



Driving Governance Excellence in Non-Profit Organizations through Digital and Strategic Transformation

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Abstract

The research investigates which essential organizational abilities lead to better governance results in non-profit organizations. The research examines four essential elements which include digital governance capability and strategic agility and social capital and organizational learning capacity to determine their effects on non-profit governance performance. The research employed quantitative methods to obtain data from 354 non-profit organization staff members based in Saudi Arabia. Data analysis was performed using Structural Equation Modeling with SmartPLS. The research demonstrates that all four factors directly impact governance effectiveness because non-profit organizations need to unite technological readiness with strategic flexibility and collaborative networks and continuous learning processes. The research demonstrates that organizations can achieve optimal governance through the implementation of digital tools and agile strategies and trust-based relationships and ongoing learning processes. The research develops an extensive model which demonstrates how different organizational capabilities affect governance results in non-profit organizations. The research delivers useful guidance to leaders and policymakers who want to improve their governance systems and organizational achievements.

Keywords: governance; non-profit; digital; learning capability

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1. Introduction

Good governance is now considered to be the key to success and long-term viability in non-profit making organisations (Chohan, 2024). Non-profit making bodies have to achieve their objectives instead of a financially profitable performance because they rely on donor confidence and a transparent, accountable management structure in order to operate effectively. The success of these organizations depends on strong governance systems in order to maintain their influence and achieve operational success. This is because the operations of these bodies fulfill vital social needs. Organisations are required to develop new strategic skills in order to maintain and preserve their organisational structures and their compliance standards while addressing changing societal issues (Nordin et al., 2024).

At present there is increasing pressure on non-profit organisations to be open and transparent, and to demonstrate their achievements. Companies respond to this requirement by introducing new technology and management methods which improve their systems of corporate governance (Sánchez-Soriano et al., 2013). Organisations with digital governance in place have been found to be more effective at protecting sensitive data, exchanging information and making quick decisions (Hussain, 2025). Effectively implementing digital tools in non-profit organisations will bring about improved communication between stakeholders and between departments, better donor relationships and an increase in donor trust which is conducive to organisational success (Plaisance, 2025).

Governance effectiveness depends on strategic agility as an organizational ability to respond rapidly to external changes (Fernandes et al., 2024). The operational environment of non-profit organizations includes unpredictable funding patterns and changing policy frameworks and new social requirements (Erkut, 2020). The organization achieves proactive change management through its ability to make fast decisions and shift resources and adjust its planning approach (Tallon et al., 2022; Azevedo et al., 2024). Organizations with agile operations can identify new chances while reducing potential dangers and stay focused on their mission goals during periods of uncertainty. The governance system achieves better decision-making through agility because it enables timely responses to stakeholder needs (Kirkpatrick et al., 2021).

Social capital stands as a vital factor because it describes the networks and trust relationships which organizations develop with their partners and donors and beneficiaries and all other stakeholders (Fredette & Bradshaw, 2012). The success of non-profit organizations depends on their ability to work together with others through trust-based partnerships (Chenhall et al., 2010). Organizations with strong social capital connections achieve better communication and resource exchange and develop superior collaborative solutions (Saxton & Benson, 2005). Governance systems that incorporate trust and collaboration enable organizations to create decisions which are both inclusive and transparent thus improving their effectiveness and credibility.

Organizations need to develop learning abilities to achieve successful governance. The organization's ability to obtain knowledge and distribute it for better practice development and environmental adaptation defines its learning capacity (Prugsamatz, 2010; Kong & Farrell, 2010). Organizations with effective learning cultures evaluate their past activities to discover new solutions which they implement through their governance systems. The organization achieves better results through its governance system because it implements continuous improvement and executes policies more effectively while maintaining accountability standards (Andjelkovic & Boolaky, 2015). Organizations that learn from their experiences become more resistant because they develop strategies to predict upcoming challenges and build stronger operational frameworks (Schuh & Leviton, 2006).

Research studies have studied these elements separately but few investigations have analyzed their collective impact on non-profit governance performance in Saudi Arabia and other emerging economies. The number of non-profit organizations in Saudi Arabia has expanded rapidly during the last few years because they support national development targets and Vision 2030 sustainability initiatives. The organizations operating in Saudi Arabia encounter multiple governance problems because they lack digital readiness and strategic agility and struggle with stakeholder relationships and institutional development. The research investigates how these organizational capabilities work together to enhance governance effectiveness which will help organizations improve their performance and accountability. The research investigates how digital governance capability together with strategic agility and social capital and organizational learning capacity affect non-profit governance effectiveness.

This study has two important outcomes. The study offers a theoretical contribution by bringing together the concepts of strategy, learning, technology and society in order to create a comprehensive governance framework. This type of approach departs from traditional governance structures which in most cases, are based on institutions or regulations, to concentrate on the aspects which make governance more resilient and effective. This research may have significant implications for non-profit leaders, for those in policy-making positions and for those involved in programme delivery. Governance can be improved by cultivating a culture

of learning, developing the capacity for digital technologies, building up agile organisational strategies and strengthening community networks. This results in improved public services and better long-term prospects.

2. Literature Review

Effective governance drives the performance of non-profit organisations. In doing so it yields improved results. Non-profit entities exist to pursue their objectives rather than making a profit as for-profit companies do, because they are run on a mission basis (Fernandes et al., 2024). The success of the mission is directly linked to how well the NGOs are governed. Good governance in non-profit organisations involves leadership, strategy, accountability, trust and adaptability (Aldashev et al., 2015; Ortega-Rodríguez et al., 2024). The sector's operations require vital organisational skills which help improve governance outcomes because it addresses environmental and digital change and the demands of the public (Huang, 2023).

The four organizational capabilities of digital governance capability, strategic agility, social capital and organizational learning capacity prove to be the most significant for non-profit organizations. The four capabilities work independently to help non-profits maintain transparency while they handle external changes and establish stakeholder trust and make continuous adjustments to new organizational challenges.

2.1. Digital Governance Capability and Non-Profit Governance Effectiveness

Organizations that possess digital governance capability can use digital technologies to improve their governance operations through enhanced decision-making and increased transparency and accountability and better stakeholder participation (Fernandes et al., 2024). Non-profit organizations need this capability most because their survival depends on maintaining public trust and securing donor support and community backing (Cipriano & Za, 2024). Digital tools help organizations handle information better while enabling team knowledge sharing and improved stakeholder communication (Huang, 2023).

Digital platforms enable organizations to develop decision-making systems which use data for strategic planning (Ortega-Rodríguez et al., 2024). Non-profit organizations that implement digital dashboards and online reporting systems and secure databases provide decision-makers with instant access to precise real-time information. The system reduces confusion while making operations more transparent which results in better organizational accountability throughout the organization. Digital systems enable organizations to distribute progress reports and financial statements and strategic updates to their donors and beneficiaries through external communication channels (Nikita et al., 2024). The organization achieves higher stakeholder involvement through its transparent operations which simultaneously strengthens donor trust.

Automated tools help ensure data security by implementing secure control systems that prevent data breaches and errors inherent in manual handling procedures (Zabłocka-Kluczka et al., 2024). The organization improves internal controls and reporting system reliability by means of this system. Quick response and effective working in rapidly changing circumstances can be provided by the digital governance systems of non-profit organisations to them when they need to link resources with objectives. Organisations that introduce digital technologies into their systems of government achieve operational efficiency and a culture based on accountability and transparency (McCosker et al., 2022). Organisations in the non-profit sector are increasingly putting a focus on technology which implies that it is reasonable to believe that non-profit organisations that have more effective digital governance will achieve better results. The development of such a system would lead to a reduction in the number of workmen required and a subsequent decrease in working costs.

H1: Digital governance capability has a positive effect on non-profit governance effectiveness.

2.2. Strategic Agility and Non-Profit Governance Effectiveness

Strategic agility refers to the organization's ability to anticipate, respond, and adapt rapidly to changes in the external environment. Unlike rigid planning structures, strategic agility is characterized by flexibility, speed, and responsiveness (Azevedo et al., 2024). Non-profit organizations function in environments with high

uncertainty because their funding streams change unpredictably and their donors expect different things while social requirements transform at a fast pace (Kalyani, 2025). The organization needs to maintain its mission focus through strategic adjustments that respond to changing circumstances.

Organizations with agile capabilities can quickly relocate their resources and make instant strategy updates to capture emerging business opportunities (Aborass, 2021). The organization achieves enhanced governance through its adaptable decision-making framework which stays modern instead of becoming obsolete (Kong, 2008). The effectiveness of governance depends on two factors: organizations must maintain their established systems and processes while they adapt to change while keeping transparency and accountability intact. Strategic agility reaches its goal through the development of a governance framework which embeds built-in responsiveness (Kramer & Heuvel, 2019).

The agile organization can perform immediate assessments of funding and regulatory changes to make necessary adjustments which safeguard its organizational goals (Al-Shaikh et al., 2023). Leaders who lead agile organizations make quick decisions which are both clear and based on complete information. The organization builds trust with its teams and outside partners through its decisive actions which demonstrate good governance practices.

Strategic agility helps organizations develop better resistance to withstand challenges in their environment (Abou Helal & Taşkin, 2025). Organizations that successfully adjust their strategies will continue to achieve their mission and impact goals throughout times of crisis. The organization's ability to adapt directly relates to governance effectiveness because it maintains both transparency and accountability during unstable operational periods. Organizations that demonstrate strategic agility will achieve better governance results.

H2: Strategic agility has a positive effect on non-profit governance effectiveness.

2.3. Social Capital and Non-Profit Governance Effectiveness

Organizations use social capital to achieve effective collaboration through their networks of trust-based relationships and shared values which enable resource mobilization (Kapucu, 2008). The non-profit sector depends on social capital because its organizations need partnerships and volunteer support and community backing to succeed (Rossi et al., 2015). The governance system of non-profit organizations exists within a network of stakeholders who include donors and government agencies and community members and partner organizations.

The organization develops open communication channels with its stakeholders through its strong social capital which builds mutual trust (Huntoon, 2001). The organization receives better support from stakeholders when they demonstrate trust because stakeholders become more willing to back initiatives and provide resources and dedicate their time to mission work (Pedrini et al., 2016). The organization gains better implementation success for its strategic decisions because trust builds its legitimacy. Governance effectiveness depends on two essential factors which are legitimacy and accountability.

Social capital networks developed through social capital connections enable organizations to obtain knowledge and resources and gain access to influential networks (Bahmani et al., 2012). Non-profit organizations can combine their resources through partnerships to exchange knowledge and improve their combined strength for solving intricate social issues (Kong, 2008). The non-profit sector now uses collaborative governance models which require organizations to develop strong social bonds and trust relationships. Organizations that develop strong social networks become better at handling challenges while gaining more stakeholder involvement which leads to improved governance results.

Social capital development creates an organizational environment which promotes teamwork between different stakeholders (King, 2004). The organization achieves better governance results through improved employee and volunteer and leadership team trust which enables effective communication and decreases

conflicts and enables participatory decision-making processes. The organization achieves better governance results through decision-making processes that involve all stakeholders and receive support from everyone.

H3: Social capital has a positive effect on non-profit governance effectiveness.

2.4. Organizational Learning Capacity and Non-Profit Governance Effectiveness

Organizations that demonstrate learning capacity can obtain knowledge which they distribute throughout their system to enhance operational results and handle environmental shifts (Kong & Farrell, 2010). Non-profit organizations need to learn because they operate in dynamic situations which demand continuous knowledge acquisition for survival. Organizations with strong learning orientations can analyze their past activities to extract valuable lessons which they use for better future decision-making (Andjelkovic & Boolaky, 2015).

The governance system becomes more adaptable and forward-thinking when learning becomes an integral part of its operations. The evaluation process of past programs enables non-profits to detect weaknesses which they can use to create better strategies and distribute resources more efficiently for upcoming initiatives (Bradshaw et al., 2007). The governance process improves through evidence-based decision-making because it replaces arbitrary choices. The development of innovation occurs through organizational learning processes. Organizations that maintain ongoing learning activities develop better capabilities to test innovative methods and handle new social problems while making strategic adjustments (Prugsamatz, 2010). The ability to adapt is vital for governance success because it enables organizations to maintain their accountability and stay relevant throughout environmental changes (Birdi et al., 2007).

A learning organization improves internal communication and trust between staff. When employees and stakeholders actively share their ideas and critically evaluate their practices it leads to a more participatory and transparent system of governance. The process continuously evaluates its own operations in conjunction with organisational learning processes so as to produce enhanced governance decisions. Enterprises that possess a culture which puts a high priority on learning will succeed both in their current activities and in anticipating future problems. Having an advanced foresight enables organisations to engage in effective strategic planning, provides transparent lines of responsibility and establishes sound government.

H4: Organizational learning capacity has a positive effect on non-profit governance effectiveness.

Figure 1 present the research model.

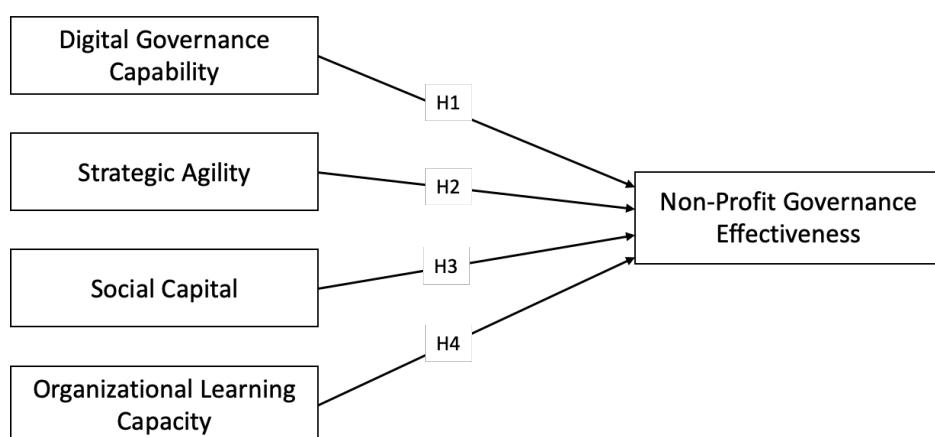


Figure 1. Research model.

3. Methodology

The research used quantitative methods to investigate which elements affect non-profit organization governance performance. The research team obtained data from 354 staff members who worked at different

non-profit organizations across Saudi Arabia during July 2025. The research used convenience sampling to select participants because it provided easy access to the study population for data collection. The author developed all measurement items for each construct through a thorough review of existing literature. The researcher conducted a pilot study with 45 participants to validate the questionnaire before starting the main data collection process. The survey used a five-point Likert scale to measure all items which ranged from 1 (strongly disagree) to 5 (strongly agree).

The questionnaire started in English before translators converted it into Arabic to match the native language of the study participants. The back-translation method confirmed both the precision of the translation and the instrument reliability and validity. The research included five items for each study construct which consisted of digital governance capability, strategic agility, social capital, organizational learning capacity and non-profit governance effectiveness.

SmartPLS software used to perform structural equation modeling (SEM) for evaluating both measurement model reliability and validity and structural model relationship testing. The research method proved effective for studying intricate relationships between hidden variables which scientists commonly study in organizational and social science fields.

4. Results

The 354 participants' demographic and professional information appears in Table 1 which provides a detailed summary of their gender distribution and age range and educational background and work experience and current positions. The study participants consisted of 60% male respondents while 40% of the participants identified as female. The study participants showed moderate gender diversity because men made up the majority of the research group. The 25–34 years age bracket contained the biggest number of participants who made up 47% of the total sample. The 35–44 years age range contained 38% of participants who demonstrated early to mid-career status. The study participants consisted mainly of young to middle-aged professionals because only 3% were under 25 and 3% were above 55. The majority of participants (69%) earned their degree at the Bachelor's level while 25% achieved Master's level education. The remaining participants included 3% with Doctoral degrees and 2% with high school diplomas or lower. The participants demonstrated high educational attainment because most held degrees from higher education institutions. The experience levels of non-profit sector workers showed 40% had 1–3 years of experience followed by 24% with 4–6 years and 19% with 7–10 years of experience. The experience distribution showed 10% of participants had more than 10 years of experience while 6% had less than one year of experience. The participant group contains experienced professionals but most members have spent 1–10 years working in the sector. The job position data indicate that 36% of participants held managerial positions which made up the largest group. The distribution of mid-level staff matched that of senior staff at 34% each while managers made up 23% of the total. The study participants included 4% who worked as entry-level staff and 4% who held executive or director positions. The participants held leadership positions at their organizations according to the job position distribution.

The measurement model results appear in Table 2 which shows factor loadings and calculates Cronbach's alpha and composite reliability and average variance extracted (AVE) for each construct. The digital governance capability construct shows excellent internal consistency through its Cronbach's alpha (0.843) and composite reliability (0.839) and acceptable convergent validity through its AVE (0.615). The construct measurement items achieved reliable representation through factor loadings which exceeded 0.70 in all cases. The measurement items for strategic agility showed strong relationships with the construct through factor loadings between 0.732 and 0.859. The measurement items demonstrate high consistency and effective construct representation according to these values. The internal consistency and convergent validity of social capital are strong because its Cronbach's alpha reaches 0.863 and its composite reliability reaches 0.801 and AVE reaches 0.646.

Table 1. Participant profile (n=354).

		Frequency	Percent
Gender			
	Male	214	60%
	Female	140	40%
Age			
	Below 25	11	3%
	25–34	167	47%
	35–44	136	38%
	45–54	31	9%
	55 and above	9	3%
Education			
	High school or below	8	2%
	Bachelor's degree	245	69%
	Master's degree	89	25%
	Doctorate (PhD)	12	3%
Experience in non-profit			
	Less than 1 year	23	6%
	1–3 years	141	40%
	4–6 years	86	24%
	7–10 years	67	19%
	More than 10 years	37	10%
Job position			
	Entry-level staff	15	4%
	Mid-level staff	119	34%
	Senior staff	80	23%
	Manager	127	36%
	Executive/Director	13	4%

The items measuring social capital show excellent alignment with the construct because their loadings range from 0.766 to 0.83. Organizational learning capacity showed a Cronbach's alpha of 0.755, composite reliability of 0.796, and AVE of 0.635. The factor loadings ranged from 0.704 to 0.886, meeting acceptable reliability standards and reflecting good measurement quality for this construct. Lastly, non-profit governance effectiveness exhibited the highest reliability, with a Cronbach's alpha of 0.886, composite reliability of 0.817, and AVE of 0.687. Item loadings ranged between 0.805 and 0.869, further supporting strong construct validity and measurement precision.

Table 2. Measurement model.

Items with constructs	Loadings	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
Digital Governance Capability		0.843	0.839	0.615
DG1: We use digital tools to share information with others clearly	0.72			
DG2: Our data is stored and managed in a safe and organized way	0.826			
DG3: We use digital systems to make better decisions	0.835			
DG4: We protect our online information from risks	0.766			
DG5: Online tools make it easier for our team to work together	0.768			
Strategic Agility	0.773		0.798	0.663
SA1: We can change our plans quickly when needed	0.859			
SA2: Our leaders make fast and clear decisions in new situations	0.846			
SA3: We try to plan for future changes before they happen	0.802			
SA4: We adjust our work easily when things change	0.826			
SA5: We can move resources quickly to new priorities	0.732			
Social Capital	0.863		0.801	0.646
SC1: We have good and trusting relationships with our partners	0.766			
SC2: We work well with other groups and organizations	0.793			
SC3: People trust our organization	0.83			
SC4: We share useful information with our partners	0.818			
SC5: People are willing to support our work	0.809			
Organizational Learning Capacity	0.755		0.796	0.635
OL1: We learn from what works and what does not	0.886			
OL2: We share new ideas with each other	0.797			
OL3: We try to learn new things to work better	0.744			
OL4: We turn what we learn into action	0.838			
OL5: Everyone is encouraged to bring new ideas	0.704			

Items with constructs	Loadings	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
Non-Profit Governance Effectiveness		0.886	0.817	0.687
GE1: Our leaders are responsible to our stakeholders	0.869			
GE2: Our decision-making is open and clear	0.839			
GE3: Our governance helps us follow a clear direction	0.805			
GE4: Our board and leaders guide our work well	0.816			
GE5: Our governance helps us reach our goals	0.815			

Table 3 presents the results of discriminant validity testing using the Fornell-Larcker criterion, which compares the square roots of the AVE on the diagonal with the inter-construct correlations in the off-diagonal cells. For adequate discriminant validity, the square root of the AVE for each construct should be greater than its correlations with other constructs. Overall, the results provide strong evidence of discriminant validity, indicating that each construct measures a unique concept and is sufficiently distinct from the others within the measurement model.

Table 3. Discriminant validity (Fornell-larcker criterion).

	Digital Governance Capability	Non-Profit Governance Effectiveness	Organizational Learning Capacity	Social Capital	Strategic Agility
Digital Governance Capability	0.884				
Non-Profit Governance Effectiveness	0.738	0.829			
Organizational Learning Capacity	0.721	0.733	0.797		
Social Capital	0.821	0.713	0.674	0.803	
Strategic Agility	0.783	0.718	0.717	0.783	0.814

Table 4 presents the structural model results, showing that digital governance capability ($\beta = 0.476$, $p < 0.001$), strategic agility ($\beta = 0.372$, $p < 0.001$), social capital ($\beta = 0.425$, $p < 0.001$), and organizational learning capacity ($\beta = 0.539$, $p < 0.001$) all have significant positive effects on non-profit governance effectiveness, thereby supporting H1-H4. Among these, organizational learning capacity exhibits the strongest influence.

Table 4. Path coefficients.

Paths	Beta	Standard deviation	T statistics	P values	Results
Digital Governance Capability -> Non-Profit Governance Effectiveness	0.476	0.122	6.68	0.00	H1 supported
Strategic Agility -> Non-Profit Governance Effectiveness	0.372	0.109	5.502	0.00	H2 supported
Social Capital -> Non-Profit Governance Effectiveness	0.425	0.141	7.593	0.00	H3 supported
Organizational Learning Capacity -> Non-Profit Governance Effectiveness	0.539	0.141	6.985	0.00	H4 supported

The results from Figure 2 show that non-profit governance effectiveness has an R^2 value of 0.798. The R^2 value shows that the model explains 79.8% of non-profit governance effectiveness through its four variables which include digital governance capability and strategic agility and social capital and organizational learning capacity.

5. Discussion

The study investigated which elements affect non-profit governance success through its analysis of digital governance capability, strategic agility, social capital and organizational learning capacity. The research results validate the theoretical framework by demonstrating that these variables maintain their individuality while simultaneously enhancing non-profit governance performance. The structural model validated all relationships which researchers had predicted. The research results demonstrate that organizational learning capacity stands as the leading factor which enhances governance effectiveness through its learning-focused approach. Non-profit organizations that promote knowledge sharing and continuous learning and idea exchange will achieve better decision-making and governance system development (Nordin et al., 2024).

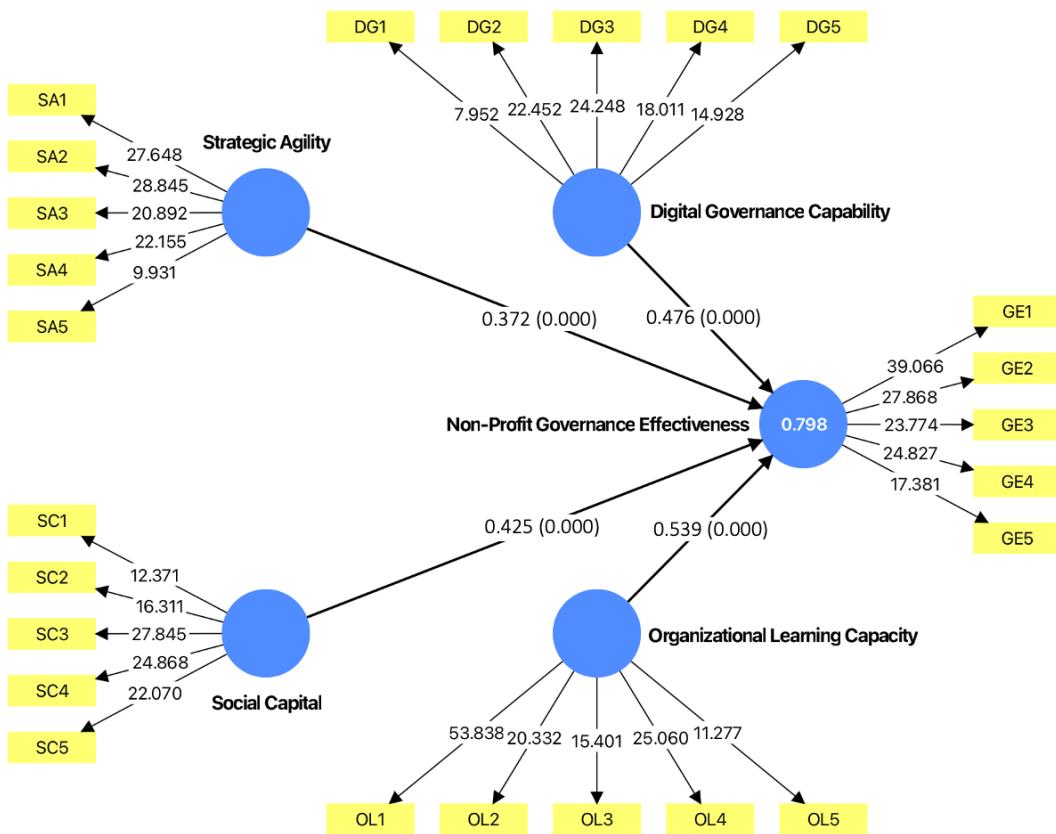


Figure 2. Structural model.

The study demonstrated that digital governance capability directly enhances governance effectiveness because technology enables organizations to achieve better operational performance and transparency and accountability. Organizations that implement digital tools for communication and data management and decision-making processes will achieve better governance practices and improved organizational responsiveness (Lachance & Parent, 2024).

In order to achieve success the non-profit making bodies must create appropriate contingency plans and act swiftly. Businesses that are highly responsive to change and flexible in their use of resources will be well governed in changing environments. This suggests a link between strategic flexibility and corporate governance (Azevedo et al., 2024).

The performance of organisations in terms of governance is driven by a key factor: social capital. This allows business to engage more proactively with their stakeholders by way of a networked approach. Through stakeholder dialogue and mutual review it encourages collaborative relationships and coordinated action between stakeholders. The effectiveness of the decision-making process is thus greatly increased, and accountability is strengthened (Pedrini et al., 2016). Strong stakeholder relationships provide non-profit organisations with access to resources that enable them to meet their objectives while maintaining their legitimacy within their community (Rossi et al., 2015).

These research findings supply critical information which is valuable for those who are in leading roles in the non-profit sector, for policy makers and for researchers, assisting them in improving the structures of governance in their sector. A framework which integrates elements of organisational learning, digital governance, social capital and strategic agility has been developed to enhance the governance effectiveness theory. Governance is highly complex and is influenced by technological elements, social connections and learning processes as well as by strategic approaches. A comprehensive approach to the effectiveness of the governance process within non-profit organizations involves numerous different skills and functions.

Non-profit organisations can benefit from the research findings with recommendations for operational improvement. Organisations must invest in digital infrastructure and tools capable of fostering transparent information exchange and facilitating decision making for an organisation to possess effective digital governance. Non-profit organisations must develop and put in place secure computer systems. These systems need to join up governance and stakeholder participation. Strategic agility helps organisations to adapt quickly to changing circumstances in order to achieve success. In order to adapt to their environment effectively, not for profits need flexible strategic systems. These enable quick response to change, rapid adjustments to the allocation of resources and rapid decision-making. Businesses can increase their ability to adapt to change by offering leadership development and strategy planning that incorporate flexible management approaches.

Non-profit organizations need to dedicate resources toward creating and sustaining relationships with their stakeholders and community members and other organizations. Organizations that build strong relational connections will achieve better coordination and enhanced shared accountability and improved collective results. Organizations need to develop learning abilities because research shows that this capacity plays a crucial role in achieving effective governance. Non-profit organizations need to promote employee idea exchange and reflective work practices and ongoing career development opportunities. Organizations that implement learning processes within their operational systems will achieve better governance quality and enhanced ability to handle organizational challenges.

Governance effectiveness reaches its peak when these capabilities function together as a single system. The non-profit sector requires policymakers and sector leaders to establish capacity-building programs and funding systems and regulatory structures which enable digital transformation and agile practices and partnership development and learning environments.

6. Conclusion

The study investigated non-profit governance effectiveness through an analysis of digital governance capability, strategic agility, social capital and organizational learning capacity. The findings validate the proposed framework through evidence which shows these four organizational capabilities work together to improve non-profit governance results. Governance effectiveness results from the combined effect of technological readiness and strategic flexibility and relational strength and learning culture. Digital governance systems improve both transparency operations and decision-making processes while strategic agility helps organizations respond to environmental shifts and social capital builds trust between organizations and their stakeholders. Organizational learning capacity enables organizations to improve their adaptability and ongoing development. These elements together explain most of governance effectiveness because they work together as interdependent elements. Non-profit organizations need to develop digital systems and implement agile methods and establish strong relationships with stakeholders and create learning-focused environments to enhance their governance systems. An integrated method of governance development will enhance organizational performance and transparency and accountability standards. A complete governance framework which unites technological elements with strategic approaches, social connections and learning processes to advance governance studies beyond current structural models. Non-profit organizations need to develop specific organizational capabilities which will help them achieve effective governance through their ability to adapt, build trust and learn while implementing technology-based transparency systems. Non-profit organizations that enhance these specific areas will develop stronger governance systems which produce better results. Research should expand this study by studying new elements and various organizational settings and time-based governance patterns to understand sector governance better.

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