.899
Strategic Planning	10	6	0.877
	28	14	

Source: SPSS, Prepared by the author

The questionnaire is validated internally, since the items refer to the same variable that is to be measured, the above is achieved through the Kaiser-Meyer-Olkin (KMO) and the Bartlett test (Table 5). The results were as follows:

Table 5. KMO and Bartlett's test

Sampling adaptation measure of Kaiser-Meyer-Olkin.		.822
Bartlett's sphericity test	Approximate Chi-square	612.687
	gl	91
	Sig.	.000

Source: SPSS. Prepared by the author

The result of the (KMO) of table 5 presents a value of 0.822 and the Bartlett test was significant at .000. The multiple regression model is performed through the goodness method to show all the variables with and without correlation, the results are the following (Table 6):

Table 6. Summary of multiple regression model

Model Summary <sup>c</sup>				
Model	R	R square	R corrected square	Durbin-Watson test
1	.785 <sup>a</sup>	.616	.603	1,752
a. Predictor variable: (Constant) SAX2, SCX1				
c. Dependent variable SPY1				

Source: SPSS. Prepared by the author

The result of table 6 shows a variance explained with an R2 of 0.616, the model is explained in a 61.60% and with a good fit of the model. On the other hand the statistical Durbin Watson presents a value of 1,752 below the established range (between 1.5 and 2.5) which means that the waste is independent.

The F statistic presented in table 7 verifies that there is a significant linear relationship between the dependent variable and the independent variables jointly. In the column "Sig." It has a value of .000, that is, less than 0.05, it indicates that there is a significant linear relationship. The following is the statistical result F and the significance of the model:

Table 7. ANOVA (Analysis of Variance).

**ANOVA<sup>a</sup>**

Model		Sum of squares	F	Sig.
1	Regression	21.900	75.425	.000 <sup>b</sup>
	Residual	15.388		
	Total	37.288		

a. Dependent Variable: SPY1

b. Predictor Variables: (Constant), SAX2, SCX1

Source: SPSS. Prepared by the author

This result presents the coefficients in order to construct the resulting regression equation. The result of the "Variation Inflation Factor" (VIF) is also less than 5, which determines that there is no presence of collinearity in the independent variables with respect to the dependent variable (Table 8)

Table 8. Coefficients

**Coefficients**

Model		Coefficients not standardized	T	Collinearity statistics	
				Tolerance	VIF
1	(Constant)	1.363	4.810		.000
	SCX1	.682	7.202	.567	1.765
	SAX2	.009	.097	.567	1.765

Source: SPSS. Prepared by the author

$$Y = 1.363 + 0.682 (SCX1) + 0.009 (SAX2)$$

With the coefficients of the betas presented in table 8, the results are the following:

The H1 specific hypothesis is accepted: The Social Capital (SC) determines the influence in the process of strategic planning (SP) of the non profit organizations in Southern Sonora Mexico, where the established by (Putnam, Leonardi and Nanetti 1993 ; Esser 2008) to mention that the actors within a well defined group facilitate coordination and cooperation by adhering to a system of norms and values, and the results for the NPO in southern Sonora were 69% carry out an evaluation of the indicators of individual performance established in the strategic plan as well as periodically verifies the coherence between the institutional policies and the daily

practice of those involved (64%) and regularly evaluate with the people related the quality of information provided to them by the work done (67%).

The H2 specific hypothesis is accepted : Strategic Alliances (SA) determine the influence of the Strategic Planning process (SP) of non profit organizations in southern Sonora Mexico, according to Aldana, R., & Urribarri, A. (2013) for an organization is very difficult to achieve internal strengthening if it does so an individual basis; That is why it recommends the formation of alliances to increase competitiveness, meet their social goals, share goals, share strategic objectives, and about the results of this variable the NPO 63% do not establish alliances and links with other organizations to offer better services to the beneficiaries, also 52% of the participating NPO the same Institution does not establish a regular contact with the different types of users of the organization, nor does it work with a spirit collective seeking to empower all those involved, continue to work alone, they do not take advantage the opportunities that they can form those alliances with other social actors.

Finally table 9 is presented where it shows that there is no presence of collinearity between the variables:

Table 9. Collinearity diagnosis.

Collinearity diagnosis <sup>a</sup>						
Model	E-values	Condition index	Proportions of variance			
			(Constant)	SCX 1	SAX 2	
1	1	2.859	1.000	.01	.01	.01
	2	.091	5.616	.88	.34	.04
	3	.050	7.537	.10	.65	.95
a. Dependent Variable: SPY1						

Source: SPSS, Prepared by the author

The condition index shown in table 9 does not present collinearity problems since the index does not exceed the value 15.

## 5. Conclusion

Considering that the literature review has not found documents that validate the influence of social capital (SC) and strategic alliances (SA) in the process of strategic planning (SP) in non profit organizations in southern Sonora, Mexico this terminology together, that is, only empirical documents that analyze the process of strategic planning in the NPO (Caldera, D. C., Ortega, M. A., & Sánchez, M. E. 2017; Ramos, P. J. M., Maya, M. H. R. R., & Cisneros, M. H. C. E. 2014; Allison, M., & Kaye, J. 2011).

There were also surveys that analyze by themselves the participation of social capital in the NPO (Álvarez, F. 2015; Putnam, Leonardi y Nanetti 1993; Esser 2008). As well as documents that define what it means for NPO to establish strategic alliances, their

benefits (Guerrero, G., Reficco, E., & Austin, J. E. 2004; Arya, B., & Salk, J. E. 2006; Aldana, R., & Urribarri, A. 2013).

This research confirms the objective described, which was precisely to determine the influence of social capital (SC) and strategic alliances (SA) in the strategic planning process (SP), with the following results: 62% NPO in strategic planning contemplate the definition of achievable goals and measurable goals; 67% establish an evaluation plan and performance indicators both individual and organizational to measure the progress that is achieved in the achievement of goals and objectives considering at all times the people involved in the activities of the annual program (62%) in the same way it is important to mention that although they do carry out the process of strategic planning the NPO in Southern Sonora Mexico, and have very clear what this means is to help an organization do a better job, can help an organization focus its vision and priorities in response to a changing environment and ensure that members of the organization are working towards the same goals, where priority objectives are established for making decisions (Allison, M., & Kaye, J. (2011), Armijo, M. 2011) do not make strategic alliances between companies, government and higher education institutions (63% NPO) does not exist a certain alignment in terms of values, mission and strategy, so it is very difficult for them to achieve internal strengthening if they do it individually, so training is recommended of alliances to increase competitiveness (Aldana, R., & Urribarri, A. 2013).

Likewise, with this research it was possible to have an instrument with validation, correlation and regression analysis, where the results of the Model gave sufficient information when performing the Exploratory Factor Analysis (EFA) to verify that the items used in the measurement instrument coincided with each of the variables to analyze and where it is shown that each item is grouped in each variable Rositas (2014); EFA allowed to reduce the items by components and a total explained variance of 72.87% represented by 14 items, the reliability of the measurement instrument was validated by the Cronbach's Alpha test, being for SC (0.873), for SA (0.899) and for SP (0.877) with these results of this test had a scale greater than 0.60 for exploratory studies, being the ones suitable for the present survey (Lévy and Varela Mallou, 2003).

In addition, the measuring instrument for (KMO) is internally validated, has a value of 0.822 and the Barlett sphericity test is significant at .000. The multiple regression model was performed, which shows a variance explained with an R2 of 0.616, that is, the model is explained in a 61.60% and with a good fit of the model. On the other hand, the Durbin Watson statistic presents a value of 1,752 below the established range (between 1.5 and 2.5), which means that the residuals are independent; the F statistic verifies that there is a significant linear relationship between the dependent variable and the independent variables jointly, "Sig." presents a value of .000, that is, less than 0.05, indicates that if there is a significant linear relationship, the result is also presented of the "Variation Inflation Factor" (VIF) are less than 5 which determines that there is no presence of collinearity in the independent variables with respect to the dependent variable.

Finally the contributions of this research is that there is a measuring instrument that can be applied with the validity and internal consistency to measure the variables described above and in turn can be replicated not only at the national level but also internationally and also we can offer many persons the opportunity to help the community network of volunteers and promotes the synergy of social participation.

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