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# Strategic Drivers and Sustainability of Health Faith-Based Organisations in Nairobi County, Kenya

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**Abstract**

This study sought to establish the influence of strategic drivers on the sustainability of health faith-based organizations in Nairobi City County, Kenya. The study specifically sought to assess the influence of innovation and organization agility on organizational sustainability of health faith-based organizations in Nairobi County, Kenya. Theoretical foundation of the study was based on innovation theory and dynamic capabilities theory. The study employed a descriptive research design and targeted a population of 65 health faith-based organizations. A structured questionnaire was employed to gather data. A pilot study was conducted to ensure reliability and validity of the instruments. Data was analyzed using both descriptive and inferential statistics through Statistical Packages for Social Sciences (SPSS Version 26). The study was guided by a multiple linear regression model to assess the relationship between strategic drivers and organizational sustainability. Results were presented using tables, graphs, and charts. The study concludes that innovation has a positive and significant effect on organizational sustainability of health faith-based organisations in Nairobi County, Kenya. The study also concludes that organizational agility has a positive and significant effect on organizational sustainability of health faith-based organizations in Nairobi County, Kenya. The study recommends that health faith-based organizations in Kenya should enhance organizational agility by establishing flexible structures and responsive decision-making processes that enable rapid adaptation to changing healthcare needs.

**Keywords:** *Strategic Drivers, Innovation, Organizational Agility, Sustainability, Health, Faith-Based Organisations*

## INTRODUCTION

Organizational sustainability refers to an institution's ability to maintain operations and service delivery over the long term, even amidst external shocks such as donor shifts or policy changes (Mwachia, Kimaku & Makungu, 2023). Sustainability is not only financial but also organizational, requiring a strong governance framework, skilled human capital, innovation capacity, and agility in adapting to changing contexts (Lin & Wang, 2016). For health faith-based organizations in Kenya, sustainability is especially critical, given their reliance on external funding and their mandate to serve vulnerable populations often left behind by the public health system (Ministry of Health, 2023).

Strategic drivers are the critical enablers that shape an organization's ability to meet its objectives and sustain operations over time. In this study, they are conceptualized as human capital, innovation, governance, and organizational agility. These drivers reflect both internal capacities (staff skills, leadership, adaptive structures) and external pressures (competition, donor demands, and regulatory frameworks). Prioritizing and aligning these drivers to organizational missions provides a foundation for long-term survival and impact (Gugerty & Prakash, 2022).

Once an Organization has identified its primary drivers, the organization can prioritize and develop strategies based on them. One of the initial tasks in establishing a company's objectives is to identify and prioritize its main organizational drivers. These elements serve as the fundamental basis for the strategies, tactics, and programs/projects required to operate and expand your business. These strategic drivers represent the fundamental essence of an entire organization. If they are not clearly stated, the organization's aims may deviate, increasing the likelihood of collapse. It is vital that Organization managers have mechanisms in place to monitor the organization's drivers and make necessary changes (ASP-Team, 2023).

Organizational sustainability refers to managers' ability to maintain and keep an organization throughout time (Omeri, 2015). It is an ongoing process that is built on the experiences of those who work for and enhance the organization (Imasiku, 2021; Medne & Lapina, 2019). Every institution, whether governmental or non-governmental, commercial or not-for-profit, requires sustainable growth, and the variables that contribute to it vary between cultures, countries, regions, and communities. Humentum (2023) asserts that sustainability is crucial for the uninterrupted functioning of non-governmental organizations in the execution of their projects. It comprises the ability to develop a broad resource base in order to continue providing products and services to the targeted recipients after the major donors' financial support period has ended.

In order for an organization to endure, it must possess the capacity to obtain and sustain resources (Lin & Wang, 2016). Financial resources are essential for the growth and survival of non-governmental organizations. Therefore, it is crucial for them to maintain a strong financial position and performance in order to achieve their aims.

Faith-based organizations (FBOs) have historically played a significant role in international development and are increasingly involved in promoting sustainable development initiatives across various sectors, including health, education, and environmental conservation (Moyer et al., 2012). FBOs are closely linked to religious institutions through their values, mission, governance structures, and sources of funding. They are generally classified within the broader category of non-governmental organizations (NGOs) because they operate independently of government while pursuing social and humanitarian objectives. Their distinctiveness arises from their explicit faith orientation, which is reflected in their mission statements, leadership structures, funding sources, and decision-making processes that are often guided by religious values and principles (Lin & Wang, 2016).

Unlike many secular NGOs, faith-based organizations leverage religious networks and moral authority to mobilize communities, influence behavior, and provide both material and spiritual support to beneficiaries. According to Moyer et al. (2012), FBOs possess unique advantages, including strong community trust, extensive grassroots networks, and the ability to provide holistic services that address physical, social, and spiritual needs. These characteristics position health faith-based organizations as critical actors in healthcare delivery, particularly in low-resource settings.

The Kenyan government recognizes the important contribution of health faith-based organizations in complementing public healthcare services and strengthening the national health system (Ministry of Health, 2023). Health faith-based organizations frequently serve vulnerable and underserved populations by providing preventive, promotive, curative, and rehabilitative healthcare services, as well as health education and psychosocial support (Sanadgol et al., 2021). Their understanding of local cultural norms and community dynamics enables them to effectively bridge healthcare gaps that may not be adequately addressed by public health institutions. According to the NGOs Co-ordination Board (2023), approximately 17.3 percent of all registered NGOs in Kenya operate within the health sector, underscoring the importance of non-state actors, including faith-based organizations, in healthcare provision (NGOs_Co-ordination_Board, 2023).

The NGOs Co-ordination Board's Annual Report (2021/2022), indicates that the NGO sector has experienced substantial growth in both financial inflows and developmental contributions. The report noted a 27 percent increase in financial receipts, amounting to KES 175.9 billion, while health-related interventions received the largest proportion of project expenditures. Despite this growth, health faith-based organizations continue to face significant challenges relating to regulatory compliance, declining donor funding, and long-term sustainability. Given that many of these organizations rely heavily on external donor support to finance healthcare programs, financial uncertainty remains a major threat to their continuity and effectiveness.

Health faith-based organizations in Nairobi City County have increasingly emerged as trusted pillars of community healthcare support. Their localized and community-centered approach enables them to establish strong relationships with communities while effectively identifying and responding to emerging health needs (Ministry of Health, 2023). For example, facilities operated by organizations such as the Lwala Community Alliance have demonstrated the ability to provide affordable, high-quality healthcare services to underserved populations. However, such organizations often depend substantially on donor funding, raising concerns regarding their long-term sustainability and their capacity to maintain or expand service delivery in the face of changing donor priorities (Kimunguyi, 2017).

To strengthen coordination, advocacy, and sustainability within the health sector, several umbrella organizations support collaboration among health-focused NGOs and faith-based organizations. The Health NGOs Network (HENNET), established in 2005 and registered by the NGOs Co-ordination Board in 2007, serves as a national platform for coordination and networking among health sector civil society organizations, including faith-based organizations (HENNET, 2023). Similarly, the Kenya AIDS NGOs Consortium (KANCO) brings together hundreds of health-focused organizations to promote capacity building, policy advocacy, knowledge sharing, and partnerships aimed at improving access to people-centered and sustainable health services. Through such collaborative platforms, health faith-based organizations are better positioned to enhance their institutional capacity, improve service delivery, and strengthen their sustainability.

**Statement of the Problem**

Sustainability remains a major concern for non-governmental organizations (NGOs) globally, as it determines their ability to continue delivering essential services and achieving long-term impact beyond periods of donor support. Sustainable organizations are better positioned to maintain operations, adapt to changing environments, and meet the needs of their beneficiaries over time. According to Mwachia, Kimaku and Makungu (2023), sustainability involves building a diverse and stable resource base that ensures continuity of services to intended beneficiaries.

In many developing countries, including Kenya, NGOs continue to face significant sustainability challenges, largely due to financial instability, donor dependency, and changing operational environments. The NGO sector in Kenya has consistently struggled with overreliance on external funding, which poses a major threat to long-term survival and effectiveness. According to Omeri (2015), NGOs face financial instability due to challenges in aligning with appropriate donor priorities and securing consistent funding, making it difficult for organizations to achieve sustainability.

The NGO Coordination Board Annual Report (2021/2022) indicates that the NGO sector's sustainability index remains at an evolving stage, with a score of 53%, highlighting persistent challenges related to financial viability and organizational capacity. Further, the sector remains heavily dependent on foreign funding, with 97.6% of total funds originating from external sources, raising concerns about long-term sustainability. Similarly, according to PEPFAR (2010), approved Kenya Country Operational Plan funding declined significantly from an initial USD 500 million to USD 345 million, representing a 31% reduction between 2016 and 2023

Health faith-based organizations in Kenya are particularly vulnerable despite their critical role in complementing the national healthcare system. These organizations provide essential healthcare services to underserved and vulnerable populations and have built strong trust within communities. However, their sustainability is increasingly threatened by resource constraints, changing donor priorities, rising service demand, and regulatory pressures (Ministry of Health, 2023).

Although global and regional studies have identified strategic drivers such as innovation, governance, human capital development, and organizational agility as critical determinants of sustainability (Gugerty & Prakash, 2022; Imasiku, 2021), limited empirical evidence exists on how these factors influence sustainability within the specific context of Kenyan health faith-based organizations.

Existing studies in Kenya provide fragmented evidence. Research shows that technological innovation improves institutional competitiveness (Keitany, Chepkilot & Tanui, 2019), governance practices such as accountability and transparency enhance donor confidence and organizational effectiveness (Ndege, Tenambergen & Njoroge, 2022), while human capital development through training and employee engagement improves staff retention and service delivery outcomes (Oteke, 2022; Mwema, Wanjiru & Mbugua, 2022). Similarly, organizational agility has been associated with better adaptation to dynamic and uncertain environments (Mwachia, Kimaku & Makungu, 2023). However, these studies have largely focused on sectors such as higher education, telecommunications, and public institutions, with limited focus on health faith-based organizations.

This presents a critical knowledge gap. Despite the recognized importance of innovation and organizational agility in enhancing organizational performance, no known study has comprehensively examined how these strategic drivers collectively influence the sustainability of health faith-based organizations in Nairobi City County. Addressing this gap is essential because these organizations play a vital role in healthcare delivery yet remain highly vulnerable to donor fluctuations and operational uncertainties. Therefore, this study sought to investigate the influence of innovation and organizational agility on the sustainability of health faith-based organizations in Nairobi City County, Kenya.

## Objectives of the Study

### General Objective

To examine how selected strategic drivers, specifically innovation and organizational agility, influence the sustainability of health faith based organizations operating in Nairobi City County, Kenya.

### Specific Objectives

i. To explore the influence of innovation on organizational sustainability of health faith based organizations in Nairobi County, Kenya.
ii. To assess the influence of organizational agility on organizational sustainability of health faith-based organizations in Nairobi County, Kenya.

## LITERATURE REVIEW

### Theoretical Review

#### Innovation Theory

Innovation Theory, also known as the Diffusion of Innovation Theory, was developed by Rogers (2003) to explain how new ideas, technologies, or practices are adopted and spread within a social system over time. The theory posits that diffusion occurs through communication channels among members of a social system and is influenced by the perceived characteristics of an innovation. According to Rogers (2003), the rate of adoption is determined by five key attributes: relative advantage, compatibility, complexity, trialability, and observability. Innovations that are perceived as offering greater benefits, aligning with existing values and needs, being easy to use, allowing experimentation, and producing visible results are more likely to be adopted rapidly. The theory further classifies adopters into innovators, early adopters, early majority, late majority, and laggards, reflecting differences in the timing of adoption decisions (Rogers, 2003).

The theory is relevant to this study because innovation is increasingly recognized as a critical determinant of organizational sustainability. Health faith-based organizations operate in dynamic environments characterized by changing healthcare demands, donor expectations, and technological advancements. The adoption of innovative healthcare technologies, service delivery approaches, and management systems can enhance efficiency, accountability, and organizational effectiveness. Innovation Theory suggests that organizations that embrace and successfully diffuse innovations are better positioned to improve service quality and maintain long-term sustainability (Greenhalgh et al., 2005; Dearing & Cox, 2018). Therefore, the theory provides a useful framework for examining how innovation influences the sustainability of health faith-based organizations in Nairobi City County, Kenya.

#### Dynamic Capabilities Theory

Dynamic Capabilities Theory was advanced by Teece and Pisano (1994) and focuses on an organization's ability to integrate, build, and reconfigure internal and external resources to respond effectively to changing environmental conditions. The theory argues that sustained organizational performance is achieved not only through the possession of valuable resources but also through the ability to continuously adapt, renew, and redeploy those resources in response to emerging opportunities and threats. According to Zollo and Winter (2002), dynamic capabilities are learned and stable patterns of collective activity that enable organizations to systematically modify their operating routines and enhance effectiveness. Similarly, Andreeva and Ritala (2016) contend that organizations can only maintain long-term competitiveness by developing the capacity for continuous adaptation and transformation.

The theory is particularly applicable to organizational agility, which refers to an organization's ability to respond quickly and effectively to environmental changes. Health faith-based organizations frequently encounter evolving healthcare needs, funding uncertainties, policy reforms, and technological disruptions that require flexible and timely responses. Dynamic Capabilities Theory suggests that organizations possessing strong adaptive capabilities are better able to sense changes, seize emerging opportunities, and reconfigure resources to sustain performance over time (Teece & Pisano, 1994; Takahashi et al., 2017). Consequently, organizational agility can enhance resilience, service continuity, and long-term sustainability. The theory therefore provides a strong theoretical foundation for examining the influence of organizational agility on the sustainability of health faith-based organizations in Nairobi City County, Kenya.

**Conceptual Framework**

A conceptual framework is an analytical tool with several variations and contexts, accompanied by a visual depiction of the major variables of the study. It is a visual representation in research that helps to illustrate the expected relationship between cause and effect (Sachdeva, 2023). The conceptual framework below depicts the relationship between the study's independent variables.

**Independent Variables** **Dependent Variable**

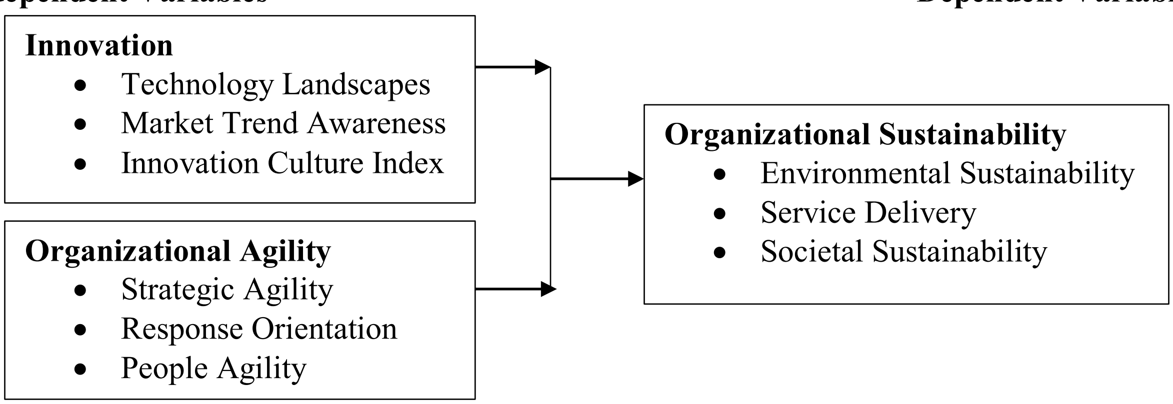


**Figure 1: Conceptual Framework**

**Empirical Review**

**Innovation**

Makundi (2020) evaluated the impact of innovation on organizational performance, with an emphasis on the Tanzania Revenue Authority. The study employed a case study research approach, and the researchers used both qualitative and quantitative methods to examine the effect of innovation on TRA performance. Secondary data were gathered from the records of the organization under study and other entities. The study's findings demonstrated that the majority of TRA's process innovation takes users' abilities into account. Process innovation was found to provide various benefits, including efficient and cost effective system creation, as well as reduced processing and clearance time for items.

Keitany et al. (2019) looked at how technological innovation affected the universities in Nakuru, Kenya, in terms of their ability to compete. The purpose of the study was to investigate how smart boards and online learning environments affect the ability of educational institutions in Nakuru Town, Kenya, to compete. Using a descriptive survey research design, the study found that online training significantly and favorably increased institutions' ability to compete. It also said that the ability of universities to compete was positively and considerably impacted by management information systems. The study showed that the adoption of smart boards significantly and favorably increased institutions' ability to compete. The paper also suggested evaluating the three technological developments as factors affecting colleges' ability to compete.

Mugo & Macharia (2021) conducted a study to examine the relationship between market innovation and competitive advantage in the telecoms industry in Kenya. They used an exploratory research strategy to explore the connection between variables and employed a linear regression model to evaluate their study hypothesis. The investigation revealed that the impact of market innovation on the competitive advantage of telecommunication businesses in Kenya is statistically significant. The regression coefficient of this study indicates that marketing innovation has a substantial impact on the competitive advantage of telecommunication businesses in Kenya. Moreover, the model demonstrated that a one-unit rise in market innovation leads to a corresponding gain in the competitive advantage of the telecoms business.

Omondi & Deya (2023) investigated the impact of strategic innovations on the sustainability of pharmaceutical distributors in Nairobi County. The study used a descriptive research design. The respondents were directors and business unit managers from all 212 pharmaceutical distributors selected using purposive and stratified sampling. The studies revealed that Pharmaceutical Distributors' Strategic Innovations influenced sustainability. Process Innovation was the most popular type of strategic innovation and the best predictor of sustainability, followed by Marketing Innovation and Business Model Innovation, while Technological Innovation was employed moderately. The study revealed that Strategic Innovations had a good and significant impact on sustainability.

**Organization Agility**

(Nethavhani, 2022) examined the influence of Organizational Agility on Organizational Performance. A correlational study was conducted to analyze and elucidate the impact and connection between organizational agility and organizational performance. This study demonstrated a robust correlation between organizational agility and organizational success in relation to customer satisfaction, with agile firms reporting elevated levels of satisfaction. Nevertheless, the study revealed no correlation between organizational agility and organizational performance in relation to employee happiness. There is no apparent correlation between agile organizations and employee satisfaction.

Kitur (2020) explored the relationship between organizational agility and business performance in tour and travel companies in Nairobi, Kenya. The descriptive research design was used in the study. The findings revealed no significant relationship between resource fluidity and the success of Kenyan tour and travel enterprises. Furthermore, the study discovered no statistically significant link between cultural characteristics and the success of Kenyan tour and travel companies. According to the findings, there is no significant link between leadership and performance in Kenyan tour and travel companies. The study discovered a statistically significant link between technology and corporate success among Kenyan tour and travel companies.

In their study, Mwachia et al. (2023) investigated the influence of Organizational Agility on the performance of classed hotels. The study specifically concentrated on the hotel sector in the Coast Counties of Kenya. The study utilized a descriptive research design. The research findings demonstrated a robust and positive association between Online Business and the performance of the hotel industry in the 49 counties of the Kenyan coast. This suggests that Online Business has a considerable and beneficial impact on the performance of the hotel industry in these counties.
In a study conducted by Mwangi (2021), the author examined the correlation between organizational agility and the performance of small and medium-sized enterprises (SMEs) in Nairobi County. The study used both a cross-sectional survey design and a judgmental sampling design. The study discovered that employee engagement has a positive and significant impact on performance, whereas IT system adoption and customer engagement had minimal negative effects on SME's.

## METHODOLOGY

### Research Design

The study adopted a descriptive survey research design. According to Creswell and Creswell (2018), a descriptive survey design facilitates the collection of data from respondents to describe existing conditions and examine relationships among variables. The design was considered appropriate because it enabled the researcher to collect quantitative data on innovation, organizational agility, and organizational sustainability among health faith-based organizations (FBOs) in Nairobi City County, Kenya.

### Target Population

The study targeted 65 health faith-based organizations operating in Nairobi City County, Kenya. Respondents were drawn from management-level staff, including Human Resource Managers, Procurement Managers, Finance Managers, Project Managers, and ICT Managers, owing to their involvement in strategic decision-making, resource allocation, and organizational operations. The estimated managerial population comprised 650 respondents.

### Sampling Frame, Sample Size and Sampling Technique

The sampling frame was obtained from the Kenya Master Health Facility Registry (KMHFR), which provides an official database of licensed and regulated health facilities in Kenya. Health faith-based organizations operating within Nairobi City County were identified from the registry, forming the study population. The sample size was determined using Yamane's (1967) formula at a 95% confidence level and a 5% margin of error, resulting in a sample of 248 respondents. The sample was proportionately distributed among Human Resource Managers, Procurement Managers, Finance Managers, Project Managers, and ICT Managers.

**Table 1: Sample Size and Sample Frame**

| Personnel | Number of personnel | Total | Sample size |
|---|---|---|---|
| Human Resource Manager | 2× 65 | 130 | 49 |
| Procurement Manager | 2× 65 | 130 | 49 |
| Finance Manager | 2× 65 | 130 | 50 |
| Project Manager | 2× 65 | 130 | 50 |
| ICT Manager | 2× 65 | 130 | 50 |
| **Study Population** | | **650** | **248** |

### Data Collection Instrument

Primary data were collected using a structured self-administered questionnaire. The questionnaire consisted of closed-ended items measured on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The instrument was selected because it facilitates the collection of standardized quantitative data and enables efficient analysis of respondents' perceptions regarding the study variables.

**Pilot Study**

A pilot study was conducted using 25 respondents, representing approximately 10% of the study sample. The respondents were selected from health faith-based organizations but were excluded from the final study. The pilot test was undertaken to assess the clarity, validity, and reliability of the research instrument and to identify any issues requiring revision before the main data collection exercise.

**Data Analysis and Presentation**

Collected data were edited, coded, and analyzed using the Statistical Package for Social Sciences (SPSS) Version 26. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to summarize the data. Inferential statistics comprising correlation and multiple linear regression analyses were employed to examine the relationships between innovation, organizational agility, and organizational sustainability. Hypotheses were tested at a 5% level of significance, and the findings were presented using tables and figures.

## FINDINGS AND DISCUSSION

**Response Rate**

The researcher sampled 248 respondents who were each administered with the questionnaires. From the 248 questionnaires 220 were completely filled and returned hence a response rate of 88.7%. The response rate was considered as suitable for making inferences from the data collected. Smith (2018) indicates that a response rate that is above fifty per-cent is considered adequate for data analysis and reporting while a response rate that is above 70% is classified as excellent. Hence, the response rate of this study was within the acceptable limits for drawing conclusions and making recommendations.

**Descriptive Statistics Analysis**

**Innovation and Organizational Sustainability**

The first specific objective of the study was to explore the influence of innovation on organizational sustainability of health faith based organizations in Nairobi County, Kenya. The respondents were requested to indicate their level of agreement on the statements relating to innovation and organizational sustainability of health faith based organizations in Nairobi County, Kenya. The results were as shown in Table 2

From the results, the respondents agreed that the organization actively monitors and explores emerging technologies relevant to its industry (M=3.871, SD=0.898). In addition, the respondents agreed that modern technologies are regularly adopted to enhance efficiency and service delivery (M=3.857, SD=0.765). Further, the respondents agreed that investments in digital transformation are aligned with long-term organizational objectives and competitiveness (M=3.847, SD=0.681). The respondents also agreed that changes in customer needs and preferences are consistently tracked to inform decision-making (M=3.813, SD=0.819). In addition, the respondents agreed that management demonstrates the ability to responds proactively to emerging market trends (M=3.805, SD=0.721).

From the results, the respondents agreed that competitive industry trends are closely monitored to guide decisions (M=3.799, SD=0.901). In addition, the respondents agreed that employees are encouraged to contribute new ideas and innovations that can improve organizational performance (M=3.780, SD=0.736). Further, the respondents agreed that risk-taking, creativity, and experimentation are supported as part of the organization culture (M=3.763, SD=0.592). The respondents also agreed that collaboration and knowledge sharing are promoted to sustain continuously improvement in products, services, and processes (M=3.722, SD=0.791).

**Table 2: Innovation and Organizational Sustainability**

| | Mean | Std. Deviation |
|---|---|---|
| The organization actively monitors and explores emerging technologies relevant to its industry. | 3.871 | 0.898 |
| Modern technologies are regularly adopted to enhance efficiency and service delivery. | 3.857 | 0.765 |
| Investments in digital transformation are aligned with long-term organizational objectives and competitiveness. | 3.847 | 0.681 |
| Changes in customer needs and preferences are consistently tracked to inform decision-making. | 3.813 | 0.819 |
| Management demonstrates the ability to responds proactively to emerging market trends. | 3.805 | 0.721 |
| Competitive industry trends are closely monitored to guide decisions. | 3.799 | 0.901 |
| Employees are encouraged to contribute new ideas and innovations that can improve organizational performance. | 3.780 | 0.736 |
| Risk-taking, creativity, and experimentation are supported as part of the organization culture. | 3.763 | 0.592 |
| Collaboration and knowledge sharing are promoted to sustain continuously improvement in products, services, and processes. | 3.722 | 0.791 |
| **Aggregate** | **3.806** | **0.767** |

**Organizational Agility and Organizational Sustainability**

The second specific objective of the study was to assess the influence of organizational agility on organizational sustainability of health faith-based organizations in Nairobi County Kenya. The respondents were requested to indicate their level of agreement on various statements relating to organizational agility and organizational sustainability of health faith-based organizations in Nairobi County Kenya. The results were as presented in Table 3.

From the results, the respondents agreed that the organization regularly reviews and adjusts its strategic direction to align with changing circumstances (M=3.889, SD=0.688). In addition, the respondents agreed that the organization anticipates future challenges and prepares accordingly (M=3.885, SD=0.765). Further, the respondents agreed that long-term plans remain flexible and adaptable to new opportunities or risks (M=3.881, SD=0.888). The respondents also agreed that the organization responds promptly to emerging opportunities in its operating environment (M=3.872, SD=0.799). In addition, the respondents agreed that operations are adapted effectively when unexpected changes occur (M=3.865, SD=0.863).

From the results, the respondents agreed that timely actions are taken to meet evolving customer and stakeholder needs (M=3.855, SD=0.589). In addition, the respondents agreed that staffs are supported to acquire new skills that prepare them for evolving job demands (M=3.851, SD=0.876). Further, the respondents agreed that teams collaborate effectively to address emerging challenges (M=3.849, SD=0.777). The respondents also agreed that leaders and employees remain resilient and positive during periods of change (M=3.842, SD=0.668).

**Table 3: Organizational Agility and Organizational Sustainability**

| Statements. | Mean | Std. Deviation |
|---|---|---|
| The organization regularly reviews and adjusts its strategic direction to align with changing circumstances. | 3.889 | 0.688 |
| The organization anticipates future challenges and prepares accordingly. | 3.885 | 0.765 |
| Long-term plans remain flexible and adaptable to new opportunities or risks. | 3.881 | 0.888 |
| The organization responds promptly to emerging opportunities in its operating environment. | 3.872 | 0.799 |
| Operations are adapted effectively when unexpected changes occur. | 3.865 | 0.863 |
| Timely actions are taken to meet evolving customer and stakeholder needs. | 3.855 | 0.589 |
| Staffs are supported to acquire new skills that prepare them for evolving job demands. | 3.851 | 0.876 |
| Teams collaborate effectively to address emerging challenges. | 3.849 | 0.777 |
| Leaders and employees remain resilient and positive during periods of change. | 3.842 | 0.668 |
| **Aggregate** | **3.865** | **0.768** |

**Organizational Sustainability**

The respondents were requested to indicate their level of agreement on various statements relating to sustainability of health faith based organizations operating in Nairobi City County, Kenya. The results were as presented in Table 4.

From the results, the respondents agreed that the organization implements practices that reduce environmental pollution and conserve natural resources (M=3.809, SD=0.887). In addition, the respondents agreed that investments are made in environmentally friendly technologies that support eco-efficiency (M=3.782, SD=0.825). Further, the respondents agreed that environmental considerations are integrated into long-term organizational strategies (M=3.753, SD=0.598). The respondents also agreed that health services are delivered consistently without major interruptions (M=3.726, SD=0.674). In addition, the respondents agreed that the organization provides high-quality services that meet client needs (M=3.711, SD=0.904).

From the results, the respondents agreed that services are accessible and responsive to the needs of the community (M=3.703, SD=0.765). In addition, the respondents agreed that the organization actively supports community development initiatives (M=3.674, SD=0.888). Further, the respondents agreed that the organization builds strong, trust-based relationships with stakeholders (M=3.651, SD=0.543). The respondents also agreed that the organization actively supports employee well-being and fair labor practices (M=3.633, SD=0.698).

**Table 4: Organizational Sustainability**

| | Mean | Std. Deviation |
|---|---|---|
| The organization implements practices that reduce environmental pollution and conserve natural resources. | 3.809 | 0.887 |
| Investments are made in environmentally friendly technologies that support eco-efficiency. | 3.782 | 0.825 |
| Environmental considerations are integrated into long-term organizational strategies. | 3.753 | 0.598 |
| Health services are delivered consistently without major interruptions. | 3.726 | 0.674 |
| The organization provides high-quality services that meet client needs. | 3.711 | 0.904 |
| Services are accessible and responsive to the needs of the community. | 3.703 | 0.765 |
| The organization actively supports community development initiatives. | 3.674 | 0.888 |
| The organization builds strong, trust-based relationships with stakeholders. | 3.651 | 0.543 |
| The organization actively supports employee well-being and fair labor practices. | 3.633 | 0.698 |
| **Aggregate** | **3.716** | **0.754** |

**Inferential Statistics**

Inferential statistics in the current study focused on correlation and regression analysis. Correlation analysis was used to determine the strength of the relationship while regression analysis was used to determine the relationship between dependent variable (organizational sustainability of health faith based organizations in Nairobi County Kenya) and independent variables (innovation and organizational agility).

**Correlation Analysis**

The present study used Pearson correlation analysis to determine the strength of association between independent variables (innovation and organizational agility) and the dependent variable (organizational sustainability of health faith based organizations in Nairobi County Kenya) dependent variable.

**Table 5: Correlation Coefficients**

| | | Organizational Sustainability | Innovation | Organizational Agility |
|---|---|---|---|---|
| Organizational Sustainability | Pearson Correlation | 1 | | |
| | Sig. (2-tailed) | | | |
| | N | 220 | | |
| Innovation | Pearson Correlation | .871** | 1 | |
| | Sig. (2-tailed) | .001 | | |
| | N | 220 | 220 | |
| Organizational Agility | Pearson Correlation | .889** | .178 | 1 |
| | Sig. (2-tailed) | .000 | .070 | |
| | N | 220 | 220 | 220 |

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

From the results, there is a very strong relationship between innovation and organizational sustainability of health faith based organizations in Nairobi County Kenya (r = 0.871, p value =0.001). The relationship was significant since the p value 0.001 was less than 0.05 (significant level). The findings conform to the findings of Makundi (2020) that there is a very strong relationship between innovation and organizational sustainability.

The results also revealed that there was a very strong relationship between organizational agility and organizational sustainability of health faith based organizations in Nairobi County Kenya (r = 0.889, p value =0.000). The relationship was significant since the p value 0.000 was less than 0.05 (significant level). The findings are in line with the results of Nethavhani (2022) who revealed that there is a very strong relationship between organizational agility and organizational sustainability.

**Regression Analysis**

Multivariate regression analysis was used to assess the relationship between independent variables (innovation and organizational agility) and the dependent variable (organizational sustainability of health faith based organizations in Nairobi County Kenya)

**Table 6: Model Summary**

| Model | R | R Square | Adjusted R-Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .831 | .690 | .689 | .189 |

a. Predictors: (Constant), innovation and organizational agility

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.690. This implied that 69% of the variation in the dependent variable (organizational sustainability of health faith based organizations in Nairobi County, Kenya) could be explained by independent variables (innovation and organizational agility).

**Table 7: Analysis of Variance**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 17.173 | 2 | 8.587 | 238.528 | .000[b] |
| | Residual | 7.713 | 217 | .036 | | |
| | Total | 24.886 | 219 | | | |

a. Dependent Variable: organizational sustainability of health faith based organizations in Nairobi County, Kenya

b. Predictors: (Constant), innovation and organizational agility

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 238.528 while the F critical was 3.037. The p value was 0.000. Since the F-calculated was greater than the F-critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of innovation and organizational agility on organizational sustainability of health faith based organizations in Nairobi County, Kenya.

**Table 8: Regression Coefficients**

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | (Constant) | 0.298 | 0.077 | | 3.870 | 0.000 |
| | innovation | 0.351 | 0.090 | 0.350 | 3.900 | 0.001 |
| | organizational agility | 0.369 | 0.096 | 0.368 | 3.844 | 0.000 |

a Dependent Variable: organizational sustainability of health faith based organizations in Nairobi County Kenya

The regression model was as follows:

$$\mathbf{Y = 0.298 + 0.351X_1 + 0.369X_2 + \varepsilon}$$

According to the results, innovation has significant effect on organizational sustainability of health faith based organizations in Nairobi County, Kenya, β1=0.351, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings conform to the findings of Makundi (2020) that there is a very strong relationship between innovation and organizational sustainability.

In addition, the results revealed that organizational agility has significant effect on organizational sustainability of health faith based organizations in Nairobi County, Kenya β1=0.369, p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05. The findings are in line with the results of Nethavhani (2022) who revealed that there is a very strong relationship between organizational agility and organizational sustainability.

**Conclusions**

The study concludes that innovation significantly contributes to organizational sustainability among health faith-based organizations. Organizations that continuously adopt appropriate technologies, monitor changes in their operating environment, and nurture an innovation-supportive culture are better positioned to improve efficiency, enhance service quality, and respond effectively to emerging healthcare challenges. Consequently, innovation serves as a strategic capability that promotes organizational adaptability and long-term survival.

The study concludes that organizational agility is essential for sustaining health faith-based organizations operating in dynamic healthcare environments. Organizations that regularly review strategies, respond promptly to environmental changes, and cultivate adaptable employees are better able to cope with funding uncertainties, policy changes, and emerging health challenges. Organizational agility therefore, enhances institutional resilience and supports continuity in healthcare service delivery.

**Recommendations**

To enhance performance and sustainability in the healthcare sector, particularly among faith-based health organizations in Kenya, there is a need for deliberate investment in organizational capabilities that strengthen service delivery, operational efficiency, and responsiveness to emerging healthcare challenges. Based on the findings of this study, the following recommendations are proposed.

First, health faith-based organizations in Kenya should institutionalize a culture of innovation by integrating technology-driven solutions and continuous improvement practices into their operations. This can be achieved through the adoption of digital health systems, automation of key processes, encouragement of staff-driven innovation, and allocation of resources specifically for innovation initiatives. Such efforts will enhance efficiency, service quality, and competitiveness in the health sector. Organizations should also establish dedicated innovation teams or committees responsible for identifying emerging technologies and coordinating continuous improvement initiatives.

Second, health faith-based organizations in Kenya should enhance organizational agility by establishing flexible structures and responsive decision-making processes that enable rapid adaptation to changing healthcare needs and external environmental shifts. This can be achieved through decentralization of authority, promotion of cross-functional teamwork, and investment in real-time data systems for timely decision-making. Enhanced agility will enable organizations to respond effectively to emerging healthcare challenges and improve service delivery outcomes. Organizations should further invest in integrated management information systems and data dashboards that facilitate real-time decision-making and rapid response to environmental changes.

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