

STRATEGIC LEADERSHIP AND SUSTAINABILITY OF NOT FOR PROFIT ORGANIZATIONS IN NAROK COUNTY, KENYA

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ABSTRACT

This research project delved into the association between strategic leadership and sustainability within not-for-profit entities situated in Narok County, Kenya. More precisely, the study explored how envisioning, resource management, ethical practices and strategic communication influence Sustainability of not-for-profit organizations in Narok County in Kenya. Four primary theories Resource Based theory, Social Responsibility theory, Behavioural theory of Leadership and Communication Theory will inform this study. Adopting a descriptive research design, the research combines both qualitative and quantitative techniques. Applying a descriptive survey methodology, the targeted population comprised 213 officially registered not-for-profit groups operating within Narok County, Kenya. Collected data was processed utilizing analytical tools based on description and inference. Structured questionnaires were employed as the principal means to collect primary data. Meanwhile, secondary data points derived from institutional documentation. Following editing, encoding, and input procedures, the gathered data underwent the evaluation via descriptive and

inferential analytics using specialized computer software packages. Particularly, regression analysis was examined proposed connections amongst assumed variables, whereas variance analysis was assessed if multiple independent factors exert collective effects over the dependent factor. The analysis highlights the significant influence of strategic communication, ethical practices, envisioning, and resource management on the sustainability of not-for-profit organizations in Narok County. Key findings revealed that effective strategic communication ($\beta=0.279$) fosters trust and transparency, ethical practices ($\beta=0.338$) enhance integrity and accountability, envisioning ($\beta=0.347$) aligns resources through clear leadership, and resource management ($\beta=0.196$) optimizes financial and physical assets for operational continuity. Recommendations for these organizations include implementing robust resource management practices, conducting regular assessments, and engaging stakeholders in resource allocation discussions to build trust and support.

Keywords: Strategic leadership, envisioning, resource management, ethical practices and strategic communication, sustainability

INTRODUCTION

The sustainability of not-for-profit organizations (NPOs) has become a pressing concern in recent years, as these entities face increasing challenges in maintaining their long-term viability while fulfilling their social missions. Sustainability in this context extends beyond financial stability to encompass organizational resilience, programmatic effectiveness, and the ability to create lasting social impact (Sanzo-Pérez et al., 2023). As traditional funding sources become more competitive and uncertain, NPOs are compelled to adopt more strategic approaches to

ensure their continued existence and relevance in a rapidly changing socio-economic landscape.

Strategic leadership shapes the formation of strategic intent which influences successful strategic practices in an organization. Strategic leadership also enable organizational leaders to influence their followers to contribute effectively to the accomplishment of the goals and objectives of the organization. Shao (2019) defines SL as a leader's ability to anticipate, envision, maintain flexibility, think strategically and work with followers to initiate changes that create a viable future for the organization. Golensky and Hager (2020) adds that SL is multi-functional and relates to managing others as well as organizations in managing the challenges of today's globalized business environment. Strategic leadership also requires expertise in managing both internal and external business.

Strategic leadership has emerged as a critical factor in enhancing the sustainability of NPOs. Leaders in these organizations are tasked with navigating complex environments, balancing diverse stakeholder interests, and making decisions that promote both immediate survival and long-term growth (Hailey & Salway, 2023). Effective strategic leadership in NPOs involves developing innovative funding models, fostering cross-sector partnerships, and adapting organizational structures and processes to meet evolving community needs. Research suggests that NPOs with strong strategic leadership are better positioned to overcome challenges and achieve sustainable outcomes (Zhu et al., 2022).

The intersection of strategic leadership and sustainability in NPOs is particularly relevant in the current global context, characterized by economic uncertainty, social upheaval, and environmental challenges. NPOs are increasingly expected to demonstrate not only their impact but also their ability to sustain that impact over time (McDonald et al., 2021). This requires leaders to adopt a holistic view of sustainability that encompasses financial health, operational efficiency, and mission fulfillment. Strategic leaders must also navigate the tension between staying true to the organization's core mission and adapting to changing external conditions (Battilana et al., 2023).

Global Perspective on Sustainability of Not-For-Profit Organizations (NPOs)

In the American context, sustainability of NPOs has been increasingly linked to financial diversification and strategic partnerships. US-based NPOs are focusing on developing multiple revenue streams, including earned income strategies, to reduce dependence on traditional funding sources (Prentice & Brudney, 2023). There's also a growing emphasis on impact measurement and transparency to maintain donor confidence and attract long-term support. American NPOs are increasingly adopting business-like practices and exploring innovative funding models, such as impact investing and social enterprise approaches, to enhance their sustainability (Guo & Saxton, 2022).

In many Asian countries, there's a growing recognition of the need for NPOs to build strong local networks and engage in capacity building to ensure long-term viability (Hasan et al., 2021). In countries like India and Bangladesh, microfinance and community-based models

have gained traction as sustainable approaches for NPOs. Japan and South Korea have seen a trend towards increased collaboration between NPOs and the corporate sector, focusing on shared value creation to address social issues while ensuring organizational sustainability (Kim & Jung, 2023). The Arabian perspective on NPO sustainability is often influenced by Islamic principles of philanthropy and social responsibility. In Gulf Cooperation Council (GCC) countries, there's an increasing focus on aligning NPO activities with national development agendas to ensure relevance and support (Al-Tabbaa et al., 2022).

Chinese approaches to NPO sustainability have been shaped by the country's unique political and economic environment. With strict regulations on foreign funding, Chinese NPOs have had to develop innovative domestic fundraising strategies and build strong relationships with government entities (Xu & Zhao, 2022). The Chinese government's focus on "common prosperity" has also opened new avenues for NPOs to align their missions with national priorities, potentially enhancing their long-term sustainability through increased state support and legitimacy (Lau & Chong, 2023). Many European countries have well-established welfare states, which can both support and compete with NPO activities. As a result, European NPOs often focus on developing complementary roles and demonstrating their unique value propositions (Buckingham & Teasdale, 2023). The European Union's increasing focus on social economy has also opened new funding opportunities for NPOs, encouraging them to adopt more entrepreneurial approaches while maintaining their social missions (Defourny & Nyssens, 2022).

Regional Perspective on Sustainability of Not-For-Profit Organizations (NPOs)

In Ghana, the sustainability of NPOs is increasingly linked to their ability to diversify funding sources and build strong local partnerships. Ghanaian NPOs are focusing on developing income-generating activities and strengthening their relationships with both the government and the private sector. There's a growing emphasis on capacity building and professionalization to enhance organizational efficiency and credibility (Agyemang et al., 2022). Additionally, many Ghanaian NPOs are leveraging technology and social media to increase their visibility and engage with donors and beneficiaries more effectively, contributing to their long-term sustainability.

Nigerian NPOs face unique challenges in ensuring their sustainability, including a volatile economic environment and complex regulatory frameworks. However, there's an increasing trend towards adopting social enterprise models and developing local fundraising strategies to reduce dependence on international donors (Amaeshi et al., 2023). Nigerian NPOs are also focusing on building stronger governance structures and enhancing transparency to maintain donor confidence. South African NPOs have been at the forefront of developing sustainable models in the African context. South African NPOs are increasingly adopting hybrid models that combine traditional nonprofit activities with social enterprise approaches. The country's well-developed corporate social responsibility landscape has also opened opportunities for strategic partnerships between NPOs and the private sector, enhancing sustainability through shared value creation (Gumede & Littlewood, 2022).

In Tanzania and Uganda, NPO sustainability strategies often focus on community engagement and local ownership. There's a growing recognition of the need to move away from donor-driven agendas towards more locally rooted and sustainable approaches (Kinyondo & Pelizzo, 2022). Both countries have seen an increase in NPOs adopting participatory approaches to program design and implementation, which not only enhances effectiveness but also contributes to sustainability by building strong community support. In Uganda, there's also an emerging trend of NPOs collaborating with savings and credit cooperatives (SACCOs) to enhance financial sustainability and deepen community impact (Namara & Muvawala, 2023). Morocco and Egypt present interesting cases in North Africa, where NPO sustainability is often intertwined with broader socio-political dynamics. In Morocco, there's an increasing focus on aligning NPO activities with national development priorities to ensure relevance and support (Boukamhi, 2023). Moroccan NPOs are also exploring innovative funding models, including social impact bonds and Islamic finance instruments. In Egypt, despite a challenging regulatory environment, NPOs are developing resilience through increased professionalization and strategic use of technology (Abdelrahman, 2022). Both countries are seeing a trend towards greater collaboration between NPOs and the private sector, with corporate social responsibility initiatives providing new avenues for sustainable partnerships.

Local Perspective on Sustainability of Not-For-Profit Organizations (NPOs)

In Kenya, the sustainability of NPOs has become a critical issue in recent years, as organizations face challenges related to funding volatility, changing donor priorities, and an evolving regulatory environment. Kenyan NPOs are increasingly recognizing the need to move beyond traditional donor-dependent models towards more sustainable approaches that ensure long-term viability and impact (Mwangi & Ouma, 2022). This shift is driven by a growing awareness of the limitations of short-term project-based funding and the need for organizations to build resilience in the face of economic and social uncertainties. Many Kenyan NPOs are exploring innovative financing mechanisms, including social enterprise models, impact investing, and local resource mobilization strategies (Kimani et al., 2023). There's a growing trend towards developing income-generating activities that align with organizational missions, allowing NPOs to reduce their dependence on external donors while maintaining their social impact.

Kenyan NPOs are increasingly investing in strengthening their internal systems, improving governance structures, and enhancing staff skills to build more resilient and effective organizations (Wachira & Mwangi, 2022). This includes adopting more professional management practices, implementing robust monitoring and evaluation systems, and leveraging technology to improve operational efficiency. By building stronger organizational foundations, Kenyan NPOs aim to enhance their credibility with donors and stakeholders, thereby improving their prospects for long-term sustainability. Collaboration and partnerships have also emerged as key strategies for NPO sustainability in Kenya. Many organizations are forming strategic alliances with other NPOs, government agencies. By working collaboratively, Kenyan NPOs are able to achieve greater scale and efficiency, enhancing their sustainability prospects in a competitive environment.

Lastly NPO sustainability increasingly emphasizes the importance of local ownership and community engagement. There's a growing recognition that sustainable NPOs must be deeply rooted in the communities they serve, with strong local support and participation (Ochieng & Ocholla, 2023). This involves not only engaging communities in program design and implementation but also building local leadership and fostering a sense of ownership among beneficiaries. By prioritizing local capacity and ownership, Kenyan NPOs aim to create more sustainable and impactful interventions that can continue even in the absence of external support.

Statement of the Problem

Non-profit organizations (NPOs) play a crucial role in Kenya's economic development and social welfare, contributing significantly to various sectors and aligning with national development goals (Kanyinga & Mitullah, 2019; PwC, 2021). In Narok County specifically, NPOs provide essential services to over 60% of the population, particularly in healthcare, education, and environmental conservation (Ochieng & Kimani, 2023). However, these organizations face significant sustainability challenges that threaten their ability to continue their vital work. According to the Kenya National Bureau of Statistics (2023), approximately 60% of NPOs in Narok County report difficulties in maintaining financial stability, with 35% at risk of closure within two years due to funding shortfalls. These challenges are exacerbated by reduced donor funding, non-compliance issues, and a lack of financial accountability (Kaise/UNAIDS, 2017; Gitonga, 2018; USAID, 2019).

Strategic leadership has been identified as a critical factor in enhancing NPO sustainability and performance (Sargeant, 2018; Kabetu, 2018; Abdul & Abdirahman, 2018). However, research indicates that only 40% of NPO leaders in Narok County have received formal training in strategic management, and less than 30% of organizations have comprehensive, long-term strategic plans (Mwangi et al., 2022). This lack of strategic capacity contributes to the sustainability crisis, as organizations struggle to adapt to changing environments and secure stable funding sources. The problem is further compounded by the unique challenges faced by NPOs in Narok County. A survey by the Narok County Government (2023) revealed that 75% of NPOs in the region operate in remote, rural areas with limited access to resources and infrastructure. Additionally, 65% of these organizations reported difficulties in recruiting and retaining skilled staff, particularly those with expertise in financial management and strategic planning.

Despite the clear importance of strategic leadership for NPOs sustainability, there is a lack of comprehensive research on this relationship in the specific context of Narok County. This knowledge gap hinders the development of targeted interventions and policies to support NPO sustainability in the region, potentially leaving these vital organizations vulnerable to crises. Therefore, this study aimed to examine the influence of strategic leadership on the organizational sustainability of NPOs in Narok County, Kenya, addressing a critical need in the sector and contributing to the broader understanding of NPO sustainability in challenging environments.

Research Objectives

The purpose of this study was to examine the relationship between strategic leadership and Sustainability of not-for-profit organizations in Narok County in Kenya.

The study was guided by the following specific objectives:

- i. To establish the effect of envisioning on Sustainability of not-for-profit organizations in Narok county in Kenya.
- ii. To assess the effect of resource management on the Sustainability of not-for-profit organizations in Narok county in Kenya
- iii. To determine the effect of Ethical practice on Sustainability of not-for-profit organizations in Narok county in Kenya.
- iv. To evaluate the effect of strategic communication on sustainability of not-for-profit organizations in Narok county in Kenya.

Research Questions

The study was guided by the following research questions:

- i. To what extent does envisioning affect sustainability of not-for-profit organizations in Narok County in Kenya?
- ii. What is the effect of resource management on the Sustainability of not-for-profit organizations in Narok County in Kenya?
- iii. How does Ethical practice affect sustainability of not-for-profit organizations in Narok County in Kenya?
- iv. To what extent does strategic communication affect sustainability of not-for-profit organizations in Narok County in Kenya?

Theoretical Foundation

Communication Theory

Communication Theory has evolved through contributions from various scholars. Claude Shannon is a central figure, known for his *Information Theory* which focuses on the technical aspects of transmitting information efficiently (Shannon, 1948). Robert Craig also played a pivotal role, proposing a framework that categorizes communication into distinct traditions, such as rhetorical and semiotic, helping to unify the field (Craig, 1999). Theoretical frameworks such as the Shannon-Weaver model, which emphasizes the importance of sender-receiver relationships and message encoding and decoding, provide a foundation for crafting effective communication strategies. The Uses and Gratifications theory highlights the audience's active role in seeking out and interpreting messages, informing the strategic use of various communication channels to meet audience needs and preferences.

Additionally, the Agenda-Setting theory underscores the media's ability to influence public perception and agenda, guiding strategic communication efforts to shape narratives and manage reputations. These theories, among others, provide valuable insights into how messages are created, disseminated, and received, informing strategic communication planning and execution (Griffin, 2019). Communication theory provides a useful lens for understanding strategic communication practices. Strategic communication is a deliberate, planned, and

managed process designed to disseminate information and messaging to target audiences with the objective of achieving desired outcomes (Vardeman-Winterfeld & Toth, 2019). Drawing on communication theory enables strategic communicators to appreciate the intricate dynamics of communication, allowing them to craft more effective and resonant messages.

In the not-for-profit context, strategic leaders can use this theory to foster stronger ties with supporters and partners by listening to concerns, responding transparently, and adjusting strategies accordingly. By doing so, strategic leaders can engender trust and commitment, ultimately bolstering organizational performance. Strategic communication in not-for-profit organizations involves crafting and delivering clear, consistent messages to stakeholders, using various channels to reach different audiences, and actively engaging with the community. Drawing from the above discussion, it becomes evident that communication theory plays a crucial role in shaping strategic communication practices in the realm of strategic leadership and Sustainability of not-for-profit organizations in Narok County, Kenya. By combining appropriate communication theories with empirical evidence, strategic communicators can craft powerful, persuasive messages that inspire action, solidify relationships, and advance the mission of the organization.

Behavioural theory of leadership

The Behavioral Theory of Leadership represents a significant paradigm shift in our understanding of effective leadership. Unlike earlier trait-based theories that suggested leadership qualities were innate and unchangeable, the behavioral approach posits that leadership effectiveness stems from learnable and observable behaviors. The proponents of the Behavioral Theory of Leadership, developed in the mid-20th century, include scholars and researchers from Ohio State University and the University of Michigan, who conducted pioneering studies on leadership behaviors. Their work led to identifying two critical leadership dimensions: task-oriented and people-oriented behaviors. Additionally, Blake and Mouton's Managerial Grid (1964) further expanded on this by mapping leadership styles based on concern for production and concern for people.

This perspective, as Northouse (2021) explains, democratizes leadership by suggesting that anyone can become an effective leader through deliberate practice and skill development. The theory's emphasis on behaviors rather than innate traits opens up new possibilities for leadership training and development, making it a more inclusive and adaptable framework. At the core of behavioral leadership theory is the distinction between task-oriented and person-oriented behaviors. Task-oriented behaviors focus on the structural aspects of leadership, involving the organization and direction of work tasks. Leaders exhibiting these behaviors typically provide clear instructions, set explicit guidelines, and conduct regular progress checks to ensure goals are met efficiently.

Research has shown that the most effective leaders tend to employ a balanced combination of task-oriented and person-oriented behaviors. Podsakoff et al. (2020) found that leaders who can adeptly switch between these two behavioral styles often achieve optimal leadership outcomes. This balanced approach allows leaders to maintain high productivity standards while

simultaneously nurturing a supportive and collaborative team environment. It underscores the importance of versatility in leadership, suggesting that the ability to adapt one's behavioral style to the needs of the situation and the team is a key determinant of leadership effectiveness. This finding has important implications for leadership development programs, highlighting the need to cultivate a diverse repertoire of leadership behaviors rather than focusing on a single, rigid leadership style.

Resource Based Theory

The Resource-Based Theory (RBT), also known as the Resource-Based View (RBV), was primarily developed by Jay Barney in 1991. Barney's work emphasized that firms achieve sustained competitive advantage through the effective use of valuable, rare, inimitable, and non-substitutable (VRIN) resources. These resources can be tangible or intangible assets, including capabilities like brand reputation and intellectual property. The theory argues that differences in firms' internal resources are key to explaining varying performance levels, rather than external market forces alone (Barney, 1991; Shelef, Wuebker, & Barney, 2021).

Strategic Leadership Theory (RBV) in strategic management postulates that a company's prosperity depends on its exceptional and hard-to-copy assets (Ling & Jaw, 2021). Nevertheless, having such a resource alone does not assure a competitive edge unless they are adequately handled to cultivate proficiency and add worth (David, 2019; Sirmon, Hitt & Ireland, 2007). Resource Based Theory underlines leveraging resources that are unusual and tough to reproduce alongside those that are functional and complementary to obtain a competitive advantage (Morrow, Sirmon, Hitt, & Holcomb, 2019). Executives ought to pinpoint vital resources like inventive prowess, nurturing talent, knowledge administration, and organizational learning, which boost intellectual property and bring value to consumers (Ling & Jaw, 2021). The theory posits that an organization's resources and capabilities are critical to achieving a sustainable competitive advantage.

Resource Based theory further encourages managers to recognize and combine heterogeneous resources that amplify the overall potency of the organization (Miller & Shamsie, 1996). Integrated resource bundles unlock untapped possibilities, generating novel avenues for surpassing rivals. Capitalizing on idiosyncrasies, managers can conceive innovative solutions, streamline operations, and stimulate continuous enhancement – all integral facets of a flourishing enterprise (Collis & Montgomery, 1995). In not-for-profit organizations, resource management involves optimizing the use of limited resources, securing funding, and efficiently allocating resources to programs and services. Effective resource management ensures that the organization can maintain its operations and achieve its mission over the long term.

Collectively, these strategic moves fortify the firm's stance against challengers and secure lasting triumph. Intellectual capital assumes center stage as a paramount asset category given its salient contribution to value generation and customer appeal (Nonaka, Toyama, Nagata & Byosiere, 2020). Hence, organizations pursuing competitive dominance would do well to invest in nurturing talents, embracing cutting-edge technologies, and inculcating a learning mindset geared towards perpetual evolution.

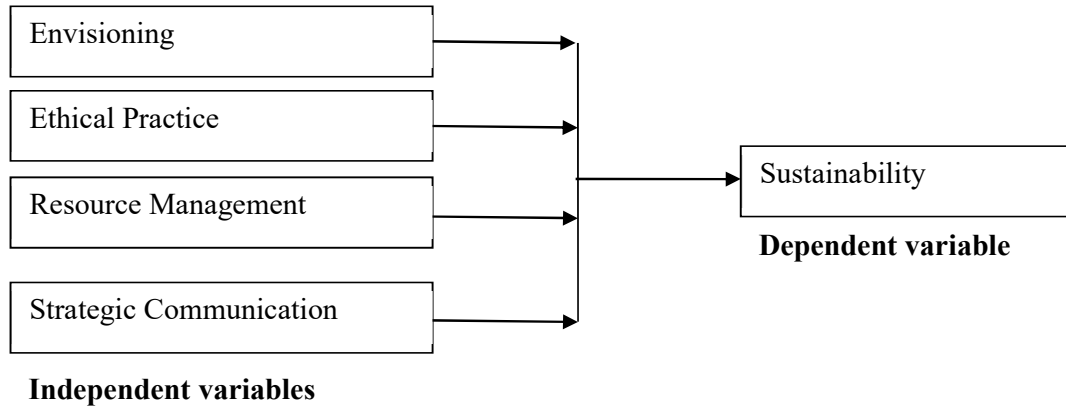
Social Responsibility Theory

Social Responsibility Theory, initially put forth by Howard Bowen in 1953 and subsequently popularized by Archie Carroll, maintains that businesses hold a moral duty to contribute to societal well-being by tackling social and environmental matters (Carroll, 1991). This theory extends beyond conventional profit-driven motives, urging organizations to assume a broader sense of responsibility towards various stakeholders, including communities, employees, and the natural environment. Applying the Social Responsibility Theory in the context of "Strategic Leadership and Sustainability of not for profit organizations in Narok County, Kenya" directly corresponds to the variable of Envisioning.

By concentrating on the notion of ethical obligations, this theory implores leaders of not-for-profit organizations to go beyond simply meeting statutory compliance requirements. Instead, it pressures them to consciously integrate responsible and ethical choices into every aspect of their operation (Carroll, 1991). Social Responsibility Theory emphasizes the ethical obligations of businesses to contribute positively to society. When aligned with the concept of envisioning, it focuses on how leaders can foresee and shape the future of their organizations in a way that integrates social and ethical considerations into their strategic outlook. Envisioning involves creating a forward-looking perspective that incorporates the potential social impacts of an organization's actions. Leaders with a strong sense of social responsibility use envisioning to integrate ethical considerations into their strategic planning.

Leaders envision how their organization can address societal challenges such as environmental sustainability, social equity, and community development. This foresight allows them to align their business strategies with broader societal goals (Carroll, 2015). Envisioning within the framework of Social Responsibility Theory extends beyond immediate financial gains. It includes creating long-term value for both the organization and society. Leaders anticipate future social and environmental trends and position their organizations to respond proactively, thereby ensuring sustainable success (Elkington, 1997). Envisioning also involves considering the perspectives and needs of various stakeholders, including employees, customers, suppliers, and the community. Leaders envision a future where the interests of these stakeholders are balanced and aligned with the organization's objectives, fostering trust and collaboration (Freeman, 1984).

Conceptual Framework



Research Gaps

Several research gaps exist in the field of strategic leadership and their impact on Sustainability of not-for-profit organizations (NFPs) based in Narok County, Kenya. First, prior studies generally investigate singular elements of strategic leadership without accounting for their interactive effects and collective contribution to organizational success (Hitt et al., 2019). Comprehensive evaluation of strategic leadership, inclusive of goal formulation, resource allocation, stakeholder engagement, and continuous improvement, remains largely unexplored in this context. Understanding the synthesis of these dimensions and how they relate to each other in promoting high performance in NFPs merits further scrutiny.

Second, extant scholarship pays scant attention to cultural nuances and environmental contingencies influencing strategic leadership and associated outcomes in NFPs within Narok County (Gelfand et al., 2020; Davis et al., 2016). Cultural dynamics, such as shared beliefs, values, and traditions, play a substantial role in determining leadership preferences and effectiveness (Earley & Gibson, 2022). Likewise, macro-level forces like legal regulations, economic fluctuations, and societal changes exert considerable pressure upon NFP operations, often necessitating adjustments in strategic priorities and managerial tactics. Thus, recognizing the implications of both internal and external factors on strategic leadership and eventual performance is imperative yet frequently neglected in contemporary research.

RESEARCH METHODOLOGY

The study adopted the descriptive research design. Descriptive design was adopted for this study as it enabled the researcher to obtain a cross-referencing data, some independent confirmation of data, and arrange of options. The target population consisted of 213 registered not-for-profit organizations in Narok County in Kenya (NPOS Council, 2023). This is the population that the study made inferences to. The respondents of the current study were the strategic leaders, that is the CEO, Board members/Committee members from the 213 not-for-profit organizations in Narok County in Kenya. These strategic leaders were selected as respondents for this study because of their role in strategic decision-making processes as they are involved in these important humanitarian organizations in Kenya. The choice of the (426) respondents was based on the assumed role strategic leader's play in influencing organizational performance.

In this study, the sampling frame was a list of all CEO, Board members/Committee members in the not-for-profit organizations in Narok County in Kenya. The researcher used Systematic Sampling which is a type of probability sampling method in which sample members from a larger population are selected according to a random starting point but with a fixed, periodic interval (the sampling interval). The desired sample size of the study is 207. The sample size was determined using Bell, Brymann and Harley (2018) sampling frame for large population number that is more than 1000 objects. In the determination of the of the sample size, the Slovin's formula was used to calculate the sample size (at 95% confidence level and $\alpha = 0.05$). The study collected both the secondary and primary data. The secondary data was collected from the journals, books and published academic references. For secondary data I will use schedule sheets. For primary data collection a questionnaire was used to provide ritten answers to written questions. The questionnaires item was classsified in to six (6) sub sections corresponding to the study variables, section 1 contains background information , 2 Envisioning, 3 Resource Management, 4 Ethical Practices, 5 Strategic Communication, 6 Sustainability of NPOs. The questionnaires was pilot tested to ascertain the extent to which the instrument collected the intended data and eliminate ambiguous questions, and improve on validity and reliability.

Content analysis was used in the current study since it allowed the researcher to understand social reality in a subjective but scientific manner. Data was compiled, sorted, classified and entered into the computer analysis using the Statistical Package for Social Scientists (SPSS) (version 28). The study adopted one-way analysis of variance (ANOVA) as a technique for data analysis as well as correlation analysis to test the relationships between the variables. A cross tabulation and correlation analysis will also be carried out to present the background information against the study variables and establish the strength of the relationship between variables respectively. A critical P value of 0.05 was used to determine whether the overall model is significant or not. Multiple regression model was used in the analysis to determine variance in the dependent variable that is explained by the independent variable (Bell & O'Hare, 2020).

In testing the significance of the model, the coefficient of determination (R^2) was used to measure the extent to which the variation. F-statistic was computed at 95% confidence level to test whether there is any significant relationship between independent variable and dependent variable. Analysis was adopted for this study because descriptive analysis is used to describe the basic features of the data in a study. Statistics facilitate inferences from sample data to population conditions. The study used SPSS version 28 and MS Excel to facilitate data analysis.

RESEARCH FINDINGS

The analysis indicates a positive and statistically significant impact of strategic communication on the sustainability of not-for-profit organizations in Narok County, with a regression coefficient of $\beta=0.279$ and a p-value of 0.013. This finding underscores the critical role that effective communication strategies play in fostering organizational sustainability. In a landscape where stakeholder engagement and transparency are paramount, organizations that

excel in strategic communication are better positioned to convey their missions, goals, and achievements. By articulating their vision and activities clearly, these organizations not only enhance their credibility but also build trust among donors, beneficiaries, and the wider community. This trust is essential for securing NPO support and resources, which are vital for long-term operational viability. It enables not-for-profit organizations to create a shared understanding of their goals and objectives, thereby aligning the efforts of staff, volunteers, and partners towards common purposes. When stakeholders are well-informed and engaged, they are more likely to contribute actively to the organization's initiatives, enhancing overall organizational effectiveness. The emphasis on strategic communication as a critical factor for sustainability

The analysis reveals that ethical practices significantly influence the sustainability of not-for-profit organizations in Narok County, as indicated by a regression coefficient of $\beta=0.338$ and a p-value of 0.018. This finding suggests that organizations that prioritize ethical decision-making are more likely to build trust among stakeholders, including donors, beneficiaries, and the community. Ethical practices not only promote integrity and accountability but also reinforce the organization's reputation, thereby enhancing its ability to attract and retain support. Trust is a critical asset for not-for-profit organizations, as it influences donor confidence and volunteer engagement, both of which are essential for sustained operations. Moreover, the commitment to ethical practices fosters a positive organizational culture that encourages transparency and responsible behavior among staff and volunteers. When ethical considerations guide decision-making, organizations create an environment where stakeholders feel valued and respected. This, in turn, leads to increased collaboration and loyalty, further contributing to organizational sustainability. By embedding ethical principles into their operations, not-for-profit organizations can navigate challenges more effectively and adapt to changing circumstances, ensuring their long-term viability and impact in the communities they serve.

The findings reveal a significant positive relationship between envisioning and the sustainability of not-for-profit organizations in Narok County, with a regression coefficient of $\beta=0.347$ and a p-value of 0.001. This indicates that effective envisioning plays a crucial role in enhancing organizational sustainability. Specifically, as leaders develop clearer and more strategic visions, the organizations become better equipped to align their resources and activities with long-term goals. Improved envisioning enables these organizations to set a clear direction, foster innovation, and respond effectively to challenges, all of which are vital for maintaining operational effectiveness and achieving sustained impact in their communities. Moreover, the positive correlation suggests that as organizations invest in refining their visionary leadership practices, they are likely to experience significant improvements in their overall sustainability. Leaders who focus on strategic envisioning can inspire stakeholders, including employees, volunteers, and beneficiaries, to rally around a shared purpose and engage more deeply in the organization's mission.

The findings indicate that resource management plays a vital role in enhancing the sustainability of not-for-profit organizations in Narok County, as evidenced by a regression

coefficient of $\beta=0.196$ and a p-value of 0.041. This relationship underscores the significance of efficient resource allocation in promoting the financial health of these organizations. Effective resource management encompasses not only the optimal utilization of financial resources but also the strategic deployment of human, physical, and technological resources. Organizations that excel in resource management are better positioned to achieve their mission, maintain operational continuity, and respond effectively to the needs of their stakeholders. Moreover, proficient resource management contributes to the long-term sustainability of not-for-profit organizations by enabling them to maximize their impact while minimizing waste. By carefully assessing and prioritizing resource needs, organizations can ensure that their programs and services are adequately funded and staffed, fostering growth and innovation. This proactive approach to resource allocation also enhances organizational resilience, allowing not-for-profits to navigate challenges and uncertainties more effectively.

Table 1: Correlation matrix for all variables

Correlations		Sustainability	Envisioning	Resource Management	Strategic Communication	Ethical Practices
Sustainability	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	182				
Envisioning	Pearson Correlation	.653**	1			
	Sig. (2-tailed)	0				
	N	182	182			
Resource Management	Pearson Correlation	.763**	.598**	1		
	Sig. (2-tailed)	0	0			
	N	182	182	182		
Strategic Communication	Pearson Correlation	.800**	.780**	.804**	1	
	Sig. (2-tailed)	0	0	0		
	N	182	182	182	182	
Ethical Practices	Pearson Correlation	.700**	.617**	.872**	.760**	1
	Sig. (2-tailed)	0	0	0	0	
	N	182	182	182	182	182

** . Correlation is significant at the 0.01 level (2-tailed).

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.936 ^a	.877	.868	.033767

a. Predictors: (Constant), Ethical Practices , Resource Management , Envisioning , Strategic Communication

Table 3: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1.233	4	.308	92.716	.000 ^b
1 Residual	0.173	178	.003		
Total	1.406	182			

a. Dependent Variable: Sustainability of NPOs in Narok County in Kenya

b. Predictors: (Constant), ethical practices, resource management, envisioning, strategic communication

Table 4: Coefficients

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		(P-value)
(Constant)	1.347	0.258		5.221	.000
Envisioning	0.347	0.103	0.439	3.369	.001
1 Resource Management	0.196	0.077	0.226	2.545	.041
Strategic Communication	0.338	0.138	0.402	2.449	.018
Ethical Practices	0.279	0.108	0.327	2.583	.013

a. Dependent Variable: Sustainability of NPOs in Narok County in Kenya

Conclusions

This study concludes that envisioning has a positive and significant effect on sustainability of not-for-profit organizations in Narok county in Kenya. The study found that Vision statement, mission statement and goals influence sustainability of not-for-profit organizations in Narok county in Kenya.

In addition, this study concludes that ethical practice has a positive and significant effect on sustainability of not-for-profit organizations in Narok county in Kenya. The study found that code of Conducts, collaborative Approach and accountability influence sustainability of not-for-profit organizations in Narok county in Kenya.

Further, this study concludes that resource management has a positive and significant effect on sustainability of not-for-profit organizations in Narok county in Kenya. The study found that talent management, fundrasing and budget controls influence sustainability of not-for-profit organizations in Narok county in Kenya.

The study also concludes that strategic communication has a positive and significant effect on sustainability of not-for-profit organizations in Narok county in Kenya. The study found that

crisis Management, brand reputation and stakeholder relationship influence sustainability of not-for-profit organizations in Narok county in Kenya.

Recommendations

Based on the findings of this study, it is recommended that not-for-profit organizations in Narok County prioritize the implementation of robust resource management practices. This includes conducting regular assessments to evaluate resource allocation and utilization, ensuring that financial, human, physical, and technological assets are deployed effectively. Organizations should invest in training and capacity-building programs for staff to enhance their skills in strategic resource management.

In addition, the organizations should implement regular training programs on ethical practices, emphasizing adherence to the code of conduct, fostering collaborative approaches, and enhancing accountability mechanisms. This will strengthen transparency and build trust among donors, beneficiaries, and partners, which is essential for long-term sustainability.

Furthermore, not-for-profit organizations should foster a culture of transparency and accountability by involving stakeholders in the resource management process. Engaging donors, beneficiaries, and community members in discussions about resource needs and priorities can enhance trust and support for the organization's mission.

In addition, establishing clear communication channels and feedback mechanisms will not only promote stakeholder buy-in but also encourage collaborative problem-solving, enabling organizations to navigate challenges more effectively. By embracing these recommendations, not-for-profit organizations can enhance their sustainability, maximize their impact, and better serve the communities they aim to support.

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