Journal of
Business and Strategic Management
(JBSM)

Journal of Business and Strategic Management
ISSN 2520-0402 (online)
Vol. 7, Issue No. 2, pp 37 - 64, 2022 www.carijournals.org

ORGANIZATIONAL INTERNAL RESOURCES AND SUSTAINABLE COMPETITIVE ADVANTAGE AMONG FAITH BASED NON -PROFIT ORGANIZATIONS IN KENYA: A REVIEW OF THE LITERATURE

Anne Karani Iswan

School of Business, The Catholic University of Eastern Africa

P.O Box 62157 Bogani E Rd, Nairobi, Kenya

Corresponding email: iswankarani11@gmail.com

Dr. Allan Kihara Ph.D

School of Business, The Catholic University of Eastern Africa

P.O Box 62157 Bogani E Rd, Nairobi, Kenya

ABSTRACT

In the recent years, sociologists and economists have given no much attention to studying Faith Based organizations (FBO's). Their writings raise unresolved issues related to topics within strategic management. This paper highlights the relationship between organizational internal resources and sustainable competitive advantage of FBO's. Looks on the theoretical perspective from strategic management to examine the nature of FBO's for sustainable competitive advantage. Resource-based view, Diffusion of Innovation and Human resource-based theory and Technology adaption theory provide a foundation for analysis the sources of competitive Advantage among FBO's. The paper reviewed publications associated to non-profit organization internal resources and sustainable competitive advantage among faith-based organizations. The study concentrated on publication range of 2010 to 2021 to help identify the publication trends associated to competitive advantage in the context of non-profit related organization. Upto date most of the publication on competitive advantage are associated to business enterprises with very limited data on non-profit related organization. Through in-depth reading the researcher is able to establish core aspect presented in the text, themes, used theoretical model, number of authors and their contributions of the 8 themes which are presented in the study. The study also presented descriptive data which gave insights on two broad patterns where both qualitative and quantitative data are presented. The reviewed data demonstrated that most of the element on competitive advantage was generated from businesses enterprises related studies with only few articles which came from Non-Profit Institutions which has limited data up to this date.

Key Words*:* *Organizational Internal Resources, Sustainable Competitive Advantage and Faith Based Non -Profit Organizations*

Introduction of the Problem

In the contemporary society, organizations must be suited for excellent performance, competition in the complex challenging turbulent environment(s), with available resources (Jeen Wei Ong, Hishamuddin Ismail, 2013). The phrase "strategic capability" is set to align organization's strengths against shortcomings and unrelenting turbulent environments. Organizations' resources required to meet customer's minimum criteria are known as threshold resources. Core competences are the actions and procedures through which resources are utilized in a way that others cannot replicate or derive competitive advantage. GuideStar (2011) defines faith-based non-profit organization (FBNPO) as any nonprofit that professes to be faith-based and includes members of all religions and belief systems. FBNPOs account for about 7% of all nonprofit organizations in the United States, as quoted by (Olarinmoye, 2012). Similarly, Clarke & Ware (2015) claims a faith-based organization is one that gets inspiration and guidance for its actions from the teachings and principles of the faith, or from a particular interpretation or school of thought within the faith. FBOs' development activity is affected by the philosophies of their supporting religious organizations. Further on, the study claims that Faith Based organizations (FBOs) are organized to provide social services to others without regard to earning a profit. Increasingly, FBOs are expected to demonstrate effectiveness to successfully attract support. They can provide charitable services to children, adults and as well as families (Clarke & Ware, 2015).

Competitive advantage is often defined as a firm's advantage over a competitor or set of competitors. Sustainability does not refer to a certain period of time, nor does it indicate that benefits last permanently. Rather it is determined by the likelihood and extent of competitive duplication (Nair, 2010). Further on Nair (2010) asserts that the term "sustainable competitive advantage" is used to describe a superior performer's attributes and resources that are unable to be duplicated or imitated by its competitors. Sustainability of the competitive advantage of a firm depends on the possibility of competitive duplication. Competitive advantage according to Borici Kraja & Elez Osmani (2015) is a key aspect in determining a company's performance and companies must adapt to global competition. The concept applies to FBO’s for them to be sustained. Individually and organizationally, innovation is critical in today's changing business climate. Innovation is defined as the addition of value to an organization's performance and activities. More so, it is a process of increasing the value of beneficiaries by meeting new needs or meeting existing beneficiaries and market demands in new ways. There is a case to be made that in today's corporate world, innovation is commonly seen as a critical source of competitive advantage in an increasingly volatile environment. According to a new World Economic Forum estimate released in 2018, 133 million new employment might be created by 2022, with 75 million positions changing due to technological innovation. As a result, according to the McKinsey report, 84 percent of managers feel that their future success is predicated on innovation, which allows firms to survive in the long run (Clarke & Ware, 2015).

On the other hand, innovation refers to new products, services, procedures, or technology that must be accepted before being adopted and implemented. The fact that allows inventive processes to develop new products and services, as well as new technology and concepts, is innovation (Sutanto, 2017). According to Padilla-Melendez and Garrido-Moreno (2012), innovation knowledge requires increased communication and engagement among not only scholars, but also stakeholders and leaders. New ideas, methods and relationships can all assist the economy and business in this way. Organizational activities or actions that are in accordance with the changes affecting the organization are known as innovative reactions. These firms must plan and budget for these changes in accordance with organizational resources and the business climate. According to Porter (1985), successful positioning allows a company to determine how profitable it is in comparison to the industry average. The ultimate measure of known performance is long-term competitive advantage sustainability (Amy Hsuan,Adam Katz, Brenda Thickett, 2016). Strategic leadership on the other hand is the process of influencing the top management team's performance in order to achieve goals. It's all about how to get the most out of a company's strategy-making process in order to get a competitive advantage. Strategic leadership is defined as the ability to anticipate, visualize, maintain flexibility, and empower others to implement strategic change as needed and is thus regarded as a prerequisite for developing a successful strategy. It's a multifaceted job that entails leading via others, attracting and managing human resources, dealing with change, and influencing others (Morrill & Richard L, 2010).

Human capital refers to people's tacit or explicit knowledge as well as their ability to develop it, that is relevant to the organization's mission and encompasses values, attitudes, aptitudes, and know-how (CIC 2003). Organizational culture, according to Peters and Waterman (1982), is a complex mix of values, beliefs, assumptions, and symbols that define the way a company conducts business. Organizational culture is a type of cohesion shaped by the values and beliefs of those who work in the company and so defines its way of life (CIC, 2003). It gives the company its identity and decides how it interacts with both internal (workers) and external (customers) actors (customers, suppliers and other agents). (Aboramadan *et al.*, 2020). Research done globally on the Internal organizational assessment focused more commonly on functional analyses of the firm's financial, human resource, information systems, and marketing strengths and weaknesses than attempts to identify the firm's current and potential competitive advantages. Further on claimed that understanding organizational resources and skills, as well as how each contributes to the building of organizational strengths and, ultimately, the establishment of a competitive advantage, is required for effective strategic management (Omalaja *et al.*, 2011). Understanding of organizational internal resource are of paramount for sustainable competitive advantage. This is of concern to faith based organization failure of maintaining their going concern against turbulent business environments. A case in point is the Grace and Compassion Benedictine Sisters Congregation. The institution has had numerous challenges in bringing her charity projects to success. It has happened on several occasions that donors withdraw funding abruptly. The challenge is that the aspect of business sustainability has become none-core veracity of business going concern. The case is just but one of the experiences with many other Faith Based Organizations (Katy, 2020).

Regionally, a study on strategic people management skills dimensions in public sustainable competitive advantage of Christian faith-based organizations in Nigeria was undertaken by Dada *et al* (2020). Training and retraining, career growth, and motivational variables were highlighted as essential elements for competitive advantage in the study. The research used a conceptual method to examine historical patterns in the adoption of these skills in Nigerian Christian groups. Leadership capabilities are dimensions employed by leaders to anticipate events, envision possibilities, maintain flexibility and empower others. The main decision-making bodies in the FBOs play a huge role in selecting and implementing organizational strategies. To add on Dada *et al*. (2020) conducted an investigation on the influence of leadership capabilities on survival instincts of faith-based organizations in Nigeria. Dada *et al*. (2020) that further on claims sustainable competitive advantage is mandatory for all organizations including FBO's. To hitch on strategic management of organizations for competitive advantage especially with regards to organizational resources requires credible information to guide in organizations performance. Manager need researched and triangulated research: how does it need to work in different organizations? Research based recommendations can be valuable in maintaining competitive advantage. Potential benefactors to FBOs require credible information to guide their decisions processes.

Accordingly, the challenge of organizations failure and vision accomplishment continues to threaten existence and sustainability of diverse FBOs. FBOs have been largely disregarded in mainstream discourses about community development for decades. This could be explained in part by the fact that FBOs are embedded inside communities, making them less external and more 'organic' to the community. It could also be explained by FBOs' decision to stay out of the development sector and remain more closely associated with the religious organization to which they belong (Clarke & Ware, 2015). The study used purposive stratified and simple random sampling approach. The study targeted 499 respondents out of which 432 respondents gave their feedback through the distributed questionnaire which gave response rate of 86%. The study employed structural equation modelling (SEM) statistical analysis. The analyzed data demonstrated that demographic features moderated the correlation linking leadership capabilities and sustainability instinct of non-profit organizations. The study made suggestion that implementation of the leadership capabilities should be consistently evaluated and controlled based on the organizational trends for sustainable survival of the non-profit organization (Indrajaya *et al*., 2019). The Conceptual Model of Spiritual Leadership and Spirit at Work in Creating a Sustainable Competitive advantage. It argues that multi origin approach is possible in the strategic management field that in enter twined with diverse field and through heterogeneous resource-based view approach towards sustainable competitive advantage. It is imperative to build spiritual capabilities for sustainability-based competitive advantages of FBOs (Stead, 2014). In the Kenyan perspective, Muriithi (2014) conducted a study on the factors that determine sustainability of nonprofit organizations in Kenya. The study population comprised of 1426 NGOs out of which 80 responded. The study adopted questionnaire as the main tool for data collection using descriptive statistics. The study results revealed that 63% of NGOs apply strategic management principles in all level of operations. The management of each company has been successful in communicating the organization's mission, which has garnered buy-in from stakeholders at (56%). This also includes tools like balance score cards that aid in the implementation of strategic management initiatives. Strategic planning is also done at all levels of the organization, from the top down, with each employee contributing. Planning is also done on a regular basis. Finally, the management pays close attention to the implementation of the strategy. In addition, a number of non-governmental organizations (NGOs) have been identified as being capable of adapting to new technology.

Sustainability of FBO’s according to Muriithi (2014) is influenced positively by a number of management factors and management capabilities These included proper governance structures, top management that understands the purpose of the organization and take the lead in its achievement. A management that adopts staff policies that motivate and retain employees within the organization. The study suggests that researchers and academicians need to undertake literature evaluations, in essence, get informed on problems solving techniques. FBOs, within dynamic, turbulent environments need intuitive strategic resources management. It becomes imperative to seek for objective courses of action which should serve as guiding features in execution of organizational resources. Faith-based organizations in Kenya are often dependent on external funding for operation of their projects. They have little or no measures on financial controls. The various thematic areas which religious organizations serve include education support to the vulnerable persons, health improvement, environment and social challenges related concerns. This experience continues to haunt FBO’s as majority of the leadership teams lack project management background hence little with little or no monitoring and evaluation competencies, inadequacy of skilled personnel. Thus, poor financial reporting to donor agencies which affect accountability of the resources from donor agencies. In Nairobi County, a number of non-profit organization as well as project mores within the slum areas which are coordinated by the non-profit communities. Many projects do not take off or accomplish their goals due to lack of resources particularly in the event that donor(s) put restrictions on funding. The point in question with limited answers is why donors limit funding projects? Hence the study seeks to investigate the faith-based organization internal resources and sustainable competitive advantage in Kenya. Majority of the previous studies have concentrated on profit-making institutions as opposed to FBOs in particular as regards to hitching competitive advantage. Internal resources and sustainable performance is mostly considered from business context and not non-profit where the religious organizations do not fit. Hence, this study determines to narrow this knowledge gap, by investigation on faith-based organizations internal resources and sustainable competitive advantage in Kenya. Strategic execution of organizations’ resources is not evident with many FBOs in Kenya. Internal resource management is at the disposal of organizations top management. A case in point is about the difficulties which organizations encounter in sustaining resourceful strategic deliverable with FBOs services (Miller, 2015).

Statement of the Problem

Many concerns can be pointed to as a test of faith-based organizations' ability to continue operating in tumultuous settings. The Grace and Compassion Benedictine sisters are one such example. Bringing the institute's humanitarian endeavors to fruition has been fraught with difficulties. Donor money has been abruptly withdrawn on multiple occasions. The problem is that sustainability has become a non-core part of a business's viability. Strategic leadership plays a greater role in enhancing measureable strategies to achieve sustainable competitive advantage. Leaders most of the time are inadequate to exercise their strategic skills that limit them coming up with measureable strategies. Traditionally, leaders who were resistant to change and adapting to new technology will Gbarrier innovativeness and creativity on FBO organizations. As FBO's are multicultural organizations, having strong organizational culture will enhance international human resource capabilities. This in end will enable good working environment hence sustainable competitive advantage. FBO's severally lack international human resource capabilities and knowledge which blocks to reach creativity of the human resource.

Research Objectives

i. To establish if sustainable competitive advantage is influenced by organizational internal resources in Kenya
ii. To determine the relationship or correction that exists through sustainable competitive advantage and organizational internal environment in Kenya.
iii. To review the literature pertaining sustainable competitive advantage and tangible and intangible resources in FBO's in Kenya.
iv. To analyze the study done by others pertaining FBO's internal resources and competitive advantage in Kenya
v. The determine the bylaws has influence of the relationship between organizational internal resources and sustainable competitive advantage

Literature Review

Theoretical Review

Resource-Based View

First theory the Resource Based View (RBV) first created by Barney (1991) and later advanced by Penrose (1995), emphasizes the internal environment of the business as a source of competitive advantage. According to the theory, in order for an organization to gain a strategic competitive advantage and improve its performance, it must first acquire and control valuable, rare, inimitable, and non-substitutable resources and capabilities that are not readily available in factor markets, and second, resources determine organization performance(Thompson, 2011). According to RBV proponents, only strategically important and valuable resources lead to organizational success (William, 2012). According to Kraaijenbrink, Spender and Groen (2010), the real deal in RBV is having a sustained competitive advantage, which necessitates the organization's resources being rare, valuable, and impossible to copy by competitors. Resource Based View considers that its resources fundamentally control an organization success. The Internal resources are more significant for a corporation than external elements in achieving and maintaining competitive advantage, according to the resource-based view approach to competitive advantage. In contrast to the Industrial Organization (I/O) viewpoint, proponents of the resource-based viewpoint argue that organizational success is primarily determined by internal resources, which can be divided into three categories. Physical resources, human resources, and organizational resources are three broad categories. All plant and equipment, location, technology, raw materials, and machines are physical resources; all employees, training, experience, intelligence, knowledge, skills, and abilities are human resources; and organizational resources include firm structure, planning processes, and information systems.

The resource-based views primary idea is that when developing strategies that can lead to long-term competitive advantage, the mix, kind, amount, and character of organization's internal resources should come first. According to the resource-based view perspective, strategic management entails a firm's distinctive resources and capabilities being developed and exploited, as well as continuously maintaining and strengthening those resources and skills. It is advantageous for organization to adopt strategies that no other organization is currently pursuing. Internal resources are more significant for organizations than external elements in achieving and maintaining competitive advantage, as put in the resource-based view approach to competitive advantage. Increase its efficiency and effectiveness, resulting in a long-term competitive edge. The more uncommon, non-imitable, and non-substitutable a resource is, the stronger and longer a firm's competitive advantage. For example, Haseeb *et. al.,* (2019) did research on role of social and technological challenges in achieving a sustainable competitive advantage and sustainable business performance. The study focused on key elements which included the need for robust technological advancement to help facilitate competitive advantage in the organization.

The resource-based view idea emphasizes importance of internal resources and capabilities in defining firm's competitive advantage (Kozlenkova, 2014). The core thesis of resource-based perspective theory is that by utilizing internal resources, businesses may differentiate themselves and achieve and sustain a competitive advantage (Al-Ansaari *et al*., 2015). Crook (2014) and Scroggins (2015) emphasized key attributes of resource-based theory are appealing and easy to teach and understand; they are beautifully simple and have immediate face validity (Kraaijenbrink, Spender & Groen, 2010). However, the hypothesis has been widely panned due to its numerous flaws (Priem & Butler, 2001). The idea has no managerial implications (Scroggins, 2015). The theory instructs managers how to obtain VRIN resources. Accordingly, managers have complete control over their resources or can forecast the future worth of resources. This may not be so as many researchers suggest that the theory is basically autological (Scroggins, 2015). Any evidence discovered backs the idea that inter-organizational variations in resources and capabilities contribute to long-term competitive performance discrepancies. When evidence to the contrary is discovered, it may simply mean that the resources or capabilities under consideration were not valuable Critics have claimed that the theory fails to account for context or organizational situations (Scroggins, 2015).The idea failed to give any thought to where businesses get their resources as claimed in the study.

A social being, according to the Human school of thinking, is an organization. As a result, the author proved that the physical, work, environment, well-being, and productivity all have a cut-cause and effect link. There is also a link between production and the availability of various physical working conditions. It used to be that poor task design, weariness, and other working circumstances were the main roadblocks to efficiency.(Schwenger & Straub, 2017) .The theory make assumption that individuals are rational thus weigh the cost and benefits of movement participation and act merely if benefit outweigh cost. The model as perceived in the social movement organizations require that resources to be effective, as a means of social orientation. However, the organization is more relevant and has a significant contribution to the society compared to the needed resources. The organization needs the interactions and relations between community based organizations (CBOs) and other organizations, businesses, governments, private sector, local communities and well-wishers. For the efficiency of an organization, diverse resources are needed in the organization, effective resource mobilization strategies and the involvement of the local communities as key resource for growth of the movements or organizations.

Diffusion Innovation Theory

Rogers' (1962) diffusion theory is concerned with the dissemination of an innovation through a population. In a socio-technical system, diffusion theory researchers have constructed analytical models for describing and forecasting the dynamics of spread of an innovation (a new concept, practice, or object experienced by an individual). The Bass model has been used to predict innovation diffusion in the retail service, industrial technology, agricultural, educational, pharmaceutical, and consumer durable goods markets since its inception (Wright & Charlett, 2015). The eventual effect of this dissemination is that people adopt a new concept, behavior, or product as part of a social system. Adoption entails a person doing something different than they previously did. Adoption depends on the person's perception of the idea, behavior, or product as novel or unique. Diffusion is conceivable as a result of adaption. According to Rogers(1962), innovators account for a minimum number of people, to accept a new technology; followed by early adopters, early majority, late majority, and laggards, who account for 13.5 percent, 34 percent, 34 percent, and 16 percent, respectively. Bass (1969) proposed a model for consumer durables and other products dissemination. The Bass model has been used to predict innovation diffusion in the retail service, industrial technology, agricultural, educational, pharmaceutical, and consumer durable goods markets since its inception (Wright & Charlett, 2015). Technology has been used by Faith-Based organizations such as World Vision, Oxfam, and Christian Aid, among others (Ramalingam *et al*., 2019). This technology is frequently sourced from private sector organizations that are widely regarded as leaders in innovation. However, despite the value that private-sector innovations are anticipated to provide to the Faith-Based organization, the bulk of Faith Based organization involved in charitable projects lag behind in implementing them.

Innovation, according to Ramalingam *et al.* (2019), focuses on the implementation of enhanced or novel goods and procedures to contribute to service delivery effectiveness and efficiency. In the late 1800s, sociologists Gabriel Tarde, Friedrich Ratzel, and Leo Froberius investigated. The diffusion of innovation theory attempts to describe the rate at which new ideas are accepted across various industries. Presentation of new ideas, acceptance, and integration of accepted components of ideas are considered as three separate phases of diffusion. According to Sahin (2016), statistical and behavioral research on innovation diffusion reveals that even within a same business, tastes for new ideas or products might vary. The researcher view innovation is any new policy used by an entrepreneur in order to lower overall production costs or raise demand for his products. As a result, there are two types of innovation: every operation that reduce the overall cost of production, such as the introduction of a new method or technique of production, or the introduction of new technology, innovative methods of organizing the industry, and so on, fall under the first group. In addition, innovation encompasses all activities that increase demand for a product, such as the introduction of a new commodity or high-quality goods, the emergence or opening of a new market, the discovery of new raw material sources, the introduction of a new product variety or design among others. Collings (2014) defined innovation as the development of a novel concept, device, or approach. It can also be defined as the implementation of better solutions to fulfill new requirements, unstated demands, or market needs. The process through which businesses fully implement a new innovation in their regular operations is known as new innovation adoption. (Spyropoulou & Kyregion, 2013). More effective products, processes, services, technology, or business models are made available to markets, governments, and society as a result of such innovation (Barney, 2014). The diffusion of innovation is influenced by a number of factors. The innovation user, how knowledge about innovation is disseminated, time, and the nature of social networks are the four primary elements that drive the dissemination process.

Consequently, Rogers (2014) elaborates that an innovation can be a good, service, practice, or idea that people perceived to be new. Rogers (2015) aslo assert that the newness does not depend so much on the creation date of the item, but refers more to the newness of the application for helping address a need or for solving some sort of problems. Newness also refers to people having a positive reaction to using the item themselves; they may have known about it before hand. The literature reviewed confirmed that Profits are frequently earned for a shorter period of time as competitors copy the idea, causing the novelty of the innovation to fade away. Previously, the entrepreneur held a market monopoly because his innovation was limited to himself, resulting in bigger profits. After a while, though, as others tried to copy the idea, income began to fall. Path dependence, social complexity and causal ambiguity are all possible reasons for organizational resource inequalities. The process through which organizations grow their resources, on the other hand, deserves more attention (Scroggins, 2015).

Also, Kraaijenbrink *et al.* (2010) criticized the theory on the ground that resources and capacities are regarded as if they are all the same, regardless of whether they are static or dynamic. Despite the fact that resources and capabilities are specified differently, they are treated in the same way as all other types of resources. There has been no consideration of how different resources contribute Scroggins (2015). According to Scroggins (2015), diffusion is the process by which an innovation is transmitted, or disseminated, to others in a social system over time through communication channels. People exchange and create information that leads to a communal understanding of the innovation through communication. Face-to-face, electronic, and other kinds of information sharing are examples of communication routes. Rather than one-way communication from a source to an audience, communication concerning innovations usually involves two-way conversation among people. The theory describes the five stages of the innovation-decision process: To begin with is knowledge stage, followed by

persuasion, third stage is decision making then, implementation and lastly confirmation. Rodgers goes on to say individual becomes aware of the invention during the knowledge stage. People tend to be passive in this stage, according to some studies, for example, Coleman (1966), whereas others regard individuals as active.

Rogers (2015) initial model of the organizational innovativeness led to the development of another model for the description of the links between influencing factors and the level of adaptation of a particular innovation. The difference between the model of organizational innovation and adaptation-level model is an issue which should be analyzed. Organizational innovation model focuses on organizational characteristics that influence the decision to adopt innovation (Rogers, 1995). The level of adaptation focuses on the perceived attributes of innovation that are considered to have major influence on the ability to be adapted to innovation (Anis, 2009; Robinson, 2009). Rogers' initial model on adaption rate of the innovations Rogers, (1995). Rogers created this model to describe how innovation process spreads. The spread of innovation is a process through which novelty is conveyed among members of a social system over time through certain routes. As a result, it's a process that transmits innovation from its source of discovery or production to the user or adaptor, a process that happens in the real world. According to Rogers' theory, the process of idea, practice, or object dissemination involves four elements such as it must be classified as innovation, it must be communicated through specific channels. Must be adopted by members of a social system and it must take into account duration or the time factor. Acts of invention help businesses gain a competitive advantage. They are interested in both new technologies and new methods of doing things when it comes to innovation. A new product design, a new manufacturing technique, or new marketing approaches is an example of innovation. Perceiving a completely new market opportunity can help some technologies gain a competitive advantage. Competitiveness comes through innovation. When competitors are sluggish to respond, innovation provides a competitive edge. For example, Japanese automakers and home electronics manufacturers focused on smaller, lower-capacity products that foreign competitors scorned as low profit, low importance, and low attractiveness (Cho *et al*., 2017).

Human Resource Based theory

According to Schuler &Jackson (2005) HRM research began in the United States in the mid-1970s as a result of HRM specialists' rising professionalization and a growing realization of the importance of human resources to a company's performance. As a result, companies in the United States began to regard human resource specialists as partners" who should be involved in the firm's strategic decision-making processes" (Schuler and Jackson2005, 12). Two "founding" writings appeared at the same time in the early 1980s, encapsulating the subject (Kaufman,2015). These approaches were established at two of the country's premier university management schools: one by Beer *et al*. (1984), which offered the "Harvard model," and another by Fombrun, Tichy, and Devanna (1984), which gave the "Chicago model" of human reosurece management model. The "Harvard"map of HRM's area, as they called it had a broader view, emphasizing stakeholder interests, long-term effects, and "situational elements." The Fombrun *et al*. (1984) text did not include situational elements, or what we term context. Instead, it was prescriptive, suggesting systematic use of strategically based selection, individual performance appraisal, individual performance-related rewards, and outcomes monitored training and development as a means of promoting performance throughout the firm's HRM chain. The concept is Unitarian in that employers and employees are not seen as having conflicting or divergent interests (walton,1985), and other stakeholder interests are irrelevant, allowing enterprises to establish human resource management practices free of industrial relations or governmental pressures TY(walton1985). Human resources are "to be procured inexpensively, employed sparingly, and developed and exploited as fully as feasible in conformity with the demands specified by the overall business plan," as sparrow and hiltrop356w. mayrhofer *et al*.(1994, 7) put it.(Sillince, 2006).

The classical method was criticized for focusing on tasks, production, and organizational structure rather than people and this school of thought arose as a result of these criticisms. Employee behavior and social aspects at work received increasing attention in the early twentieth century, particularly as a result of the Great Depression in the 1920s and 1930s. As a result, the human and neo-human interactions (behavioral) approaches were developed (Mullins, 2011; Kuye *et al*., 2010).3.4.1 and Olarewaju & George, 2014). The originator of the human relations method Elton Mayo focused on raising organizational productivity by improving worker morale. The notion elucidates the rationale for resource-based theory, which claims that human assets can be a source of long-term competitive advantage. This theoretical model begins by assisting in the learning organization of the importance of informal groups as complements to formal groups. To inspire workers, social networks are more significant than financial gain. An organizational worker, according to the idea, is a social guy rather than a rational man motivated by financial incentives. Work is viewed as a collective activity rather than individual processes. The Employee behavior and productivity are influenced more by social and psychological variables than by physical work environment(Hill & Jones, 2007). A social being, according to the Human school of thinking, is an organization. As a result, the author proved that the physical, work, environment, well-being, and productivity all have a cut-cause and effect link. There is also a link between production and the availability of various physical working conditions. It used to be that poor task design, weariness, and other working circumstances were the main roadblocks to efficiency (Hill & Jones, 2007)

Technology adaption Theory

The fourth theory that is technology Adoption Theory, proposed by Venkatesh, Morris, Davis & Davis (2013). The theory explained why, how, and to what extent new technological conceptions extend to effective values individually and collectively. According to technology adoption theory, acceptance of technology (innovation) is seen as being actively communicated across networks and within a given society framework. Individuals are recognized to have varying degrees of readiness to embrace innovation, and it has been widely observed that the population sample applying invention is distributed normally, sequentially, and on a regular basis (Venkatesh, *et al*., 2013). Adoption theory looks at the individual and the decisions they make about whether or not to adopt or reject a particular innovation. In some models adoption include not only the decision to embrace an innovation, but also the degree to which it is incorporated into the proper context. Adoption theory is a micro view on change, concentrating on the bits that make up the total rather than the whole. Adoption of new technology in an organization leads to innovation in manufacturing processes, product development and marketing systems as well as access to information about new markets for products, new products, and better production methods. To accommodate new technologies, businesses use a turnaround strategy. In the case of utility companies a turnaround strategy urges them to adopt new IT capabilities, enhance their degree of ICT application, train employees on new technology, implement new transaction processing methods, and accept outsourcing. Technology adoption theories are diverse and can be classified in a variety of ways, according to different experts.

Concept of Sustainable Competitive Advantage

Concept of Sustainable Competitive Advantage as a concept compels organizations' management to work for profits and sustain superior position against competing environments. Competitive advantage occurs when an organization acquires or develops an attribute or combination of attributes that allows it to outperform its competitors. These attributes can include access to natural resources, such as high-grade scores or inexpensive power or access to highly trained and skilled personnel human resources. This can also include new technologies such as robotics and information technology either to be included as a part of the product or to assist making it. A competitive advantage is an advantage over competitors gained by offering consumers greater value, either by means of lower prices or by providing greater benefits and service that justifies higher prices. Gaining competitive advantage has become the key concern of many companies given the rise of environmental turbulence, decrease in business opportunities and increase in competition. Every organization strives to acquire or develop an attribute or combination of attributes that allows it to outperform its competitors. Unique resources are those that are important to a company's competitive edge and that no one else can simply duplicate or obtain. A competitive advantage therefore, is a lead over competitors gained by offering consumers promising value either by means of lower prices or by providing greater benefits and service that

Journal of Business and Strategic Management
ISSN 2520-0402 (online)
Vol. 7, Issue No. 2, pp 37 - 64, 2022 www.carijournals.org

justifies higher cost implications. According to Sirmon at al., (2011) a competitive framework is however on continuous form of transformation due to a number of factors from global and regional, technological advancement and rapid diffusion of evolving technological advancement and adoption of new learning. Given the rise of environmental volatility, decreased business possibilities, and increased competition, many businesses are concerned about gaining a competitive advantage Edith (2015), Huang *et al*., (2015). Costa, Cool, and Dierickx (2013) define competitive advantage as an organization's ability to outperform its competitors. It becomes imperative to further check on organizations' performance against turbulent environments. For example, organizations' performance has been hampered due to the verge of Covid19.

The organizational culture refers to the set of shared beliefs, values and assumptions that shape the perception and reactions of the group of people within the institution concerning events in their own context of operation as asserted by (Chang & Lin, 2015). Sustainable competitive advantage is a key tool in strategic management which any serious organization cannot afford to ignore. Organizations have found that they need to develop distinctive strategies to stand apart from the crowd of competition and overcome the negative challenges of the environment.

The study by Dada *et al*. (2021) and Allen (2020) on financial sustainability religious organization says that social enterprise is a distinctive purpose to create maintain and exchange supernaturally based general compensation. Strategists of religious non-profit organizations (RNOs) argue that the percent of religious non-profit organizations facing uncertainty in operational capital and resources will rise as government funding diminishes. The RNOs that struggle to maintain a competitive advantage is at high risk of failure or extinct. The study used the resource-based view theory, it also adopted qualitative approach as method of data collection using case study which explored various funding techniques leaders of RNOs used to attain their financial sustainability beyond the first five years of their operation. Leadership approaches as may be adopted help organizations to meet their objectives. Additionally, other factors include stakeholder's trust in the management, existence of alternative and repeat donors, low staff turnover and finally meeting community needs though well-designed projects. The study also revealed that proper financial policies guide NGOs in managing their funds. Furthermore, 57 percent of the NGOs believe they have good leadership that provides assurance and gives confidence to the donors. The NGOs have reporting structures that facilitate accountability and openness. It was revealed that most NGOs have a brand that promotes it to donors which makes fund raising easier. Lastly, NGOs proactively deal with any financial challenges (Muriithi, 2014).

Ngugi (2016) researched on how to create sustainable competitive advantage in institutions of higher learning in Kenya. The study adopted descriptive survey design. It mainly focuses on describing a phenomenon under study. The data was collected using questionnaires which were considered as the most appropriate tools for collection of primary data. The analysis of the primary data was carried out using SPSS software which generated descriptive statistics such as tables as well as regression analysis. Data presentation was in form of tables and figures only. The finding to the study indicated that majority of the respondents agree that employees in USIU show readiness to solve clients' problems, creation of time for consultation, job enthusiasm, positive work attitude, workshops and training for employees, employees are sponsored to attend conferences, availability of a strong mentorship program. The study further revealed that majority of the respondents agreed that financial resources at USIU are key in the development of human capital resources, and are key for sustainable competitive advantage of organizations, USIU financial managers employ the resulting knowledge in a proactive way to build competitive advantage, at USIU is gained from an initial endowment of financial resources, USIU financial managers ensures that the firm is adequately capitalized, USIU employs high level of debt because of the reluctance to relinquish control by the firm owner. Finally, the study revealed how many people agree that the USIU brand continues to stand up as among many competitors. Thus, it plays a crucial role in sustaining competitive advantage, consumer brand knowledge determines how well a consumer thinks about a brand, the brand influences consumer's behavior, USIU's heritage and their path to their current position influences sustainable competitive advantage, USIU brand leads to enhanced customer attraction and retention and speeds up customer decision making. In conclusion, the study revealed that about three organizational resource factors can be adopted to enhance organizational sustainable competitive advantage include human resources, financial resources as well as the brand and heritage of USIU (Ngugi, 2016).

Empirical Review

In the contemporary industrialized society, sustainable business performance is critical for business success in a competitive environment. So as to achieve sustainable business success, Malaysian Small and medium enterprises SMEs are facing different social and technological issues. Based on the study conducted by Haseeb *et al*. (2019) on the role of social and technological challenges in achieving a sustainable competitive advantage and sustainable business performance. The study adopted quantitative approach to collect first-hand information from Malaysian SMEs. Perspectives of managerial staff of various SMEs were preferred concerning the roles of social and technological challenges in attaining a sustainable competitive advantage and sustainable business performance. The email survey was utilized in data collection with a total 500 questionnaires were distributed among the managerial staff of SMEs. The sampling technique adopted was simple random through structural equation modelling. The study results demonstrated that social and technological issues contributed huge role in boosting sustainable competitive advantage and sustainable business performance. Furthermore, strategic alignment was a major in reflecting the positive roles of social and technological factors on sustainable competitive advantage. According to Crook (2014) the resource-based perspective theory is founded on the concept of economic rent and the concept of an organization as a collection of capacities. Though traditional strategy models focus on the organization's external focus, the resource-based perspective supports the need for a fit between a firm's outer market setting and its internal market setting.

Globally, the study done in China by Asante *et al.* (2018) on the impact of a sustainable competitive advantage on a firm's performance. The research was on the opinion that contemporary organization turn to diverse standards technique to attain competitive advantage and if they are sustainable, then the organization benefits from the competitive advantage. This reasoning was on the present that as market expands more saturated, only organizations with the highest sustainable competitive advantage will benefit from the majority. The study targeted Coca Cola Ghana Limited at the regional capital cities and affiliated stakeholders working with those companies. The study sampled 356 workers which was analysed using smart PLS statistical software. The study used equation model (SEM) which espoused that sustainable competitive advantage is positively associated to organizational performance. The competitive environment and resources have a moderating effect on organization strategy. Naatu (2016) conducted a regional study on brand building for competitive advantage in the Ghanaian jewelry business. According to the report, branding is a crucial part of marketing that determines an organization's success. Although, in the Ghanaian jewelry sector, building a successful brand to acquire a competitive edge is a significant marketing issue. It is argued in the text that globalization and competition, particularly from Asia among other developed societies throughout the world, results in market share losses, company failures, and job losses in the jewelry industry. Through interviews and questionnaires, the major data was acquired from the company's management and customers. In order to analyze the study data, descriptive statistics were used.Research and development, internal branding, brand positioning and promotion, as well as customer orientation, are important variables that impact competitive advantage used by firms, according to the findings.

Wedzerai *et al.* (2020) did research on the use of internal marketing for long-term competitive advantage in Johannesburg construction enterprises. The study claims in the study that the concept of internal marketing has got a lot of attention from academics and researchers. The study used a quantitative approach, with 260 construction managers participating in an online survey form. Internal marketing framework was tested against sustainable organizational competitive advantage using study instruments that included internal communication, employee empowerment, inter-functional coordination, employee capacity building and development, and commitment. The technique adopted in the study was equation modeling focusing on confirmatory factor analyst to ascertain conceptual connection and casual connection linking every internal market element.

Chigozie *et al.*,(2017) did a study in Kenya investigating on how Kenyan catholic religious communities are effectively utilizing current resources to avoid being overly reliant on external donors. Donor dependency has been the mode of operation due to the nature of organizational apostolates i.e charitiable work. Further on, Jane *et al.* (2014) conducted a study in Nairobi County Kenya on the Influence of external organizational environment on performance of community-based HIV and aids groups. According to the report, institutional performance is one of the most important factors to consider on sustainable competitive advantage. The study argues that the institutional performance is main concerns for stakeholders in both profit and non-profit sectors. Although much attention has been focused on profit making organizations with little emphasizes on performance of the community-based organization (CBOs) and civil organization (CSOs) particularly those in sub–Saharan Africa. Based on the theoretical model, scholars in management discipline demonstrated that the internal environment of an organization plays a major role in the competitive advantage of the organiztion. The study argues that performance is correlated on internal structures and systems exiting within the organization. The empirical data made prediction that relationship through the survey data from 163 community-based HIV and AIDS organization. The analysed data demonstrated that internal environment of an organization has impact on organization effectiveness, efficiency and relevance as well as financial viability with impact on efficiency and relevance performance indicators.

Given the case of Virgin Atlantic Airlines' departure from JKIA in 2012, Ali *et al*. (2020) argue that global competition is gradually making carriers functioning at JKIA more competitive, to the point that airline organizations are pulling out of JKIA. Furthermore, in today's competitive global market, airline firms operating in Kenya must strengthen their financial, ICT, and human resources to ensure stable, reliable, and efficient operations. The overall goal of this study was to assess the organizational resources and competitive advantages of Kenyan airline firms (Dibra, 2015). The resource-based perspective contends that organizations have resources, a subset of which permits the view to gain a competitive edge and a subset of which leads to improved long-term performance. Resources that are valuable and uncommon can help you gain a competitive advantage. Resource Based Theory (RBT) offers a series of claims based on these definitions and assumptions, demonstrating that competitive advantage can be retained across extended time periods to the extent that the firm is able to protect against resource imitation, transfer, or substitution. Other propositions have been presented, but four are particularly important to resource-based reasoning. These claims show the connection between factor market competition and possible competitive scenarios. (Dibra, 2015). Key concepts of resource-based theory, according to Scroggins (2015), are appealing and straightforward to teach and grasp; they are stunningly simple and have immediate face validity (Kraaijenbrink, Spender and Groen, 2010). Despite its severe shortcomings, the idea has been extensively panned (Priem and Butler, 2001). There are no managerial implications to this concept (Scroggins, 2015). He goes on to add that while the theory teaches managers how to access VRIN resources, it does not teach them how to use them (Conner, 2002; Miller, 2003). The concept also assumes that the manager has perfect control over their resources or that they can predict their future value. This may not be the case, as many experts believe the theory is essentially tautological (Dibra, 2015).

Critics have claimed that the theory fails to account for context or organizational situations (Scroggins, 2015). The idea failed to given any thought to where businesses get their resources (Barney & Clark, 2007). Path dependence, social complexity and causal ambiguity are all possible reasons for organizational resource inequalities. The process through which organizations grow their resources, on the other hand, deserves more attention (Scroggins, 2015). The potential of organization resources to generate sustained competitive advantage can be values, rareness, inimitability, and non-sustainability. As presented in the views of Berney (1919), it is clear that organization resources include all assets, capabilities, organizational process, firms' attributes, information, knowledge controlled by the firm that enables to firm contribute implement strategies that improve its efficiency and effectiveness. Therefore, it said to have a competitive advantage when it is implementing a value creating strategy not what others already have. When other firms are unable to duplicate it, then it is said to have a competitive advantage. In the context of resource-based theory, a firm resource must have the potential to generate competitive advantage. A firm's resources must have four attributes that it must be valuable in the sense that it exploits opportunities or neutralizes threats in firm's environment. In addition, it should be rare among the firm's current potential competition. Consequently, it must be perfect imitable and lastly, it cannot be strategically equivalent substitute for the resources. This theory indeed is alternative to analyzing firm compared to that put forward by Industrial Organization perspective.

The study used descriptive design while focusing on 40 Airline companies operating in Kenya. Results indicated that financial resources significantly and positively influence competitive advantage of airline companies operating in Kenya ($\beta = 0.870$; $p < 0.05$). Further, ICT resources have a significant and a positive effect on the competitive advantage of airline companies operating in Kenya ($\beta = 0.675$; $p < 0.05$). Human resources had significant and a positive effect on the competitive advantage of airline companies operating in Kenya ($\beta = 0.575$; $p < 0.05$). The study concluded that financial resources improve competitive advantage of airline companies operating in Kenya. It was also concluded that ICT resources is effective enough to enable the improvement in competitive advantage of airline companies. The study recommends for the need to prudently use the available resources and allocation should be based on business Objectives. Airline may need to invest in relevant information technologies that support the needs of the airline firm. The study recommends for periodic refresher training, workshop and seminars for employees at the airport with aim of enhancing their skills in their respective fields.

Kiprop (2014) researched on competitive strategies and sustainable competitive advantage at the Pact Incorporation. The specific objectives were to determine competitive strategies adopted by Pact Incorporation-Kenya to achieve sustainable competitive advantage(s). Furthermore, to identify factors that influence development of competitive strategies at Pact Incorporation Kenya. Competitive strategy is a management discipline, which focuses on organization's mission, searches for unique opportunities, determines how they fit organization's strategic direction; it defines measures for success, and continually reassesses opportunities. Pact Incorporation has undergone through eras of evolution and business development as an NGO operating in an extremely competitive market. The study also revealed that resource-based view theory contributes a lot in strategy formulation as evidenced by the many different strategies that have been implemented in the banking industry such as mergers and acquisitions, initial public offers, branding and restructuring. The research design used was a case study since it is a one unit of analysis. The study used interview guide to collect primary data. Interview guide was used to interview Country director, public relation director, Finance director, Human resource director, Human rights program manager, M & E manager, Peace building program manager, Research/Capacity

Building manager, Awareness Rising/Advocacy manager, Natural resource program, Grants manager and Finance manager. The qualitative data was done using content analysis.

The study found that competitive forces and the context within which a company operates, choice of strategy can indeed seem like a search for a myriad force pushing and pulling an organization to change and little by way of established principles to determine what the choice should be. However, the choice of strategy is fundamental to a company for a number of reasons. The study also found that Pact Incorporation adopts a number of competitive strategies. For instance, it is clear that formation of strategic partnership and collaboration with specific NGOs and relevant Government Authorities and private sector institutions is a key strategy used by Pact Incorporation. The study recommends further research on long term strategies that NGOs can implement to remain competitive and grow in the industry. This is because change in technology, easing of regulations, globalization and change in customer rights is changing the dynamics of the sector and therefore creating more threats. There is need for initiatives to be taken for us to create a sustained and stable competitive strategy and for regional demand to be able to adjust to foreign technologies needed in the industry. From the study there is need for competitive advantage as an entry strategy for competitive strategies in NGO.

The prose by Mwai *et al.* (2018) argues on the influence of available resources for organizational effectiveness. The philosophy presented was positivism, with explanatory and descriptive research design espoused. The population was registered non-governmental organizations (NGOs), with the sample unit as the project managers. A questionnaire was used for data collection. Data analysis was executed using inferential and descriptive statistics. The descriptive analysis included standard deviation, mean and percentages, whereas inferential analysis included regression analysis and ANOVA. The study found that fundraising efforts and how funds are distributed to the various strategic activities and operations influence the level of efficiency in the organization process. Staff empowerment, negatively though significantly influenced process efficiency. The recommendation is to develop NGOs' organizational effectiveness ranking metric to allow the classification of NGOs into categories based on levels of effectiveness in achieving their respective missions and strategies. It was also the aim to carry out an in-depth study of why fundraising efforts in NGOs did not significantly influence stakeholder satisfaction.

Amujo *et al*. (2013) studied the management of organizational brand identity as a strategic resource for non-profits seeking a competitive edge. The author claims that an organization's brand identity is a strategic resource or valuable asset that can provide a non-profit with a long-term competitive edge. Using a resource-based view of the company, the article argues that organizational brand identity management is an essential kind of strategic capital capable of boosting competitive value creation and providing a non-profit with a sustained competitive advantage.(Amujo *et al*., 2016). It proposes an organizational brand identity management model for non-profits to foster a sustainable competitive edge over their competitor. The study focused on literature related to faith-based organization internal resources and religious organizations' long-term competitive advantage. This is to ensure that for any organization to achieve a sustainable competitive advantage, the leadership must understand how to create, share, and utilize information throughout the firm, as well as how to connect its firm to the process. This should help management understand the impact of core values and their contribution to sustainability, which will aid in the realization of the competitive advantage.(Amujo *et al*., 2016). The data analyzed from global, regional and on competitive advantage, showed clearly that in the past only business organization had the experience and knowledge of competitive advantage within their framework of work but not much considered with some non-profit organization, however, due to the high demand of the financial contribution towards the work of non-profit organization the need of money has increased forcing the members to put high demand on who qualify for the little and available funds, this has made most of the non-profit organization such as non-profit to adopt the business model in their daily operation hence must now get the concept of competitive advantage.

The main emphasis should be placed on uncertainty and not on innovation because even in the absence of innovations, entrepreneur would be able to earn profits if he can predict the future with a fair degree of certainty in so far as the changes in the demand and supply conditions are concerned. The theory also does not consider profits as the reward for risk taking and lastly, it has also been said that the function of the entrepreneur is not only to introduce innovations but also to organize the business in the most efficient manner by coordinating the activities of the various factors of production. As such, profits are onto elusively due to innovations but also due to the superior organizational ability of the entrepreneur. Sustainable competitive advantage (SCA), according to critics, is impossible to achieve. Fiol (2001) claimed that competitive advantages can only be obtained for a limited time since the skills and resources needed to generate strategic advantages are continually changing. Finally, critics have claimed that VRIN resources are neither required nor sufficient for SCA to be achieved. The analyzed data has demonstrated that most of the articles on competitive advantage come from university students addressing the perspective of business competition unlike the current study which focus on the competitive advantage in the context of the non-profit organization with main focus on religious organizations on issues facing sustainability of such organizations. Through the literature that were published during the period of the study, it is clear that most of them were done by students from various institutions from both international and regional groups the lack of sufficient data from all religious groups amount to the current knowledge on the context of competitive advantage.

Single unique resource or core expertise could be enough to provide you a competitive advantage. The relevance of rarity stems from the fact that if a resource or competence is widely available, rivals will have access to it in the same way that the company does. In this situation, the resource or ability provides no benefit to the firm over its competitors. Inimitability refers to how tough it is for competitors to duplicate a resource. In general it is difficult to gain a competitive edge just through the possession of real resources, as they may easily be replicated or purchased. Inimitability is usually found in the skills required to link activities and processes in ways that satisfy consumer needs while also being difficult to replicate by competitors. The ability of an organization to support its capabilities, including its processes and systems, is the emphasis of organizational support. For example, a company may have a valuable patent but be unable to capitalize on it because it lacks the sales staff to market the ensuing product. The philosophy of the learning organization is linked to knowledge management. It is based on the premise that information can be a key factor in achieving a long-term competitive advantage and should be included in a company's strategic capabilities. As a result, knowledge is viewed as a valuable resource that may represent a competency in and of itself as it may definitely underpin many others. As business settings become more complex and dynamic, organizational learning has become increasingly vital. Strategic managers must cultivate and foster a culture that values intuition, discussion of opposing viewpoints, and experimentation. Another part of this culture is a willingness to back ideas that aren't sure to succeed, as failures must be allowed. Organizations are increasingly relying on knowledge management to maintain a competitive advantage. The goal of knowledge management is to take advantage of existing information while also creating new knowledge that can be used in the future.

Table1: Summary of the Related Reviewed Articles

No	Theme code	**Theme number**
1	Theme One	Influence of Faith-Based Organization leadership
2	Theme Two	Sustainability of Competitive Advantage
3	Theme Three	Influence of Faith-Based Organization Culture in Sustainability of Competitive Advantage
4	Theme Four	Effect of internal resources in Sustainability of Competitive Advantage
5	Theme Five	How to enhance Faith-Based Organization sustainable Competitive Advantage
6	Theme Six	Dependency syndrome
7	Theme seven	Strategic planning
8	Theme Eight	Effective resource management
9	Theme Nine	Resource acquisition
10	Theme Ten	Resource allocation
11	Theme eleven	Resource Utilization
12	Theme Twelve	Resource Evaluation

Journal of Business and Strategic Management
ISSN 2520-0402 (online)
Vol. 7, Issue No. 2, pp 37 - 64, 2022

Discussions

This section presents the analyzed results from 216 articles for the past 15 years (2010-2022) concerning faith-based organization internal resources and sustainable competitive advantage among religious congregations. The resource-based view argues that firms possess resources, a subset of which enables the view to achieve competitive advantage, and a subset that leads to superior long-term performance. The purpose of this section is to help establish the leaning on the imaging gaps from the data related to the study topic. The potential of organization resources to generate sustained competitive advantage can be values, rareness, inimitability, and non-sustainability. Resource Based Theory (RBT) creates a set of assertions based on definitions and assumptions. These assertions demonstrate the link between factor market competition and potential competitive scenarios. As presented in the views of Barney (1919), it is clear that organization resources include all assets, capabilities, organizational process, firms' attributes, information, knowledge controlled by the firm that enables the firm contribute implement strategies that improve its efficiency and effectiveness. In the context of resource-based theory, a firm resource must have the potential to generate competitive advantage. A firm is said to have a competitive advantage when it is implementing a value creating strategy. When other firms are unable to duplicate it, then it's said to be a firm's advantage.

Presenting Features of the Authors

Based on the analyzed documents for the period between 2010 to 2022 had an average of two authors sharing similar perspective. There was a minor change as regards to the number of individuals who participate in writing between the periods of 2017 to 2021 within the set time frame. According to the analyzed data about 75% of the documents were done by university students with only 25 % which came from others sources which were nonacademic. This implies that it is through students that much is done as research to new learning and development of new knowledge.

Table 2: Trend Analysis of the Study

Theme	Organization	Period	Number of articles
Sustainable Competitive Advantage	Small and Medium Enterprises Organization	2010-20220	97
Sustainable Competitive Advantage	Nonprofit Organization	2015-2019	83
Sustainable Competitive Advantage	Public and Private Universities	2010-2021	36
Total			**216**

Table 3: Contribution from the Universities on Competitive Advantage topics

Academic Organizations	No	Percentages
Tertiary/Universities	125	58%
Other institutions	25	12%
Business institutions	50	23%
Other	16	7%
Total	**216**	**100**

Based on the presented data, it was demonstrated that most of the articles write up came from the Tertiary/Universities giving 58% while 12% came from other institutions, 23% of the public and peer reviewed articles came from Business institutions, this imply that the topic is more dominated in the field of business communities and not from the nonprofit which is the contest of the study. Lastly, 7% of the article came from other institution which is neither nonacademic field nor students. Based on the analysis, it could be noticed that most of the artcles emanated from the students from different Universities.The researcher underscores that although promising to deliver idealistic output, a number of challenges may work against delivering on intended research product. The researcher will consider(s) correlational evaluation of research variables (expected verses observable research data patterns.

Conceptual Framework

Conceptual frameworks are "maps inferred or generated from specific examples or scenarios that serve to graphically and diagrammatically describe the links between an interplay of factors," according to Hennink, Hutter, and Bailey (2020). The constructs will be evaluated using composite variables. This study will concentrate on four factors that define conventional innovation: organizational culture, strategic leadership, and technological adaptation. Sustainable competitive advantage will be the dependent variable, and bylaws will be the moderating variable.

Journal of Business and Strategic Management
ISSN 2520-0402 (online)
Vol. 7, Issue No. 2, pp 37 - 64, 2022
www.carijournals.org

Conceptual Framework

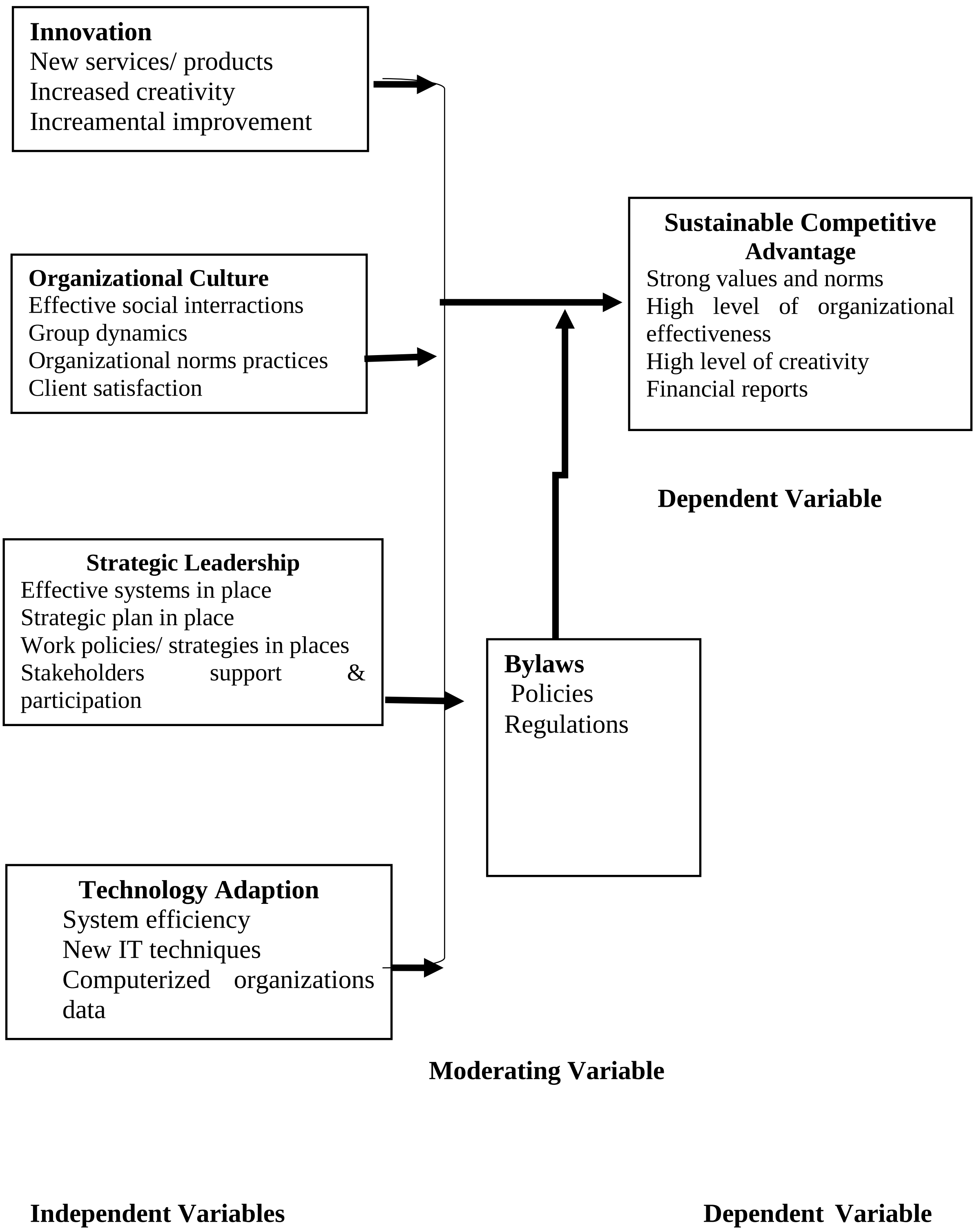

Figure 1: Conceptual Framework

Conclusion

In this study, a number of scholarly articles published between 2010 to 2021 were examined and analyzed. From the analysis of these documents, it is clear that various stakeholders such as the students communities and the learning institutions as well as the business enterprises, nonprofit organization and profit-based organization will benefit from the study as they may use the feedback from the study to make decision around competitive advantage in the context of their organizations. The article submitted has introduced new trend of at least two to three authors. This new trend could be due to the influence of new technologies which allow writers to edit documents online for purpose of improvement (Oberhauser *et al*., 2015). The introduction of articles from Africa demonstrate that the need for further research is taking much attention of the African scholars hence increasing much of research in diverse areas including business. The research examined publication period covering a span of 15 years. The scoped is limited to a context of sustainable business management.

Recommendations

Faith-Based organizations sustainability is an area that has received low interest to researchers and scholars. In the study of NGO where FBO's belongs, researchers, scholars and managers should consider internal resources as an indicator of Faith-based sustainable competitive advantage. Data should be collected directly from leaders/managers, employees when evaluating FBO's competitive advantage and the impact of innovation on FBO's. Study on the role of strategic leadership on sustainable competitive advantages of faith-based organization, globally, regionally and in Kenya have shown a positive result, this paper recommends a similar study on FBO's to determine the extent to which innovations influence FBO's sustainable competitive advantage and what strategic leadership/ management has a higher impact especially on sustainable competitive advantage of FBO's., this is more so considering the uniqueness cultures of the different individual communities in Africa and especially Kenya, The study also recommends the use of mixed methods research, qualitative research and other analysis techniques for example Nvivo software or use of structural equation modelling using SPSS for data analysis for more rigour.

REFERENCES

Aboramadan, M., Albashiti, B., Alharazin, H., & Zaidoune, S. (2020). Organizational culture, innovation and performance: a study from a non-western context. *Journal of Management Development*, 39(4), 437–451. https://doi.org/10.1108/JMD-06-2019-0253

Aboramadan, M., Albashiti, B., Alharazin, H., & Zaidoune, S. (2020). Organizational culture, innovation and performance: a study from a non-western context. *Journal of Management Development*, 39(4), 437–451. https://doi.org/10.1108/JMD-06-2019-

Al Amin, O. M., & Maina, J. (2020). Organizational Resources and Competitive Advantage of Airline Companies Operating in Kenya. *Journal of Strategic Management*, 4(3), 50 68.

Amujo, C., & Laninhun, B. (2013). Organisational brand identity management: A critical asset for sustainable competitive advantage by non-profits. *Third Sector Review*, 19(1), 97-126.

Amujo, O. C., Laninhun, B. A., Royal, T., & Venturing, F. (2016). Organisational Brand Identity Management : A Critical Asset for Sustainable Competitive Advantage by Non-profits. July.

Amy Hsuan , Adam Katz , Brenda Thickett, M. F. (2016). Innovative Strategies Adopted By Non-Government Organizations in the Health Sector in Nairobi County To Gain Competitive Advantage. https://www.bcg.com/publications/2016/innovation-strategy-why-nonprofits-must-innovate-seven-steps-to-get-results.aspx

Asante, B. E., & Adu-Damoah, M. (2018). The impact of a sustainable competitive advantage on a firm's performance: empirical evidence from Coca-Cola Ghana limited. *Global Journal of Human Resource Management*, *6*(5), 30-46.

Clarke, M., & Ware, V. A. (2015). Understanding faith-based organizations: How FBOs are contrasted with NGOs in international development literature. *Progress in Development Studies,* 15(1), 37–48. https://doi.org/10.1177/1464993414546979

Clarke, M., & Ware, V. A. (2015). Understanding faith-based organizations: How FBOs are contrasted with NGOs in international development literature. *Progress in Development Studies*, *15*(1), 37–48. https://doi.org/10.1177/1464993414546979

Dada, J. A., Rowland, E. K., Adewale, O., Ufua, D. E., & Hezekiah, O. (2021). Investigating the influence of leadership capabilities on the survival instincts of faith-based organizations in Nigeria. *Humanities*, *9*(2), 162-174.

Dibra, M. (2015). Rogers Theory on Diffusion of Innovation - The Most Appropriate Theoretical Model in the Study of Factors Influencing the Integration of Sustainability in Tourism Businesses. *Procedia - Social and Behavioral Sciences,* 195, 1453–1462. https://doi.org/10.1016/j.sbspro.2015.06.443

Dibra, M. (2015). Rogers Theory on Diffusion of Innovation - The Most Appropriate Theoretical Model in the Study of Factors Influencing the Integration of Sustainability in Tourism Businesses. *Procedia - Social and Behavioral Sciences*, *195*, 1453–1462. https://doi.org/10.1016/j.sbspro.2015.06.443

Ferrira, R. dos S., Frogeri, R. F., Coelho, A. B., & Piurcosky, F. P. (2018). Information security management practices: study of the influencing factors in a Brazilian Air Force institution. *Journal of Information Systems and Technology Management*, 15. https://doi.org/10.4301/s1807-17752018150

Gitonga, J.W.,(2018). Factors Influencing Sustainability of Non-governmental Organisations in Nairobi County, Kenya.

Haseeb, M., Hussain, H. I., Kot, S., Androniceanu, A., & Jermsittiparsert, K. (2019). Role of social and technological challenges in achieving a sustainable competitive advantage and sustainable business performance. *Sustainability*, *11*(14), 38

Hillmer,2009 Chapter Existing Theories ConsideringTec (1), n.d.)

Indrajaya, A. N., Daryanto, W. M., Sjahrifa, C., & Yeung, S. (2019). The Conceptual Model of Spiritual Leadership and Spirit at Work in Creating a Sustainable Competitive Advantage. *International Journal of Business, Economics and Law*, *19*(2), 47-51.

Kiprop, G. K. (2014). Competitive strategies and sustainable competitive advantage at the pact incorporation (Doctoral dissertation, University of Nairobi).

Miles, J. P. (2012). Management Information Systems*: Managing the Digital Firm*, New Delhi: Prentice-Hall of India Private Limited

Miller, S. (2015). Faith Based Organizations and International Responses to Forced Migration. 3115–3133. https://doi.org/10.1007/978-94-017-9376-6_164

Musikali, L. (2008a). The Law Affecting Corporate Governance in Kenya: A Need for Review. *International Company and Commercial Law Review*, *19*.

Musikali, L. (2008b). The Law Affecting Corporate Governance in Kenya: A Need for Review. *International Company and Commercial Law Review*, *19*.

Mwai, G., Namada, J., & Katuse, P. (2018). Influence of organizational resources on organizational effectiveness.

Naatu, F. (2016). Brand building for competitive advantage in the Ghanaian jewelry industry. *International Review of Management and Marketing*, *6*(3).

Nair, P. B. (2010). Revisiting the Concept of Sustainable Competitive Advantage:Perceptions of Managers in Malaysian MNCs. https://www.researchgate.net/publication/285860531

Oberhauser, M., Dreyer, D., Mamessier, S., Convard, T., Bandow, D., & Hillebrand, A. (2015, August). Bridging the gap between desktop research and full flight simulators for human factors research. In *International Conference on Engineering Psychology and Cognitive Ergonomics* (pp. 460-471). Springer, Cham

Olarewaju, A. D., & George, O. J. (2014). Mamagement theories and its application in organisations: the Nigerian experience. BAM2014 Conference Procedings, 18. https://www.bl.uk/britishlibrary/~/media/bl/global/business-and-management/pdfs/non-secure/m/a/n/management-theories-and-its-application-in-organisations-the-nigerian-experience.pdf

Olarinmoye, O. O. (2012). Faith-Based Organizations and Development: Prospects and Constraints. Source: Transformation, 29(1), 1–14. https://doi.org/10.2307/90008031

Omalaja, M. A., Eruola, O. A., & College, I. (2011). Strategic Management Theory : Concepts, Analysis and Critiques in Relation to Corporate Competitive Advantage from the Resource - based Philosophy. Economic Analysis, 44(1–2), 59–77.file:///Users/zaireenzainal/Downloads/strategic management.pdf

Ong, J. W., & Ismail, H. B. (2008). Sustainable competitive advantage through information technology competence: resource-based view on small and medium enterprises. *Communications of the IBIMA*, 1(7), 62-70.

Pearce, J. A., Fritz, D. A., & Davis, P. S. (2010). Entrepreneurial orientation and the performance of religious congregations as predicted by rational choice theory. *Entrepreneurship Theory and practice*, *34*(1), 219-248.

Penrose, G. J., (1959). Competitive advantage: Creating and sustaining superior performance, with a new introduction. New York: Free Press.

Ramalingam, B., Scriven, K., & Foley, C. (2019). *Innovations in international humanitarian action*. Overseas Development Institute. Recent trends in environmental audit. (2009). *Current World Environment*, *10*(12).

Rosli, M. M., & Sidek, S. (2013). The Impact of Innovation on the Performance of Small and Medium Manufacturing Enterprises: Evidence from Malaysia. *Journal of Innovation Management in Small & Medium Enterprises*, *2013*, 1.

Russo, E *et al* (2022) The International Journal of Human Resource Management: Article Published online: 22 Jan 2022: doi.org/10.12944/CWE.4.2.2

Sahin, I. (2016). Detailed review of Rogers' diffusion of innovations theory and educational technology-related studies based on Rogers' theory. *Turkish Online Journal of Educational Technology-TOJET*, *5*(2), 14-23.

Salamon L, Sokolowski, W. & Associates (2010), *Global Civil Society: Dimensions of the Nonprofit Sector*, Vol 4, Kumarian Press: Bloomfield, CT

Salamon, L (2013) "The Global Associational Revolution*: The Rise of the Third Sector on the World Scene*" Baltimore. Johns Hopkins University

Schwenger, D., & Straub, T. (2017). Competition and Strategy of Non- Governmental Organizations.

Scott, W. Richard 2011. *Institutions and Organizations*. Thousand Oaks, CA: Sage, 2nd Edith, J. (2015). *Competitive strategies adopted by airtel Kenya for success in the telecommunications industry*.

Scroggins, R. (2015). *Strategic Management Theories*. *15*(1).

Sirmon, D. G., Hitt, M. A., Ireland, R. D., & Gilbert, B. A. (2011). Resource orchestration to create competitive advantage: Breadth, depth, and life cycle effects. *Journal of management*, 37(5), 1390-1412.

Stead, J. G., & Stead, W. E. (2014). Building spiritual capabilities to sustain sustainability-based competitive advantages. *Journal of Management, Spirituality & Religion*, *11*(2), 143-158.

Sutanto,E.M. (2017) “The influence of organizational learning capability and organizational creativity on organizational innovation of universities in East Java, Indonesia”, *Asia Pacific Management Review*,22(3),128-135.

Terziovski, Mile. 2010. Innovation Practice and its Performance Implications in Small and Medium Enterprises (SMEs) in the Manufacturing Sector: A Resource-Based View.*Strategic Management Journal*. 31 (8): pp. 892-902.

Thompson, P. (2011). The trouble with HRM. *Human Resource Management Journal*, *21*(4), 355-367.

Waltman, L. (2016). A review of the literature on citation impact indicators. *Journal of informetrics*, *10*(2), 365-391.

Wedzerai, A. G., Chiliya, N., Chuchu, T., & Ndoro, T. (2020). An application of internal marketing for sustainable competitive advantage in Johannesburg construction firms. *African Journal of Business and Economic Research*, *15*(1), 183.

Willets P (2012) “What is a Non-Governmental Organization” Article 1.44.3.7 in *UNESCO Encyclopedia of Life Support Systems*. World Bank (2011).

Wright, M., & Charlett, D. (2015). New product diffusion models in marketing: an assessment of two approaches. *Marketing Bulletin*, *6*(4), 32-41.