
ENTREPRENEURIAL STRATEGIES AND SUSTAINABILITY OF FAITH BASED ENTERPRISES IN NYERI CATHOLIC ARCHDIOCESE

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ABSTRACT

Purpose of the Study: The purpose of this study was to assess the relationship between entrepreneurial strategies and the sustainability of faith-based enterprises in the Nyeri catholic archdiocese.

Statement of the Problem: Despite the continual efforts by FBEs in Kenya to eradicate poverty, improve people's health, protect the environment and continue with their promotion of works towards sustainable development, they're faced with myriad challenges that affect their overall sustainability approach. Very few local FBEs have strong financial, monitoring and evaluation systems. These occur as a result of the shortage of skilled personnel, poor management, over-dependence, and poor financial control practices.

Research Methodology: The study targeted all the 22 enterprises within the Archdiocese of Nyeri. The units of analysis were managers and assistant managers in those faith based enterprises, census was used to enumerate all the respondents. The questionnaire was the key data collection instrument used and therefore the data collected was analyzed using quantitative approach. The researcher employed qualitative data, descriptive and inferential statistics.

Result: The result of the study indicated that the four predictor variables (cost leadership strategy, innovation/creativity, revenue diversification and financial management practices) explained 72.5% of the variation in sustainability of faith based enterprises in Nyeri Catholic Archdiocese. The outcomes showed that cost leadership strategy, innovation, income diversification, and fiscal management performance were agreeable variables in enlightening the sustainability of faith-based enterprises in the Catholic archdiocese of Nyeri. The study recognized that there was a positive and significant relationship between; leadership in costs and sustainability ($\beta = .252$, $p=0.018$), creativity and sustainability ($\beta = .163$, $p=0.001$), revenue broadening and sustainability

($\beta = .620$ $p=0.000$), fiscal administration practices and sustainability of religion based businesses in the catholic archdiocese of Nyeri ($\beta = .540$ $p=0.023$).

Conclusion: The study concluded that the majority of the religion based enterprises in Nyeri Catholic Archdiocese have adopted entrepreneurial strategies to an excellent extent and therefore the adoption has enabled most of the enterprises to enhance on their profits, increase market share, improve on their sustainability, create more capital for business growth and reduce competition from the market place.

Recommendation: The study recommended that the faith based enterprises in Catholic Archdiocese of Nyeri should research on and implement entrepreneurial strategies that will enable them to price their products/services more competitively than rivals for them to extend their client base hence achieve sustainability.

Keywords: *Entrepreneurial, Strategies, Sustainability, Faith Based, Enterprises, Catholic Archdiocese*

1.1 BACKGROUND TO THE STUDY

Entrepreneurship may be a concept that has been alive for as long as human existence. Hur (2018) indicated that entrepreneurship started in New Guinea whereby the locals exchange a particular stone known for hunting with other needed goods like tools, skin, and food. The concept has undergone some revolutionary transformations to the current century. Moreover, it is through entrepreneurship that various innovations experienced today have been realized. It must be noted that entrepreneurship plays an eminent function in creating an avenue for employability for rural communities, providing self-employment for those that have started up a business of their own and enhancing the economic status of the agricultural sector also . Entrepreneurship has changed many entrepreneurs into effective entrepreneurs and caused income for rural communities. Entrepreneurs in rural areas have changed their surroundings into commercial centers thus enabling them to become urban areas (Vedanthadesikan & Malarvizhi, 2018).

In the African continent, developing economies such as Ghana, Tanzania, and South Africa among others have been able to incorporate entrepreneurial strategies. Obeng, Robson, and Haug (2012) acknowledged that entrepreneurial strategies have contributed to the success of varied enterprises in Ghana. Moreover, Mohutsiwa (2012) also noted that among the South African enterprises, the influence of entrepreneurial strategies is notable especially among the most performing enterprises. Faith-based enterprises are commonly referred to as nonprofit enterprises/enterprises associated with or inspired by religion or religious beliefs in order to carry out charitable work within communities (Bielefeld, & Cleveland, 2013). FBEs make up a large percentage of enterprises doing development work both locally and internationally. These enterprises can be successful because they have a spiritual drive to work for the social good and support from large religious enterprises (Cnaan & Curtis, 2012).

In the United States of America, faith-based enterprises have been carrying out projects for the betterment of society. Leadbeater (2013), stated that projects applied by faith-based enterprises bring a positive impact, earns a private or institution exceptional respect among their peers, reduces pollution, and creates job opportunities. While some go on a selective basis beyond the legal requirements using cost-benefit analysis, others volunteer with a sense of deep obligation to serve the society regardless of the costs or benefits involved. The lack of legal framework and

government support has made competition challenging for such enterprises hence facing challenges in their sustainability (Pattiniemi, 2010). According to a report presented by World Vision (2009), the sustainability of income-generating projects initiated by faith-based enterprises in New York is low. This is due to a number of issues such as perceived lack of ownership, lack of education on income-generation projects and poor management system.

Most countries in Sub-Saharan Africa, failure rates of many faith-based organizational initiated projects is alarming with most church development efforts in Africa having failed to deliver their promises. In Nigeria, in recent years, criticism of Church development policies has increased, followed, by minor adjustments (Odekunle, 2010). These orthodox policies have seen progress chiefly as the sequences of methodical transfers intended toward improving production and breeding capital amongst church members (Odekunle, 2010). In practice, overall, customs projects usually target average to large-scale 'progressive' manufacturers assisting them with expertise, credit, and extension advice in the hope that enhancement will slowly spread to more backward strata of countryside society.

In Kenya, two million people are predicted to be positively affected by Church-initiated income-generating project labors. The focus of such projects has included interventions in education, water, sanitation, health care, agriculture, spiritual nurture, community capacity building as well as micro-enterprise development (Kariuki, 2013). Church projects are planned for a certain period of time called the gestation period or life-span after which they come to an end and the members are expected to continue running the project and make them self-sustaining. This study seeks to examine entrepreneurial strategies and sustainability of faith based organizations.

1.2 STATEMENT OF THE PROBLEM

Despite the continuous efforts by FBEs in Kenya to eradicate poverty, improve people's health, protect the environment and continue with their promotion of works towards sustainable development, they are faced with myriad challenges that affect their overall sustainability approach (Casale, Nixon, Flicker, Rubicam, & Jenney, 2010). Very few local FBEs have strong financial, monitoring and evaluation systems. These occur as a result of the lack of skilled personnel, poor management, over-dependence, and poor financial control practices. This makes some of the FBEs to fail in terms of accountability and sustaining projects without the help of donors (Olarinmoye, 2014).

In particular, there are a number of projects which have been initiated by the Catholic Archdiocese of Nyeri over the past 20 years; however, most of the projects have not been able to remain strong and sustainable after the withdrawal of donors (Kagunya, 2017). This is despite the fact that some of these enterprises show some hope of being independent and running on their own. Hence, a question that arises is what exactly is lacking in the enterprises that make them not sustainable? Or what are the underlying issues affecting the sustainability of faith based enterprises? Is it the administration of these enterprises? Hence, this study seeks to evaluate whether entrepreneurial strategies have an effect on the sustainability of faith-based enterprises and with specific reference to the Catholic Archdiocese of Nyeri.

Empirically, there is little which has been done regarding entrepreneurial strategies and faith-based enterprises. This is because entrepreneurship is examined based on profit-oriented enterprises whereas faith-based enterprises are not for profit. Therefore, this study intended to fill this gap by carrying out a study on entrepreneurial strategies and the sustainability of faith-based enterprises

and with more emphasis directed towards the Nyeri catholic Archdiocese which is a faith-based organization.

1.3 RESEARCH OBJECTIVES

- i. To establish the effect of cost leadership on the sustainability of faith-based enterprises.
- ii. To determine the extent to which creativity affects the sustainability of faith-based enterprises.
- iii. To examine the effect of revenue diversification on the sustainability of faith-based enterprises.
- iv. To explore the effect of financial management practices on the sustainability of faith-based enterprises.

1.4 RESEARCH QUESTIONS

This study sought to answer the following questions;

- i. What is the effect of cost leadership on the sustainability of faith-based enterprises?
- ii. To what extent does creativity affect the sustainability of faith-based enterprises?
- iii. What is the influence of revenue diversification on the sustainability of faith-based enterprises?
- iv. How do financial management practices affect the sustainability of faith-based enterprises?

1.5 CONCEPTUAL FRAMEWORK

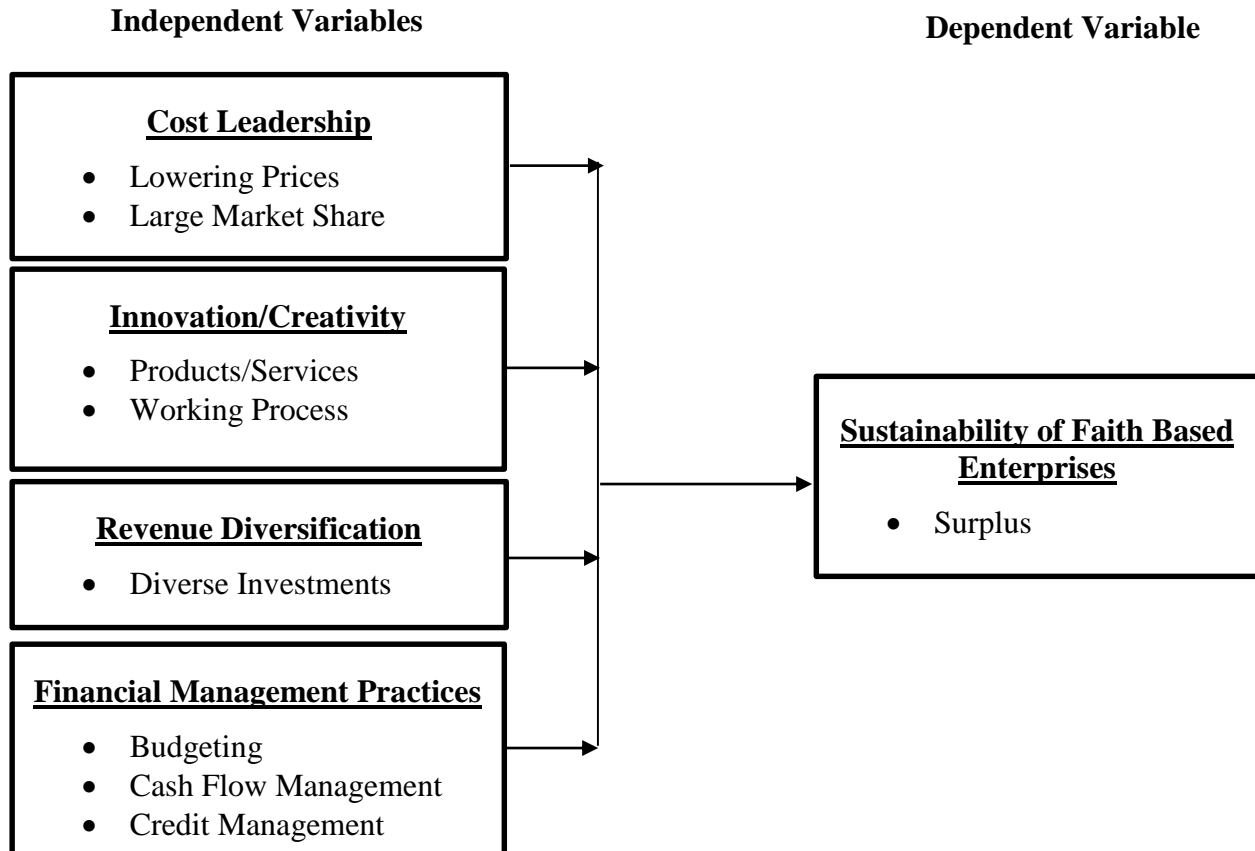


Figure1: Conceptual Framework

2.0 LITERATURE REVIEW

2.1 Theoretical Framework

2.1.1 Sociological Theory of Entrepreneurship

This theory of entrepreneurship was propounded by Max Weber (1982). For the first time, he claimed that the emergence and development of entrepreneurs depend upon the ethical values system of society. He believes that religion in which a person lives and the religious values and faiths he agrees to substantially affect his business life, occupation, entrepreneurial enthusiasm and energy (Weber, 1947). Weber linked the development of entrepreneurship to protestantism (that Christian community that does not accept the full authority of the Pope) and with various religious communities. According to Weber (1947), religious communities that emphasized capitalism, materialism, and currency rationalization thrive. This is because they contribute to the emergence of entrepreneurs, wealth creation, technology development, and economic development. This theory applies to the study, especially in understanding whether catholic as a religion affects the

sustainability of Nyeri catholic Archdiocese and its projects. Moreover, the researcher identified whether the Catholic society uses commercial policies such as creativity and revenue expansion to facilitate sustainability. This theory is pertinent to the study as it covers the relationship between sociological influence (Faith-Based Enterprises) and entrepreneurship. Therefore, the theory informed both the independent (entrepreneurial strategies) and dependent variables (Sustainability of Faith-based enterprises) of the study.

2.1.2 Economic Theory of Entrepreneurship

This theory was proposed by Papanek (1962) and it is based on the assumption that economic incentives are the key factor that influences entrepreneurial activities. It is through the economic gains that entrepreneurs are pushed to undertake different entrepreneurial initiatives. Moreover, the theory holds that there is an association between the inner drive of an individual with economic gains. Therefore, incentives and gains form sufficient conditions for the emergence of industrial entrepreneurship.

This theory is considered appropriate for the current study because the researcher will be able to examine how the drive for sustainability among faith-based enterprises can push for innovativeness and diversification of income-generating activities. Moreover, to be more sustainable, these entrepreneurial strategies require appropriate financial management practices and community participation. This theory was thus applicable to the present study, especially in the cost leadership and revenue diversification strategies of faith-based enterprises in the catholic Archdiocese of Nyeri.

2.1.3 Entrepreneurship Theory of Innovation

Joseph proposed the Innovation Theory of entrepreneurship (Schumpeter, 1968). The theory states that an entrepreneur can earn monetary incomes by introducing effective innovations. The theory suggests that the principal function of an entrepreneur is to make known the innovations and profit in the form of reward given for his enactment. According to Schumpeter, innovation denotes any new strategy that an idea entrepreneur commences to decrease the whole rate of manufacture or increase the demand for his or her products. According to Schumpeter, innovation in the organization is almost exclusively the result of cyclical process. It means innovation, changes in manufacture and transportation methods, manufacture of a new product, change in industrial organization, opening a new market, etc. Innovation does not mean invention; instead, it refers to the commercial applications of new technology, new material, new methods, and new energy sources.

The theory, however, has several criticisms. It has been criticized that it focuses more on sociological factors rather than economic factors. Moreover, Schumpeter's theory is not different from the over-investment theory; it differs only from the cause of variation in investment when the economy is in stable equilibrium. Like other business cycle theories, this theory also leaves out other factors that cause fluctuations in economic activities. Innovation is not the sole factor; instead, it is only one of the factors that cause fluctuations in the economy (Megha, 2016). Despite these shortcomings, the theory is considered relevant in the current study, especially in understanding how innovation can contribute to faith-based enterprises' sustainability. This theory is categorized as an essential tool among entrepreneurs and faith-based enterprises in the Nyeri Catholic archdiocese. In the current study, the theory informed the innovativeness and creativeness variables.

2.2 Empirical Review

2.2.1 Cost Leadership and Sustainability of Faith Based Enterprises

Cost Leadership is one of Porter's five generic strategies that a business could implement to secure a sustainable competitive advantage over its competitors within the industry, thereby earning a higher profit (Porter, 1980). Firms that implement a cost leadership strategy can secure relatively large market share by being the lowest-cost producers and service providers in their industry or market. Therefore, firms that implement the cost leadership strategy can achieve above-average profits due to their ability to lower prices to match or even lower their competitors and continue earning profits. By pursuing low costs, companies operate efficiently and become effective price leaders, undermining the growth of competitors in the industry due to its success in the price war and reducing competitors' profitability. Due to this fact, the firm can offer lower prices, higher quality, or both (Spulber, 2009).

Prajogo (2012) assessed the basic policy determined of quality performance. Specifically, the study intended to assess the personal impact of variation and cost leadership and their collaboration influence on quality performance. This study used a dataset from 102 Australian manufacturing firm managers. The outcomes indicated that product quality was predicted by the differentiation strategy, but not by the cost leadership strategy. However, the influence of differentiation on quality was moderated by cost leadership, whereby the higher the cost leadership, the stronger the influence. Elsewhere, Gituku and Kagiri (2015) found that market focus strategies contributed 56.3% to college performance, pricing strategies contributed 46.6% to performance, collaborations contribute 26.7%, and technology adoption contributes 32.8% performance of colleges. The study also recognized a positive association between market focus, valuing policies, relationships, acceptance of technology, which affect the performance of middle-level colleges in Thika Sub County. The study recommended that middle-level colleges should invest in advanced technologies and ensure that their employees' skills are continually updated through training, they promote the internet, they ensure that their students can access the online portal for registration, dispatch student results online, and they offer virtual learning as a competitive advantage (Al Shobaki & Abu-Naser, 2017).

Hilman (2013) adds the body of knowledge that relates Porter's cost leadership strategy and competitor orientation to organizational performance in Malaysia's hotel industry. The current literature shows limited empirical studies, which take into account the configuration between cost leadership and competitor orientation and its effect on organizational performance. Hilman (2013) found that cost leadership strategy significantly influences organizational performance and competitor orientation. In a different study, Muasa (2014) evaluated the relationship between cost leadership and sustainable competitive advantage of Naivas supermarket Limited in Kenya and found that the Naivas supermarket had to apply the cost leadership strategy to a large extent to its operations by defining it as a medium- and slow-income market niche, but more needs to be done to improve the efficiency of the cost leadership business model.

Banks et al. (2017) conducted a study to investigate how thirteen private hospitals in Kenya's Mombasa County accredited to the National Hospital Insurance Fund managed to sustain themselves with the costs of medical services soaring. The theories that were utilized in the study included the resource-based, market-based, and capability-based views. The researcher places emphasis on the cost leadership strategy and used the descriptive research design. A purposeful

census cross-sectional sampling of thirty-nine managers who took part in strategy formulation and implementation was issued with a questionnaire that used a survey technique for data collection.

The study by Mathuva and Mwanda (2017) established that hospitals' sustainable competitive advantage positively influences cost leadership, influencing competitive advantage. In relation to insurance firms and non-governmental organizations, the study found that private hospitals had managed to build customer loyalty through cost reductions, some subsidies, bill waivers and the use of generic drugs in treatment. The results also revealed that a positive and meaningful relationship between cost leadership and sustainable competitive advantage significantly contributed to survival in the healthcare sector. Private hospitals providing low-cost services enabled them to attract more customers, increasing revenues.

Another study was carried out by Buul and Omundi (2017) to analyze the influence of competitive strategies on the performance of SMEs in Nairobi Central Business District, Kenya. The study used a descriptive correlation design by using questionnaires as a primary data. The study targeted 4,560 SMEs in Nairobi CBD. The collected data were coded and entered into SPSS (V.20) to create a datasheet used for analysis and quantitative techniques was used to analyze the collected data. Descriptive statistics were used to explain the characteristics of the collected data. To establish the relationships between study variables Pearson's correlation, analysis of variance (ANOVA), and multiple regression analysis were used. The study's findings showed that Cost leadership, differentiation, market focus, and strategic alliance were all found to positively and significantly influence SME performance.

2.2.2 Innovation and Sustainability of Faith Based Enterprises

Innovation implies the adoption of new and immensely improved product services or introducing new marketing strategies, a new organizational method in the working environment. Innovation reflects new and research efforts directed towards transforming ideas into commercially viable successful products (Pavitt, 2005). A study was carried out by Kuhl et al. (2016) to examine the relationship between innovation and sustainable performance of the electrical and electronics industry operating in Brazil. The methodology adopted was the strategy of a cross-sectional survey conducted in 112 manufacturers of electrical and electronic equipment of all sizes and in all regions of Brazil. Data analysis was performed primarily through Cronbach's Alpha Reliability Analysis of Scales, Descriptive Measurement Analysis, Cluster Analysis, and Analysis of Variance (ANOVA). According to their performance profiles, the main results categorized the companies into more sustainable, less sustainable, and relatively sustainable. The study shows that the companies in the sample categorized as more sustainable are more prone to innovation and collaborative to innovation than the others.

According to Nelson (2008), innovation needs to offer consumers new or incremental improved goods and services based on technological advances. The ultimate objective of innovation is to reduce the cost of production or to provide services. The process encompasses both variations in technological advancement and improvement of process innovation in the organization. Moreover, enterprises that aspire to remain competitive and sustainable need to adopt innovative techniques through adoption and innovative strategies, policies, processes and embrace a conducive climate and culture in the organization. According to Abbas et al. (2020), innovative products, services, and technologies are a requirement for maintaining economic competitiveness in modern society. Only long-term products are unlikely to remain on the free market, introducing new or improved advanced technologies and services. Begum, Mehmood, Iftikhar, and Li (2020) contend that by

concentrating on local and global efforts, financial resources can be identified to support technological and product innovation. Just like the development of manufactured products, technological growth includes industrial research and experimental growth followed by technology transfer to provide high-performance products. New technologies are supported for marketing, and marketing also plays a significant role in selecting technology solutions and their recipients.

In Tanzania, Ndesaulwa and Kikula (2016) carried out a study on the impact of innovation on the performance of small and medium enterprises. This study used a desktop methodology to investigate the worldwide existing empirical studies results on the relationship between Innovation and performance of Small and Medium Enterprises. A review of the literature reveals that researches on innovation and its outcome on performance have focused on the Western, the Middle East, and the Far East, and very little empirical evidence is discernible in Africa. The issue of innovation and how it relates to a firm's performance, especially SMEs, is yet to be exhaustively explored. The findings from the review further find that no reliable outcomes on whether the creativities overall impact firms performance. The conclusion is therefore generally not viable. The nature of the empirical findings reported in the study indicated the need for such studies, especially in Africa, where research cleavage is widely observed in this area.

Hajar (2015) conducted a study to examine the relationship between innovation and performance of SMEs producing wood equipment in Indonesia. The study reveals that innovation has a positive effect on a firm's performance. Moreover, the study also established that innovation culture and strategy are critical drivers of performance. Another study carried out by Kuswantoro et al. (2012) reveals that distribution channel innovation is positively related to overall firm performance. Additionally, entrepreneurial orientations via innovativeness were found to be positively associated with SMEs' performance.

In Turkey, Sattari et al. (2013) studied the relationship between innovation and firm performance in the automotive industry. The findings revealed that technological innovation has a significant and positive impact on business performance, but no indication was found of a significant and positive relationship between non-technological innovation and business performance. In the Tanzanian context, Isaga (2012) examined the influence of characteristics of entrepreneurs on the growth of SMEs in Tanzania. The study found a positive relationship between two variables such that cognitive characteristics of the Entrepreneur are positively related to SMEs.

2.2.3 Diversification of Revenue and Sustainability of Faith Based Enterprises

As pointed out by Boas (2012), that the expression "improving sources of funding, shows various exercises that aim to minimize dependence on a particular type of salary particular provider or allow the producer, the dominant client, a nation which is the principal or source of grant and money into which most or all of the benefits are paid." Moreover, Boas (2012) indicates that NGOs that require diversifying their funding sources and by making their funding more reliable they are required to choose whether they wish to achieve this long-term goal through; donor-focused exercises and allow creators, conceivably, negligible self-financing exercises. Alternatively, will they likewise be interested in considering critical revenue-driven exercises, perhaps sorted out in the type of a social undertaking? According to Lebdioui (2020), in business, diversification means branching out into other product categories, industries, or marketplaces. While this strategy presents some risks to a business, diversification is often seen as a safety net against loses in a single industry or a way to grow the business. Ovi, Bose, Gunasekarage, and Shams (2020),

diversity also helps your company build stability. If concentrating too heavily on a single industry or product, the risk volatility in revenue and resources as demand rises and falls. If the business spans many industries or categories, it may have more predictability. Promotion agencies always diversify their customers to avoid sharp drops in revenue and drastically cut staff if a single industry falters.

Apollonia (2016) examined the consequences of diversification of funding on the monetary sustainability of NGOs in Nairobi County. The study adopted a descriptive survey design. One hundred and fifty NGOs that are duly registered by the National Council of NGOs and operating in Nairobi County were targeted for the study. The 109 samples size was calculated using the Yamane formula. The data collected were purely primary and consisted of data obtained from questionnaires and face-to-face interviews. Data analysis was performed using the Social Sciences Statistical Package (SPSS) and the results were summarized using descriptive statistics such as standard deviation, frequency distributions and percentages. The results showed that the expansion of funding sources, faculty eligibility, self-financing and essential money-related organization have generally contributed to the budgetary sustainability of NGOs in Kenya. Most of the not-for-profit enterprises and faith-based enterprises rely on various sets of funding sources to support their operations. Most of these enterprises get funds from sources (e.g., government trusts, banks, donors, and private contributors). It may, however, be noted that substantial reductions in such funds imply that these enterprises should create or return to their commitments to collect, organize and subsidize improvement to strengthen monetary maintainability (Connolly and York, 2002).

2.2.4 Financial Management Practices and Sustainability of Faith Based Enterprises

For both for-profit and non-profit businesses, financial strength consists of resources that give an organization the ability to increase opportunities and react to unexpected challenges while maintaining the organization's overall operations (Bowman, 2011). It displays the degree of managerial flexibility to reallocate resources in answer to opportunities and threats. Financial sustainability is all about the ability to maintain financial standing over time (Bowman, 2011).

Ngina (2020) asserts that finance is an essential and indispensable part of any organization. It is difficult for institutions to maintain themselves for long without proper monetary support, whether profit-making or otherwise. According to Muturi and Mungai (2020), financial management helps organizations to do so. Fiscal administration denotes to effective and competent design, organizing, directing, and controlling the institution's monetary activities and policies. This comprises but is not restricted to fund obtaining, distribution of fiscal resources, and use of funds.

A study by Simiyu (2012) sought to spot faith and other related factors affecting the funding of projects run by faith-based organizations in Malindi and Kilifi Counties, with a view to strengthening the involvement of faith-based organizations in the community development. The focus was on Christian and Muslim faith-based organizations running projects in the Malindi District. The research employed a descriptive survey including 220 respondents from faith-based organizations and informants from fiscal and government institutions. Primary data was collected using questionnaires by the researcher with the assistance of field assistants. Data was analyzed by inferential statistics and described in tabular form. The study findings established that legal concerns, accountability issues, and project sustainability concerns significantly impact FBOs' financing in Malindi district, Kilifi County (Simiyu, 2012).

3.0 RESEARCH METHODOLOGY

A descriptive survey research design was adopted during this study. The study targeted all the 22 enterprises within the Archdiocese of Nyeri. The units of analysis were managers and assistant managers in those faith based enterprises, census was used to enumerate all the respondents. The questionnaire was the key data collection instrument used and therefore the data collected was analyzed using quantitative approach. The researcher employed qualitative data, descriptive and inferential statistics. The findings were used in generating the conclusions and recommendations for the study. The findings were presented on tables, charts and graphs.

4.0 DISCUSSION AND INTERPRETATION OF FINDINGS

4.1 Descriptive Statistics

Table 1: Extent of Cost Leadership Strategy Adoption

Extent	Frequency	Percentage
To a very greater extent	15	34.1
To a great extent	22	50
To some extent	2	4.5
Not at all	5	11.4
Total	44	100

Based on the findings presented in Table 1, majority of the respondents (50.0%) were positive that their enterprises had adopted cost leadership strategy to a great extent, 34.1% indicated that they had embraced cost leadership to a big extent, 11.4% of the respondents were confident that they had not embraced cost leadership policy at all, while 4.5% of the respondents indicated they had adopted cost leadership strategy to some extent. These results imply that most faith-based enterprises in the Nyeri catholic Archdiocese have adopted cost leadership strategy. The respondents were also asked to indicate their opinion on whether by adopting cost leadership strategy, they had improved profits, increased market share, improved sustainability, and created more capital for the business growth or reduced competition from the marketplace.

Table 2: Achievements of Cost Leadership strategy

	Yes		No		Not Sure	
	f	%	f	%	f	%
Improve on its profits	35	79.50%	4	9.10%	5	11.40%
Increase the market share	39	88.60%	2	4.50%	3	6.80%
Improve the sustainability	31	70.50%	11	25.00%	2	4.50%
Create more capital for the business growth	31	70.50%	8	18.20%	5	11.40%
Reduce competition from the market place.	36	81.80%	4	9.10%	4	9.10%

The results in Table 2 indicate that majority 35(79.50%) of the participants agreed that their profits had upgraded after implementing cost leadership policy, 4(9.10%) indicated otherwise, while 5(11.40%) were not sure whether their profits had increased or not. Concerning market share, most of the respondents 39 (88.60%) designated that their market share had improved after embracing the policy, 4.5% indicated otherwise, while 6.8% were not sure. Most of the respondents 31(70.50%) indicated that the sustainability of their enterprises had improved after adopting cost leadership strategy, 25.0% indicated otherwise, while 4.5% were not sure whether their sustainability had improved or not. Regarding creation of capital most of the participants 31 (70.50%) were accepted that they had created more capital for business development after implementation of cost leadership policy, 18.20% indicated no, while 11.40% showed that they were not sure.

Finally, 36(81.80%) of the respondents indicated that they had recorded reduced competition from the market place after adopting cost leadership strategy, 9.10% indicated they had not, while another 9.10% indicated that they were not sure. The findings are in agreement with the findings of Musa (2014) who asserted that for cost leadership strategy to be effective, high investment in technology, customer focus, selling a wide range of goods, refining employee drive, good management and good relations with suppliers were all key success factors in actualizing the policy to ensure a sustainable competitive advantage. Additionally the study established as critical for senior managers to undergo regular training and introductions to dynamic industry environmental factors.

Table 3: Descriptive Statistics on Cost Leadership

	SD	D	UD	A	SA	Mean	Std. Dev.
The cost of products and services has been reduced in the enterprise as compared to others.	4.50%	0.00%	0.00%	13.60%	81.80%	4.682	0.883
The enterprise focuses on a large market share as compared to other enterprises.	9.10%	2.30%	2.30%	18.20%	68.20%	4.341	1.238
Due to the availability of resources, the cost of operation is lower in the enterprise.	6.80%	6.80%	4.50%	52.30%	29.50%	3.909	1.117
The products and services produced by the enterprise are consumed by many enterprises.	11.40%	2.30%	9.10%	50.00%	27.30%	3.795	1.212
Reduction in the cost of operation has increased available finances for various projects and hence its sustainability.	2.30%	6.80%	11.40%	43.20%	36.40%	4.045	0.987
Average						4.155	1.087

Findings on Table 3 show that most of the respondents agreed that the cost of products and services had been reduced in their enterprises compared to others 95.40% (13.60%+81.80%), while 4.50% disagreed. The responses had a mean of 4.682 and standard deviation of 0.883 implying that most of the respondents agreed with the statement and their responses did not deviate so much from the mean response. The results also show that 86.50% of the respondents believed that their enterprises were focusing on a large market share compared to other enterprises. The same was confirmed by (M=4.341; Std Dev=1.238). Additionally, most of the respondents agreed that due to the availability of resources, the cost of operation was lower in their enterprises than their rivals that had not adopted the strategy (81.70%).

Similarly, most of the participants (77.30%) agreed that many businesses used the goods and services manufactured by their enterprises. Finally, the results show that most of the respondents (79.60%) agreed that reducing the cost of operation had increased available finances for various projects and hence sustainability in their enterprises. In general, the participants had an average mean and standard deviation of 4.155 and 1.087 respectively. This implies that most of the respondents agreed with all the statements presented on cost leadership strategy. The results are agreed with the conclusion made by Hilman (2013) that, cost leadership strategy has significant influence on organizational performance and competitor orientation.

Table 4: Level of Innovativeness

	Frequency	Percentage
Extremely innovative	9	20.5
Innovative	28	63.6
Fairly innovative	2	4.5
Not innovative	2	4.5
Not sure	3	6.8
Total	44	100

The results in Table 4 revealed that the majority 28(63.6%) of the respondents believed faith-based enterprises in the Arch Diocese of Nyeri were creative, 20.5% indicated enterprises were extremely innovative, and 6.8% believed they were not sure of the level innovativeness. The findings also show that 4.50% of the participants felt the enterprises in Nyeri Archdiocese were fairly creative, while another 4.50% believed faith-based enterprises in the Nyeri catholic Archdiocese were not innovative. The respondents were also asked to indicate their agreement or disagreement on various statements regarding innovation/creative and sustainability of the enterprise.

Table 5: Descriptive Statistics on Innovativeness/Creativity

	SD	D	UD	A	SA	Mean	Std. Dev.
The employees are encouraged to be creative so as to increase more output in the enterprise.	4.50%	4.50%	2.30%	29.50%	59.10%	4.341	1.055
Due to innovativeness unique products and services are provided by the enterprise.	0.00%	4.50%	2.30%	45.50%	47.70%	4.364	0.750
Innovativeness has enabled the enterprise to have a competitive edge over other enterprises in the archdiocese.	2.30%	6.80%	2.30%	47.70%	40.90%	4.182	0.947
Innovativeness has facilitated the sustainability of the projects implemented by the enterprise.	2.30%	4.50%	6.80%	77.30%	9.10%	3.864	0.734
Average						4.188	0.872

Most of the respondents (88.60%) indicated that in their enterprises the employees were always encouraged to be creative to increase more output in the enterprise, 9.0% disagreed with the statement while 2.30% were undecided. The responses had a mean and standard deviation of 4.341 and 1.055 respectively implying that most of the respondents agreed with statements on employee creativity. The results also show that 93.20% of the human resource personnel were convinced that their enterprises provided unique products and services due to innovativeness. This was affirmed by (M=4.364; Stad Dev=0.750). The findings imply that most faith-based enterprises in Nyeri catholic Archdiocese provide unique products and services through creativity.

Additionally, most of the respondents indicated that innovativeness had enabled their enterprises to have a competitive edge over other enterprises in the archdiocese (88.60%). This implies that innovativeness enables many faith-based enterprises in Nyeri catholic Archdiocese to gain competitive advantage over their rivals that are not innovative (M=4.182; Stad Dev=0.947). Finally, it was found that 86.40% of the respondents strongly believed innovativeness had helped facilitate the sustainability of the projects implemented by their enterprises. This was further confirmed by (M=3.864; Stad Dev=0.734). In general the average mean and standard deviation for the responses on innovation was 4.188 and 0.872 respectively. This implies that most of the managers agreed with statements regarding the benefit of innovation to their respective faith based enterprises. These results are consistent with the findings of a study by Makanyeza and Dzvukeye (2015) which pointed out to the fact that the performance of SMEs was found to somewhat increase over the period SMEs were innovating, the study found that innovation positively predicted the

performance of SMEs and that organizational innovation and product innovation positively predicted the performance of SMEs.

Table 6: Achievements of Innovation/Creativity

	Yes		No		Not Sure	
	f	%	f	%	f	%
Improve sales and customer relationship	36	81.80	6	13.60	2	4.50
Reduced waste and cost of operation	28	63.60	6	13.60	10	22.70
Boost the market position.	31	70.50	5	11.40	8	18.20
Improve employee relations.	32	72.70	8	18.20	4	9.10

Based on the results presented in Table 6, most of the respondents 36(81.80%) agreed that innovation/creativity had helped their enterprises improve sales and customer relationship, 6(13.60%) denied, while 2(4.50%) were not sure. Most of the human resource personnel 28(63.60%) indicated that due to innovation/creativity they had been able to reduced waste and cost of operation in their enterprises, 6(13.60%) indicated otherwise, while 10(22.70%) were not sure what innovation had enabled them achieve. According to the findings 31(70.50%) of the respondents indicated that innovation/creativity had enabled their enterprises boost their market position, 5(11.40%) disagreed, while 8(18.20%) were not sure of what they had achieved as a result of innovation/creativity.

Finally, most of the respondents 32(72.70%) believed that innovation and creativity had enabled their enterprises to improve on employee relations, 8(18.20%) disagreed with that, while 4(9.10%) were not sure at all. The results imply that most of the faith-based enterprises in the Nyeri diocese had achieved a lot of milestones due to being innovative and creative. These findings agreed with the conclusion that was made by Kuswanto et al. (2012) that creativity is positively related to overall firm performance. Additionally, entrepreneurial orientations via innovativeness were found to be positively associated with SMEs performance.

Table 7: Descriptive Statistics on Revenue Diversification

Statement	SD	D	UD	A	SA	Mean	Std. Dev
It ensures that the enterprise has a flow of financial resources throughout.	11.40%	4.50%	0.00%	29.50%	54.50%	4.114	1.333
Creates an avenue for the enterprise to expand its services.	9.10%	6.80%	0.00%	31.80%	52.30%	4.114	1.280
There are enough surpluses to cater for the internal needs of the enterprise.	11.40%	2.30%	0.00%	29.50%	56.80%	4.182	1.299
Average						4.136	1.304

Based on the results in Table 7, majority (84.00%) of the respondents agreed that revenue diversification helped their enterprises to ensure that there is flow of financial resources throughout while 15.90% disagreed with the statement. The responses had a mean of 4.114 and standard deviation of 1.333. The findings as well depict that 84.10% of the participants agreed that income diversification assisted them creates a way for their enterprises to expand their facilities. The responses recorded a mean of 4.114 and standard deviation of 1.280 implying that most of the respondents agreed with the statement.

Finally, most of the respondents (86.30%) indicated that due to revenue diversification, they had enough surpluses to cater to their enterprises' internal needs. These results are consistent with the findings of Boas (2012) who alluded to the fact that organization that require diversifying of their funding sources and make their funding more reliable are vital to choose whether they would be happy to attain this long term goal. This can be done through; exercises concentrated on givers and allow creators, conceivably with negligible self-financing exercises or will likewise be interested in considering, beginning critical revenue-driven exercises, perhaps sorted out in type of a social undertaking.

Table 8: Descriptive Statistics on Financial Management Practices

Statement	SD	D	UD	A	SA	Mean	Std. Dev.
Preparation of budgets in the enterprise has enhanced financial sustainability.	0.00%	9.10%	4.50%	36.40%	50.00%	4.273	0.924
Through the credit management practices, the enterprise has been able to monitor its debts and clear without fail.	13.60%	2.30%	4.50%	47.70%	31.80%	3.818	1.299
The enterprise has a working capital management system.	0.00%	0.00%	0.00%	27.30%	72.70%	4.727	0.451
Inventory records are managed and updated on a daily basis.	0.00%	2.30%	4.50%	25.00%	68.20%	4.591	0.693
Average						4.352	0.842

The results in Table 8 indicate that most (86.40%) of the respondents agreed that preparation of budgets in their enterprises had enhanced financial sustainability of their enterprises, 9.10% disagreed with the statement, while 4.50% were undecided. The results had a mean and standard deviation of 4.273 and 0.924 respectively. This implies that most of the human resource personnel agreed with the statement, however their responses were varied. The results also show that 79.50% of the human resource personnel agreed that through the credit management practices, their enterprises had been able to monitor their debts and cleared them without fail. The same was affirmed by (M=3.818; Std Dev=1.299).

Similarly, all the respondents agreed that their enterprises had a working capital management system (M=4.727; Std Dev=0.451). Finally, from the results, most of the enterprises in Nyeri catholic Archdiocese had their inventory records managed and updated daily as indicated by

majority of the respondents (93.20%). In overall, the results had an average mean and standard deviation of 4.352 and 0.842 respectively. This implies most of the respondents agreed with the statements under financial management practices.

Table 9: Descriptive Statistics on Sustainability

Statement	SD	D	UD	A	SA	Mean	Std. Dev.
The number of employees in our enterprise has significantly grown since its inception.	2.30%	0.00%	4.50%	34.10%	59.10%	4.477	0.792
Our enterprise has grown over the years in terms of volume of production and service output	4.50%	2.30%	4.50%	27.30%	61.40%	4.386	1.017
We have done many new investments since the inception of our enterprise.	2.30%	0.00%	4.50%	40.90%	52.30%	4.409	0.787
Our profit margin has been growing significantly since inception	4.50%	0.00%	2.30%	25.00%	68.20%	4.523	0.927
Over the years, we have successfully developed and launched several new products and services	6.80%	0.00%	2.30%	31.80%	59.10%	4.364	1.059
Average						4.432	0.916

The number of employees was found to have grown extremely in most faith-based enterprises in Catholic Archdiocese of Nyeri. Since their inception as indicated by 93.20% of the respondents, 2.30% disagreed with the statement, while 4.50% were undecided on the statement. The responses had a mean and standard deviation of 4.477 and 0.792 respectively, implying that most human resource personnel agreed that the number of employees in their enterprises had significantly grown since their inceptions. The results also indicated that most human resource personnel (88.70%) were confident that their enterprises had grown over the years in terms of volume of production and service output (M=4.386; Stad Dev=1.017). This implies that most of the enterprises were able to improve on their volume of production and services.

Regarding new investments, most of the respondents (93.20%) of the human resource personnel indicated that their enterprises had done many new investments since their inception. This was further affirmed by (M=4.409; Std Dev=0.787) implying that most respondents believed their enterprises had set up new investments. Similarly, most of the respondents (93.20%) indicated that the profit margins of their enterprises had been growing significantly since inception, 4.50% indicated otherwise, while 2.30% were not sure. The responses on the statement had (M=4.523; Std Dev=0.927) implying that most of the faith based enterprises in the Nyeri catholic Archdiocese have been recording increase in profit margins hence they are sustainable. Finally on sustainability, most (90.90%) of the respondents pointed out that over the years, their enterprises had successfully developed and launched several new products and services, 6.80% felt otherwise, while 2.30% were not sure. The responses on the statement regarding launch of new products and services had (M=4.364; Std Dev=1.059) implying that most of the respondents agreed with the statement and

their responses were spread about the mean position. In General, the replies on sustainability had an average mean and standard deviation of 4.432 and 0.916 respectively implying that most of the respondents agreed with the statements on sustainability of faith based enterprises in the Nyeri catholic Archdiocese.

4.2 Correlation Analysis

Table 10: Correlation Analysis Results

		Sustainability	Cost Leadership	Innovation	Revenue Diversification	Financial Management
Sustainability	Pearson Correlation	1.000				
	Sig. (2-tailed)					
Cost Leadership	Pearson Correlation	.886**	1.000			
	Sig. (2-tailed)	0.000				
Innovation/Creativity	Pearson Correlation	.748**	.649**	1.000		
	Sig. (2-tailed)	0.000	0.000			
Revenue Diversification	Pearson Correlation	.740**	.860**	.675**	1.000	
	Sig. (2-tailed)	0.000	0.000	0.000		
Financial Management Practices	Pearson Correlation	.573**	.577**	.478**	.509**	1.000
	Sig. (2-tailed)	0.000	0.000	0.001	0.000	

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

The results in Table 10 revealed that all the entrepreneurial strategies positively and significantly associated with sustainability of faith based enterprises in Nyeri catholic Archdiocese. The study found that cost leadership strategy and sustainability were positively and significantly related ($r=0.886$, $p=0.000$), innovation and creativity were positively and significantly associated with sustainability of the enterprises ($r=0.748$, $p=0.000$). Similarly, findings indicated that income diversification and sustainability were positively and significantly associated ($r=0.740$, $p=0.000$). Finally, the study found that financial management practices and sustainability were positively and significantly associated ($r=0.573$, $p=0.000$). These results are consistent with the findings of Hitt, Ireland, Camp and Sexton (2002) which indicated that, as a strategy for competitive advantage, entrepreneurship tends to push businesses and enterprises to come up with new markets as well as take over the existing markets while at the same time enhancing the sustainability of businesses. Various firms in the global scenes have incorporated entrepreneurial strategies such as innovation, strategic leadership and networking.

4.3 Regression Analysis

Table 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.851a	0.725	0.717	0.17621

a. Predictors: (Constant), Financial Management Practices, Innovation/creativity, Revenue Diversification, Cost Leadership

Entrepreneurial strategies (Cost leadership strategy, innovation/creativity, revenue diversification and financial management practices) were found to be satisfactory variables in explaining the sustainability of faith based enterprises in Nyeri catholic archdiocese. This is supported by coefficient of determination also known as the R square of 0.725. This implies that Cost leadership strategy, innovation/creativity, revenue diversification and financial management practices have high explanatory power on sustainability which justifies why they explain 72.5% of the variations in the dependent factor, which in this circumstance is the sustainability of the religious businesses. In statistics, significance testing the p-value designates the level of association of the independent to the dependent variable.

Table 12: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.925	4	3.731	120.172	.000 ^b
	Residual	1.211	39	0.031		
	Total	16.136	43			

a. Dependent Variable: Sustainability

b. Predictors: (Constant), Financial Management Practices, Innovation/Creativity, Revenue Diversification, Cost Leadership

The ANOVA results in Table 12 show that the general model was statistically significant. Further, the outcomes suggest that the independent variables were good indicators of sustainability of faith based enterprises in Nyeri catholic archdiocese. This was supported by an F statistic of 120.172 and the reported p value (0.000) which was less than the conventional probability of 0.05 significance level.

Table 13: Regression Coefficient Results

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	-0.294	0.234		-1.258	0.216
Cost Leadership	0.252	0.102	0.226	2.474	0.018
Innovation/Creativity	0.163	0.06	0.166	2.711	0.001
Revenue					
Diversification	0.620	0.092	0.605	6.712	0.000
Financial Management Practices	0.540	0.242	0.055	2.235	0.023

a. Dependent Variable: Sustainability

Regression of coefficients results in Table 13 shows that cost leadership and sustainability are positively and significant related ($\beta = .252$, $p=0.018$), innovation/creativity was found to be positively and significantly related with sustainability ($\beta = .163$, $p=0.001$), revenue diversification and sustainability were positively and significantly related ($\beta = .620$ $p=0.000$). The study further found that financial management practices positively and significantly influenced sustainability of faith based enterprise in Nyeri catholic archdiocese ($\beta = .540$ $p=0.023$). This implies that an improvement in Cost leadership strategy, innovation/creativity, revenue diversification and financial management practices leads to an improvement in sustainability of faith based enterprise in Nyeri catholic archdiocese.

The optimal model was therefore;

$$Y = -.294 + 0.252X_1 + 0.163X_2 + 0.620X_3 + 0.540X_4$$

Where:

Y = Sustainability

X₁ = Cost Leadership Strategy

X₂ = Innovation/Creativity

X₃ = Revenue Diversification

X₄ = Financial Management Practices

5.0 CONCLUSIONS

To create wealth and be sustainable, today's business world has to be entrepreneurial and strategic. The findings concluded that most of the faith based enterprises in Nyeri Catholic Archdiocese have adopted cost leadership strategy to a great extent and the adoption of the strategy had enabled most of the enterprises to improve on their profits, increase market share, improve on their sustainability, create more capital for business growth and reduce competition from the market place. The study also concludes that cost leadership strategy positively and significantly influences faith-based enterprises' sustainability in the Nyeri Catholic Archdiocese.

When the expenses of a business are low, it reduces the financial threats for the enterprise, if any market collapses for a particular product, the enterprise following Cost Leadership will remain afloat as there are no high losses.

This study also concluded that Cost Leadership strategy will turn into an advantage for the enterprise and help sustain in the market for a longer duration. This study further concluded that the Cost Leadership strategy makes it difficult for the new entrants in the industry, the enterprises that follow Cost Leadership will create a successful market for its sustainability that cannot be disturbed by any new enterprise in the market. Finally, the study concludes that the adoption of cost leadership strategy will increase consumers and profit and reduce competition for an enterprise in the existing market place. An enterprise following Cost Leadership enjoys the success and position gained in the market within an average period.

The main role of innovation is to decrease the cost of manufacture or delivery of services. The process of innovation/creativity encompasses both variations in technological advancement and improvement of process innovation in the organization and therefore enterprises that aim at remaining sustainable and competitive need to adopt innovative techniques through adoption and innovative strategies, policies, processes and embrace a conducive climate and culture in the organization. This study concludes that most of the faith based enterprises in the Nyeri catholic archdiocese are innovative and the innovation has enabled them improve on their sales and client correlation, decrease waste and cost of operation and boost their market location. The study also concludes that innovation/creativity positively and significantly influences faith-based enterprises' sustainability in the Nyeri Catholic Archdioceses.

This study further concludes that most faith-based enterprises in the Nyeri Catholic Archdiocese are diversifying their revenue to a great extent. This study also concludes that most of the faith based enterprises in the Nyeri Catholic Archdiocese are obtaining their revenues from donations others from community initiatives while others obtain revenues from selling agricultural products. This study also concludes that revenue diversification strategy affects the sustainability of most of the enterprises to a great extent. The study further concludes that there is a positive and significant relationship between revenue diversification and sustainability of faith based enterprises in the Nyeri Catholic Archdiocese. Finally, this study concludes that most of the faith-based enterprises in the Nyeri Catholic Archdiocese are adopting work capital management and that adopting financial management practices has enabled them to enhance their financial sustainability, monitor their debts, and clear them without fail manage their inventory records. In general, the findings imply that the four predictor variables used; cost leadership strategy, innovation/creativity, revenue diversification and financial management practices are satisfactory variables explaining the variations in sustainability of faith based enterprises in Nyeri Catholic Archdiocese.

6.0 RECOMMENDATIONS

Based on the findings and conclusions, this study makes several recommendations. First, to achieve sustainability, managements of faith based enterprises in the Nyeri Catholic Archdiocese should adopt cost leadership strategy. The faith-based enterprises in Catholic Archdiocese of Nyeri should research on and implement strategies that will enable them to price their products/services more competitively than rivals to increase their client base and achieve sustainability. The study recommends that a similar study be conducted in other counties in future to compare the research findings. The study recommends that the faith-based enterprises in the Nyeri Catholic Archdiocese enhance their cost leadership strategy to increase their product and services range to capture more

customers, thereby enhancing its competitive advantage and sustainability. This can be done by intensifying their cost leadership to ensure that the organization remains competitive and sustainable despite the turbulence in the industry.

The faith-based enterprises in Nyeri Catholic Archdiocese should implement innovative strategies in the processes of product conception to production and adapted distribution strategies to satisfy their customers and employees and achieve sustainable growth. The study in addition recommends that the managements of the faith based enterprises in the Nyeri Catholic Archdiocese should allocate dedicated resources and formal responsibilities for each stage of the strategic innovation process, distribution and ensure that the necessary infrastructure, skills and expertise are made available, either within the enterprise or through collaboration with external bodies. This study also recommends that managements of faith based enterprise in Nyeri Catholic Diocese should strive to adopt revenue diversification since revenue diversification mitigates risks in the event of an enterprise downturn, revenue diversification allows for more variety and options for products and services. If done correctly revenue diversification provides a tremendous boost to brand image and enterprise sustainability. Further, Financial management is one of the most important responsibilities of owners and business managers. This study recommends that there is need for managers of faith based enterprise in Nyeri Catholic Diocese to consider the potential consequences of their management decisions on profits, cash flow and on the financial condition of their enterprises to enhance sustainability. The activities of every aspect of a business impact the company's financial performance and must be evaluated and controlled by the business owner. Finally, the study recommends that managements of faith-based enterprises in Nyeri Catholic Archdiocese consider implementing financial management practices in their operations and consider the potential consequences of their management decisions on profits, cash flow, and financial condition of their enterprises.

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