

Nonprofit Sustainability and Financial Performance: A Bibliometric and Systematic Literature Review

Reshma Roy*

Abstract

This research used a 25-year dataset obtained from the Scopus database cognitive picture of the intellectual framework of the subject of Non-Profit Organisations (NPOs) fiscal and sustainable performance. The research used bibliometric analysis and a systematic literature review methodology to investigate articles released between 1998 and 2023. The VOS Viewer program was applied for this research. The report comprehensively analyses the publications, authors, prominent journals, and research issues. The findings indicate the discovery of seven research themes: the initial theme is connected to Socially Responsible Behaviour (cluster 1); the next theme is about how measures taken to protect the environment affect long-term viability (cluster 2); the third theme is associated with stakeholder engagement and collaboration (cluster 3). The fourth theme is related to Reporting practices (cluster 4). The fifth theme is associated with social innovation (cluster 5). The sixth theme is connected to Innovative Funding Models (cluster 6). The seventh theme focuses on the interplay of Organisational Culture, Trust, and Capability Building in Enhancing Performance (cluster 7). This paper presents an overview of important results from the research and suggests potential areas for further research on the topic.

Keywords: Bibliometric, Financial performance, Non-profit Organization, Sustainability, Systematic Literature Review, VOS Viewer.

How to cite: Roy, R. (2024). Nonprofit sustainability and financial performance: A bibliometric and systematic literature review. *Journal of Management and Entrepreneurship*, 18(4), 107–125.

DOI 10.70906/20241804107125

* Assistant Professor, Jesus and Mary College, New Delhi, and Research Scholar, University of Kerala, Thiruvananthapuram. Email: reshmaroy660@gmail.com.

1. Introduction

Not-for-profit organisations are legal and social entities that produce commodities and services. However, their position prevents them from earning money, return, or profit for their form, government, or funders. Their industrious efforts will always result in either excesses or shortfalls. However, other institutional entities cannot recognise whatever excesses they create (Non-Profit Institutions in Kerala, 2012). Non-profit organisations (NPOs), as defined by the World Bank, are privately run organisations that undertake initiatives to reduce anguish, help the disadvantaged, guard the ecosystem, deliver significant community services, or participate in fostering civic growth. The global presence, magnitude, and visibility of non-profit organisations (NPOs) are increasing (Connolly et al., 2013; Pennerstorfer & Rutherford, 2018). The growth results from escalating societal issues (Austin, 2000) of economic, political, and religious nature, etc. Non-profit organisations (NPOs) primarily emphasise achieving specified goals to improve sustainable growth's humanitarian and environmental elements (Valentinov & Vaceková, 2015). Voluntary Organisations (VO) substantially contribute by meeting human needs differently, frequently working alongside profit-driven enterprises and government projects (Soriano & Galindo-Martin, 2012; Svidroňová et al., 2016). While there is significant focus on studying the economics and administration of non-profit organisations (NPOs), minimal emphasis is paid to examining their behaviours regarding sustainability. This article focuses on non-profit organisations (NPOs), important players in promoting sustainability. We thoroughly analyse their actions and tactics for creating products and services.

Worldwide, global sustainability challenges include climate change, biodiversity loss, water shortages, and land use changes. These modifications uniformly affect all persons and corporations (Abelmazovs, 2018). Multiple sustainability concerns are present, each of which has the attribute of imposing substantial hazards on future generations. Sustainable development has been influential in business and politics, yet it is still debatable. There

is an increasing recognition that significant changes in human utilisation of renewable resources and energy production may be necessary for tackling urgent ecological issues such as environmental deterioration and global warming (Hall et al., 2010). Sustainable development is the concept of achieving development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs. Sustainable development entails using environmentally conscious and energy-efficient concepts to generate novel development projects and enhance current ones. It may include including sustainable materials in new constructions, implementing energy self-sufficiency programs to reduce dependence on the power grid, or incorporating green spaces to offset the loss of natural areas during development. Sustainable development involves satisfying the requirements of the current generation while guaranteeing that the next generation may fulfil its own needs without making any concessions. The aim is to improve the general well-being of people, irrespective of their geographical location, and achieve this purpose via collaborative efforts. The goal is to promote corporate growth, ensure individuals have access to high-quality job opportunities, make nutritious food affordable, provide accessible and affordable education for all, support freedom of expression without violence, and stimulate rapid economic growth. Our goal is to develop state-of-the-art technologies while prioritising environmental conservation. The United Nations has implemented a series of goals, including development objectives across all sectors. These objectives are achievable for every country, regardless of their current level of development and welfare system. On one hand, all of the significant obstacles have a negative impact. However, they also provide substantial opportunities for some companies to cultivate inventive remedies that not only tackle the problem at hand but also augment the economic standing of their creators.

Research on NPOs' behaviours toward sustainability has received little attention. This article explicitly examines NPOs, which are crucial in advocating for sustainability. We thoroughly analyse their behaviours and tactics to create products and services.

2. Methods

The intricate and interdisciplinary nature of the methods used to study sustainability issues, coupled with the limited examination of their effects on the fiscal health of NPOs, reveals an academic gap that may be filled by inspecting the present understanding of important topics, research methods, and findings. To deepen comprehension, the present article intends to elucidate the association between sustainability and fiscal success in NPOs.

More precisely, the objective is to explore the connection between sustainability and economic performance in non-profit organisations (NPOs) grounded on current literature.

In order to accomplish this objective and address the above constraints, we conducted a comprehensive analysis of 62 publications published from 1998 to 2023. This comprehensive scientific assessment enabled us to accurately chart the available data about the connection between sustainability and the fiscal health of NPOs. This study used the bibliometric approach of visualising similarities via bibliographic coupling. This method allowed us to identify seven distinct research topics. The first topic is associated with Socially Responsible Behaviour (cluster 1), the next theme is concerned with the Impact of environmental action on sustainability (cluster 2), and the subsequent theme is connected to stakeholder involvement and collaboration (cluster 3).

The fourth theme is related to Reporting practices (cluster 4), the fifth theme pertains to social innovation (cluster 5), and the sixth theme pertains to innovative funding models (cluster 6).

Moreover, the seventh theme pertains to organisational culture, trust, and capability building in enhancing performance (cluster 7).

The article is systematised in the following way. Firstly, it clarifies the approaches used and the rationale for choosing them. It will then provide a brief overview of the key findings utilising several statistical metrics related to the articles in the dataset. It will then analyse seven clusters of studies, including the primary areas of study within the

topic. In conclusion, this article presents the results and proposes relevant areas for further research. A comprehensive literature study utilised the latest bibliographic data to assess non-profit organisations' sustainability and financial viability (NPOs). This investigation was complemented by a bibliometric analysis that visualised similarities across various sources.

The data-collecting procedure in the present study used the Scopus database, which was selected for its extensive coverage and compatibility with previous research (Gorraiz & Schloegl, 2008; Herrera-Franco et al., 2020; Kolle et al., 2018). Scopus is a collection of over 75 million articles and 24,600 scholarly publications that have undergone peer review. More than 5000 different publishers publish these journals. Scopus is a vast database of peer-reviewed abstracts and citations, offering intelligent tools for tracking, analysing, and visualising research. It is designed to enhance the effectiveness and efficiency of the research process (Jamaluddin & Saibani, 2021). The systematic literature review guidelines were followed, and a panel of specialists was contacted to establish the search terms. The search was conducted on June 10, 2024, using the string TS = (NPO*) AND TS = (sustainab* OR responsib*) AND TS = (financial AND performance*). The "TS" operator allowed for searching in titles, abstracts, and keywords (Bartolacci et al., 2020).

Inclusion And Exclusion Criteria

The eligibility criteria for inclusion in this study, as shown in Table 1, were limited to journal publications. Journal papers were chosen because they provide more developed and comprehensive research reports. (González-Albo & Bordons, 2011); (ii) only publications in the English language to ease the search and analysis of the literature (Jamaluddin & Saibani, 2021); and (iii) Selected Subject Areas: Social Sciences, Business Management and Accounting, Economics, Econometrics and Finance, and Arts and Humanities (Ortega-Rodríguez et al., 2020) (iv) a predefined list of reputable journals relevant to our research field (Schatterman & Waymire, 2017).

Table 1. Inclusion and exclusion criteria.

Criterion	Eligibility	Exclusion
Subject Area	Social Sciences Business Management and Accounting Economics, Econometrics and Finance Arts and Humanities	Natural Sciences and Engineering Life Sciences and Health Computer Science
Document Type	Articles	Correspondence and Notes Published works in the form of book chapters, book, short survey etc
Language	English	Languages other than English
Source type	Journals	Book Book Series Conference Proceeding Trade Journal Undefined
Source Title	31 Academic Journals relevant to our research field	Other academic Journals

The second phase included identifying clusters using a bibliometric analysis conducted with the bibliometric tool VOSviewer. The data was aggregated using bibliographic coupling as the ratio (Kessler, 1963). Bibliographic coupling is a statistical citation analysis approach that measures similarities between two publications by calculating the number of citations they share. The underlying premise is that the extent to which references in two publications overlap implies a resemblance in the studied issue (Vogel & Güttel, 2013). The VOSviewer software facilitates the display of results obtained from a co-occurrence matrix. In this context, co-occurrences relate to the existence, frequency, and closeness of comparable pairs of referred references in the data (van Eck & Waltman, 2014).

After the completion of the procedure, a total of seven clusters were identified using bibliographic coupling. The third phase included a meticulous analysis of the seven clusters to verify, from a qualitative perspective, that the clustered articles were exploring subjects that might be consolidated inside a certain research stream. A dataset in Excel was created to gather qualitative information and assist scholars in analysing evolutionary patterns and themes of interest using pivot tables.

Table 2: Search Protocol

Journal Database	Search Strings	Frequency of Hits
Scopus	Articles retrieved with selected keywords	132
Criterion	Eligibility	Hits
Subject Area	Social Sciences Business Management and Accounting Economics, Econometrics and Finance Arts and Humanities	116
Document Type	Articles	98
Language	English	90
Source type	Journals	86
Source Title	31 Academic Journals relevant to our research field	70
	Titles and Abstracts Screened and	62
	Full-Text articles assessed for eligibility	62

3. Findings

The first analysis addressed the number of publications on the sustainability and financial performance of NPOs. Figure 1 confirms the growing interest in understanding this phenomenon within the last few years. Although the first article dates back to 1998, more articles were published only after 2016. In particular, research on the effect of sustainability on the financial performance of NPOs peaked in 2018, with more than 30 articles of 62 published after that year. This result confirms the novelty of the topic and the elevated interest by management scholars.

Table 3: Distribution of articles over time

Year	Number of Publications
1998	1
2005	1
2009	4
2010	3
2011	4
2012	2
2013	4
2014	1
2015	2
2016	5
2017	5
2018	6
2019	6
2020	4
2021	3
2022	8
2023	3

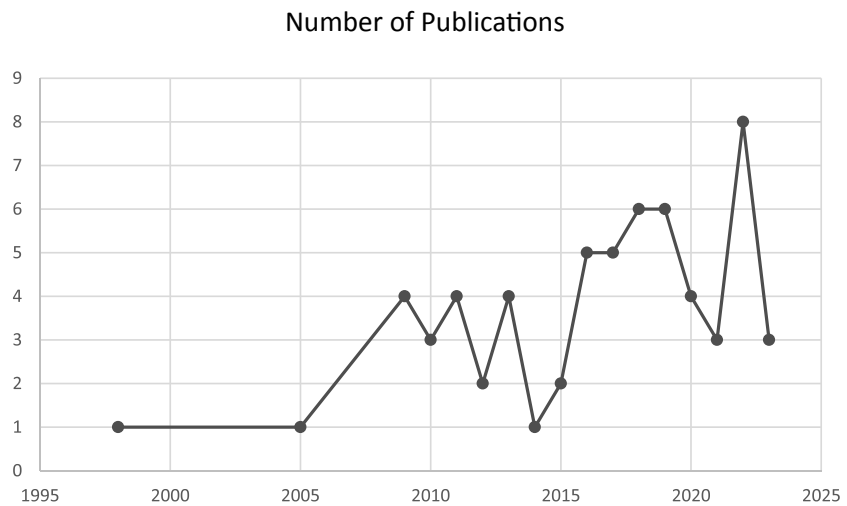
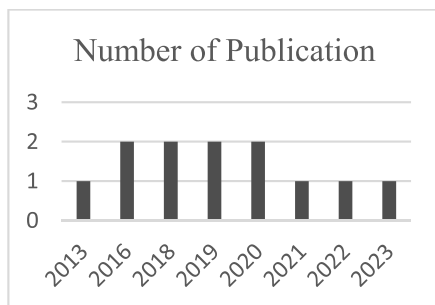
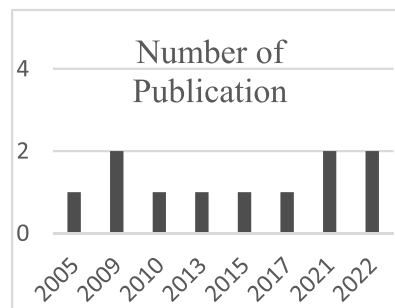


Figure 1: Number of publications over time

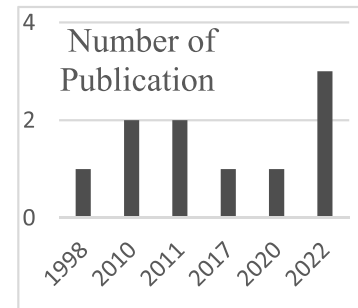
CLUSTER1:



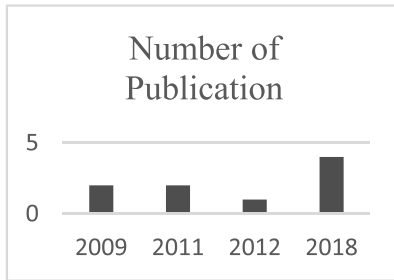
CLUSTER 2:



CLUSTER 3:



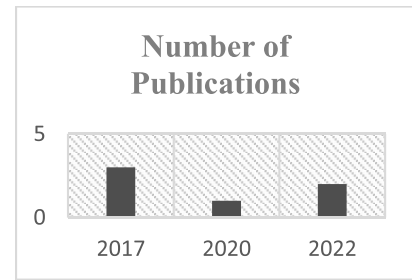
CLUSTER 4:



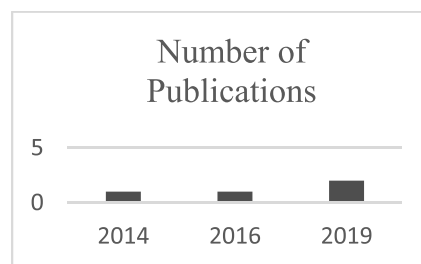
CLUSTER 5:



CLUSTER6:



CLUSTER 7:



Based on the examination of the articles published by journals shown in Table 3, Sustainability (Switzerland), International Journal of Innovation, Creativity and Change, and Journal of Business Ethics are identified as the sources with the most significant number of publications. The other journals, albeit generating fewer citations, have received fewer publications.

Table 4: The dataset ranks the top 10 journals based on the number of articles.

Sl. Nos	Journal	Publication
1	SUSTAINABILITY (SWITZERLAND)	10
2	INTERNATIONAL JOURNAL OF INNOVATION, CREATIVITY AND CHANGE	3
3	JOURNAL OF BUSINESS ETHICS	3
4	ANNALS OF PUBLIC AND COOPERATIVE ECONOMICS	2
5	EUROPEAN JOURNAL OF MARKETING	2
6	INTERNATIONAL JOURNAL OF ECONOMICS AND MANAGEMENT	2
7	INTERNATIONAL JOURNAL OF PRODUCTIVITY AND PERFORMANCE MANAGEMENT	2
8	JOURNAL OF ACCOUNTING AND ORGANIZATIONAL CHANGE	2
9	JOURNAL OF INTELLECTUAL CAPITAL	2
10	JOURNAL OF MANAGEMENT STUDIES	2

Table 5: Most Relevant Authors with number of articles published

Authors	Articles
MERSLAND R	5
OMONDI-OCHIENG P	3
BEISLAND LA	2
JOHARI RJ	2
SANUSI ZM	2
SHAFIE NA	2
ABDULLAH FZ	1
ABDURAIMI PB	1
AHMAD NH	1

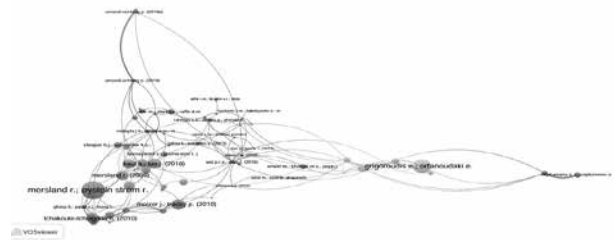
Upon examining Table 5, it is evident that Australia, the USA, and Malaysia are the top three countries that have contributed more publications on the sustainability and fiscal performance of non-profit organisations (NPOs). Spain and Italy, known for their substantial contributions to published research in business management, do not rank in the top three. When examining the number of citations obtained, Australia, the USA, and Malaysia provide the most influential research on the issue. This suggests that the nations in question, known for their strong environmental concerns and where non-profit organisations (NPOs) play a noteworthy role in the economy, emphasise discussing sustainability and NPOs.

Table 6: Countries that possess at least two articles in the database

RANK	COUNTRIES	PUBLICATION
1	AUSTRALIA	18
2	USA	11
3	MALAYSIA	9
4	CHINA	7
5	SPAIN	5
6	INDONESIA	2

**Figure 2: Word Cloud**

Figure 3 displays the results of the bibliographic coupling-based similarities study, which revealed seven distinct clusters. Cluster 1, indicated by the colour red, consisted of 13 papers mostly focused on studying Social Responsible Behaviour within the Non-Profit Organisations (NPOs) framework. Cluster 2 is depicted by the colour green, consisting of 11 publications that examined the influence of environmental action on sustainability. Cluster 3, indicated by the colour blue, consisted of 10 articles delved into stakeholder involvement and collaboration. Cluster 4, identified by yellow, consisted of 9 articles that examined reporting practices and sustainability challenges. Cluster 5, represented by purple, consisted of 8 articles exploring social innovation. Clusters 6 and 7 had 6 and 5 articles, respectively, exploring novel funding strategies and examining how organisational culture, trust, and capability development interact to improve performance, represented by the colours pink and orange.

**Figure 3: Visualization of similarities results**

CLUSTER 1- Socially Responsible Behaviour (SRB)

This cluster has 13 articles highlighting the significance of socially responsible conduct by non-profit organisations (NPOs) in ensuring long-term viability. The papers frequently incorporate a theoretical analysis of empirical evidence concerning

the non-profit sector and/or a specific nation. This is accomplished by utilising case research methodology or other statistical evaluation methods. In certain instances, quantitative and qualitative data can be obtained through interviews and questionnaires.

Dangelico and Pontrandolfo (2015), the most frequently referenced study in this group (with 240 citations), emphasise that an organisation's fiscal performance is enhanced by its ability to effectively carry out environmental initiatives, particularly in energy and pollution. Additionally, the study highlights the importance of establishing environmental partnerships with both business and non-business entities. Additional researchers confirm that social concerns provide substantial opportunities for some organisations to cultivate inventive remedies that tackle the specific issue and bolster the economic standing of those responsible for their creation. These authors argue that adopting SRB may lead to substantial gains in competitive positioning, resulting in enhanced company, market, and financial performance.

Bagnoli and Megali (2011) contend that engaging in socially responsible behaviour has a beneficial influence on the financial success of NPOs. A basic causal loop diagram illustrates the connections between resource allocation and several other factors that impact social businesses' long-term viability. The research is predicated on the notion that there is a dynamic correlation between social activity, the development of capital via commercial endeavours, and the organisation's long-term viability. Building upon these areas, Using an analytical approach rooted in social value and financial accounting theory, Gamble and Moroz (2014) suggest that Executives in non-profit organisations that have both a strong focus on social purpose and a commitment to financial sustainability are likely to be very successful in driving organisational development. Within this cluster, some studies explore the link between social responsibility and financial success through empirical evaluation. The advantages identified in the focus groups regarding environmental sustainability were enhanced profitability, cost-effectiveness in production, heightened competitiveness, economic benefits, social and legal obligations, and enhanced

commercial reputation (Andiç et al., 2012). The writers affirm the effects of implementing environmentally friendly practices on corporations' reputation, brand image, and financial worth. It has been said that adopting environmentally friendly practices also brings other benefits to the company, such as the creation of new technologies and enhanced bargaining power with prospective consumers. It was said that using manufacturing technologies to minimise production losses would enhance the firm's profitability. Implementing meticulous and environmentally friendly product design benefits clients economically and enhances the product's energy efficiency.

Studies have indicated a clear correlation between market orientation and NPO efficiency, positively impacting economic and non-economic indicators. However, a strong focus on learning orientation is the most influential factor in improving performance. Furthermore, the correlation between a person's willingness to learn and financial prosperity is impacted by factors beyond their economic performance (Abdulai Mahmoud & Yusif, 2012). Cuadrado-Ballesteros et al. (2017) suggest that the success of SRB is contingent upon an intricate arrangement of several board qualities, including dimensions, autonomy, variety, and engagement, as well as other business factors such as firm size, financial leverage, and development prospects. These aspects are crucial components of the formula that, when combined correctly, lead to achieving exceptional social responsibility performance.

From Cluster 1, we can derive some key propositions:

1. Social responsibility is crucial for SMEs' sustainable and enduring financial success, highlighting its importance in strategic planning.
2. Societal responsibility ensures an NPO's sustainable, long-run financial sustenance.
3. Socially responsible behaviour creates significant opportunities for organisations to develop innovative solutions that address social issues while enhancing economic outcomes for their creators.

CLUSTER 2: Examining the Influence of Environmental Actions on Firm Performance

Several researchers explored how monetary and political actors can devise environmentally conscious initiatives and policies to reduce the effect of production and user conduct on nature (Aragón-Correa & A. Rubio-López, 2007; van der Linde et al., 1996). This has sparked a discussion over the effect of green measures on the competitiveness of companies. Historically, ecological concerns have been seen as a potential detriment to the financial success of companies due to the substantial expenditures required for implementing preventive technologies in environmental management (Walley, 1994). However, in the last several decades, firms have started to see the natural environment as a potential means of obtaining a competitive advantage. This shift in perspective can potentially create mutually beneficial outcomes for society, the business community, and ecosystems. (Christmann, 2000; Hart, 1995). However, inconsistent empirical evidence supports the beneficial correlation between environmentally friendly measures and profitability. The findings indicate that environmental marketing favours organisations' operative and commercial performance, influencing their economic outcomes.

Furthermore, environmental marketing is a very effective method for gaining a competitive edge regarding cost and product distinctiveness. Therefore, this study aligns with the academics who assert that environmental measures favourably influence a firm's competitiveness while simultaneously minimising its environmental footprint (Fraj-Andrés et al., 2009). Recent surveys have revealed that effective ecological management can significantly enhance a company's profitability (Chen et al., 2006; Christmann, 2000; Klassen & McLaughlin, 1996). Most recent research has focused on how different environmental practices, activities, and technology affect a company's performance rather than using its environmental sustainability to measure its moral conduct towards nature. In Hart's (1995) significant work, a fresh perspective was introduced to the resource-based view of enterprises. This perspective considers ecology as a possible catalyst for gaining

a competitive edge. The author proposes that incorporating environmental constraints into an organisation's management protocols may enable them to nurture resources and skills that have the potential to enhance their competitiveness.

Propositions summarised from Cluster 2:

1. When effectively integrated into a firm's operations, environmental management practices can enhance operational and commercial performance, positively influencing economic outcomes.
2. Firms that adopt environmental marketing strategies will likely achieve competitive advantages through cost reduction and product differentiation, ultimately improving their market position and profitability.

CLUSTER 3: Stakeholder Engagement and Collaboration

The third cluster consists of 10 articles that cover various issues related to stakeholder engagement and collaboration in non-profit organisations. Stakeholder theory has had a significant impact on the field of managerial and accounting studies for both businesses and nonprofit organisations (Manetti & Toccafondi, 2014). The most cited paper (with 137 citations) is by Van Huijstee & Glasbergen (2008), which evaluates the importance of stakeholder dialogue between multinationals and NGOs; it is evident that this practice holds significant value for strategic management and has the potential to foster learning in terms of sustainability. These studies highlight the significance of stakeholder involvement and cooperation in improving the sustainability of NGOs.

A range of studies have highlighted the crucial role of stakeholder involvement and collaboration in the sustainability of NGOs. Ceesay (2020) underscores that the potential of NGOs in the sustainability debate lies in their capacity to form collaborative relationships and use combative methods. Burchell and Cook (2013) delve further into the influence of stakeholder conversation on the relations between non-governmental organisations (NGOs) and corporations, uncovering significant changes in their

engagement strategies. Manetti and Toccafondi (2014) delve into stakeholder engagement, which plays a vital role in the sustainability reporting of nonprofit organisations, highlighting the importance of meaningful involvement. Austin (2007) Explores the rise of partnerships for sustainable development as a groundbreaking and potentially impactful form of governance. Partnerships can enhance the credibility and efficiency of governance for sustainable development. According to Sherman and Ford (2014), including stakeholders in evaluating vulnerability and carrying out adaptation interventions is critical for effectively implementing adaptation measures.

Developing strong relationships with stakeholders can help organisations gain support and approval, leading to long-term societal success (Veltri, 2014). Godfrey (2009) revealed that engaging in certain CSR activities can generate goodwill and moral capital for the company, which can serve as a protective measure similar to insurance. This helps safeguard shareholder value and positively impacts the company's financial performance. Olivier et al. (2016) thoroughly examined partnerships between NGOs and academics in global health research, revealing that effective and lasting results may be achieved via collaborations founded on trust, transparency, respect, solidarity, and mutuality.

Metaxas and Tsavdaridou (2017) analysed that Greek corporations successfully created efficient corporate social responsibility (CSR) plans. However, it is crucial to include universities, other relevant organisations, and the government to establish a well-structured national CSR strategy. This will enable firms to tackle the issue of climate change effectively. A green company is an organisation that consistently and ethically works by the principles of sustainable development. This collection of studies emphasises the crucial need to involve and work with stakeholders to ensure the longstanding viability of non-profit organisations. Multiple studies have shown that effectively engaging with stakeholders increases an organisation's credibility and leads to better sustainability performance and collaborations, eventually resulting in good societal benefits.

Some propositions summarised from Cluster 3:

1. Effective stakeholder engagement and collaboration significantly enhance non-profit organisations' sustainability and strategic management, as evidenced by their role in sustainability discourse and governance.
2. Engaging in stakeholder dialogue, especially between NGOs and businesses, fosters strategic transformations and learning opportunities that support sustainable development.

CLUSTER:4 Reporting practices

A range of studies have explored the reporting practices and sustainability of NGOs. Gazzola (2019) has shown that adopting sustainable reporting methods may significantly improve the financial and social influence of non-governmental organisations (NGOs), especially in Italy. Asogwa (2021) emphasised the need for a more inclusive and precise description of sustainability reporting NGOs, prioritising enhancing performance rather than only seeking legitimacy. Roslan (2017) identified a need for more comprehensive reporting guidelines for NPOs in Malaysia to address information asymmetry. Cerioni (2020) noted a deficiency in the consistency and uniformity of reporting methods across European non-governmental organisations in the healthcare industry. These studies emphasise adopting sustainable reporting procedures to improve the social influence and responsibility of non-governmental organisations (NGOs). Nicholls (2009) examines the emerging reporting strategies used by social entrepreneurs, focusing on their institutional contexts and strategic goals. These reporting approaches include financial performance, revealing more intricate and dependent social and environmental consequences and results. (Kreander et al., 2009) suggests that a notable proportion of major charitable organisations lack a written ethical investing strategy. Charities with bigger assets, engaged in fundraising activities, and affiliated with religious organisations were likelier to possess a formalised ethical code. The author proposes that it is crucial to enhance the congruence between charities' objectives and their investment strategies and implement more effective oversight of investment

plans. The research by Ricci and Fusco (2016) Explains the challenges of implementing social reporting procedures in complex institutions and emphasises the importance of developing new methodologies. Social reporting plays a crucial role in creating public value. Ceesay (2020) further explores the influence of NGOs on corporate sustainability, emphasising the potential for collaborative partnerships and confrontational tactics. This is particularly important in the developing world, where NGOs are crucial in filling gaps in government services. Gul and Morande (2023) identify financial performance, organisational practices, and community engagement as key elements that greatly influence the long-term sustainability of non-governmental organisations (NGOs) in developing nations. These studies emphasise the need to adopt a comprehensive approach to sustainability reporting and highlight the significance of cooperation and internal variables in guaranteeing the sustainability of non-governmental organisations (NGOs).

Various methodologies have been used to explore NGO reporting practices and sustainability. Cerioni (2020) conducted a content analysis of European healthcare sector reports, revealing a lack of standardisation and a mix of upward and downward accountability. Asogwa (2021) reviewed 61 articles to identify drivers and barriers in sustainability reporting, emphasising the need for a comprehensive definition and a focus on performance improvement. Gazzola (2019) analysed the link between sustainability reporting and funding in Italy, finding that it can enhance social impact and trust. Macuda (2023) examined adherence to the Global Reporting Initiative framework within the global healthcare industry, noting a growing trend in sustainability reporting. These studies collectively highlight the need for standardised reporting practices, a comprehensive definition of sustainability, and the potential for reporting to enhance social impact and trust.

Some propositions summarised from Cluster 4:

1. Sustainable reporting practices enhance NGOs' financial and social impact, as evidenced by increased transparency and accountability.
2. There is a pressing need for a comprehensive definition of sustainability reporting in NGOs, focusing on performance improvement rather than mere legitimacy.
3. Adopting comprehensive and nuanced reporting practices that account for financial performance and social/environmental impacts can significantly improve NGOs' strategic objectives and institutional settings.

CLUSTER 5: Social Innovation

A wealth of research has delved into the intersection of social innovation and sustainability in the context of NGOs. This cluster contains nine articles highlighting the importance of social innovation in ensuring the long-term viability of non-profit organisations. The articles frequently present a theoretical analysis by examining empirical data. Some articles suggest applying the Social Practice Theory and Development Theory (Vyas, 2014), which provides a holistic perspective on the different elements and endeavours associated with the creation, execution, and adoption of technological and social innovations.

Weerawardena and Mort's (2012) study has been widely referenced within this cluster (with 145 citations) and explores the significance of innovation in driving substantial social impact. This study illustrates the substantial influence of innovation-driven competitive tactics that socially entrepreneurial nonprofit organisations use to generate social value by analysing diverse theoretical case studies. Innovation-based strategies prioritise differences and concentrate on introducing innovations at product, process, and system transformation levels. According to other writers, using these tactics may result in obtaining stable finance, enhancing the desire of service consumers to engage in innovative services, and ensuring the long-term viability of the provided services. (Bo\vzić, 2021; Bressler et al., 2016). Others (dos Santos Vieira et al., 2017) examined the impact of social innovation on sustainability and revealed how it empowers NGOs to address pressing social issues by reorganising social roles and structures. Like a financial analyst, social innovation is carried out by individuals who address desires, fulfil requirements, devise solutions, and have the opportunity to alter

social dynamics, reshape structures, and introduce fresh cultural perspectives. Landoni and Trabucchi (2019) emphasised the need for customised sustainability models that address the unique characteristics of NGOs, such as their triple bottom line and their focus on long-term impact. Smith (2009) further highlighted the role of social enterprises and the importance of social innovation in improving NGOs' management and operational efficiency. The Universal NGO examined by Kickul & Gundry (2013) adopts an approach to sustainability that involves forming partnerships with local non-governmental organisations (NGOs) to implement focused programmes that address the unique requirements of a particular community. Support is provided to help them create and develop what the Universal NGO refers to as its 'three pillars' of sustainability: financial, institutional, and programmatic capacity, similar to the role of a financial analyst. The objective of this foundation is to guarantee a lasting and expandable effect that is environmentally and socially responsible, even after the Universal NGO has terminated its collaboration. The social return on investment and influence are expected to endure and grow over time with confidence. The research conducted by Bibu, Lisetchi and Sala (2012) found that the field of social innovation transforms critical societal problems into opportunities by actively engaging community actors.

Within this cluster, a portion of the literature examines the correlation between social innovation and economic performance through empirical analysis. Among the articles that are frequently referenced in this cluster, Jaskyte (2020) employs data based on a survey of nonprofit human service organisations; it was found that organisational innovation strongly influenced total assets, total revenues, and ER. The findings of the research conducted by (Fallahi et al., 2022) indicate the presence of a favourable impact of innovation in connecting Corporate Social Performance to firm Financial Performance. Padgett & Moura-Leite (2012) intend to assist companies in pursuing R&D activities. This is because social innovations have the potential to set them apart in the market, giving them a competitive edge that can result in higher-than-average returns and establish a positive reputation.

The extensive and comprehensive body of research on the intersection of social innovation and sustainability in the context of NGOs is similar to that of a financial analyst. However, the cluster of articles mentioned has not fully explored or covered several areas. Here are some suggested areas that could be further investigated.

1. Investigating how different government policies and regulatory frameworks impact the ability of NGOs to innovate and sustain their activities.
2. Conducting comparative studies of different sustainability models NGOs use across various regions and sectors.

Some propositions summarised from Cluster 5:

1. Social innovation-driven strategies are crucial for NGOs to achieve greater social impact, primarily through differentiation in products, processes, and system changes.
2. Social Innovation allows NGOs to address unsatisfactory social situations by restructuring social roles and frameworks, thus enabling them to respond to community needs and aspirations effectively.

CLUSTER 6: Innovative Funding Models

Research has often studied the impact of funding mechanisms on the economic viability of NGOs. This cluster has six articles highlighting the correlation between the financing model and the long-term viability of non-profit organisations (NPOs). The article assesses the connection between implementing novel financing mechanisms and fiscal success. The results validate that implementing a cutting-edge financing model in a cluster setting seems to be significant in attaining economic viability.

Mbuya and Osodo (2018) found that expanding the range of financing sources, such as generating money and receiving support from local and overseas donors, may significantly improve the long-term financial stability of an organisation. Mohamed and Makori (2022) further highlighted the significance of smart financial practices, such as diversifying revenue sources and effectively managing donor

funds, which was further highlighted as crucial for guaranteeing long-term financing sustainability. However, Morrar and Sultan (2020) emphasised the need for NGOs to decrease their dependence on donor-driven models and instead prioritise community participation, cooperation, and business-oriented approaches. (Ademola et al., 2019) reveal that NGOs have a pronounced inclination towards conventional funding methods, excluding debt and equity investment. A study by Ibrahim (2012) found that donor relationship management is the most important factor in ensuring the economic sustainability of nongovernmental organisations, followed by strategic financial management and revenue diversification. The research suggests that to maintain the long-term viability of NGOs, it is advisable to hire staff with expertise in strategic planning, plan execution, and financial analysis. NGO management should diversify its revenue sources outside of their typical ones. The administration should prioritise maintaining a strong rapport with contributors via effective information management, guaranteeing transparency and fostering meaningful communication. From the study conducted by Onsongo (2012), the ranking of strategic financial management was high, with an efficient system of governance, strategic alliances, internal financial resources, organisational structure, development funding, and a shift in programming approach carefully followed. Only a few publications provide a comparative examination of non-governmental organisations (NGOs) active in various nations. The paper by de Nijs & Renard (2009) examines and compares the public funding of NGO development cooperation in specific European nations. The findings demonstrate changes in the quantities, processes, and methods of financial support to Northern NGOs. Notably, significant modifications have been implemented to support NGOs jointly. Most evidence supports that financing strategies and financial success are positively correlated.

Some propositions summarised from Cluster 6:

1. Diversification of funding sources, including income generation and support from local and external donors, significantly enhances the financial sustainability of NGOs.
2. NGOs prefer traditional financing options, but there is a need to explore alternative funding mechanisms, such as debt and equity financing, to enhance financial sustainability.

CLUSTER7: The Interplay of Organizational Culture, Trust, and Capability Building in Enhancing Performance

Multiple studies show that NGOs' organisational culture substantially influences their performance and long-term viability. The study by Duke and Edet (2012) showed that organisational culture strongly influences performance. This study proposes that non-governmental organisations (NGOs) may use culture as a crucial organisational asset to attain high-performance levels. The results obtained from the survey conducted by Metin and Coşkun (2016) indicate that NGOs' organisational culture and leadership have a beneficial impact on their effectiveness. NGOs may improve their ability to use organisation development strategies, which is especially crucial in dealing with credibility and competence concerns (Batti, 2014). Manville and Broad (2013) indicate that culture, trust, and capability building are closely intertwined and significantly impact organisational performance.

Some propositions summarised from Cluster 7:

1. Organisational culture is a crucial determinant of NGO performance, and leveraging culture as a key resource can significantly enhance effectiveness and sustainability.
2. Capability building through organisational development practices is vital for NGOs to address issues of credibility and competence, thereby improving overall organisational performance.

4. Conclusion

The article primarily focused on the relationship between sustainability and the financial performance of non-profit organisations (NPOs) to enhance our understanding of this correlation. The comprehensive literature review of studies published in the recent decade provided valuable

insights into this study subject. Most analysed publications have experimentally confirmed a positive correlation between the implementation of Socially Responsible Behaviour, which is linked to the sustainability of organisations, and the performance and competitiveness of non-profit organisations (NPOs). The study used the bibliometric technique of visualising commonalities via bibliographic coupling. This approach led to the discovery of seven dominant research topics.

The first cluster examines the adoption of Socially Responsible Behaviour and its impact on sustainability in NPOs. The second cluster is centred around green action within NPOs. The third cluster explores stakeholder engagement and collaboration for the sustainability of NPOs. The fourth cluster investigates reporting practices and their role in the sustainability of NPOs. The fifth cluster explores the intersection of social innovation and sustainability in the context of NGOs. The sixth cluster investigates the influence of financing mechanisms on the financial viability of NGOs. Lastly, the seventh cluster analyses the significance of organisational culture in the effectiveness and long-term viability of NGOs in the cluster. The papers in the first cluster analyse the function of SRB in promoting sustainability in SMEs. These publications have been released during the last two decades, with over half published after 2016. This makes the cluster especially relevant for observing the latest trends in the research of the studied problem. Although there is already a considerable amount of study on the significance of socially responsible behaviour (SRB) in non-profit organisations (NPOs), there is still a major possibility of enhancing our comprehension of this field. Perform comparative analyses on social responsibility behaviour (SRB) across non-profit organisations (NPOs) in various geographical areas and industries. This may elucidate optimal methodologies and situational variables that impact the efficacy of SRB endeavours worldwide. The second cluster pertains to green practices in non-profit organisations (NPOs). The publications in this cluster were published between 2005 and the present decade. When environmental management methods are successfully incorporated into a company's activities, they may improve operational and commercial performance, leading to favourable

economic results. There is still potential for more research. The third cluster focuses on the significance of stakeholder involvement and cooperation in ensuring the sustainability of non-profit organisations (NPOs). This cluster comprises papers that have been published since 1998. This collection of studies emphasises the crucial need to involve and work with stakeholders to ensure the long-term viability of non-profit organisations. Multiple studies have shown that actively involving stakeholders is important for establishing an organisation's credibility and for better sustainability outcomes and collaborative relationships, eventually resulting in good societal effects. The fourth cluster focuses on reporting practices, and the analysis of articles demonstrates that implementing sustainable reporting methods improves NGOs' financial and social impact, as shown by heightened transparency and accountability. Nevertheless, there is an urgent need for a thorough and all-encompassing elucidation of sustainability reporting inside non-governmental organisations (NGOs), specifically emphasising enhancing performance rather than just seeking validation. Extensive study has focused on the connection between social innovation and sustainability within the framework of non-governmental organisations (NGOs). This cluster has 20 articles highlighting the significance of social innovation in ensuring the long-term viability of non-profit organisations.

The study conducted by Fallahi et al. (2022) indicates that innovation has a favourable impact on the connection between Corporate Social Performance and business Financial Performance. Padgett and Moura-Leite (2012). The sixth cluster focuses on how financing arrangements affect the long-term financial viability of non-governmental organisations (NGOs). Analysis of articles indicates that NGOs tend to choose conventional financing methods. However, it is necessary to investigate other funding mechanisms, such as debt and equity financing, to improve financial sustainability. The seventh cluster indicates organisational culture greatly influences NGOs' performance and sustainability. Based on the comprehensive study, it is beneficial to identify some unresolved problems that might guide future research advancements. These include examining how digital tools and technology might improve

the execution of socially responsible actions in non-profit organisations (NPOs). Areas of research could encompass examining digital platforms' impact on transparency promotion, stakeholder engagement enhancement, and the facilitation of efficient and effective SRB initiatives. Additionally, the investigation of greenwashing practices among NPOs, their connection to financial performances (Bartolacci et al., 2020), and the integrated reporting of sustainability practices about financial and non-financial advantages.

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