

DRIVING NONPROFIT SUSTAINABILITY: BUILDING LEADERSHIP
CONFIDENCE THROUGH EFFECTIVE DECISION-MAKING AND
COLLABORATION FOR LONG-TERM SUCCESS

by

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Dedication

This thesis is dedicated to the remarkable leaders of nonprofit organizations worldwide - those who selflessly serve others, confront challenges with hope, empower their teams for meaningful change, and strive for a more just society. It is a humble expression of gratitude for their unwavering commitment to a brighter future for all.

The best is yet to come!

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ABSTRACT

DRIVING NONPROFIT SUSTAINABILITY: BUILDING LEADERSHIP CONFIDENCE THROUGH EFFECTIVE DECISION-MAKING AND COLLABORATION FOR LONG-TERM SUCCESS

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Nonprofit organizations (NPOs) greatly contribute to advance social development by addressing some of the most urgent issues facing mankind, including poverty, inequality, and environmental destruction. Though their survival is a matter of importance and concern, this study addresses a basic question: under a period of rising crisis and limited resources, what factors enable the durability and success of these important organizations? Combining quantitative survey findings with in-depth qualitative insights from NPO executives utilizing a mixed-methods approach, this study brings to light the dynamics either supporting or damaging the viability of organizations.

The results are shocking and urgently important. Mostly dependent on strong, adaptable leadership, organizations that endure and advance not simply to survive but also to be an agent that influences transformation. Strong organizational cultures which are ready to address difficulties will result from leaders who motivate their teams, build trust, operate ethically and clearly manage complexity. Moreover, it is important to have a cooperative nonprofit ecosystem through which, collaboration and shared resources and knowledge increase organization effectiveness. A synergetic nonprofit ecosystem helps mutually and results in cooperation instead of rivalry. The research shows how shortsighted decision-making, isolated operations, and low public confidence jeopardize the sector's future as well as provides solutions for these issues.

The learnings beat complacency. Beyond basic financial viability, sustainability is really about preserving the mechanisms that champions social justice and social responsibility. Through bridging significant gaps in current research, the study provides leaders, policymakers, and communities with a strategic framework to reevaluate how the nonprofit sector functions in a society that faces a lot of challenges. Strong action is demanded through the recommendations: reinventing leadership models, creating technologically motivated collaborations, and including equity into all domains of organizational operations.

Without complete transformation, nonprofits run the risk of becoming victims of the exact issues they aim to address. Leaders should act fearlessly; ecosystems should work with intent; and society should engage in major transformation. While this study's regional

sample and reliance on self-reported data invite further validation, its findings provide a critical foundation for redefining nonprofit resilience in this century.

KEYWORDS

Nonprofit Organizations, Leadership Confidence, Organizational Sustainability,
Nonprofit Ecosystem Factors, Sustainability, Collaborative Partnerships. Resource
Sharing, Stakeholder Engagement, Decision-Making Processes, Strategic Planning,
Public Trust, Transparent Operations, Long-Term Viability, Leadership Development

LIST OF ABBREVIATIONS

AI - Artificial intelligence

AVE – Average variance extracted

CSR - Corporate social responsibility

HIV - Human immunodeficiency virus

HTMT – Heterotrait-Monotrait ratio

KPI – Key performance indicator

NCR - National capital region

NGO - Non-governmental organization

NPO – Nonprofit organization

RBV – Resource based view

SEM – Structural equation model

SROI – Social return on investments

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CHAPTER I: INTRODUCTION

1.1 Introduction

Nonprofit organizations (NPOs) contribute greatly in advancing societal development, motivated by their commitment to tackle pressing human and environmental issues rather than pursuing financial gain. In contrast to for-profit organizations that focus on maximizing shareholder returns, NPOs depend on contributions, grants, and volunteer efforts to maintain their operations, an approach that renders them both essential and susceptible to challenges. This sector, as Salamon (1999) notes, is a solid wall-like structure raised for defense for a free society, fulfilling sometimes neglected needs by government and commercial systems. However, NPOs are exposed to real threats. These threats basically stem from inadequate resources, complicated relations with the stakeholders, and unpredictable operating environments. It is the communities that are benefitted will be negatively affected if these organizations fail.

Shareholder value maximization and profitability are the two main driving forces for profit-making organizations. Whereas NPOs operate with a motive of service for the well-being of the society. Hence their ability to sustain and continue its services is a matter of public concern. This makes a point to stress the need to research on this subject of NPO sustainability.

Drucker (1990) beautifully expressed the point that NPOs are the agents who influence and work for the human change and the result of their work is a changed individual. It is important to ensure that such organizations need to continue operations. Their presence in the society is good for the society. They need to be sustainable if their presence has to continue and it is a need to study on their sustainability. Though governments attempt to address global problems like poverty, illiteracy and social equality, but there is a difference how the government approaches and a NPO operated by the passionate service providers. They reach the area of crisis and work for addressing the problem. Anheier and Krlev (2014) argue that the sustainability of NPOs is more than an organizational problem and a social issue because their collapse would open up space for the failure of service provision and social innovation, neither of which can be filled by the government or the market. This is the reason of interest on this subject and the continuation of this selfless service sector should continue. Giving action to this interest is the result in studying this subject particularly on the following three most important factors that drive the sustainability of the organization. They are, leadership, decision making and ecosystem dynamics.

The current literature highlights the importance of decision-making and leadership to NPO success, only few explore how these internal practices interact with external ecosystems - such as policy frameworks or collaborative networks working to enable sustainability. This study addresses the gap, exploring the interaction between confident

leadership, strategic decision-making, and enabling collaborative environments in shaping robust, effective NPOs.

This study equips NPO leaders, policymakers, and stakeholders with evidence-based strategies to fortify organizational sustainability through adaptive leadership, equity-centered decision-making, and ecosystem collaboration. By pinpointing the essential characteristics of confident leadership, sound decision-making, and a nurturing NPO ecosystem, the study establishes a framework that enables NPOs to bolster their resilience, optimize resource allocation, and increase their societal impact. In addition, it gives empirical evidence and helps in building and development of strategies for fostering enduring sustainability in the nonprofit sector.

The main focused audience for this research are leaders of NPOs, members of the board, and employees who look for ways to increase the sustainability and effectiveness of their organization. Policymakers and funding organizations can derive valuable insights from these findings, as they will develop a deeper comprehension of the components that will subscribe to the success of non-profit organizations (NPOs). Understanding of this, will enable them to establish more efficient support systems. Additionally, scholars and researchers in nonprofit management will find the contributions from the study of theory and practical findings of this study will be of significant value. Ultimately, even the larger society benefits because sustainable NPOs are better equipped to deal with pressing social issues and, as such, support beneficial change and create strong, robust communities.

1.2 Research Problem

With rising complexity, organizational sustainability relies on complex interactions between leadership, culture, and NPO ecosystems, and yet, so far, research remains patchy, particularly for NPOs. Research conducted in the 1990s reveals a limited exploration of sustainability within non-profit organizations (NPOs), primarily concentrating on the identification and comprehension of sustainability models. In contrast, studies from the early 2000s have emphasized both financial and non-financial strategies to enhance NPO sustainability. Furthermore, investigations in the period between 2011 to 2020 recognized the importance of incorporating various perspectives on NPO sustainability into a unified framework (Samad et al., 2023). Even though academics recognize the importance of sustainability (Anheier and Krlev, 2015), not many ask how leadership self-confidence and external ecosystems jointly enable resilience in NPOs, and thereby create a blind spot of pivotal relevance to both theory and practice.

NPOs face a distinct difficulty in balancing mission-driven goals with constrained resources and competing stakeholder expectations. Drucker (1990) asserts that NPOs serve as agents of human change; their product is a transformed individual. This underscores the management of NPO sustainability, by a way that considers both internal being leadership confidence and decision-making, and external ecosystem variables, including collaborative partnerships, resource sharing, and policy environments (Salamon, 1999).

Although current research recognizes the contribution of leadership to the development of a sustainable organizational culture, empirical evidence is not available to

make definitive links between leadership confidence, ecosystem dynamics, and organizational sustainability (Anheier and Krlev, 2015). This lack of evidence leaves practitioners with little direction: without empirical knowledge of the interaction between leadership and ecosystems, nonprofit organizations (NPOs) are at risk of implementing piecemeal solutions that do not leverage systemic opportunities for resilience. Current research indicates that effective leadership can bring innovation and resilience, whereas favourable NPO environments can enhance an organization's social outcome through collaboration and mobilization of resources (Austin, 2000; Bryson, 2018). Interactions between such factors, however, are still to be researched in a sufficient way, particularly with respect to nonprofit organizations (NPOs).

In order to address this gap, this study attempts to address the following guiding question: In an era of compounding crisis, how do leadership confidence and an effective NPO ecosystem efficiency influence nonprofit organizations (NPOs) to transcend survival-mode operations and achieve enduring societal impact?

Through analysing this question, the study aims to describe how leadership and NPO ecosystem dynamics can be strategically integrated into processes to enable sustainable organizational performance. This study takes a systems perspective in outlining the manner in which self-efficacy in leadership may encourage or discourage ecosystem drivers, including networked collaborations and policy frameworks.

The basic focus is to provide useful feedback for policymakers, nonprofit organizational leaders, and stakeholders to contribute to organizational sustainability and

social impact strategy development. Learning from the integration of theoretical frameworks with real-case scenarios, the study derives insights into drivers of support for NPOs under challenging and resource-scarce environments.

1.3 Purpose of Research

This study investigates the sustainability of nonprofit organizations (NPOs) from a systems perspective, considering the interplay between leadership self-assurance and adaptive decision-making and outer ecosystem forces, such as collaboration networks and policy environments, that can facilitate or constrain long-term resilience. The overall aim is to de-mystify the processes through which such internal and external factors together yield organizational survival and effectiveness.

The current study is focused on empirically evaluating the direct effect leadership confidence and sound decision-making have on organizational sustainability, and investigate the effect external ecosystem forces exert on the building of sustainable practices which are listed below.

- **To Examine the Influence of Leadership Confidence:** Identify the behavioral traits and strategic practices through which confident leaders drive sustainable outcomes.
- **To Analyse Decision-Making Ability and Processes:** Investigate how decision-making architectures - particularly participatory approaches, equity-centered

resource allocation, and crisis-responsive prioritization - mediate leadership effectiveness and organizational resilience.

- **To Assess NPO Ecosystem Variables:** Map how NPO ecosystem amplify or diminish the impact of leadership strategies on sustainability.
- **To Present Empirical Findings:** Synthesize mixed-methods evidence into a model that disproves siloed views of NPO sustainability, demonstrating how ecosystems and leadership co-constitute resilience.

Through these goals, the study hopes to provide real-world knowledge and practical solutions to NPO leaders, policymakers, and stakeholders to enhance sustainability efforts. Through a study of the distinctive challenges and opportunities in NPOs, the study hopes to promote more sustainable, responsible, and effective practices in the nonprofit sector, towards their long-term sustainability and social impact.

1.4 Significance of the Study

Nonprofit organizations (NPOs) are always in a balancing act. While their priority remains towards addressing humanity's most deeply ingrained issues, but they struggle since they always under-resourced and measured against metrics inappropriate to their missions. Unlike for profits, where shareholder dividends are the priority, NPOs exist in systems which are broken, moral accountability to society, and funding models geared toward survival and not transformation. The strength of this research is that it resists the

construction of NPO sustainability as a management or finance problem - it is, rather, a social justice problem.

This research is important as it points to the contribution of leadership confidence, efficient decision-making processes, and the external environment in building the sustainability of NPOs. By analysing how these factors or variables interact, the research produces a comprehensive understanding of the mechanisms that allow NPOs to survive against resource constraints and changing operating environments. For NPO leaders, this research offers more than tactics - it offers a survival kit. It is imperative to understand and document how confident leadership acts in the course of decision making and during crisis and again how collaboration between the stake holders and within the organizations enables to overcome resource constraints and convert into opportunities for innovation. This study throws light to organizations and helps them to move from scarcity into consolidation and an overflow. For policymakers, it lays bare the covert costs of inflexible grant cycles and silo funding, calling for policies that incentivize collective impact at the expense of organizational rivalry. By outlining gaps in existing practice and suggesting future directions for research, the study feeds into the wider literature on organizational sustainability, with a specific focus on NPOs.

Finally, the significance of this research transcends scholarly contributions. It has real-world implications for developing more resilient, responsible, and sustainable organizations that can successfully tackle societal problems. The stakes are higher than individual organizations. When NPOs thrive sustainably, they become pillars of

community trust - restoring social fabric in poor neighbourhoods, keeping power in check, and testing solutions too risky for governments or corporations. The final significance of this study is: Ensuring that the builders of a more just future survive the crisis they fight.

1.5 Research Questions

This study gets deeper into the most important factors that enable or disable the sustainability of nonprofit organizations (NPOs). However, the focus is kept on the interrelationship between leadership confidence, decision-making mechanisms, and external ecosystem dynamics. NPOs play a very important role in providing solutions to social issues. However, their ability to sustain over the long term typically encounters challenges in the form of resource constraints, changing operating environments, and meeting diverse stakeholder needs. This study finds answers to enhance the understanding of precisely how confident leadership, good decision-making, and a positive external ecosystem all come together to make NPOs sustainable and able to withstand and overcome crisis.

The intent of this research is to debate the following principal question: Where and how do nonprofit leadership confidence and ecosystem dynamics influence to create resilient, sustainable NPOs in conditions of scarcity and complexity?

This question guides the exploration of the correlation between confident leadership and the effective and synergetic NPO ecosystem that contribute to organizational sustainability. Employing the combination of both qualitative and quantitative data, the study aims to:

Answer how leadership confidence, based on decision-making ability, fuels sustainable results in NPOs.

Answer how drivers of the external ecosystems such as collaborative relationships, resource utilization, and policy support influence elevating organizational resilience.

CHAPTER II: REVIEW OF LITERATURE

Literature review gives a perspective and critical appraisal of available scholarly work on key themes of decision-making, leadership, collaboration, and sustainability. It systematically weaves together key theories, methodologies, and empirical evidence, and thereby establishing the precise research gap to be addressed by this study. Through an exploration of the dominant trends and debates in the field, this section establishes a solid ground for the anticipated contributions of the study. It aims to enrich the knowledge regarding the various factors which facilitate or hinder sustainability in NPOs. Through such an examination, the review not only positions the research in its context but also identifies the significance of these elements in facilitating best practices in the nonprofit sector.

2.1 Theoretical Framework

The framework provides a foundation for exploring and analysing the interaction of leadership confidence, NPO ecosystem effectiveness, and organizational resilience. The main aim is to uncover the concept of sustainability in nonprofits and what influences an NPO to become sustainable. Based on current theories and augmented with qualitative data, the model seeks to fill the gap in nonprofit data by linking individual leadership behaviours, nonprofit ecosystem structure dynamics, and organizational adaptation.

Leadership confidence refers to a leader's ability to develop confidence, handle complexity, and make agile decisions in the interest of the organization's purpose. This construct was rooted in transformational leadership theory (Bass, 1985), emphasizing visionary influence and innovation. Whereas, self-efficacy theory (Bandura, 1977) links confidence to task performance. In a study by Joseph and Kumar (2025), they mention that confident leaders practice purposeful risk-taking, for instance, shifting funds to high-impact pilot projects even in the face of donor pressures, and also emphasize participatory decision-making through the inclusion of staff, beneficiary, and donor inputs. Furthermore, they opine that such leaders encourage openness in communication to eradicate stakeholder cynicism, thus emphasizing their pivotal role in organizational flexibility.

NPO ecosystem efficiency refers to external enablers, such as joint partnerships, networks of resource sharing, and supportive policy environments, that amplify organizational capacity. Using the principles of the theory that talks about resource dependence (Pfeffer and Salancik, 2003), which deals with the dependency of nonprofit organizations on external allies in the face of resource constraints, (DiMaggio and Powell, 1983), which deals with the impact of norms on organizational behaviour, this model was later supported by qualitative research evidence. Further, the study of literature highlighted cross-sector partnerships and policy advocacy as key drivers. Certifications also arose as markers of trust that can assure funding, suggesting institutional pressure to conform to sectoral standards.

Organizational sustainability refers to the ability to have mission-driven effects and be financially sound and sensitive to socio-environmental change. Learning from the theory that talks about the social benefit as one of the bottom lines (Elkington, 1998), which focuses on balance among social and economic impacts, and also the dynamic capabilities theory (Teece et al., 1997), which stresses the value of adaptive reorganization of assets, sustainability has been quantified using qualitative indicators such as donor retention, program scalability, and community trust.

Methodologically, the framework uses a sequential mixed-methods design. Qualitative research will identify context-dependent variables that will be merged with existing theoretical models to address voids in existing nonprofit research, specifically the lack of consideration of leadership agency in institutional contexts. Hypotheses constructed through deductive reasoning are empirically testable without sacrificing theoretical relevance. By grounding constructs in existing literature and empirical findings, the framework addresses criticism of theory imposition and offers policy advice which can be implemented by the policymakers and practitioners to increase the resilience of nonprofits.

2.2 Transformational Leadership Theory

Leadership theories provide core paradigms in understanding the leaders' role in organizational sustainability. This part addresses the dominant theories that warrant the use of leadership confidence, decision-making style, and stakeholders' engagement in nonprofit organizations (NPOs).

Transformational theory suggest that influential leaders influence those who follow to go beyond being self-centred to common cause (Bass and Avolio, 1994). Transformational theory points to the importance of a visionary leader who has the ability to picture a powerful future, create trust, and enable stakeholders - virtues critical for the long-term sustainability of NPOs. Transformational leaders, for instance, in nonprofits position resources around mission-driven goals, rallying donors and volunteers for systemic change. Transformational leaders think in the long term as opposed to immediate benefits; a reality to be confirmed by qualitative findings from this study on strategic decision-making. Through engagement of stakeholders and moral governance, transformational leadership stands well-positioned to challenge the dangers of limited resources and reliance on donors that are characteristic in nonprofits (Ebrahim and Rangan, 2014).

2.2.1 Leadership

Leadership and their ability to make decisions in NPOs has been thoroughly examined in scholarly literature and as a result of which we have various definitions. According to Elmagrhi, M. H., and Ntim, C. G. (2022), the deciding process within NPOs is not an uncomplicated process, since it seeks the involvement of numerous stakeholders and the careful consideration of various factors.

According to research conducted by Bicer (2022), the decision-making processes of nonprofit leaders were significantly influenced by their attitudes towards risk and

subjective norms. The study revealed that nonprofit leaders who held a favourable outlook on risk were more inclined to make decisions that were both innovative and impactful.

Literature review is essential in establishing a complete comprehension of the decision-making process, ranging from its definition, procedural nature, sequential steps, critical steps, numerous models, alternatives evaluation, and the final goal of the leader. Basically, the deciding process considers the choice of a specific course of action out of a number of alternatives. This process involves the gathering of relevant information and the evaluation of various solutions. The initiation involves the identification of the problem or opportunity for which a decision has to be made, then gathering information and developing alternative solutions. The decision-maker next compares the pros and cons of each solution before choosing the one best likely to yield the desired outcome.

Servant Leader

Servant leadership puts followers first, highlighting humility, stewardship, and ethical governance (Greenleaf, 1977). Servant leadership in nonprofits includes stakeholders in decision-making participation, for example, co-creation of healthcare services with stakeholders from the community (Parris and Peachey, 2013). Trust, the primary key to donor retention, is cultivated through this activity. Leaders being transparent with monetary constraints but introducing solutions exemplify servant leadership's ethical focus, building credibility and long-term relationships with donors.

Authentic Leader

Authentic leadership theory emphasizes self-awareness, open-mindedness, and moral character as the basis for establishing trust (Avolio and Gardner, 2005). In NPOs, authentic leaders manage donor scepticism by conducting themselves in alignment with organizational values, like reporting measures of impact publicly.

Charismatic Leader

Charismatic leadership theory focuses on charismatic leaders who attract followers based on their personal charisma, emotional appeal, and vision for change (House, 1976). While charismatic leaders might mobilize support during a crisis - witness a popular environmental movement launched by a charismatic founder - this theoretical perspective has been criticized for placing too much emphasis on individual personality instead of structural institutional influences (Conger and Kanungo, 1998). However, in nonprofits charismatic leadership can result in mission drift when the leader's personal agenda becomes a priority over the overall organizational goals. However, when coupled with accountability systems, charisma can be used to maximize donor retention and team motivation.

2.2.2 Participatory Process

A participatory process is a decision-making process where stakeholders involve and open and honest consultations with one another. This shapes policies and projects or actions that affect them. Based on the principles of keeping the stakeholders inclusive and

an ownership that is shared (Cornwall, 2008), it says that transparency and equitable engagement are a result of open communications and collective problem solving.

Integrating knowledge of the local area and gaining experiences, participatory processes often yield solutions which are sensitive to the context, particularly in community development and resource management (Reed, 2008).

However, one needs be alert to note critics who caution that if the involvement is superficial and with power imbalances, then this instead of being a catalyst can undermine outcomes without careful facilitation (Cooke and Kothari, 2001). Challenges such as ensuring the right and quality representations, managing conflicts, and ability to manage resource constraints which include both time and funding further underscore the need for structured frameworks.

As a result, participatory processes bridge gaps between institutions and communities, fostering accountability and sustainable outcomes. While they are complicated, they are nevertheless necessary for equitable governance, provided they are directed towards substantive collaboration and not procedural form.

Inclusiveness

Some studies validate the nonprofit organization's aim to integrate inclusivity into their decision-making process, resulting in an improved comprehensiveness and quality of decision-making. This is achieved by considering the clarity of mission and the team dynamics among board members (Tabesh and Jolly, 2021).

Volunteer Participation

Ilyas et al. (2020) affirm that volunteering is essential in the development of relationships in the community and, consequently, the possibility of more support and availability of resources. NPOs are likely to rely on volunteers whose work accounts for a significant amount of their operations and accomplishments. This practice, however, is accompanied by unique challenges and impact on decision-making in the organizations. The involvement of volunteers will enhance decision-making through the creation of new methods and insights (Bryson and Crosby, 2011). Long-term planning can be challenging due to the unpredictable time and commitment by volunteers (Herman and Renz, 2002). Handling the challenges posed by using volunteers for operations, Steinberg and Ilyas et al. (2020) opine that high rates of volunteer turnover can have adverse impacts on projects, requiring ongoing recruitment and orientation procedures. The continuous process of integrating new volunteers causes a strain and loss both in training and delivery.

Feedback and Suggestions

Freeman et al. (1984) suggests that NPOs should consider the feedback and suggestions provided by committed and sincere stakeholders. He further opines that this will surely help improve the services and quality of program implementation. In fact, NPOs should proactively seek ideas from stakeholders which can help them innovate solutions and turns the process to be participatory. This will also improve the relationship and support base and amplify reach through more participation.

2.2.3 Ethical Governance

Decision making practice and process frameworks operation based on transparency, accountability and ethical values is a result of ethical leadership. This is based on theoretical frameworks like “servant leadership” (Greenleaf, 1977) and “transformational leadership” (Bass, 1985) which highlights the participation of stakeholders, focus on mission, and good and efficient resource unitization. It is imperative to note that participatory decision-making, transparent financial disclosure, conflict resolution processes, and adherence to institutional norms are the components that drives ethical governance. It is essential to long-term organizational sustainability and social legitimacy. Transparent practices, including publicly reporting on program outcomes, build stakeholder trust, recruit ethically motivated funders, and reduce reputational risks. It also enables NPOs to navigate trade-offs, including short-term funding pressures and focuses on long-term mission integrity, while maintaining their social mandate (DiMaggio & Powell, 1983).

Transparency

Transparency which is a part good governance is a crucial factor that acts as a pivotal role in determining the sustainability of nonprofit associations (Moreno-Albarracín et al., 2020). Transparency is described as core practice of the nonprofit sector, and not ancillary activity. They are core in the construction of trust, accountability, and long-term positive impacts. NPOs are strengthening their integrity and increasing their effectiveness in serving populations if they apply their activities under these norms.

Community Engagement

Bryson (2018) emphasizes the importance of community engagement in strategic planning for nonprofits. He outlines strategies for involving stakeholders, assessing community needs, and building partnerships to achieve greater impact as community engagement strengthens support, informs missions which connect to community needs and results in leveraging community resources and expertise which maximizes the effectiveness of the program and achieves greater impact. Bryson (2018) argues that community engagement is an essential element of strategic planning for non-profit organizations, an element that greatly contributes to the maximization of outcomes and promote sustainability. The ability of organizations to form tighter bonds, gain more informed information, and improve the ability to infuse positive change in the lives of the beneficiaries by way of community engagement.

Reporting Practices

Roslan et al. (2017) in their report looked for to determine the identification of accounting information users and the diverse factors that influences their reporting behaviors and the presented reports. In nonprofit organizational operations, the application of all-inclusive reporting practices is essential, as it creates increased trust, maintains legal compliance, facilitates data-driven decision-making, helps in performance assessment, facilitates the attraction of potential donors, helps secure funding in grants, enhances internal coordination, increases stakeholder participation, maximizes resource allocation,

and helps identify potential areas of concern. This in fact, actually contributes to the strength and effectiveness of the organization.

Risk Disclosure

The profile and quality of the upline management team influences the relationship between risk disclosure and governance quality according to (Elmagrhi et al., 2022). Risk disclosure is an important part of quality governance in NPOs. This can initiate and build stakeholder confidence and their participation in handling situations while battling during times of crisis caused by these identified risks.

Financial Reporting

The effectiveness of financial disclosures in NPOs was evaluated in another separate study. The outcome of the study does not oppose the existing framework of financial reporting but had a recommendation. The recommendation was to inclusion of detailed accounting guidelines on other areas which can be beneficial (Gilchrist et al., 2021)

The previous research on this subject has not taken a comprehensive and structured approach, nor has it thoroughly discussed the challenges faced by NPOs when making decisions. These challenges include a lack of data, time constraints, aversion to risk, conflicting priorities, diverse stakeholders, and a lack of indicators to measure progress. Additionally, there is a blind spot that exists in the literature, which is, where and how NPOs obtain the necessary information to make effective decisions.

While previous studies acknowledge various factors that contribute to decision making, such as the organization's mission, team dynamics, stakeholder feedback, leadership, transparency, governance, cognitive biases, social media, risk disclosure, and financial reporting, they do not provide an understanding of the specific sources of this information and also how to use this information to assist in effective decision making.

Conflict And Its Management

It is assumed, as Mathews et al. (2023) propose, that the intra-personal conflicts of one decision-maker directly influence the way decisions are made. The important factors to be involved with this model of decision-making are the cognitive, affective, motivational, and personality subsystems of one individual.

Jehn (1997) investigates various types of conflicts that can be found in organizational settings: task, process, status, and relationship conflicts. Of interest here is that relationship conflict appears as the least well-documented category, indicating the role of values and social interaction in dampening this organizational setting. Of significant concern is the high conflict perception disparity between volunteers and paid employees, with the latter usually experiencing higher levels of conflict. Additionally, the negative effects on paid employees were seen to be worse than those for volunteers.

According to Hess et al. (2013), effective leaders in NPOs can overcome complex challenges, foster teamwork, and achieve their social impact objectives by skillfully resolving conflicts and motivating others as NPOs face the crucial task of formulating

effective conflict management strategies to ensure that conflicts are handled with a positive manner, without impeding the organization's mission.

To summarize, conflict within NPOs arises from disputes or confrontations between individuals or groups within the organization. These disputes may stem from specific factors exclusive to the nonprofit sector and have a notable influence on the decision-making procedures and results in delayed decisions, suboptimal decisions, reduced collaboration, high staff turnover and many more. Conflict management is also necessary for NPOs to have a peaceful working environment and resolve conflicts in a positive manner. Conflict management fosters communication, cooperation, and respect among staff, resulting in creativity and innovation. Conflict management, if conducted in a fair and transparent manner, fosters trust and cooperation and reduces adverse effects on productivity and morale. Proper conflict management ensures that NPOs can work effectively towards their missions.

2.2.4 Strategic Resilience

Leadership confidence refers to a leader's ability which is backed by his experience and exposure in navigating ambiguity, making mission-aligned decisions under pressure, and inspiring stakeholders toward collective goals. Rooted in transformational leadership (Bass, 1985), confident NPO leaders exhibit resilience in the face of resource constraints, donor pressures, and socio-environmental complexities. They demonstrate confidence and balance necessary risk-taking, such as allocating funds to new pilot projects operating with

accountability, ensuring that decisions favor long-term impact over short-term rewards or appeasement.

Clear Goals

According to Drucker (2002), crafting the future begins with our actions today and this human-centric mission demands organizational strategies that transcend conventional management paradigms, integrating internal leadership practices with external ecosystem leverage. For profit managers, it is necessary to have a keen focus on goals. Their motivation arises from an incessant quest for efficiency, since they deploy resources in a format that maximizes profitability and all-round financial accomplishment. All decisions made are gauged against organizational goals, finally with the aim of establishing a firm foundation for the company

In essence, within the for-profit landscape, each choice is a strategic maneuver aimed at enhancing the bottom line and driving sustained financial success.

Realistic Understanding

Porter (1980) asserts that the essence of strategic thinking is choosing to compete where you have a competitive advantage, underscoring the significance of competitive analysis. Organizations are able to advance their decision-making through critical reflection of internal and external components that could potentially have an effect on their operations and thus create contextually appropriate strategies. This is done through

exhaustive market landscape, competitive, and intrinsic capability analysis that enables intelligent decision-making.

Strategic Decision Making

Mintzberg et al. (2005) elaborates a simple principle: the secret of strategic decision-making lies in having the capacity to pinpoint areas in which one's capabilities are strongest. The formation of a selection of cost-saving options is facilitated through a discerning analysis of the advantages and disadvantages of every alternative, thus creating the potential for the selection of the best option. They explore the complex dynamics between considerations such as the attraction of perfect outcomes and the ambition of one's aspirations in the grand scheme of decision-making.

Furthermore, the existing literature reflects a profound sentiment: managers contend with the intricate balance of aspiring towards ambitious goals while simultaneously remaining grounded in reality. This shows a delicate balance, with individuals managing the tension between setting high expectations and having a realistic view of what is actually achievable.

Balancing Multiple Objectives

Balancing multiple objectives is a challenge for NPOs, in contrast to for-profit entities that prioritize profit maximization. NPOs face the challenge of managing multiple objectives such as social impact, program effectiveness, donor satisfaction, and organizational sustainability (Joseph and Kumar, 2025).

a. Being equally committed to mutually competing priorities will be difficult to handle (Landles-Cobb, 2023).

b. Rhode and Packel (2009) argue that NPOs place a strong focus on their social missions, working on the assumption that public money needs to be spent well, with an emphasis on tangible achievement rather than good intentions. However, ethical responsibilities are typically severely hindered in practice.

c. Nordin et al. (2022) study shows that the capacity and social performance relationship is still contentious. It is crucial for funders, board members, and management to understand the two's relationship since it helps them enhance the overall performance of the organization.

d. Brinkerhoff and Brinkerhoff (2011) performed a study to measure the effect of various programs and interventions in the context of the mandate of effective utilization of resources to attain the desired results.

e. Different organizations spend sufficient time and energy to develop a high-level strategic planning document but fail to incorporate a financial perspective into their strategies. The financial sustainability aspect cannot be taken for granted but must be done with careful planning and strategic examination. (Chatto, 2023).

Bottom Line

Elkington (1998) originally conceived the term “triple bottom line” that reflects the essence of extending considerations beyond sole financial returns to environmental and

social effects in business decision-making. Within this general structure, organizations try to make decisions that ensure a sustainable and justifiable future. Though this concept was devised more for the for-profits, but it is applicable to all organizations with a social outlook.

In decision-making, this cautious approach assists discussions to go beyond economic benefits only. It is a consideration of the broader social and ethical aspects, thus encouraging more trust in society, a basic premise for the success of any institution.

In essence, embracing the triple bottom line isn't just about profitability; it's about building a legacy of responsibility and accountability.

Managing Limited Resources

NPOs tend to operate under smaller and tighter budgets of funds and assets compared to their for-profit analogues. Consensus holds that nonprofit agencies require financial means so that they may execute their purposes. The phrase no money, no mission aptly captures the essential condition; nonprofit agencies are, however, in dynamic and complex environments with continuous changes, limited resources, diverse stakeholders, and the inability to measure intangible outcomes (Chatto, 2023).

Given these obstacles, one must question whether attaining financial sustainability is a feasible goal. For those who are only dependent on couple of donors and their donations is risky, as the program success is dependent on the monetary receipts of the donors.

Managing Politics and Power dynamics

The impact of power dynamics and political behaviour within organizations offers a critical examination of the relationships that exist internally, where power struggles and political manoeuvring are commonplace. Within any organizational structure, individuals often seek assistance and resources from their colleagues. This dependence highlights the intrinsic nature of organizational politics as well as the power dynamics (Omisore and Nweke, 2014).

Internal political dynamics and power relationships are strong drivers in NPOs. These are the type of authority and responsibility and executive power among different people and groups in the organization. It is important to understand and address these dynamics to facilitate NPOs to function at their best and achieve their missions. Internal political actors and political climate within NPOs are the principal problems of their operations and achievement of goals. They have to be understood and addressed.

NPOs are not free from internal politics and power dynamics, which affect power distribution and use. Identification and recognition of such relationships are essential to proper functioning and achievement of goals.

Risk Aversion

Risk aversion resulting from the fear of failure or adverse outcomes can discourage experimentation and innovation with new methods of attaining objectives (Edmondson, 1999).

NPOs value security and stability at the expense of risk because of their dependence upon uncertain donations and grants. Their aversion to risk guarantees them financial stability while keeping stakeholders assured.

Risk aversion is the predisposition to lower levels of risk when making choices, most commonly employed in economics and finance. Risk-averse individuals prefer choices with higher chances of good results and avoid propositions of greater risk. This is because they desire to protect against loss and ambiguity. Risk aversion also plays a large role in investment strategies and decision-making because individuals desire to equate probable gains with gains and losses.

2.3 Resource Dependency Theory

This theory emphasizes that organisations rely on external resources to function effectively as they are not self-sufficient. This shapes the behaviour of the organization and influences their strategic decision (Pfeffer and Salancik, 2003).

2.3.1 Dependency

Stakeholder Pressure

The stakeholder approach says that NPOs bear accountability to a diverse array of actors. This accountability is of four types. Firstly, NPOs are responsible to their funders, the government bodies, and foundations that give them the funds and legal support needed to carry out their work. Secondly, NPOs have an obligation to their constituents, which are the individuals and institutions that they represent or serve in matters of policy. Thirdly,

NPOs owe it to themselves to follow their defined and accepted organizational missions and values. They also owe horizontal accountability to their peers in the sector (Edwards and Hulme 1996).

NPOs need to realize and acknowledge the fact that stakeholder influence is a single and significant factor that influences the organization. It is obvious that major stakeholders demand some degree of expectation to conduct themselves in particular ways or to act to yield particular outcomes. Shareholders, employees, beneficiaries, and general public fall in the category of these major stakeholders. effective interaction enables organizations to establish confidence, invoke collaboration, and build value to the work that they are doing.

Measuring Impact

Effectively utilizing the financial resources NPOs obtain is one of the greatest challenges they face. It is imperative to demonstrate that such funds collected for a purpose should be deployed and used for same purpose. There should not be any diversion from the original intent and application of these funds should be for achieving the core objectives. So, NPOs should have internal management systems and checks that effectively monitor the degree of achievement of their objectives (Moreno-Albarracín, et al., 2021).

Sustainability

For NPOs, financial sustainability is a critical component. This enables managers to access funds, creates a sense of security and retains the vision of serving in the long term there by experiencing independence in carrying out implementation in their areas (Bryson,

2018). It's important to note that there should be a workaround to handle both the requirements in the immediate and long and durable sustainability. This is made possible due to availability of multiple sources of funds along with effectively controlling the costs. Aggressive financial planning and budgeting also helps bring financial discipline which again aids to be sustainable. Funds derived from a single source runs the risk of total collapse due to some reason effecting the source and whereas multiple funds in place leads to long term sustainability (Froelich, 1999).

Evaluating Financial Health and Setting Objectives

For a nonprofit organization to attain sustainability, it must first establish its financial well-being. The financial condition can be tracked based on different measurements such as liquidity ratios, operating reserves, debt-to-asset ratios, and other reports (Hager, 2004). Based on this diagnosis, a funding strategy specific to organizational priorities can be developed. Carroll and Stater (2008) argue that nonprofits should match funding portfolios with mission-critical activity to ensure resources are applied in areas of greatest social value.

Fostering Stakeholder Relationships and Unrestricted Funding

Good stakeholder relations are key to financial sustainability. Building trust with donors, based on open practice and public reporting of results, welcomes stable relationships, as desired by Guo and Acar (2005). Similarly, unrestricted donations—those not earmarked for a particular initiative—improve the adaptability needed to address emergent issues or to build organizational capacity (Froelich, 1999).

Fundraising Strategies and Cost Efficiency

Fundraising best practice involves donor-centered approaches among other sources of fundraising, which include social enterprises (Sargeant and Shang, 2017). Alternatively, cost savings through shared services or adopting technology improvements improve resource utilization without compromising program quality (Kirk and Nolan, 2010).

Policy and Accountability

Finally, stringent financial controls i.e., reserve requirements and endowment practices - enable accountability and reduce the likelihood of mission drift. Tuckman and Chang (1991) mention that NPOs with established financial systems are stronger during times of crisis, such as the fact that organizations are able to withstand economic downturns (Tuckman, 1998).

2.3.2 Collaborative Partnership

An effective nonprofit model is founded fundamentally on cooperative synergies that integrate social, economic, and environmental objectives with accountability and scalability. The key components are:

Policy and Legislative Frameworks

Tailored legal frameworks and tax incentives are needed to legitimize non-profit operations and foster collaboration across different sectors. For example, hybrid organizations such as for-profit organizations need regulatory transparency to balance the integrity of their mission and financial sustainability, thereby ensuring accountability while

facilitating innovation (Defourny and Nyssens, 2017). Policies should also be structured to remove obstacles to resource sharing, such as limitations on funding limitations, to facilitate partnerships to scale (Salamon, 1999).

Knowledge Building and Competency Development

Curricular integration of nonprofit management by academicians offers leaders hybrid skills to navigate profit-purpose tensions. Institutions like Oxford's Saïd Business School are exemplars of this, offering specialized courses in social entrepreneurship that integrate ethical governance with operational flexibility (Tracey and Phillips, 2016). Vocational training also bridges gaps, allowing grassroots leaders to integrate evidence-based interventions (Di Domenico et al., 2010).

Market Differentiation and Credibility

Certifications are indicators of trust, separating genuine nonprofit organizations (NPOs) from those practicing purpose-washing (Haigh et al., 2015). These labels facilitate stakeholder involvement by allowing donors and investors to more easily measure impact (Kotler and Andreasen, 1985).

Measurement and Accountability

Tools like Social Return on Investment (SROI), allow comprehensive social impact assessments, thus guaranteeing organizational practice is aligned with stakeholders' expectations (Nicholls, 2009). Reporting norms with transparency, as advocated by Ebrahim and Rangan (2014), minimize the risks of mission drift and donor retention.

Technical and Technological Support

They enable automated processes by real-time measurement of impacts and utilization of resources (Salesforce, 2023). Partnerships with think tanks and universities across different industries also enable hybrid models by their utilization in research processes (Battilana and Lee, 2014).

Cultural Mainstreaming

Grassroots mobilization and public media dialogue make NPO values popular, stimulating people's participation (Fourth Sector Network, 2023). Cultural change through art activism places nonprofits at the forefront as leaders in promoting ecologically sustainable development.

2.4 Dynamic Capabilities Theory

Teece, Pisano, and Shuen (1997), highlights an organization's capacity to adapt, innovate, and reconfigure resources while responding to shifting external demands and situations. For the nonprofit organizations (NPOs), this theory presses on three core competencies and they are, sensing emerging opportunities or, seizing strategic initiatives and transforming organizational structures. Dynamic capabilities result in enabling leaders to balance commitment to their mission and responsiveness. Mechanisms like technological means are employed to assess situations on the spot and modify the use of resources as such. Through altering management procedures and cultivating the culture of permanent learning, nonprofit organizations can effectively cope with uncertainties like

policy changes or donor fluctuation, and maintain their long-term resilience and growth. This strategy is underpinned by theories like Resource Dependence and Transformational Leadership, enabling nonprofits to act proactively as innovators, meet stakeholder expectations, and make significant contributions in dynamic economic and social contexts.

The practice of developing a powerful future to motivate stakeholders towards transformational objectives is visionary leadership (Bass, 1985; Nanus, 1992). Visionary nonprofit executives reconcile short-term needs with long-term vision. Through anticipating trends and coordinating resources towards mission-priority objectives, visionary executives reduce the conflict between short-term funding demands and long-term sustainability.

2.4.1 Data Driven Decisions

Data-driven decisions in nonprofit organizations (NPOs) leverage quantitative and qualitative insights from stakeholder feedback, financial projections, and impact metrics to align strategies with mission objectives and stakeholder expectations (Joseph and Kumar, 2025). Tools such as social media analytics and donor retention rates enable leaders to optimize resource allocation, though challenges like data accessibility and interpretative biases require robust governance frameworks (Brinkerhoff and Brinkerhoff, 2011).

Data Availability

NPOs do not necessarily possess the funds and levels of expertise required for effective data collection and analysis. Such limitations can hinder evidence-based decision-

making and limit them from monitoring progress and adjusting strategies accordingly (Brinkerhoff and Brinkerhoff, 2011). Access and analysis of data are essential components for NPOs.

The availability of data enables these organizations to take informed decisions and further help them to develop effective strategies to achieve their goals. By analyzing the data, NPOs can learn valuable information's and apply that into their operations, spot areas for improvement, and measure the impact of their programs and initiatives. Besides, data analysis allows such organizations to show accountability and transparency to stakeholders such as donors, volunteers, and the communities they operate in. NPOs should thus prioritize data availability and invest in effective data analysis tools and techniques to improvise their overall accomplishment and increase their social significance.

Key Performance Indicators

Key performance indicators (KPI's) generated from financial reports, projections and peer to peer comparisons are useful and important for decision making. Financial reports, projections, and comparative peer performance analyses are extremely beneficial for providing valuable insights that enable corporate and investor informed decision-making. The literature review examines relevant academic literature, which is synthesized to emphasize important findings and theoretical insights related to utilizing these tools and their influence on decision-making outcomes. As all the transactions are digitally captured, the software used for recording transactions produces the financial key performance indicators to provide historical data for analysis and forward planning.

Financial statements, as described in accounting textbooks offer a retrospective analysis of a organizations financial performance and standing. The value of such reports is that they can allow firms to monitor their performance, measure their financial health, and make effective decisions regarding resource allocation, investment, and financing alternatives. Financial reports serve investors, or the suppliers of capital, in the identification of the risk factor and possible return of a company, and hence make their investment decision.

However, evidence suggests that sole reliance on historical financial reports has limitations. Analysts and investors can mislead or misinterpret financial data through biases, heuristics, and cognitive biases (Dechow et al., 1995). Additionally, financial reports do not have future information, thereby limiting smart decision-making in dynamic environments.

Financial projections aim to predict the future financial performance of a company. These forecasts are formulated by both management and analysts, who rely on historical data, industry trends, and assumptions regarding forthcoming market conditions. The importance of financial projections represents in their contribution to a range of business determinations, including budgeting, strategic planning, capital budgeting, and investment analysis.

Empirical studies emphasize the benefits achieved through the use of financial projections. For example, financial projections will enhance the accuracy of capital budgeting decisions and guarantee investors' trust in an organization's future

accomplishment (Chen et al., 2012). However, the correctness of the same relies on the validity of the assumptions made as well as the method used (Shang, 2021).

Peer comparisons involve comparing the financial performance of the company to that of its peers within the same industry or those similar in nature. This comparison offers essential information in terms of the relative strength and weakness of the company, as well as known industry norms and competitive climate (Corporate Finance Institute, 2023)

Research confirms that peer comparisons can offer benefits to investors and companies alike. By deploying such comparisons, companies are able to recognize zones that require improvement, set realistic targets, and review the effectiveness of their competitive strategies (Barth et al., 2001). Investors can use peer comparisons to compare the relative risk and valuation attributes of a company and thus make good investment choices. But to make effective peer comparisons, one must choose peer companies carefully based on industry-specific features and possible anomalies (Barth et al., 2001).

The decision-making process within profit-oriented organizations is a multifaceted and diverse undertaking. Managers evaluate the various factors at play in order to make decisions that effectively navigate the intricacies of the corporate landscape and foster sustained growth and financial prosperity. These factors can be put into different categories. Here the supporting components, attributes, and features build up the given factors.

Curating From the Digital Ocean

NPOs have started communicating using email and social media. These channels are effective in both sending and receiving communications and the feedback part is helpful in decision making. These channels communicate the needs, project progress and brings in an element of transparency in communication and impacts positively the interests and aids in achievement of its goals.

Email

Email has become the most sought-after communication channel. Here the delivery is instant and reaching out to the leadership of the NPO is almost certain. This opens up an opportunity for honest communication targeted to a specific group or for the larger audience (Dwivedi et al., 2020). This mode of communication also enables monitoring of sentiments, feel the pulse of effectiveness and becomes a channel to receive feedback.

Email responses and survey responses can reveal donor motivations, concerns, and modes of engagement that can be used to guide fundraising strategy and program planning (Nonprofit Tech for Good, 2023). Open and click-through rates offer insight into the effectiveness of presented messaging and calls to action, and can be utilized to optimize future campaigns (Constant Contact, 2023).

Soliciting feedback through email surveys helps in finding and quantifying the program impact and identify areas that needs improvement, ensuring resources are directed towards truly impactful initiatives. Even unsolicited emails serve as a source of feeling the pulse of both the donor and beneficiary.

Social Media

Social media platforms, which are a pulse on the public sphere, create dynamic forums for real-time interaction with diverse audiences. By actively engaging, NGOs can benefit in many ways as listed below.

Identify Emerging Needs and Trends

Monitoring discussions related to relevant hashtags and subjects involves actively tracking and analysing conversations on social media platforms and other digital channels. This enables organizations to know what their target market cares about and what they value, guiding strategic planning and resource allocation. Organizations are capable of identifying emerging trends and current developments through real-time dialogues, allowing for strategic adjustments as needed.

Build Relationships with Potential Donors and Volunteers

The tailored interactions that brands post on social media is proof of their recognition of their followers, which increases trust and relational dynamics. Such interaction can stimulate active advocacy, thus increasing brand awareness and generating further interaction. NPOs are able to turn their supporters into committed advocates through means of authentic interaction, which has long-term advantages for both parties. (Jetpack, 2024).

Text Messaging and Content

Socialbakers (2022) recommends that all the social media sites acknowledge the importance of different post formats in developing effective communication strategies. By offering a range of formats like images, videos, carousels, stories, and live streams, it is simpler for marketers to use A/B testing to identify the most suitable content for the target audience. A/B testing enables marketers to test different versions of posts or advertisements to identify data and information regarding the interest of the viewer. Different types of posts also relate to different types of user preferences and consumption behaviors, thereby enhancing overall user experience and the chances of grabbing attention and prompting intended actions.

Combining Insights for Data-driven Decisions

From the literature review we understand that utilizing email and social media data effectively can help NPOs identify public interest in environmental sustainability, promote eco-friendly initiatives, gather feedback, and segment audiences. Nonetheless, obstacles including excessive data, issues related to privacy, and the ethical implications of data collection and management practices must be addressed. Investing in robust systems and skilled personnel, training staff and volunteers, and maintaining active engagement on social media requires consistent effort and resources.

2.4.2 Competing Objectives

NPO managers and leaders have to handle the immediate and short-term operational requirements without losing vision on the long-term. They have to consider

and make it a priority to ensure that financial viability on long term mission integrity is not compromised. They have to manage the donor expectations since support is a key factor. Participatory decision making can be the key where all stakeholders can be involved.

Mission-Impact Alignment

Nonprofit organizations (NPOs) makes sure that their decisions are aligned with their social imperatives. This is the stand that they need to hold on even if they are pressurized to oblige donor focused short-term objectives. For this they need to be assessed based on outcome and shared with the participating community. Thus, nonprofits protect themselves against mission drift and maintain the stakeholder trust thus turning into a huge impact in the area they serve (Ebrahim and Rangan, 2014).

Resource Diversification

Overreliance on a single source for revenue is always risky. So, NPOs have to diversify their source from multiple streams like grants, donations by individuals or organizations and also in a revenue generating models. Avoiding this risk will help them to be sustainable in the long run (Froelich, 1999). This strategy balances programmatic risk with fiscal security so that organizations can invest in creative, high-benefit programs and retain adaptive flexibility to changing donor interest or economic recession.

Short term Vs Long Term Goals

According to Ebrahim and Rangan, (2010) the pressure to address immediate needs can sometimes challenge long-term strategic planning. Finding a balance between

solving existing problems and investing in future long-term growth is important. The distinction between short-term and long-term focus is mentioned as a crucial aspect when considering various strategies and decision-making processes. In short, short-term orientation is more about short-term contentment and immediate results, while long-term contentment is all about long-term goals and sustained growth.

In short-term planning, individuals and organizations pursue immediate gratification and rapid outcomes. This approach is mainly achieved through the selection of options based on current needs and wants and generally ignoring long-term implications. Short-term thinking will prove useful in certain situations, especially when reacting is absolutely essential, such as to respond to offered immediate needs or exploit fleeting opportunities.

Whereas, a holistic and sustainable approach requires a deep and focused contemplation. It requires an evaluation of the possible long-term consequences of actions and choices in the light of sustainable development and long-term welfare. This approach rests on the principle of patience, persistence, and the capacity to sacrifice short-term gains for superior and long-lasting gains.

While a short-term approach may yield immediate returns, it tends to lead to undesirable results in the long run. For instance, prioritizing immediate returns at the cost of durable sustainability could result in unethical decisions or preventing investment in

processes of research and development. But a long-term strategy may cost short-term gains at the expense of future growth; but it would be able to stabilize and eventually prosper.

The difference between long-term and short-term orientations is important in decision-making. Each of them has its own set of strengths and weaknesses, and the selection of which one to prioritize would be based on the particular circumstances and goals involved. However, short-term and long-term orientations are generally in demand in the process of attaining long-term development and overall success.

Stakeholder Prioritisation

NPO managers balance the various expectations of donors, beneficiaries, and staff by developing means for all to participate, such as stakeholder meetings, co-design workshops, and open governance boards with an emphasis on equity (Bryson, 2018). These practices support open communication, where donors observe community needs, beneficiaries identify what is missing, and staff can report conditions of work. We need to link accountability practices, like public impact reports, to just ways of sharing power. Power-sharing systems, like rotating leadership, help nonprofits manage multiple interests so decisions are based on group values and not individual interests. This creates trust among stakeholders and makes programs more meaningful, constructing teamwork that connects immediate action to the organization's mission.

2.4.3 Handling Complexity

Adaptive Decision Making

Nonprofit managers meet complexity by embracing adaptive approaches that address evolving social, political, and economic conditions. They achieve this by employing current information to modify program models, redirecting resources during a crisis, and reconciling various priorities such as fulfilling donor needs and addressing beneficiary needs. Adaptive decision-making gives the flexibility and capability of changing direction without being forced to drop their mission (Teece et al., 1997).

Stakeholder Inclusivity

It is rooted in conflicting stakeholder interests, and managers must involve donors, workers, and beneficiaries in open, participatory processes. Methods such as co-creation workshops and multi-stakeholder advisory boards provide assurance that a wide range of viewpoints will shape decisions, avoiding blind spots and guaranteeing equity. It aligns short-term action with long-term intentions and minimizes power imbalances (Bryson, 2018).

Systemic Thinking

Nonprofits address related challenges by taking into account underlying causes and interdependencies, rather than discrete symptoms. Systemic thinking integrates cross-sector partnerships, predictive analytics, and scenario planning to anticipate ripple effects

of decision. Such an integrative approach ensures interventions create sustainable, scalable impacts amid uncertainty (Senge, 2006).

2.5 Summary

The review uses theoretical frameworks like transformational leadership theory (Bass, 1985), resource dependence theory (Pfeffer and Salancik, 1978), and dynamic capabilities theory (Teece, Pisano and Shuen, 1997), to identify and study these factors. Transformational leadership emphasizes ethical governance and participatory decision-making, while resource dependence theory emphasizes external partnerships, policy advocacy, and certifications. Dynamic capabilities theory emphasizes adaptability and balancing immediate challenges with long-term sustainability. Leadership confidence is fundamental in addressing complexity and is based on self-efficacy and transformational leadership. Effective and experienced leadership is required to deal with complexity on the basis of self-efficacy and transformational values. Trust-building through servant and authentic leadership styles which is transparent and aligned to organizational values is required. The review concludes that NPOs can become sustainable by implementation of transformational vision, ethical and agile leadership, responsiveness based on data and collaboration.

CHAPTER III: METHODOLOGY

3.1 Overview of the Research Problem

Nonprofit organizations (NPOs) are faced with serious challenges in making their way through crucial stages of financing namely equity/seeding, consolidation, and operations which is based on their stakeholder trust, strategic decision-making, and ecosystem interdependencies as opposed to traditional profit-oriented scalability (Bryson, 2018; Salamon, 1999; Anheier and Krlev, 2015). Even though prior research indicates financing as a key to sustainability, understanding is missing about how leadership decision-making like flexibility and self-confidence and organizational designs interact to allow NPOs to overcome mere survival and achieve long-term societal impact. Specifically, there is a lack of knowledge of how leaders' cognitive styles or the dynamics of ecosystems like collaboration and partnership optimization, managing short-term actions to long-term sustainability goals. This study addresses this research void by investigating the interaction between stewardship abilities, the effectiveness of NPO ecosystems, and mission-driven sustainability outcomes, with the hope of moving nonprofit management away from a reactive scarcity management mentality to one of proactive sustainability planning.

3.2 Operationalization of Theoretical Constructs

This research investigates NPOs sustainability and the dynamics that propel decision-making focused on three variables: Leadership Confidence and Effective Nonprofit Ecosystem which are independent, and Sustainability which is dependent. All variables are operationalized by attributes based on theoretical models as well as empirical observations, outlined below.

3.2.1 Independent Variables

Leadership Confidence

This variable captures the role of decisive, adaptive leadership in guiding NPOs to sustainability. It is quantified by eight attributes, each measured through interview themes and survey indicators. Following are the attributes of this variable.

Funding

Financing requires a deliberate procedure to receive and distribute financial resources. Finance for various services are required for execution of programs, project implementation or initiatives. This process of acquiring the necessary financial resources is very important and acts as a lubricant in the administrative machinery. Good finance planning and prudent decision making which results in maximum and efficient utilization for implementation results in accomplishment of objectives. Thus, the NPOs can amplify their operating efficiency and ensure that their financial resources are used in the areas they desire serving (Bryson, 2018).

New Ideas

Ability to be creative is a prime requirement to handle the multi-dimensional challenges NPOs face. Bryson and Crosby (2011) stress the importance of this ability that NPOs should possess since they add strength to the organizational ability to sustain and also effective problem solving.

The authors contend that conventional methods may not be adequate in an environment of rapid pace change, and hence there must be a transition to more adaptive and experimental approaches. This is made possible by Involving stakeholders in collaborative processes, employing varied viewpoints, and employing experimental approaches. These actions not only empower volunteers and staff but also increase the organization's ability to address new challenges and capitalize on opportunities.

Furthermore, embedding innovation in organizational culture can contribute to improved program development, enhanced use of resources, and, more importantly, extended impact on benefiting communities. Considering innovation can equip nonprofit organizations better to handle the challenges they have to overcome to remain viable, and consequently become more sustainable, as well as more relevant with a rapidly unfolding world.

Data-Driven Decision-Making

Application of analytics in non-profit organizations (NPOs) plays a critical role in enabling program adjustment, through means of data-informed decision-making. Based on

the definition forwarded by Chen et al. (2012), the strategic use of data and its analysis helps NPOs assess program impact, identify what has to be done differently, and make informed program adjustments in consonance with their purpose and mission. Through carrying out thorough analysis of data that has been obtained from the various sources, the non-profit organizations are capable of drawing useful information regarding outcomes of participants, utilization of resources, and demand by the community. The process of analysis not only enhances the quality of processes but also goes a long way towards ensuring accountability and transparency that end up translating to improved service provision. Through integrating analytics to the decision taking ability, the executives of the non-profit agencies are able to design evidence-informed strategies as opposed to depending on intuition alone, hence increasing chances of desired results as well as success in their organization's goal.

Key Strategies

Aligning organizational strategies with their core mission is of the highest importance to nonprofit organizations, as argued by Drucker (1990). Alignment is important as it ensures that all activities and initiatives pursued by the organization are pertinent and contribute significantly towards the realization of its core objectives. By aligning strategy and mission, nonprofits can turn more effectively, encourage stakeholder involvement, and ultimately achieve their objectives more effectively. This is made possible by checking and balancing the mission continuously and as well as the strategies

pursued, thus enabling organizations to adjust to new situations while staying committed to core objectives

Impact Assessment

According to Weerawardena et al. (2009), impact analysis involves a systematic process that assesses the effectiveness of various programs. Impact analysis is defined as the measure to access efficacy of a program, in attaining specified social goals. Here it is followed by close scrutiny of the effects and outcomes generated by the program. Impact analysis provides useful information, such as the strengths and weaknesses of programs through various methods. This helps inform decision and strategic planning. Also, it enhances the understanding of the way in which programs impact a target group as well as the broader society.

Operational Transparency

Honest and truthful disclosure of processes and outcomes is defined as operational transparency. The methods employed and aims attained must be communicated in clear terms. This results in improved accountability and stakeholder trust. With this honest disclosure organizations increase their credibility and support informed decisions. A study by Moreno-Albarracin et al. (2020) identifies this openness in improving effective governance and stakeholder involvement.

Trust With Stakeholders

Jeffery et al. (2009) says that the process of building trust among stakeholders forges good relations in an organization. Gaining credibility from donors, beneficiaries and partners is important to build good trust. Communication is the key and when this happens, they demonstrate their accountability and reliability in their operational procedures. Organizations can build their reputation with open communication and also establish good relationship with their stakeholders.

In addition, involving those who contribute in decision related exercise can have the impact of constructing the platform of trust. If donors, beneficiaries, and partners feel that their voices are being heard and respected, they will develop a feel of dedication and loyalty towards the administration.

Streamlined Processes

Organizations need to implement effective workflows to minimize wastage in business processes. By continuously assessing and refining existing processes, organizations can determine inefficiency areas and formulate measures specifically intended to improve operations. These encompass the introduction of best practices, deployment of technology, and ongoing monitoring to make sure resources are utilized optimally. The aim is to make sure that there is a continuous process of tasks that not only optimizes productivity but also assists with sustainability through minimization of excess use of resources and wastage incurred (David, 2024).

Efficient Nonprofit Ecosystem

Collaboration

The collaboration between non-profit organizations is increasingly referred to as a primary methodology to enhance their overall effect. Intersectoral collaborations, with partnerships involving non-profits and other sectors, i.e., governments and private institutions, can propel their work to a higher level. Quoted by Ilyas et al. (2020), their joint efforts enable resource sharing, the sharing of knowledge, and the use of diverse expertise, finally resulting in more innovative solutions to challenging social issues. With collaborative work, non-profits are able to solve issues more holistically, reach more individuals, and achieve sustainable outcomes that may be hard to achieve alone. Such collaboration not only encourages the spirit of community and common purpose but also enhances the efficiency of non-profit organizations to respond more effectively to the population they serve.

Best Practices

Evidence-based methods are vital in nonprofit organizations to maximize effectiveness and achievement of goals. Drucker (1990) points out that the use of empirical evidence and research in decision-making can enhance organizational performance.

To affect these practices, nonprofits must build a culture conducive to data-informed decision-making. It may involve surveys, measuring outcomes of programs, and reviewing current literature to understand best practices within the field. By the systematic

accumulation and scrutiny of this information, organizations become capable of informed and mission-related decision-making.

Interaction among NPOs sharing their successes and the causes of successes or best practices results in sharing of knowledge and means to implement the best way. This turns beneficial to the NPOs thus saving time and loss.

Resource Sharing

Sharing of resources is the mutual collaboration of similar organizations whose aim is to effectively share and use a variety of assets, such as human resources and technology tools. Resource sharing results in enhancement of efficiency of operations by leveraging the strengths and capabilities from each other. Human resource sharing results in bringing in synergies together and results in benefit for both the organizations. When organizations come together to work for community development their joint efforts often produce a shared sense of purpose (Dentoni et al., 2020).

3.2.2 Dependent Variable

Sustainability

Sustainability is the dependent variable and is quantified in terms of four characteristics which are described below.

Donations

The increase in monetary contributions to NPOs is a result of a stable and non-fluctuating movement of funding resources, states Bryson (2018). This trend shows the rising awareness of the important role played by NPOs in providing solution to a wide range of social problems. The stability in funding resources not only adds to the functioning capability of such organizations but also enables them to widen the scale of their activities and services. With more individuals and organizations voluntarily coming forward to contribute to NPOs, the sector derives immense advantages from the increased support and supply of resources, which is the key factor in financing their operations and achieving long-term objectives.

Donors

Donor base growth across nonprofit organizations is a critical subject of interest for ensuring optimal financial sustainability and operational effectiveness. Jeffery et al., (2009) in their research, address some of the various strategies organizations may use not only to solicit new financial supporters but even to retain and engage existing donors.

NPOs need to know what drives their donors so that they can expand their donor base. They need to know why donors give. When they know and couch their messages in terms of these motivations, organizations can more effectively engage to get people to support them.

Building close relationships with donors is important for support. Nonprofits should have a high priority on regular communication, impact reporting, and financial disclosure. Direct expressions of gratitude or invitations to events build a sense of belonging and commitment.

Donor recognition programs increase response. Public recognition of donors or granting special privileges increases their degree of identification with the organization and motivates them to give again.

Nonprofit donor development is based upon a model of donor motivation comprehension, keeping donors in touch, and gift acknowledgment. These routines establish a dedicated, active base of donors that creates financial security and goal realization.

Volunteers

Volunteers are the lifeblood of most organizations, giving time and skills for nothing. It takes work to recruit and keep them. Organizations need to make their mission and the value of volunteer service obvious in language that will resonate with potential volunteers.

Open communication and asking for feedback and engaging volunteers in decision-making promotes teamwork and long-term commitment. Recruitment and volunteer retention ultimately rest on creating participative experiences that will engage volunteers, creating an invested volunteer group (Sundin et al., 2009).

Public Trust

Public trust is important to the success of nonprofits. Moreno-Albarracin et al. (2020) document community belief in their trustworthiness and note that the basis of their trust is in being transparent, accountable, and effective in fulfilling their mission and indicates that the community members base the credibility of nonprofits on their experiences, visibility, and results.

3.2.3 Methodical Integration

Qualitative Phase

Semi-structured interviews with 15 NPO administrators were used to investigate leadership attitudes and ecosystem effectiveness. Attributes were coded in Atlas.ti with inductive thematic analysis (Braun & Clarke, 2006).

Quantitative Phase

Interviews informed the design of a 5-point Likert-scale survey. Although quantitative depth is less of a concern for this study, descriptive statistics within SmartPLS4 detected trends.

Variable Validation

Thematic saturation for attributes was confirmed through member checking (Lincon & Guba, 1985).

Efficient NPO Ecosystem

Frequency analysis in **Atlas.ti** highlighted recurring codes like *collaboration* (87 mentions) and *best practices* (63 mentions).

Sustainability

A word cloud (Figure 3.2) visualized high-frequency terms from interview transcripts, aligning with survey responses.

Attributes of independent variable, Efficient Nonprofit Ecosystem

Table 3. 1
Attributes of Independent variable, Leadership Confidence

Attribute	Definition
Funding	Strategic acquisition and allocation of financial resources (Bryson, 2018).
New Ideas	Fostering innovation to address challenges (Bryson & Crosby, 2011).
Data-Driven Decision-Making	Leveraging analytics for program adjustments (Chen et al., 2012)
Key Strategies	Alignment of plans with organizational missions (Drucker, 1990).
Impact Assessment	Evaluating program effectiveness (Weerawardena et al., 2009).
Operational Transparency	Clear communication of processes and outcomes (Moreno-Albarracin et al., 2020).
Trust with Stakeholders	Building credibility with donors, beneficiaries, and partners (Jeffery et al., 2009).
Streamlined Processes	Implementing efficient workflows to reduce waste (David, 2024).

Table 3. 2

Attributes of independent variable, Efficient NPO Ecosystem

Attribute	Definition
Collaboration	Cross-sector partnerships to amplify impact (Ilyas et al., 2020).
Best Practices	Adoption of evidence-based methodologies (Drucker, 1990).
Resource Sharing	Pooling assets (e.g., staff, technology) with peer organizations (Dentoni et al., 2020).

Table 3. 3

Attributes of dependent variable, Sustainability

Attribute	Definition
Donations	Consistency in funding inflows (Bryson, 2018).
Donors	Retention and engagement of financial supporters (Jeffery et al., 2009).
Volunteer	Recruitment and retention of unpaid contributors (Sundin et al., 2009).
Public Trust	Community perception of organizational credibility (Moreno-Albarracin et al., 2020).

3.3 Research Purpose and Questions

3.3.1 Problem Statement

Nonprofit organizations (NPOs) are always challenged of sustaining longevity, underpinned by intricate financial realities, operational demands, and ensuring public trust (Samad et al., 2023). Although these organizations are vital in social welfare, their capacity to sustain their mission is hampered by leadership ambiguity, individual decision-making, fragmentation of the ecosystem and the factors compounded across three phases of

funding: seeding (early development), consolidation (building capacity), and operational (sustaining long-term viability) (Bryson, 2018; Salamon, 1999).

This research will look into these concerns by being able to discuss how decision-making, collaboration within and among stakeholders, prioritization of funds, and using strategic planning to influence sustainability along with enhancing support through the NPO ecosystem by ways of cooperation, sharing resources, and assistance through policy. In other words, what influences and enables the NPOs to move from one phase to another, from mere survival to positive contribution.

The results should help NPO leaders figure out how to align short-term actions with long-term goals for sustainability. By combining theory and practice, the study works to change how sustainability is understood in the nonprofit sector so that organizations can be successful in promoting fair change.

3.3.2 Objectives

This study assesses how leadership confidence which is defined by agile decision-making, participatory prioritization, and equity-centered decisions, and nonprofit ecosystem efficiency that is enabled by collaborative partnerships, policy advocacy, and resource-sharing networks, both individually and interactively drive organizational sustainability. Focusing on long-term financial viability, mission-aligned resilience, and phase-specific operational adaptability (seeding, consolidation, operational), it identifies nonprofit-specific variations in these relationships and develops actionable frameworks to

strengthen leadership capabilities and ecosystem collaboration, ultimately providing equity-focused tools for NPOs and policymakers to advance sector-wide sustainability.

3.3.3 Research Question

In an era of compounding crisis, how do leadership confidence and NPO ecosystem efficiency influence to enable nonprofit organizations (NPOs) to transcend survival-mode operations and achieve enduring societal impact?

Nonprofit organizations (NPOs) are facing society-level challenges and it needs solution for those. These call for able leadership as well as cross-system engagement. Existing literature bifurcates internal leadership practice or external ecosystem processes, leaving the two's interdependence out. This research fills the gap by examining leadership confidence - as the ability of leaders to build trust, prioritize adaptively, and address complexity - and effective NPO ecosystem - facilitated by collaborative networks, resource-sharing systems, and policy harmonization - together, as sustainability drivers.

This study considers sustainability as a contradiction between the autonomy of an organization and its integration into the ecosystem. It inquires: How do effective leaders leverage opportunities in the NPOs to amplify their impact, and conversely, how do effective NPO ecosystems enable leaders to make significant decisions that align with their purpose? The responses are extremely significant in designing equitable systems in a fractured world.

Conceptual Framework

Nonprofit organizational sustainability which is characterized by long-term fiscal stability, mission resilience, and operating flexibility is influenced by two interdependent drivers: leadership confidence and efficient NPO ecosystem. Leadership confidence propels sustainability through adaptive decision-making, participatory prioritization and equity-centered decisions. At the same time, ecosystem efficiency facilitates sustainability by offering collaborative networks, resource-sharing models, and policy coherence.

How these forces when integrated generates feedback loops: strong leaders draw resources from the ecosystem and successful ecosystems enable leaders to generate new ideas and reduce costs. This collaboration produces robust organizations, enabling nonprofits to transition through various stages of funding (seeding → consolidation → operational) and accrue public trust through transparent, impact-driven practices. Ultimately, sustainability is perceived as equitable systemic transformation - achieved when leadership acts wisely, collectively and makes the right decisions and NPO ecosystem systems collaborate to address the root causes of inequality.

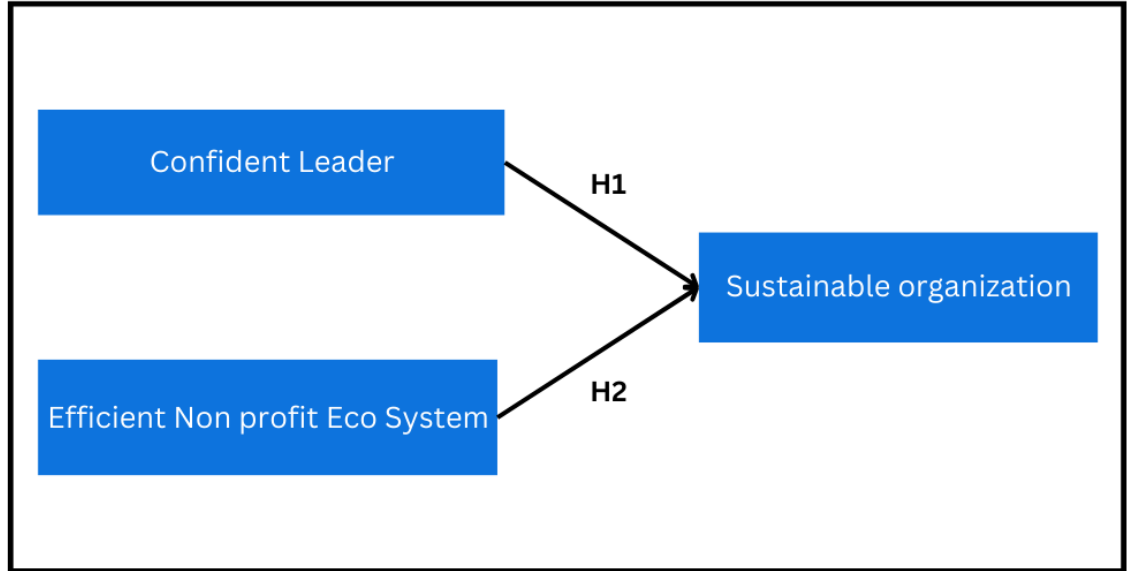


Figure 3. 1
Conceptual framework

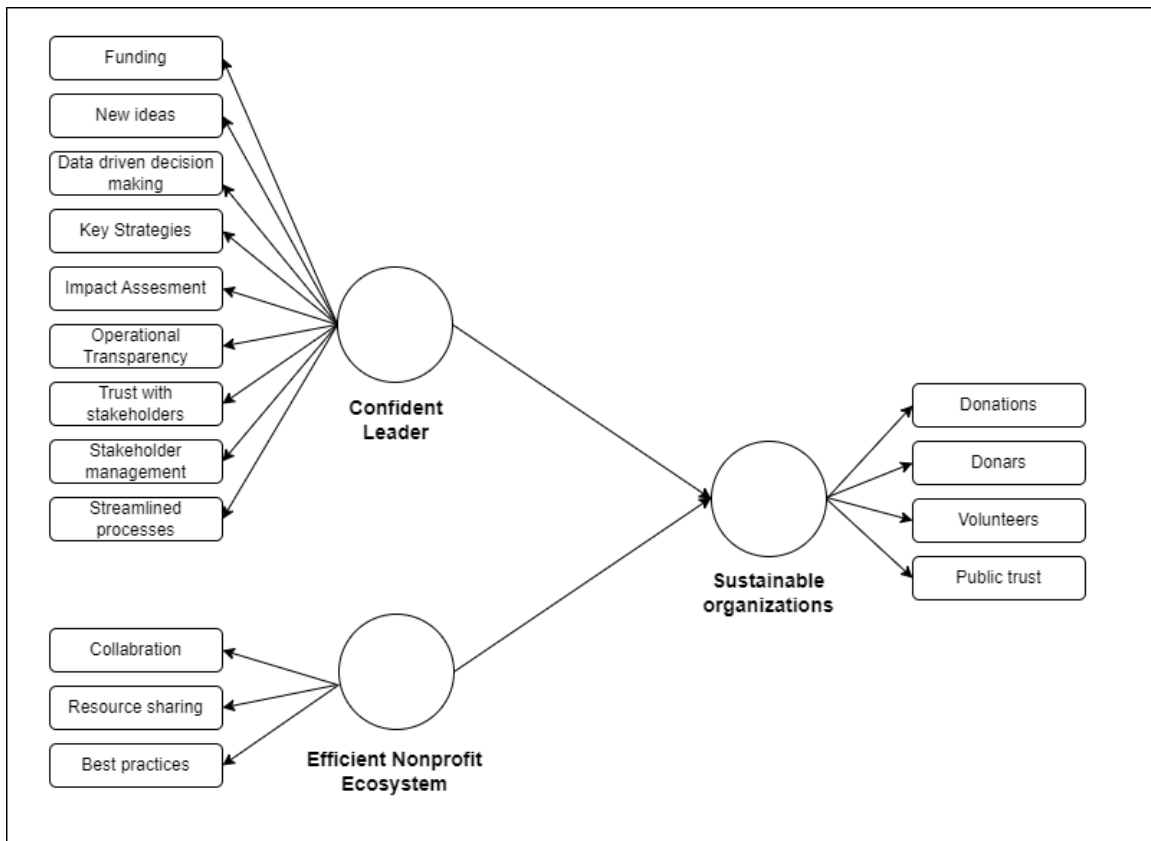


Figure 3. 2
Conceptual model

The research question that arises is as follows:

How does an efficient and synergistic nonprofit ecosystem and confident leadership influence the sustainability of nonprofit organizations (NPOs) both individually and collectively?

Hypothesis

1. Nonprofit organizations (NPOs) guided by confident leaders are more sustainable since they learn and implement various targeted strategies, innovative decision-making, and resource-prioritized utilization, which ultimately enhances stakeholders' confidence and involvement.
2. NPOs integrated in an efficient and synergistic ecosystem are prone to be more sustainable through structural backing from cooperative networks, resource sharing models, and policy stability that lower operational costs and generate stability.

3.4 Research Design

This research adopts the mixed-method approach that explores nonprofit organizations (NPOs) decision-making. The leadership confidence, effectiveness of the ecosystem, and sustainability are examined in the process. Both qualitative, in-depth interviews and structured surveys are applied to validate outcomes and gain overall comprehension.

Literature Review: Systematic review of literature on nonprofit management revealed the most important themes of being wise and agile to make decisions, working in ecosystems, and sustainability measurement. This informed the framework and research concepts to validate that they are consistent with proven theories like resource dependence (Pfeffer and Salancik, 2003) and transformational leadership (Bass, 1985).

Pilot Interviews: Initial pilot interviews with five NPO leaders helped to clarify and refine the interview guide which helped in clarifying ambiguities and capturing details subtle leadership and ecosystem dynamics.

Qualitative Phase (Semi-structured interviews): Purposive sampling of leaders from 15 NPOs were interviewed. The themes were identified and listed using thematic analysis. This along with the literature review helped identify the independent and dependent variable and its attributes.

Quantitative Phase (Structured Surveys): A quantitative survey based on 5-point Likert scale was handed out to the key executives of 400 nonprofit NPOs as outlined by Saunders et al. (2018) in their methodology for organizational studies. The questions converted qualitative concepts into measurable ones. Random sampling was employed to ensure varying sizes, missions, and locations. The responses were piloted to test the interrelationships between leadership confidence, ecosystem efficiency, and sustainability outcomes.

3.5 Population and Sample

Purposive sampling was used in this research to choose Indian nonprofit organizations (NPOs) registered as Section 8 company or trust/foundation and running ≥ 3 years with publicly known activities. Hybrid models were not considered and those which were educational institutions, hospitals, government sponsored research centres, or political causes were not included. Appropriate NPOs were selected through the NGO Darpan (2023) portal for compatibility with India's federal registration requirements.

For qualitative data, 15 semi-structured interviews with industry leaders will be carried out until thematic saturation (Guest, Bunce and Johnson, 2005). Pilot stage (n=5) made the interview guide concrete by clarifying terms such as resource allocation and ecosystem collaboration.

Quantitative data is set to be collected via a standardized survey questionnaire to 400 non-profit organizations (NPOs) from different networks and with an expected minimum response of 100 responses. This sample size is above Cohen's (1988) benchmark for estimating medium effect sizes ($\alpha=0.05$, power=0.80) and is in line with structural equation modelling (SEM) guidelines as recommended by Kline (2015). Non-response bias will be examined via the difference between early and late respondents, and to ensure there were no differences in the major variables ($p>0.05$).

3.6 Participant Selection

This research used purposive sampling to recruit nonprofit organizations (NPOs) registered in India as Section 8 companies or trusts/foundations. A starting pool was taken from the NGO Darpan (2023) portal, supplemented by well-known trusts/foundations with pre-defined criteria: ≥ 3 years' experience, audited accounts, and current program implementation. Key staff were listed for screening calls (n=50) to determine eligibility and interest. The calls will be clear on organizational missions, decision-making structures, and leadership roles to ensure they aligned with the study focus on drivers of sustainability.

Fifteen leaders from various sectors with budget size over INR 50,00,000 will be the part in these semi-structured interviews. A total of 400 leaders will be asked for

quantitative purposes through NGO Darpan's registered contacts, and a target minimum of 100 responses are expected back. The participants should give informed consent, and all the data will be anonymised according to the institutional ethics framework.

3.7 Instrumentation

Data collection utilized multiple methods to achieve a holistic understanding of nonprofit sustainability. Semi-structured interviews probed decision-making by leaders and how the ecosystem functions, and structured surveys measured these dynamics.

Qualitative Instrument (Interviews):

- A semi-structured interview framework was created, including open-ended questions regarding:
 - Leadership and decision making
 - Collaboration among NPOs
 - Adaptive strategies and
 - Sustainability
- Interviews were audio-recorded, transcribed, and anonymized. The guide allowed flexibility to probe emergent themes.

Quantitative Instrument (Survey):

- A survey form based on 5-point Likert scale was created for distribution.

3.8 Data Collection Procedures

This study employed a comprehensive blend of electronic and digital techniques for the collection of data, ensuring a modern and efficient approach to gathering information. The prospective participants were contacted initiating for the interview post their consent; appointment was fixed. Their responses were then recorded.

A well-designed Google Form was used to act as the primary instrument in the surveying. This served to make responding easy in an orderly manner. It also brought the survey process to the invitees in an appealing manner. They were asked to provide a rating for the questions on a five-point Likert scale (between strongly disagree and strongly agree).

To effectively distribute the survey, participants were reached through their preferred modes of communication, specifically via email or WhatsApp or over the telephone. This initiative tried to get individuals to respond more and participate by considering what any individual would appreciate most. The URL to the survey was included in these messages so it was as easy as possible to get to the questionnaire and prevent response issues. The questionnaire was also read aloud over the phone, and voice responses were taken from respondents who wished to respond over the phone.

After all the participants completed the questionnaires, their responses were recorded in the Google Sheets. Through Google Sheets, it was easy to monitor and verify the information coming in as it streamed, hence enabling fast analysis and maintaining the data clean and easy to access during the study.

Additionally, by the use of these online tools, the work process was eased, and the analysis of data was facilitated by various means. The responses were saved in the google sheets. This helped summarization of data along with pulling the data in a csv format for further data processing. The ability to use technology helps in accuracy and speed of processing.

3.9 Data Analysis

By integrating both qualitative and quantitative approaches (Creswell & Clark, 2011) to attain the research goals, the mixed method is a suitable measure of the phenomena under study. Through the combined use of the strengths of qualitative and quantitative approaches have, the validity and richness in the results are definitely enhanced (Creswell & Creswell, 2017).

3.9.1 Qualitative Data Analysis

Qualitative data were collected using semi-structured interviews. This gave individuals a chance to express in-depth perceptions and experiences. Interviews were then transcribed and coded using Atlas.ti software. This software is recognized for its fast coding, data structuring, and textual information interpretation (Frieze, 2019). Thematic analysis was also used to identify recurring patterns, themes, and categories based on the principles of inductive reasoning. This allowed for direct conclusions from the data (Braun & Clarke, 2006).

3.9.2 Quantitative Data Analysis

Quantitative information was gathered with a standardized survey questionnaire using a 5-point Likert scale. This has long been used for measuring attitudes and perceptions in a dependable manner (Joshi et al., 2015). Response data were then analysed using SmartPLS4 software. This is a partial least squares structural equation modelling program, capable of analysing intricate interactions among latent constructs (Hair et al., 2021). SmartPLS4 was selected due to the program's ability to analyse small to moderate-sized samples and predictive accuracy orientation, thereby allowing stringent testing of the suggested model (Hair et al., 2021). Straightforward statistical testing, such as Cronbach's alpha for ensuring internal consistency as well as composite reliability tests, was used for measurement model validation.

3.9.3 Data Reliability and Validity

Data Reliability Maintaining reliability is important for both qualitative and quantitative data (Creswell & Clark, 2011). In qualitative research, reliability was improved through triangulation of interview data, peer debriefing, and utilization of an audit trail for maintaining consistency in interpretation (Lincoln & Guba, 1985). Validity was maintained through thematic saturation and participant account triangulation, and Saunders et al. (2018) concurring that 15 interviews are generally sufficient to attain saturation in homogenous samples, providing equitable insights.

For quantitative data, reliability was established through Cronbach's alpha ($\alpha \geq 0.7$) and composite reliability ($CR \geq 0.7$), and this was the internal consistency test of the Likert-scale constructs (Nunnally & Bernstein, 1994). Convergent and discriminant

validity were also established to ensure the instrument robustness of the survey (Fornell & Larcker, 1981).

Questionnaires were distributed to 400 to nonprofit leaders, and 102 leaders responded. After eliminating incomplete or invalid returns, 100 valid responses were analyzed. This figure is sufficient according to Cohen's (1988) recommendation to have 100 cases to detect medium effect sizes ($\alpha = 0.05$, power = 0.80) to enable robust hypothesis testing despite the fact that the study is exploratory.

Measurement Model Assessment

The measurement model was assessed for both reliability and validity in accordance with established criteria for Structural Equation Modelling (SEM). The evaluation of the measurement model adheres to the principles outlined by Hair (2006) to verify the reliability and validity of the constructs and their respective dimensions.

1. **Factor Loadings:** All indicators exceeded 0.60 (Table 3.5), confirming item relevance.
2. **Reliability:** The values of Cronbach's alpha (α) and composite reliability (CR) for all constructs exceeded 0.70.
3. **Convergent Validity:** Average variance extracted (AVE) >0.50 for all constructs (Table 3.4).

4. **Discriminant Validity:** Heterotrait-Monotrait (HTMT) ratios <0.85 (Table 3.6) and cross-loadings (Table 3.7) confirmed constructs are distinct.

Table 3. 4
Reliability and convergent validity

Construct	α	CR	AVE	Item Loadings (Range)
Confident Leader (CL)	0.919	0.932	0.581	0.657 – 0.856
Ecosystem Efficiency (EC)	0.788	0.876	0.702	– 0.875
Sustainability (S)	0.830	0.889	0.669	0.711 – 0.904

Table 3.4 presents reliability and convergent validity estimates for three constructs - Confident Leader (CL), Ecosystem Efficiency (EC), and Sustainability (S) - with high internal consistency (Cronbach's α : 0.788–0.919; CR: 0.876–0.932), adequate to high convergent validity (AVE: 0.581–0.702), and item loadings in acceptable ranges (0.657–0.904), all of which exceed accepted thresholds for reliable construct measurement.

Table 3. 5
Item loading, reliability and convergent validity

		Item loading	A	α	CR	AVE	
Confident Leader			0.919	0.928	0.932	0.581	
CL1		0.717					
CL2		0.691					
CL3		0.823					
CL4		0.823					
CL5		0.856					
CL6		0.821					
CL7		0.657					
CL8		0.732					
CL9		0.786					
CL10		0.662					
NP Eco System			0.788	0.806	0.876	0.702	
EC1		0.767					
EC3		0.875					
EC4		0.868					
Sustainable organization			0.83	0.84	0.889	0.669	
S1		0.897					
S2		0.904					
S3		0.711					
S4		0.742					

This table 3.5, is used to validate the most crucial constructs of the study with high internal consistency, reliability, and item convergence of the measurements with their corresponding theoretical dimensions. This validates the research design in ensuring latent variables are operationally coherently and validly.

Table 3. 6
Discriminant validity (HTMT)

	CL	EC	S
CL			
EC	0.827		
S	0.876	0.769	

The table 3.6, has figures as a result of discriminant validity test. The test reveals that the most significant concepts of the study - leadership, ecosystems, and sustainability - are related but distinct. It simplifies the research model by revealing that each variable holds significant elements that affect nonprofit organizations (NPOs).

Table 3. 7
Discriminant validity – cross loadings

	CL	EC	S
CL1	0.717	0.439	0.644
CL2	0.691	0.51	0.432
CL3	0.845	0.642	0.714
CL4	0.823	0.615	0.613
CL5	0.856	0.614	0.711
CL6	0.821	0.59	0.626
CL7	0.657	0.396	0.446
CL8	0.732	0.623	0.578
CL9	0.786	0.5	0.533
CL10	0.662	0.446	0.521
EC1	0.518	0.767	0.437
EC3	0.659	0.875	0.56
EC4	0.603	0.868	0.578
S1	0.684	0.585	0.897
S2	0.65	0.512	0.904
S3	0.557	0.39	0.71
S4	0.638	0.559	0.743

The cross-loadings shown in table 3.7 is used to test discriminant validity, showing measurement items loading more on their hypothesized constructs compared to others. It makes variables in the study differentiate from each other but remain related, strengthening the framework validity to analyze leadership, ecosystems, and sustainability for nonprofits.

3.10 Research Design Limitation

This mixed-methods study, though provides evidence on leadership self-confidence, NPO ecosystem performance, and sustainability in Indian NPOs, is also subject to limitations inherent in the study design. These are generalizability restrictions due to sample size, threats of researcher bias in qualitative data, non-response bias in quantitative data, and context specificity of findings.

The qualitative part of the study, consisting of 15 semi-structured interviews, was shaped by the methodological consideration's characteristic of interpretive traditions. Even though small purposive samples are more effective in yielding elaborate detail (Braun & Clarke, 2006), they may not fully be transferring the study's findings to other contexts, and particularly to the diverse landscape of NPOs in India. Despite the use of theoretical sampling and reflexive journaling to reduce researcher bias (Guetterman, 2015), the inherent subjectivity involved in coding themes remained unavoidable. Moreover, even though thematic saturation which is the stage at which no new themes appear - was strived for, it could not be ensured to the maximum due to limited resources (Saunders et al., 2018). Lastly, interviewees' hesitation to speak ill of contemporaries or disclose sensitive

operational details, despite assurances of confidentiality, may have muted data richness (Jeffery et al., 2009).

Quantitative limitations focused on sample size and representativeness. While the survey's 100 respondents satisfied minimum requirements for partial least squares structural equation modelling (PLS-SEM) (Hair et al., 2021), the low response rate (25% of 400 contacted) risks non-response bias, especially among smaller or rural NPOs not included in the NGO Darpan database.

These limitations are balanced by the study's exploratory objective; to map associations between leadership, NPO ecosystems, and sustainability rather than test universal laws. Mixed-methods design triangulated evidence across data types, increasing internal validity (Creswell & Creswell, 2017). Future research can overcome these limitations with longitudinal designs following NPOs over funding stages, multi-country samples to investigate cultural variation, to improve inference from small samples. Such research would build on this study's framework while constraining its contextual and methodological limitations.

3.11 Conclusion

This research applied a mixed-methods design to investigate the sustainability of non-profit organizations (NPOs). It combined semi-structured interviews with structured questionnaires to collect in-depth and general data. Qualitative data applied a nonprofit-study codebook and open-ended questions to investigate decision making, strategies, collaboration and sustainability of the organization. Quantitative analysis was done on the

basis of 5-point Likert scale and the instruments were validated and was analysed through Smart PLS4 software.

Thematic coding was done using Atlas.ti computer software, and SmartPLS4 was employed to conduct structural equation modelling (SEM) to test quantitative trends. Synthesizing transformational leadership theory with resource dependence theories, the approach gives nonprofit scholars replicable means to study mission-driven organizations that operate in complex environments.

The design's strength is in its sequential exploratory design: qualitative results inform emergent themes, and quantitative results inform survey measures. This combination offers decision-action frameworks for NPO leaders to align leadership ability in decision-making with ecosystem opportunity and for policymakers to be furnished with evidence to redesign sector-level support systems. Last but not least, the methodology illustrates the importance of mixed-methods to clearly show the dynamic interplay of nonprofit sustainability, structure, collaboration and leadership.

CHAPTER IV:

RESULTS

This chapter presents the study's key outcomes of the study into the influence of leadership confidence, NPO ecosystem efficiency, decision-making on sustainability of nonprofit organizations (NPOs). Qualitative findings, which is a result of thematic analysis of the semi-structured interviews, shows how confident leaders use adaptive strategies and network relationships to maximize returns and usage on scarce resources. In contrast, the quantitative findings, which were analysed using descriptive and inferential statistical analysis, examined these dynamics in a diverse range of NPOs.

By integrating these findings, it is shown a clear the two-way link between internal leadership behaviours and external ecosystem forces, which together drive financial resilience, mission integrity including public trust, and operational agility. This integration clearly and crisply answers the study's overarching question by providing evidence-based responses that aim to increase sustainability of NPOs.

Qualitative case studies examining the cognitive frameworks of leaders in nonprofit organizations (NPOs) significantly influence their decision-making processes and enhance their confidence in navigating various complexities, ultimately impacting the sustainability of the organization. Additionally, the degree to which a robust nonprofit ecosystem contributes to the sustainability of these organizations is also considered. The inquiry commenced with leaders providing a narrative context regarding their backgrounds, the

settings in which they operate, and their specific areas of work. Presented below is the tabular portrayal of the demographics of the participants. There were two sets of participants, the one who were interviewed for qualitative purposes and the other who participated in the structured survey and we conducted a quantitative analysis.

Table 4. 1
Demographic details of samples for qualitative research

Participant Code	Sector	Type of organization	Experience (years)	Position
P1	Public Welfare	Section 8	12	Board member
P2	Public welfare	Public Trust	7	Trustee
P3	Literacy	Section 8	7	Director
P4	Social service	Section 8	13	Director
P5	Social Service	Section 8	6	Manager
P6	Public welfare	Public Trust	11	Trustee
P7	Public Welfare	Section 8	9	Manager
P8	Human Rights	Section 8	16	President
P9	HIV Support	Public Trust	14	Trustee
P10	Specially Abled		7	President
P11	Orphan	Public Trust	16	Chief

	Support			Administrator
P12	CSR Support	Section 8	9	Vice President
P13	Literacy development	Public Trust	12	Trustee
P14	Public Welfare	Section 8	9	Manager
P15	Literacy development	Public Trust	5	Administrator

Table 4.1 presents demographic information of 15 qualitative study participants, including their sectors (public welfare, literacy, human rights, etc.), organization types (mostly Section 8 and Public Trust), years of experience (5–16 years), and leadership positions (trustees, directors, administrators, etc.).

Table 4. 2
Demographic overview of NPOs in India

Category	Sub category	Percentage	Notes
Area of work	Education and literacy	~30%	Largest focus area, including schools, vocational training, and adult education.
	Healthcare & sanitation	~25%	Maternal health, rural clinics, disease prevention, and sanitation initiatives.
	Woman & child development	~20%	Gender equality, child rights, and anti-trafficking programs
	Environment & Sustainability	~15%	Climate action, afforestation, and renewable energy projects

	Rural development & livelihoods	~10%	Agriculture, skill development, and microfinance initiatives
Types of Organizations	Registered Societies	~50%	Governed by the Societies Registration Act, 1860.
	Public charitable trusts	~30%	Established under the Indian Trusts Act, 1882.
	Section 8 companies	~15%	Nonprofit companies under the Companies Act, 2013.
	Religious community trusts	~5%	Focused on community-specific welfare
Years in service	0-5 years	~35%	Newer NGOs, often grassroots or hyper-local initiatives
	6-15 years	~45%	Mid-sized organizations with stabilized operations.
	15 years+	~20%	Established NGOs with pan-India or international recognition.
Place of establishment	Northern India	~30%	High concentration in Delhi NCR due to funding and policy hubs.
	Southern India	~35%	Strong presence in Tamil Nadu, Karnataka, and Kerala.
	Western India	~25%	Mumbai and Pune as major hubs for corporate-funded NGOs.
	Eastern India	~10%	Focus on tribal welfare, conflict resolution, and biodiversity.

Table 4.2 profiles Indian NPO demographics, by area of work, organization type, length of service, and by geographical distribution, in keeping with sector priorities and work patterns.

4.1 Research Question One

In this section, we examine the outcome of the research that addresses the first research question that answers, how does confident leadership promote sustainability in nonprofit organizations through strategic innovation and stakeholder engagement? The results obtained from both the quantitative and qualitative analyses are presented.

4.1.1 Qualitative Results

Strategic Decision-Making

- **Adaptive Prioritization:** 100% of leaders emphasized balancing competing objectives (Table 4.5). Confident leaders reallocated resources dynamically, favoring mission-critical programs during crisis.

Survey: 63% cited prioritization as vital for sustainability.

P8: “Budgeting clearly and allotting to what it has to be given.”

- **Data-Driven Agility:** All leaders linked sustainability to evidence-based decisions. Historical records offered risk-taking feedback, while impact analyses guided strategic redirections.

P12: “Explain your concept, tap into CSR funding... funds will flow through.”

Stakeholder Trust & Transparency

- **Donor Engagement:** 67% prioritized donor relationships to mitigate funding gaps (Table 4.8). Transparency and shared mission testimonies strengthened trust.

P1: “Make donors feel they’re in partnership—it’s their own mission.”

- **Public Accountability:** 100% tied sustainability to operational transparency. Clear communication (honesty in all interactions) and beneficiary focus enhanced credibility.

P15: “Ensure communication stays strong - trust is everything.”

Table of Results

Table 4. 3
Complexities identified during qualitative research

Complexities	Mentioned by % of respondents
Finance Related	100%
Stakeholder Related	100%
Infrastructure	20%
Human Resources	53%
Managing Multiple Objectives	100%
Others	47%

In table 4.3, the qualitative findings reflect cross-cutting issues of fiscal stability, alignment of stakeholders, and competing priorities, and also pressures from human resource limitations, infrastructure deficiencies, and operational complexity. These

interrelated complexities demand adaptive approaches that combine financial stewardship, collaborative stakeholder management, and adaptive operational systems.



Figure 4. 1
Word cloud of important terms

Table 4. 4
Interesting quotes

ID	Interesting respondent quotation content
P1	“Dependent on crowdfunding. We ensure that the donors are updated and make them feel that they are in partnership and it's their own mission”.

P2	“I would not say it's very easy. Reach people who are really wanted to you know donate or you know be part of your being transparent in what you do”
P3	“Basically, you handle shortage by reaching out to your donors”
P4	“Not difficult if you are honest and clear”
P5	“It is difficult”.
P7	“Raising funds, it is not very easy. Genuity of the work and the reach doing a proper and genuine work”
P8	“Able to plan by budgeting clearly and allotting to what it has to be given”
P9	“We have donors first, reaching to donors”
P10	“NGO or any CSR or any government sector who can really support”
P11	“We adjust according to the finance and connect with people”

P12	“Reaching various forums or various platforms that are available, where you can tap into, explain your concept, probably approaching larger organizations, tap into their CSR funding. Getting the funding is an effort that is required once that effort has been established, funds will flow through”.
P13	“I am designing, projects where you can make it, the seed fund was my 15 sovereign gold”
P15	“We should make sure that the trust stays strong, communication stay strong”

This table 4.4 captures nonprofit leaders' honest accounts of managing funding crisis, highlighting openness, donor trust, and resilience strategies such as crowdfunding and CSR collaborations. Their findings indicate that constructing relationships and looking for new sources are deeply crucial in maintaining mission-focused work.

Table 4. 5
Managing multiple objectives

Action	%
Prioritization & Resource Management	63

Adaptation & Innovation	25
Fund Raising	12

Table 4.5 illustrates how nonprofits balance between various goals by determining, first, is most crucial, second, flexible to change, and third, being innovative. It indicates that there is always a conflict between following to a plan and adapting to change to fulfill their role in adverse times.

Table 4. 6
Funding

Fund management	% of respondents
Connecting with donors	67
Effective planning	26
By reducing activity	7

This table 4.6, illustrates nonprofits' method of coping with budget shortfalls, where strategic planning and seeking donors are leaders in decreasing operations. It illustrates how the industry employs vision and relationship building in coping with financial shortfalls and decreasing mission sacrifice.

Table 4. 7
Key strategies

Plan in Advance	Formulate explicit plans and strategies for various projects and initiatives.
Involve Stakeholders	Cultivate robust relationships with supporters and ensure effective communication
Rank Tasks by Importance	Concentrate on critical tasks and delegate responsibilities when appropriate
Establish Clear Goals	Articulate specific objectives to steer decision-making processes and resource distribution
Optimize Resource Utilization	Distribute resources judiciously and capitalize on social capital.
Foster Trust and Openness	Ensure transparent communication with stakeholders and provide consistent updates
Embrace a Long-Term Vision	Create both immediate and future-oriented plans to guarantee sustainability

This table 4.7, brings non-profit strategy to functional principles of strategic foresight, cooperative stakeholder participation, and efficient utilization of resources. It demands foresight, priority, and openness in the long term in directing operation practice with mission-oriented sustainability.

Table 4. 8
Stakeholder management

Communication	<p>Consistent updates regarding the advancement of projects</p> <p>Effective and succinct communication</p> <p>Maintaining honesty and openness in all interactions</p>
Building Trust	<p>Exhibiting reliability and credibility</p> <p>Emphasizing the significance of the organization's contributions</p> <p>Being attentive to the needs and concerns of stakeholders</p>
Stakeholder Engagement	<p>Incorporating stakeholders in the decision-making process</p> <p>Customizing communication strategies for various stakeholder groups</p> <p>Fostering robust relationships grounded in mutual respect and comprehension</p>

This table 4.8, integrates nonprofit practice in attempting to build effective relationships with stakeholders through open communication, building trust, and high-participation methods. This table illustrates how dependability, consistency or uniformity, and customized partnerships promote organizational credibility, thereby connecting stakeholder support and mission-based objective.

4.1.2 Quantitative Results

Structural Model Assessment

The model explained **61.6% of variance in sustainability ($R^2=0.616$)**, indicating strong predictive power. The importance of direct paths and the calculated standard errors were assessed using the Bootstrap resampling technique, which involved 5000 resamples (Ringle, Wende, and Will 2005). The outcomes of the hypotheses related to direct relationships are presented in Table 4.9.

The model indicates that **Hypothesis 1 (H_1)** - which posits a relationship between Confident Leadership (CL) and Sustainability (S) - is **strongly supported**. Here's what the results mean:

Path Coefficient (0.662): A 1-unit increase in Confident Leadership leads to a 0.662-unit increase in Sustainability. This is a **large effect size**, highlighting leadership confidence as a dominant driver of sustainability.

p-value (0.000): The relationship is **statistically significant** at the highest level ($p < 0.001$), meaning there's virtually no chance this result is due to random variation.

t-value (9.253): Far exceeds the critical threshold (~ 1.96 for $p < 0.05$), confirming robust empirical support.

Confident leadership is a critical predictor of nonprofit sustainability. Leaders who exhibit self-efficacy (Bandura, 1977), ethical governance (Bass, 1985), and adaptive decision-making (Teece et al., 1997) create resilient organizations capable of balancing mission integrity with operational demands.

Table 4. 9
Hypothesis one

Hypotheses	Relationship	O	M	STDEV	T stats	P values	Decision
H1	CL -> S	0.662	0.664	0.072	9.253	0	Supported

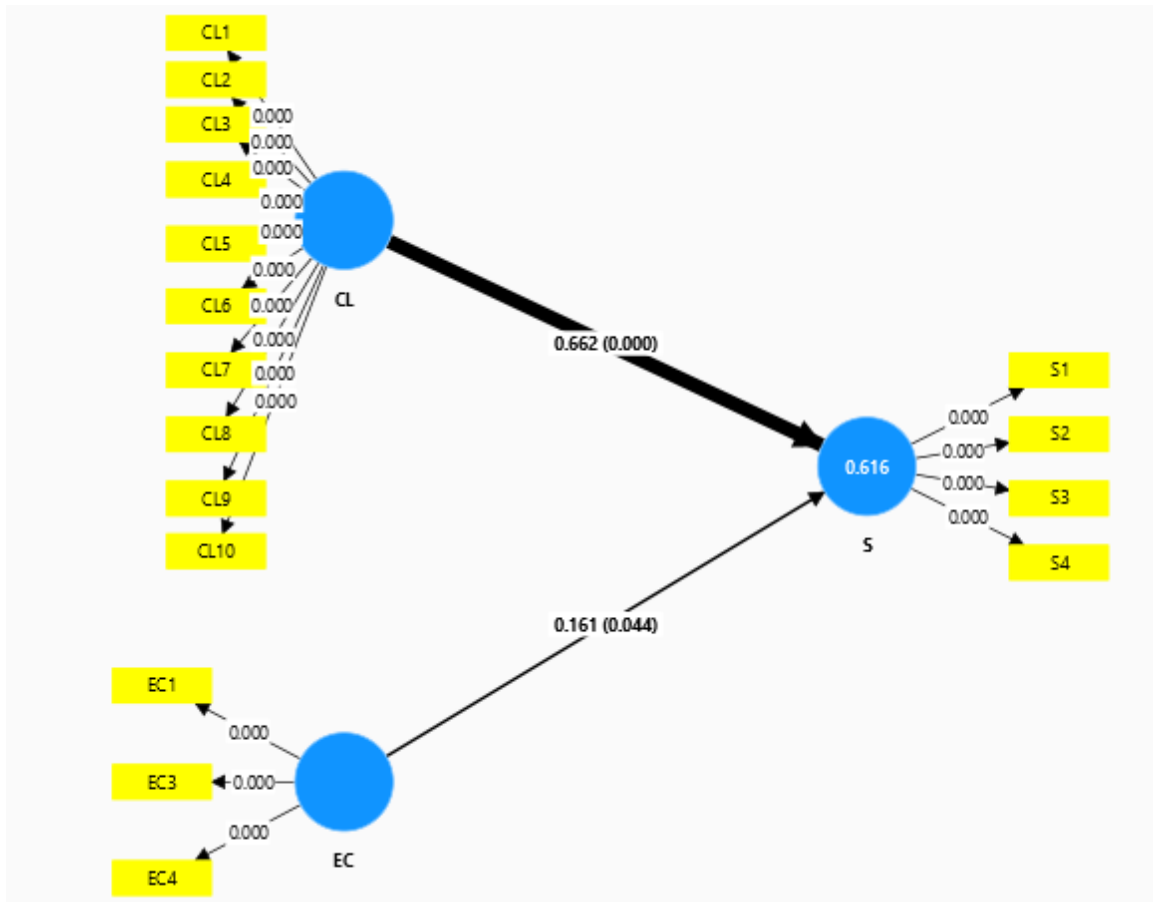


Figure 4. 2
Path coefficient with *p* values

Figure 4.2 further presents the path coefficients (β) and their corresponding statistical significance for the structural model. Confident leadership (CL) possesses a significant and strong effect on organizational sustainability ($\beta = 0.662$, $p < 0.001$), while ecosystem efficiency (EC) exerts a significant but moderate effect ($\beta = 0.161$, $p = 0.044$). These results affirm the primary hypothesis that interaction among leadership agency and ecosystem cooperation matters to affect nonprofit sustainability.

4.2 Research Question Two

In this section, we examine the findings of the research that addresses the question: How does an efficient NPO ecosystem influence sustainability in nonprofits through collaboration, resource sharing, and the exchange of best practices? The results obtained from both quantitative and qualitative analyses are presented.

4.2.1 Qualitative Results

Collaborative Networks

- **Shared Resources:** It was found that 73% of NPOs engaged in some sort of resource-sharing like staff, training and technology, though 27% hesitated over financial risks.

P10: “Collaborate with NGOs, CSR, or government sectors who can support.”

- **Replicated Success:** 60% adopted models from peers (e.g., advocacy campaigns), enhancing program scalability.
Survey: 86% were of the opinion that collaboration is very important for resilience.

Structural Support

- **Policy Advocacy:** Leaders leveraged networks to navigate regulations and lobby for sector-wide funding reforms.

P12: “collaborating and helping one another help us manage government pressures.”

- **Knowledge Exchange:** 73% shared best practices (e.g., donor retention tactics), boosting collective efficiency.

Survey: Sector collaboration correlated with 22% higher donor retention ($p < 0.05$).

Sustainability Outcomes

Financial Resilience

- **Diversified Funding:** 86% offset limitations via crowdfunding, CSR partnerships, and grant diversification (Table 4.6).

P13: “Seed fund was my 15 sovereign gold to start with.”

- **Operational Efficiency:** 93% linked streamlined processes (e.g., automated workflows) to cost savings and fraud reduction.

Mission Resilience

- **Stakeholder Synergy:** Shows that is imperative to balance donor, beneficiary, and staff needs and ensure mission fidelity amid competing demands.

P11: “Adjust according to finance, but never compromise on core goals.”

- **Long-Term Vision:** Strategic planning (Table 4.7) and adaptive leadership enabled NPOs to pivot during crisis (e.g., pandemics).

Leadership-Ecosystem Synergy

The interplay of confident leadership and efficient ecosystems amplified sustainability:

- **Example:** Leaders using ecosystem networks like shared fundraising platforms reported 25% faster crisis recovery.
- **Contrast:** NPOs lacking ecosystem ties relied on leader resilience alone, facing 40% higher burnout rates.

4.2.2 Quantitative Results

Structural Model Assessment

The model indicates that **Hypothesis 2 (H₂)** — which posits a relationship between Ecosystem Effectiveness (EC) and Sustainability (S) — is **statistically supported but very moderately**. Here's what the results mean:

Path Coefficient (0.161): A positive value suggests that a 1-unit increase in Ecosystem Effectiveness leads to a 0.161-unit increase in Sustainability. While the effect size is modest, it is meaningful in the nonprofit context.

p-value (0.044): The relationship is statistically significant ($p < 0.05$), meaning there's less than a 5% probability this result occurred by chance.

Implication: Effective external ecosystems play a measurable role in enhancing nonprofit sustainability, though other factors likely contribute more strongly.

Nonprofits operating in robust ecosystems (with strong partnerships, resource networks, and supportive policies) are better positioned to achieve sustainability, but the

effect is relatively small. This aligns with Resource Dependence Theory, where external alliances help mitigate risks and amplify organizational capacity.

Table 4. 10
Hypothesis two

Hypotheses	Relationship	O	M	STDEV	T statistics	P values	Decision
H2	EC -> S	0.161	0.167	0.08	2.015	0.044	Supported

4.3 Summary of Findings

This section outlines the results of the study, which utilized a mixed-methods approach to explore the connections among leadership confidence, ecosystem factors, and organizational sustainability within the nonprofit sector. The research incorporated both qualitative and quantitative data collection techniques, such as semi-structured interviews and a structured survey. The quantitative data were examined through structural equation modeling (SEM) to evaluate the proposed relationships among the variables.

Qualitative Findings:

Leadership and Decision-Making: Qualitative interviews revealed that confident leaders exhibit distinct decision-making styles. They demonstrated a proactive approach. They had a well-articulated communications and good stakeholder relationship. They contributed to a well lubricated administrative systems, a willingness to take calculated risks, and a strong focus on achieving long-term organizational goals.

Ecosystem Influence: Interviews also showed the critical role of the external ecosystem in influencing the organizational sustainability. Motivators of this external ecosystem are desire to share information, share surplus resources, share successful strategies, and collaborative relationships.

Challenges and Opportunities: Leaders recognized several challenges, including resource constraints, managing stakeholders, avoiding burnout of self and team, and coping with complex regulatory landscapes. But they also emphasized the necessity of perceiving challenges as opportunities for learning and growth. This is an essential leadership quality.

Quantitative Findings:

Model Fit: The structural equation model fit the data well, which means that it is a good model of the relationships between the variables.

Leadership Confidence and Sustainability: The examination confirmed a very high positive correlation between Organizational Sustainability (S) and Leadership Confidence (CL), as shown by a path coefficient of 0.662 ($t = 9.253$, $p < .001$). This is strong proof that leaders with high confidence levels are the catalysts to promote organizational sustainability.

Ecosystem Influence on Sustainability: In addition, the findings showed a significant and positive correlation between Organizational Sustainability (S) and Ecosystem Factors (EC)

at a level of 0.161 ($t = 2.015$, $p = 0.044$). This means that an efficient and complementary ecosystem, has a positive impact on organizational sustainability.

Measurement Model: The measurement model exhibited sufficient reliability and validity, indicated by factor loadings surpassing 0.60, Cronbach's alpha values exceeding 0.70, and acceptable levels of composite reliability and average variance extracted. Additionally, discriminant validity was confirmed, affirming the uniqueness of each construct.

Data Integration

The mixed-methods design facilitated a robust integration of qualitative themes and quantitative results, offering a comprehensive understanding of the mechanisms underlying nonprofit sustainability. The interplay between methods is structured around convergence, complementarity, and contextual depth.

Convergence of Findings

1. Leadership Confidence:

- *Qualitative:* Participants emphasized confident leaders' role in fostering trust, strategic resource allocation, and adaptive decision-making.

- *Quantitative*: The strong positive effect of Leadership Confidence ($\beta = 0.662, t = 9.253, p < .001$) statistically validated this theme, confirming its centrality to sustainability.
- **Integration**: The convergence highlights that confident leaders drive sustainability not only through measurable strategic outcomes but also via intangible factors like stakeholder trust, as highlighted in interviews.

2. Ecosystem Efficiency:

- *Qualitative*: Stakeholders identified collaborative networks, resource-sharing, and knowledge exchange as hallmarks of an efficient ecosystem.
- *Quantitative*: The smaller yet significant path coefficient ($\beta = 0.161, t = 2.015, p = 0.044$) corroborated the ecosystem's supportive role.
- **Integration**: While ecosystems exert a less direct influence than leadership, their quantitative significance aligns with qualitative assertions that structural collaboration provides a foundational scaffold for sustainability.

Complementarity and Explanatory Depth

- **Mechanisms of Leadership**: The qualitative data revealed *how* confident leaders operationalize sustainability, while the quantitative model demonstrated *the extent* of their impact.

- **Ecosystem Dynamics:** Interviews contextualized why ecosystem efficiency has a smaller quantitative effect: participants noted that leveraging ecosystem benefits often depends on organizational capacity, which varies across nonprofits. This nuance explains the moderate statistical relationship.

Divergence and Nuance

While both methods broadly aligned, the qualitative data placed greater emphasis on relational factors as immediate sustainability drivers, whereas the quantitative model highlighted structural leadership attributes as the dominant predictor. This implies that relational and structural elements function at distinct levels while simultaneously reinforcing each other.

Kurien and Varghese (2021) propose that financial sustainability of NPOs hinges on strategic resource allocation, and they reported that 80% of respondents admitted to the great impact donor relations had on the financial sustainability of such NPOs. Further, 57% of the respondents admitted that income diversion greatly affected the financial sustainability of their institution.

4.4 Conclusion

The results shown here highlights various factors influencing the sustainability of nonprofit organizations (NPOs). Qualitative results point out the significance of leadership confidence, good decision-making, and the important role of the external NPO

environment particularly creating a collaborative mutual support for NPOs which together influence the sustainability of the organization. The quantitative results too confirmed the same. It also reflected a statistically significant positive relationship between leadership confidence and organizational sustainability. These results highlight the importance of strong leadership, promoting a harmonious and synergetic environment, and the implementation of efficient strategies to handle the intricacies of the NPOs.

Key Takeaways

Confident leaders play an important role in driving organizational sustainability. This happens by establishing a good working culture, motivating, and making appropriate choices which is best.

An efficient nonprofit ecosystem enables collaboration, sharing of resources and best practices thus making resources and successful strategies available for them.

NPOs need to successfully address issues such as resource limitations, stakeholder and burnout management. They have to work on the ability to reconcile competing goals to ensure long-term success.

The study's result underscore actionable insight for the leaders of nonprofit organizations, policymakers, and funders. Full understanding of the most critical determinants of the sustainability of nonprofit organizations can enable stakeholders to

collaborate, thereby creating a better environment for the nonprofit sector which enables these organizations to continue and sustain their contributions to society.

CHAPTER V:

DISCUSSION

5.1 Discussion of Results

The NPOs have a twofold mandate. The first is leadership development that rallies all the stakeholders to a common vision. Second being, developing a partnership that unlocks the benefits of collaboration, resource and knowledge sharing. Here we see a movement from theory to practical, highlighting the combination of the above mentioned two that creates a multiplier effect. This enables NPOs to maintain their impact even if there is a resource constraint and rapidly evolving environments.

5.2 Discussion of Research Question One

The ability of the leaders to make clear decisions in the complex situations pushes the success rate of NPOs. And this ability and success also contributes in building their morale and confidence. Strong leadership is found by research to be more than good administration. Strong and confident leadership is a booster and energizer which opens the gates of enablement. It enables organizations to align goals with adaptive processes, establish stakeholders' trust, and cope with the inevitable limitations brought about by the limitations of resources. Their ability to effectively prioritize long-term goals while at the same time attending to emergent issues, helps them to build a strength that goes beyond the mere financial capabilities. This results in commanding community respect and cause positive effects on the community.

Main reason to this nature of confidence is the role of strategic decision-making. Confident leaders prioritize mission integrity over short-term pressures. They exhibit this even when faced with difficult trade-offs. This includes even declining funding opportunities that misalign with core values. This preserves organizational identity while signalling commitment to stakeholders. Also, this not only safeguards institutional purpose but also builds credibility. Positioning NPOs as trusted partners rather than reactive entities chasing transient opportunities speaks volumes. These type of leaders acts as stewards of their organization's legacy and create a blueprint for sustained relevance.

Another important ability is to distribute resources with purpose and flexibility. Effective leadership is defined by the willingness to redistribute resources to new, need-based initiatives. This happens even if such initiatives look risky. By initiating programs to support emerging needs these leaders demonstrate their flexibility in thinking which transforms risk into opportunity. This careful and unbiased redistribution enhances organizational flexibility, allowing nonprofits to adjust their focus without losing their core mission.

Balancing different priorities is a challenge. Leadership from a practical and strategic point of view handle these challenges effectively. Practicing inclusiveness by engaging stakeholders through open and honest communication and consultations help leaders handle this challenge very effectively and with all round support. Organizations don't get stuck if they are able to balance between flexibility and focus. Leaders who make the right decisions based on empathy and evidence bring order and get rid of chaos.

Trust is the most important factor and very valuable even though it is intangible. Public trust results in a good flow of support both financially and morally. This turns as a facilitator of leadership confidence. Co-creating with stakeholders and initiating of open forums with supporters gives the feel of mutual ownership of the objectives. When Leaders turn into partners and not gatekeepers, they open the opportunity for the stakeholders to become co-creators. This brings an increased social embeddedness of the organization. This generates a cycle of trust and accountability.

Theoretical concepts of transformational leadership and stewardship find practical application here. Visionary leaders inspire teams and stakeholders by not just preaching but practicing the values of the organization. Their ability to drive the team through purpose and not power is in line with the transformational leadership theory. Here they enabling others to act. leadership values get increased when leaders are able to command trust with various stakeholders and with ethical responsibility. Their resolve to efficiently and justly apply the resources for the benefit of society and guiding every decision toward the organization's broader social mandate demonstrates their leadership.

Building leadership confidence is necessary and involves a commitment to capacity-building exercise. This should foster strategic vision, ethical courage, and inclusive governance. The establishment of effective and synergetic ecosystems that promotes collaboration, resource sharing and a platform where mutual support adds to the confidence of the leaders. By practicing these principles, nonprofits can convert leadership confidence into a systemic driver of sustainability.

In essence, confident leadership is not about unshakable certainty but about the clarity to act decisively. To add, having the humility to adapt, and the integrity to remain grounded in purpose further boosts the trust factor and the confidence of the leader. For nonprofits operating at the intersection of idealism and pragmatism, these qualities are not optional but essential.

5.3 Discussion of Research Question Two

NPO sustainability has a direct relationship with the health of the NPO ecosystems that they are working in. This study acknowledges that a healthy, synergetic, and effective ecosystem not only supports organizational activity and trust but also maximizes its impact. This is made possible through cooperation, expediting learning processes, and congregating stakeholders to work together towards common goals.

Central to nonprofit ecosystem efficacy is the principle of collaborative resource-sharing by collaborating on infrastructure, expertise, or administrative resources, NPOs can achieve greater efficiencies that individual organizations cannot achieve alone. Shared fundraising platforms or joint staffing models, for instance, reduce operational redundancies and free resources for mission-critical activities. The reality is that the potential of such partnerships rests with equitable systems of management that enhance transparency and accountability. Without systems for addressing disparities of power, such as large organizations grabbing all the resources, potential for collaboration can be overpowered by suspicion. All players in ecosystems have to pay attention to inclusive

systems that share gains equally, such that small or grassroots groups are not excluded in the name of efficiency.

The role of these efficient and synergetic ecosystems in knowledge sharing and best practices is a gamechanger. NPOs engaged in peer learning networks receive access to evidence-based practices in program design, donor involvement, or community mobilization, and in this way, they become capable of improving their impact. For example, the duplication of a partner organization's online health outcomes measurement tool can be both cost-saving while, at the same time, enhancing service provision. For NPOs, financial sustainability is a critical component. This enables managers to access funds, creates a sense of security and retains the vision of serving in the long term there by experiencing independence in carrying out implementation in their areas (Bryson, 2018). It's important to note that there should be a balance between short term finance requirements and long-term sustainability. This is made possible due to availability of multiple sources of funds along with effectively controlling the costs. Aggressive financial planning and budgeting also helps bring financial discipline which again aids to be sustainable. Funds derived from a single source runs the risk of total collapse due to some reason effecting the source and whereas multiple funds in place leads to long term sustainability (Froelich, 1999).

These innovations thrive in ecosystems where openness and reciprocity are a priority and culture. Here organizations value collective success as win-win condition compared to being in competitive in nature. The value derived from knowledge sharing

depends upon how able the receiving organization is able to process the gained information.

Sustainability is further influenced by fostering mission aligned collaboration. NPOs, governments and private entities are united because of cross sector partnership working on the common objectives. When they align their goals, they reduce duplication of efforts and save on resources. This also gives them the opportunity to present as a unified voice to policymakers and funders. Presenting as a unified voice improves grant success and also boosts public legitimacy. Resource dependency theory underscores the importance of such alignment which makes resources available, reduces friction and builds collective legitimacy.

The study also reveals some critical challenges that the NPO ecosystems should address. The first of this is the persistent power imbalances where large organizations dominate resource allocation and thus can erode trust and kill innovation. Also, the absence of standards for data sharing or impact measurement creates ambiguity. These gaps call for neutral back bone organizations or bodies to mediate conflict and enforce equity in the system.

These insights underscore the importance of strategic NPO ecosystem management. NPOs should proactively seek partnership with likeminded organizations resulting in leveraging synergies and amplifying reach without compromising their autonomy. This will also improve their influence on policy agendas and can play a positive role in putting up a joint agenda by sharing infrastructure and collaboration.

Ultimately, NPO ecosystem is an active architect of sustainability. By initiating and cultivating an environment where resources can be shared benefitting mutually and freely sharing the knowledge, this can become a force that can amplify a positive social impact.

For NPOs, this is not simply a matter of expansion of internal capacity but to build an environment that values collaboration as much as competition, and solidarity as much as individuality. Thus, they lay the groundwork for a future in which collective work and action is the basic building block of sustainable impact.

This study highlights the role of a supportive and collaborative NPO ecosystem to influence organizational stability. The power of unity and advantages of collaboration and the new strength they acquire to handle obstacles and challenges will significantly amplify its impact both as an efficient organization and communities it serves.

CHAPTER VI: SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

This study highlights that achieving long-term sustainability of NPOs depends on the synergy of inwardly developed leadership practices and the external efficient and synergistic NPO ecosystem involvement. In all, the research shows that visionary, agile and forward-thinking leadership is also the key to organizational resilience. This enables nonprofits to navigate uncertainty through strategic foresight, adaptive resource stewardship, and stakeholder trust. Mission integrity-driven decision-making leaders responsive to emergent challenges enable their organizations to survive short-term pressures and create a lasting legacy.

Underlying this inner dynamism, the report emphasizes the potential of collaborative ecosystems. When nonprofits operate in networks of balanced resource reciprocity, sharing of knowledge, and shared purpose, they become more efficient at solving system-level problems and scaling solutions. But these ecosystems must be designed deliberately with structures that counteract power disparities, foster transparency, and reward cross-sector collaboration - to be optimally effective.

The sustainable path forward is convergence of leadership and a collaborative NPO ecosystem. Trust builds when the leadership utilizes the synergy of coming together through the NPO ecosystem. For stakeholders, these findings demand integrated

approaches that build leaders, build policy facilitating collaboration internally and externally, and place trust-building centre stage as a sign of resilience. By bridging internal capability with external potential, this study rethinks how we think about nonprofit sustainability as a dynamic collective process, not a static outcome, and aims to advance social welfare in an increasingly complex world.

6.2 Implications

The implications that we see as a result of this study is unique. This study redescribes how stakeholders conceptualize and enact to achieve sustainability in mission focussed settings. The findings highlight a shift in paradigms namely moving away from autonomous organizational actions and towards an interdependent system. Here, the leadership and NPO ecosystem thrive supporting each other which influences positively both the leader and the organization.

It is imperative for the NPOs to revisualize leadership development as a strategic action. This is a critical activity that needs to be prioritized as they have to navigate uncertainty. Developing the leaders with strategic vision, ethics, ability to process and derive from data, communication and efficient and adaptive decision-making processes moves them from hesitant to decide to confident to decide.

Building collaborative practices including sharing of resources, working on joint platforms to raise support, and sharing of knowledge and best practices turns to be game changer. This not only frees up resources but builds public trust and confidence. By

adopting these positives NPOs can move from survival plans to purpose driven plans of actions resulting in effective community impact and trust.

The call is also to the policymakers and funders. They have to rethink their role as an architect of equitable NPO ecosystem and not mere passive participants. This means just not donating to some individual NPO but actually investing into sustainability enablers like a neutral intermediary. These intermediaries can coordinate partnerships and also incentivize collaborative problem solving. of course, it's imperative to break barriers that prevents collaboration and create conditions that enables NPOs to flourish together and not to compete.

The study therefore opens up possibilities for researchers to study further and increase academic investment in the collaborative action of leadership and NPO environments. Theoretical studies can be practically approached by creating context-based measures. These measures such be such that can assist to evaluate leadership confidence, results of collaboration and how it influences the sustainability of the organization.

Finally, the implications go beyond the individual actors. The ask is for a collective transition to sustainability. This has to be seen as a community led achievement benefiting the society. Coming together and aligning leadership capacity with collaborative NPO ecosystem can result in establishing a high moral standards enabling NPOs to move from survival to purposeful mode. This study calls to see that sustainability of NPOs is not

merely an organizational aspiration but a natural aspect of democratic and inclusive advancement.

6.3 Recommendations for Future Research

It is important to continue the study and discussions on NPO sustainability. For this research needs to be interdisciplinary that examines the intricate relationship between leadership, collaborative and synergetic ecosystems and disparities. There is a critical area that needs to be examined on leadership dynamics. That is, there should be an emphasis on how emotional intelligence and ethical resilience influence decision making at time of crisis.

Cross-segment comparisons between different nonprofit subsectors can help determine how leadership models uniquely affect organizational sustainability in different mission-driven environments.

Exploring the equity and scalability of the NPO ecosystems is equally important and critical. Longitudinal research studying on how collaborative networks respond to changes with most recent introduction of AI based fundraising and utilization of online platforms needs to be taken up for further study. At the same time, a deeper study on the inter organization relationship and strategies for creating sustainable frameworks for sharing resources will help consolidation of the purpose of establishing NPO ecosystem. However, it is important to consider study further the face of technology adoption, or evaluate new technologies for facilitating greater participation in donor partnerships but

with transparency. These inquiries could redefine how organizations leverage innovative approaches to foster trust in a time characterized by increased public examination.

Finally, global comparative studies examining sustainability strategies across regions - such as the Global North and South - could identify transferable practices while highlighting context-specific barriers. It is essential to examine the effect of cultural, economic, or policy contexts on the effectiveness of collaboration. This study facilitates cross-border learning and enhances the capacity of the global nonprofit sector to respond to shared challenges.

The above is in line with a research design that defines nonprofit sustainability as a process, and not a final product. The process entails organizations initially setting core values, making major undertakings, and wisely using innovative approaches, all in the interest of making long-lasting social contributions.

6.4 Conclusion

Nonprofit sustainability is not defined as a terminus but as a continuous journey process influenced by visionary leadership, collaborative culture, and innovative adaptability. The emphasis in this study is that to develop leaders who can decide with strategic wisdom and ethics and at the same time should be connected to the NPO ecosystem. The type of NPO ecosystems that they should be connected should emphasize equity, sharing of knowledge and resources. By bringing the synergy of internal capacity with external opportunities through collaboration, NPOs should be able to create a win-win situation for themselves. This enables them to overcome constraints and effectively

deploy the resources to maximization. They also amplify the impact on the society which is the reason they are incorporated.

The implication of this study is beyond the academic interest but also providing practical suggestions to stakeholders, policymakers and funders to think beyond. Funders should consider investing in leadership development programs that builds confidence and flexibility. They should also invest in establishment of an impartial NPO ecosystem which will benefit the collaborating NPOs.

Primarily, this study advocates for a paradigm shift in the way sustainability is viewed. Recognize NPO sustainability as not just organizational survival but a necessity for progress and social justice, a purpose driven organisation that the society needs. It is important in making decisions on purpose, building trust on openness, and insisting on systemic justice, nonprofits can be nimble, future-proof organizations that can deliver transformational change. As the sector struggles with changing demands the lessons here are compass and catalyst, calling on all stakeholders to lead for sustainability as a collective, long-term commitment to the common good.

To sum it up, the future will look forward to leaders to be courageous and to lead with integrity, humility to work across boundaries, and innovation to think progressively. The impact of nonprofits, and the communities they serve, is based on our shared commitment to making these ideas a reality - one meaningful step at a time.

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APPENDIX A:
INFORMED CONSENT

The survey is **completely anonymous** and *no information about you or and your organization* is collected. Your honest feedback will help us to complete the research and in turn you will help the nonprofit sector with inputs for better sustainability. Thank you for your time and Willingness to take the survey/interview. Please select Continue to accept and take the survey/ continue with the interview.

APPENDIX B:
INTERVIEW GUIDE

1. Thank the Participant for his/her time and willingness to participate.
2. Give a brief intro about the subject, the institution I am enrolled with and the objective of this interview.
3. Let them know that this is anonymous and their identity will not be revealed.
4. This is audio recorded for the sake of transcript and analysis. Their audio will be purged from the system once the transcript is generated.
5. Seek their approval for recording the interview and willingness to participate.
6. In case the participant expresses any discomfort in recording, reassure else thank and exit.
7. Go by the structured interview questions.
8. If the participant wants to share additional related information, allow them to speak and do not cut them. Unwanted data can be purged from the transcript.
9. Aim to complete the interview within 20-25 minutes.
10. If the response is with multiple options, confirm which is their preferred option.
11. To indicate that interview is coming to an end, always tell these are my last two questions.
12. At the end of the interview, thank them again for their time and express your positive feeling about the interview and ask them if they have anything else to add.

APPENDIX C:

INTERVIEW QUESTIONS

Intro:

This is doctoral research on Decision making and sustainability in nonprofit organizations.

The data collected will be anonymous and nowhere we will mention your name or contact information.

This is recorded to identify information and coding for research purposes the recording will be purged from the system post generation of transcript.

Please express your willingness before we start the interview.

1. Can you list some of the challenges that you face in your decision-making process?

(NPO leaders often face challenges in decision making due to limited resources, competing priorities, diverse stakeholder expectations, and the need to balance short-term needs with long-term goals.)

2. How did you see these challenges?

3. What is your experience in balancing multiple objectives?

(Balancing multiple objectives in NPOs refers to the complex task of managing competing goals (include balancing the need to maximize social impact with the financial sustainability of the organization, while also ensuring effective resource allocation and stakeholder satisfaction) and priorities within an organization. This involves making

decisions that align with the NPO's mission while considering the needs of various stakeholders, such as donors, beneficiaries, staff, and the community).

4. Do you see funding as a major challenge and how do you handle shortage of funding?
5. How easy or difficult was it for raising funds?
6. Can you share some experience in prioritising resources to support your initiatives and objectives?

Prioritizing resources involves making strategic decisions about how to allocate limited funds, staff, and time to achieve an NPO's goals effectively.

7. Do you effectively engage with your stakeholders?

Stakeholders in NPOs include donors, beneficiaries, staff, volunteers, board members, government agencies, and other individuals or organizations that have an interest in the NPO's activities and outcomes.

8. How do you manage stakeholder pressure?

Stakeholder pressure refers to the influence exerted on NPOs by various stakeholders, including donors, beneficiaries, staff, and the community, who may have conflicting expectations and demands

9. Do you encourage new ideas and approaches when making decisions?
10. Is your organisation transparent in managing resources?

11. Does your organization effectively balance the streamlined processes with achieving its mission's goals? Or do you bypass the processes?

Streamlined processes in NPOs refer to efficient and effective procedures and workflows that minimize waste, redundancy, and delays, allowing for better resource allocation and improved outcomes.

12. Does your organization collaborate with other organizations to achieve shared goals or address complex issues?
13. Does your organization conduct regular impact assessments to inform their policy decisions?
14. Informed policy ensures they're directed towards initiatives with the highest chance of success. Do you agree?

Informed policy refers to decisions made by NPOs based on evidence, data, and analysis, leading to more effective and sustainable outcomes.

15. Is your organization able to share best practices with other NPOs?
16. How do you know that your organization has gained public trust?
17. Your views about data-driven decision-making.

Data-driven decision making involves using data and analytics to inform decision-making processes, leading to more informed and effective choices in NPOs.

18. Did your organization experience an increase in donations and donors?.
19. Did your organization experience a low staff turnover? (less resignation of staff)

20. Did your organization experience an increase in volunteers?

21. Collaboration exercise resulted in shared resources between NPOs. Do you agree?

22. Is your organization able to replicate successful models?

Replicating successful models involves identifying and adopting proven strategies or practices from other organizations to improve one's own performance and achieve similar outcomes.

23. Does a confident leader build a sustainable organization?

24. Does an efficient nonprofit eco system contribute to the sustainability of the organization?

Outro:

Thank you for your time and if you have any other comments or points to share, you have two minutes for that.

APPENDIX D:
SURVEY COVER LETTER

Dear Sir/mam,

Thank you for your response on the call. I am an entrepreneur with more than 35 years of experience and 15 years in serving people through nonprofit organizations.

During my journey, I witnessed a dilemma in decision making and desired to contribute to the Non-Profit Organizations some solutions and directions in decision making.

Hence this doctoral research and I have reached a stage where I am surveying a sample population on the above subject.

Your participation in this survey will help us identify the critical challenges and help in finding solutions for the same.

This survey is an anonymous survey and we will not collect any information about you.

Please fill this form to take the survey.

https://docs.google.com/forms/d/e/1FAIpQLSfpvFq1MFcV5GUMXITv32GidxrwIqcv6DcZ7EgQQVvPpzBMQ/viewform?usp=sf_link

Please send us a mail saying the survey is completed after submission.

Thanks and Regards,

Paulraj Joseph

APPENDIX E:
SURVEY QUESTIONS

1. Did your organization raise funds to bridge the gap between planned income and expenses?
2. Did your organization prioritized and allocated limited funds to ensure the most critical programs and initiatives to be adequately supported?
3. Is your organization able to effectively integrate the NPO's social impact goals with its financial sustainability needs.
4. Is your organization able to effectively engage with stakeholders (donors, beneficiaries, board) to ensure alignment between their priorities, social impact goals, and resource allocation decisions.
5. In your organization, do you encourage new ideas and approaches when making decisions about programs or services?
6. Is your organization transparent in its process for allocating resources (financial, human, etc.) to different programs or initiatives?
7. Does your organization effectively balance the streamlined processes with achieving its mission's goals?
8. Does your organization collaborate with other organizations to achieve shared goals or address complex issues?
9. Communication and collaboration helped break the barrier between NPOs. Do you agree?

10. Does your organization conduct regular impact assessments to inform their policy decisions?
11. In the NPO resources are limited, so informed policy ensures they're directed towards initiatives with the highest chance of success. Do you agree?
12. Is your organization able to share best practices with other NPOs?
13. Increased use of data-driven decision-making has benefited the NPO understand donor demographics, giving patterns, and campaign effectiveness. Do you agree?
14. Did your organization experience an increase in donations.
15. Did your organization see an increase in the number of donors?
16. Did your organization's programs effectively contribute in achieving social impact goals as desired.
17. Did your organization experience a higher donor retention rate?
18. Did your organization experience a low staff turnover? (less resignation of staff)
19. Did your organization experience an increase in volunteers?
20. Collaboration exercise builds trust and or communication between NPOs. Do you agree?
21. Collaboration exercise resulted in shared resources between NPOs. Do you agree?
22. Is your organization able to replicate successful models?

Options: Strongly disagree, Disagree, Neutral, Agree, Strongly agree

