TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL STRUCTURE AND GROWTH OF THE PRESBYTERIAN CHURCH OF EAST AFRICA, KENYA

KARIUKI PETER NJOROGE

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DECLARATION

I declare that this dissertation is my original work and the same has not been presented to any college or university for academic purposes.

Signed……Date. ……

Kariuki Peter Njoroge

POLD/18889/0/21

This dissertation has been submitted for examination with our approval as the appointed University Supervisors.

Signed……..Date ……..

Daniel Mulinge, PhD

Pan Africa Christian University

Signed……..Date ……..

Wole Adegbile, PhD

Pan Africa Christian University

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DEDICATION

I dedicate this work to my wife; Loise, and children; Faith, David and Johnson for motivating me during the entire period of my studies.

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ABSTRACT

The church plays a critical role in faith formation and social transformation yet slow spiritual and numerical growth has been cited in research with effective leadership being regarded as one of the critical factors that can bring a turn around to this phenomenon. The general objective of this study was to establish the effect of transformational leadership on growth of the Presbyterian Church of East Africa in Kenya. The specific objectives of the study were: to determine the effect of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration on church growth and to establish the moderating effect of organizational structure on the relationship between transformational leadership and growth of the PCEA, Kenya. This study was anchored on the Transformational Leadership, Weber's Bureaucratic and Natural Church Development Theories. The study adopted a positivism philosophy and employed a descriptive survey design with explanatory analysis. The target population was 11,046 church leaders. A stratified sampling method was used to generate a sample of 370 respondents. Data was collected using a self-administered structured questionnaire measuring transformational leadership, organizational structure and church growth indicators which comprised of evangelism, fellowship, discipleship and numerical growth. Statistical Package for Social Sciences (SPSS) Version 30 was used for data analysis and the descriptive data was analyzed and presented in figures and tables. Normality, linearity, multicollinearity and homoscedasticity tests were done. Regression analysis was then done and Pearson moment correlation (r) employed. The findings revealed a significant positive relationship between transformational leadership and church growth with the four dimensions showing a positive and significant effect. Organizational structure had no significant moderating effect in the relationship

between transformational leadership and church growth. The study therefore concluded that transformational leadership significantly affects church growth. Recommendations were made to PCEA to institutionalize transformational leadership development at all levels of ministry. The study contributed to the body of knowledge on leadership and growth in Faith-based organizations and it also informed policy and strategic planning. Further research could compare transformational leadership practice and church growth with other mainstream denominations.

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ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
CEO	Chief Executive Officer
GA	General Assembly
GSM	Global System for Mobile Telecommunication
MLQ	Multifactor Leadership Questionnaire
PCEA	Presbyterian Church of East Africa
SMEs	Small and medium – sized Enterprises
SPSS	Statistical Package for the Social Sciences
VIF	Variance Inflation Factor

OPERATIONAL DEFINITION OF TERMS

Church Growth: The increase of the church in numbers and spiritual ways in line with the model of the Apostles teaching mainly measured in the study through discipleship, fellowship, evangelism and numerical growth (Nganga, 2023; *New International Version, 1978/2011,* Matthew 28:18-20; Acts 2:42-47).

Idealized Influence: A dimension of transformational leadership where a leader leads by example (Northouse, 2022) and is conceptualized in the study through role modelling, confidence and values indicators.

Inspirational Motivation: A dimension of transformational leadership where the leader inspires and motivates followers to move from mediocrity to excellence in task accomplishment (Bradley, 2020). Applied in this study through vision casting, teamwork and optimism indicators.

Intellectual Stimulation: A dimension of transformational leadership where the leader encourages creativity and innovation in goal achievement (Northouse, 2022). It was applied in this study through creativity, innovation and feedback indicators.

Individualized Consideration: A dimension of transformational leadership where the leader pays attention to the needs of individuals and mentors and coaches them for efficiency (Bradley, 2020). This study applied it through mentorship, coaching and delegation indicators.

Organizational Structure: The way resources are designed, organized and coordinated to achieve organizational goals. It is better described through various dimensions, namely; centralization, formalization, specialization and coordination among others (Eze et al., 2017; Flaszewska, 2021). This study applied centralization, formalization and specialization indicators.

Presbyterian Church of East Africa (PCEA): One of the mainstream churches found in East Africa where power and authority is vested on Elders (ruling) and Ministers (teaching Elders) who operate in systems referred to as courts i.e. Kirk Session (Parish), Presbytery and General Assembly where policies on spirituality, finance and development are discussed. It is more concentrated in Kenya where 60 out of the 61 Presbyteries are located (Thegu, 2018, Presbyterian Church of East Africa (PCEA), 1998, General Administrative Committee (GAC), 2025).

The Great Commission: This is the mandate given to the church by Jesus Christ to spread the good news, make disciples of all nations and teach them to live according to the biblical teachings.

Transformational Leadership: A leadership style where the leader influences and motivates followers for the achievement of common goals and is conceptualized through the four dimensions (4Is), idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Northouse, 2022)

CHAPTER ONE: INTRODUCTION AND BACKGROUND TO THE STUDY

Introduction

This chapter discusses the background of the study, the statement of the problem, research objectives, research hypotheses, assumption of the study, justification, significance, scope, limitations and delimitations of the study and the chapter summary. The study was situated within the Presbyterian Church of East Africa with the major variables being church growth as the dependent variable, transformational leadership as the independent variable and organization structure as the moderating variable.

These variables are important because they will help the context of this study, the PCEA to fulfill her mandate as stipulated in the Great Commission. The five hypotheses presented here relate to the objectives of the study. The significance of the study shows how the church and other organizations could benefit from the study. This is followed by a recap of the major elements covered in the entire chapter.

Background to the Study

Church growth is an ecclesiological concept which refers to both qualitative and quantitative expansion of the church in line with the missional mandate. The available research reports that church growth is beyond numbers and include spiritual strength, how deep the members are in discipleship and church health thereby making them thrive in the community of faith (Francis et al., 2023).

From a theological perspective, church growth is related to how a church participates in the great commission through evangelism initiatives, how the new converts are incorporated into the body of believers and spiritually grounded through discipleship. Contemporary studies report that growth happens when members'

relational bonds are enhanced, active faith participation encouraged thereby resulting to strengthened spiritual formation and retention (Francis et al., 2023).

Moreover, studies report that transformational leadership significantly influences church growth through enhancing the clarity of vision, engagement of members and the coordination of ministry. Church growth is therefore defined as a holistic and dynamic process that involves evangelism, fellowship, discipleship and numerical expansion which are together supported by effective leadership behaviours and relational structures within the faith community (Francis et al., 2023; Muthuku et al., 2023).

Research from global, regional and local contexts has revealed a downward trajectory in church growth especially in attendance and spiritual formation. This view was supported by Lawton (2021) whose study revealed a downward trajectory at high rate due to members' demographics dynamics with young people preferring more online services than the aged and lack of robust evangelism activities in American churches. This report was corroborated by another study done by Dandridge (2020) which found out that only 18% of members attended church in a selected number of American Churches. This was attributed to weak evangelism and outreach activities as well as inability to meet members' needs.

The regional churches which initially were regarded as centers of church growth and expansion are also manifesting signs of slow growth as noted in a research done by Ferreira and Chipenyu (2021) focusing on the spirituality rather than the numerical factors of church growth. They found out that the South African Dutch Reformed churches were experiencing a decline in attendance which was caused by poor commitment to mission activities and ineffective leadership.

Similarly research in Kenya shows that inability to include some demographic groups like the youth in the ministry has a bearing on declining growth in the church as demonstrated by a study done by Kithure (2022) focusing on factors affecting church growth in Methodist Church of Kenya, Nyambene Synod. This view was supported by Nganga (2023) whose study sought to examine the influence of stakeholders on church growth in PCEA Milimani South Presbytery. The study found out that listening and acting on members' views brought motivation and enhanced church growth.

Nevertheless, the dominant narrative of declining church growth does not attract a universal support. There is scholarly evidence that reports that church growth does not decline in a uniform way but it shifts in form and expression. While many traditional churches physical attendance reveal some level of slow growth, those churches that leverage technology realize growth due to member engagement, hybrid worship and discipleship initiatives. Further, attendance decline should not be interpreted as a general church decline because personal spiritual vitality and other informal church practices may remain stable or even rise regardless of the attendance trends (Moberg & Sjo, 2020).

However, these findings from global, regional and local contexts clearly demonstrate that there is a church slow growth issue that requires attention for the church to fulfill the divine mandate as contained in the Great Commission. The different reasons given as the cause for this phenomenon also imply that there are no agreed parameters of measuring church growth thus the validation of this study.

The current study employed transformational leadership as an independent variable. This leadership style has received scholarly focus and is viewed as capable

of shaping organizational growth both in the profit and nonprofit organizations as discussed in the section below.

Transformational Leadership

Transformational leadership concept has been defined differently by various authors. Burns (1978, as cited in Kariuki, 2022) is mainly credited with coming up with this concept and looked at it as a style through which leaders raise their motivation and morality and that of their followers (Northouse, 2022). Bass (1985) expanded Burns argument through the development of a theory with four dimensions, namely; idealized influence, inspirational motivation, intellectual stimulation and individualized consideration which help the leaders to motivate and inspire the followers to perform beyond the expected (Kariuki, 2022).

Transformational leadership is also credited for its ability to affect people from all levels of the organization. Rooted in values and personal beliefs, leaders are inspired by their innermost personal values e.g. honesty, fairness and justice, creating unity and harmony and aligning personal needs to those of the organization. This style of leadership also links its perspective with passion and purpose, pays attention to the followers, creates trust and commitment in them and also cares for them (Korejan & Shahbazi, 2016).

These values are relevant to the current study because being a faith based organization, members expect their leaders to teach not only through their talk but also their walk by being role models. This argument suggests that transformational leadership should not be limited to positional leadership only but should include relational aspects across diverse organizational levels.

Lussier and Achua (2016) define transformational leadership as an improvement of the other leadership styles and was distinguished by making a

convincing case for change where the leader increases sensitivity and awareness to the opportunities and threats within the environment, challenges the status quo and looks out for attractive trends. The other notable element is a shared vision where followers are encouraged to think of a new and hopeful future, involve other team members in identifying and focusing on the vision and inspiration of followers.

A research done by Paul (2020) which sought to investigate the role of transformational leadership in preparing young people for future leadership in a church at Minnesota USA found out that this style of leadership and its elements of delegation, empowerment, creativity and goals articulation was able to motivate the youth to participate in the general church activities and enhanced their attendance. This drives growth both numerically and spiritually and enhances church growth. Nevertheless, the context-specific nature of this study poses a challenge to its generalization across diverse settings.

According to Pali (2016), leadership and transformation from the Africa Church context shows that the church is currently waning with poor commitment to the core business i.e. mission and evangelism, fellowship and worship of God (*New International Version, 1978/2011*, Matt. 28:18-20). This is attributed to lack of competent leaders who need to be equipped with transformational skills in order to bring a turn around to the growth and health of the church. When leaders lack these necessary skills, the church will lack strong leadership to achieve the required changes. This study brings in a contrasting perspective that states that leadership capacity gaps can be a hindering factor in growth of African churches. The church in Africa therefore needs to introduce transformational leadership in their capacity building programs for meaningful change and for realization of enhanced performance.

Leaders who operate through transformational leadership behaviours influence the church significantly driving commitment and engagement as found by Muthuku and Chiroma (2023) who did a study on the relationship between transformational leadership and church health in selected denominational churches in Nairobi County. This in turn made members to be more committed to the ministry. The recommendations were that more training needs to be done in the area of transformational leadership behaviours such as vision casting, inspirational motivation, intellectual stimulation and individualized consideration to foster church growth. Despite the positivity of this study it introduces a context-specific element within churches in urban areas which may not be generalizable in rural churches due to education levels, socio-economic differences and technological exposure.

The four elements of transformational leadership as coined by Bass seem to be the ones that are widely used to measure transformational leadership as seen in the documented studies. They are; idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Niphadkar & Kuhil, 2017).

Idealized influence is regarded as the charismatic and emotional aspect of transformational leadership which brings out a leader as a role model worthy of emulation by the followers (Northouse, 2022). These types of leaders are also known for demonstrating the ability to assure their followers that all problems can be solved. They believe in their followers' capabilities and cultivate a culture of trust which influences followers in the accomplishment of shared goals (Sahibzada et al., 2016). This element of transformational leadership is applicable in the church context where church leaders are supposed to demonstrate credibility by being role models to the followers being capable of walking their talk and eventually fostering sustainable growth. The available empirical literature confirms that many organizations globally,

regionally and locally are impacted differently by idealized influence in their performance.

Afshari (2022) did a study that focused on idealized influence and how it affected workers' commitment in Australia and Iran. The design used was quantitative and the findings were that this component of transformational leadership significantly related to commitment of workers in organizations in Australia but in Iran there was no significance mainly due to cultural diversity factors.

This view was supported by another study done by Ayaz and Awais (2023) focusing on effects of transformational leadership on organizational commitment in Pakistan textile industry. The research was descriptive in nature and the findings were that there was a positive relationship between transformational leadership and organizational commitment. The same view was validated by Ashraf et al. (2018) in a descriptive design study done in Pakistan textile industry based on leadership styles and workers' commitment.

Research on transformational leadership underscores the importance of idealized influence in enhancing organizational growth. For example, in a study conducted by Barinua and Tamunonengiyeofori (2022) whose focus was on idealized influence and employees' commitment in Nigeria concluded that there was a positive relationship between the two concepts, and recommended the enhancement of idealized influence among employees for better performance.

Majia (2020) took this argument further in a study on the influence of transformational leadership influence on employees' performance in the local government authorities in Tanzania. The descriptive survey design was applied and data analyzed using relevant software. The findings revealed a positive relationship

between the dimensions of transformational leadership including idealized influence and performance of employees.

In the church context, a study done by Pali (2016) on leadership and transformation in the African church revealed that the Dutch Reformed Church in South Africa was not performing well and the recommendations were that church leaders need to adopt transformational leadership style to enhance performance. Collectively these studies demonstrate that leaders who are ethical and role models to their followers promote commitment and enhance organizational performance

Local studies also demonstrate that idealized influence is important as it enhances performance in diverse organizational contexts. For instance, a research done by Ngaithe et al. (2016) on the effect of idealized influenced on staff performance in Kenyan enterprises which applied a descriptive research design found out that idealized influence significantly improved the performance of the workers and encouraged leaders to practice career mentorship and coaching of employees. Similar findings were reported by Kariuki (2021) in a study that dealt with the influence of idealized influence in the microfinance context in Kenya.

The study employed a desktop and critical analysis design to present a comprehensive and integrative theoretical framework for advancement of knowledge in leadership. The findings revealed gaps in conceptualization and theorization of idealized influence and provided a case for further research in the transformational leadership construct.

Langat et al. (2019) advanced this argument further in a study done in Kenya on the influence of idealized influence on employee job performance in the insurance industry. The study applied a correlation research design and concluded that there was

a significant and positive relationship between idealized influence and employee job performance.

Idealized influence is also relevant in faith based organizations as advanced by a research done Muthuku (2023) on the effects of transformational leadership and church health among the youth in urban churches in Kenya. The study which was quantitative in nature found out that there existed a significant relationship between the two constructs.

Inspirational motivation is an element of transformational leadership where the leader casts the vision with optimism and then motivates followers towards its achievement. They do this through inclusion in decision making as well as team spirit and clear communication that encourages followers to perform beyond their ability and put the organizational needs before personal ones (Bradley 2020; Northouse, 2022). This element fits the current study's context because leaders, if well-equipped can motivate members as well cast a compelling vision towards the achievement of church mission.

The relevance of inspirational motivation in enhancing the performance of organizations has been advanced in research done in global, regional and local contexts. A qualitative design study done by Alessa (2021) that focused on the dimensions of transformational leadership and their effects in public Universities in Saudi Arabia revealed that all dimensions including inspirational motivation had a significant and positive effect on the students' performance.

Existing research reports that effective leadership is directly proportional to workers' motivation and satisfaction. For instance, Mirela and Semsudin (2017) did a study in Bosnia and Herzegovina on how successful leadership and motivation lead to employee satisfaction and found that the two concepts had a strong relationship.

Likewise, Joseph-Armstrong (2023) also carried out a study on the impact of leadership on employee work motivation and performance in USA. The study employed a descriptive study design and found out that there is a significant relationship between leadership and work motivation and so managers need to come up with ways of motivating their employees thereby, improving their performance.

Correspondingly, Ebuzoeme (2021) did a study on transformational leadership and employee performance in food and beverage companies in Nigeria. The study applied cross-sectional survey research design that employed mixed method. The results yielded a significant positive relationship between transformational leadership components (4Is) and employee performance.

Inspirational motivation had effects on performance though its variation was smaller than that of intellectual stimulation component. This is evidenced by a research done by Meshi and Tukur (2016) in Nigeria on motivation and job satisfaction supported this argument but focused on the bank where good salary and a good work environment ranked highly.

This argument was advanced further by LIoyd (2020) in a study that used the same concepts and context but the focus was on medical institutions in Nigeria. The results yielded a significance relationship between motivation and job performance. Jobira and Mohammed (2021) advanced this argument further in a study focusing on organizational performance and motivation in a Seed Enterprise Firm in Ethiopia. The study employed an explanatory research design with a quantitative approach. The results showed a positive relationship between motivation and performance in the correlational analysis.

The extant literature and scholarly work from the local context reveal a strong relationship between inspirational motivation and performance in different

organizations in Kenya (Kariuki , 2021; Ngaithe et al. 2016). The relevance of this dimension of transformational leadership in churches matches very well with the current study whose focus is on the church in an effort to show how it can be deployed to spur growth.

Along the same lines, Muthuku (2023) underscored this in the study on the effects of transformational leadership on church health which was also supported by (Kithokilo & Wamitu, 2022) whose study on leader motivation and church performance in Kenya proved that inspiration motivation is a key driver of church growth/health. In general, inspirational motivation is viewed as being consistent in enhancing members' performance and engagement especially where vision casting by the leaders is strong.

Intellectual stimulation is another element of transformational leadership where the leaders encourage creativity and innovation in problem solving and achievement of organizational goals. It also encourages critical thinking and questioning of assumptions and handling of issues in a creative manner (Lussia & Achua, 2016; Northouse, 2022). This element is key in the church ministry today especially with the emerging trends like technology where the church can leverage and reach out to a larger audience especially the younger generation leading to adaptive growth.

The relevance of intellectual stimulation in the performance of organizations is a topic that has been researched widely in different contexts. A study done in Spain by Sanchez-Cardona et al. (2018) dealt with the effect of intellectual stimulation and team learning among workers and revealed a strong relationship between the two concepts. Team positive affect was found to be a mediating variable between

intellectual stimulation and team learning. Organizational leaders therefore should encourage behaviours that impact learning and team affect to enhance performance.

This argument was advanced by another quantitative study done in Vienna by Rupprecht (2022) focusing on the contribution of transformational leadership and motivation and creativity of workers. The results were that all the four dimensions including intellectual stimulation had a positive relationship between the two concepts. On the other hand, a quantitative study done in Indonesia by Ingsih et al. (2021) based on transformational leadership effects on organizational commitment in Covid-19 Pandemic revealed that intellectual stimulation had no significant effect and the researcher suggested a new model with dominant variables that may influence organizational commitment.

The available literature generally reports that transformational leadership is a key driver of workers' commitment and performance of organizations resulting to commitment, creativity and organizational problem-solving strategies. A case in point is the study done in Nigeria by Salau et al. (2018) focusing on transformational leadership and employee engagement identified intellectual stimulation and its indicators of innovation and creativity as the one that rated highly in the relationship between the two variables. This was supported by Mdletshe and Nzimakwe (2023) in a quantitative research done in South Africa on the influence of transformational leadership on employee engagement in a taxation organization where the results established a positive relationship between the two variables.

Similarly, evidence from the education sector shows that leaders who demonstrate intellectual stimulation impact teachers' satisfaction and commitment. This is evidenced by a quantitative study done by Iroegbulam (2021) in Nigeria that sought to investigate how school principals' transformational leadership practices

affected teachers' service delivery. The results were positive and recommended seminars to be held for developing these skills among school principals.

There is also scholarly evidence of the application of intellectual stimulation in enhancing church performance in Africa as noted by a quantitative study done in Nigeria by Haruna (2022) focusing on the effect of transformational leadership on church growth. The results showed that intellectual stimulation among other components of transformational leadership had a significant effect on church growth.

Conversely, the relationship is not always the same across diverse contexts as revealed by Kinara et al. (2023) who did a quantitative study with a focus on the influence of intellectual stimulation on organizational performance in South Eastern Kenya Economic block county governments. The results indicated that intellectual stimulation did not have a significant relationship with organizational performance due to counties not encouraging workers' innovative ideas and allowing them to play a role in decision making regarding their work. These findings highlight the possibility that intellectual stimulation works well where organizations are open to innovation.

Nasivili and Ndegwa (2022) also did a quantitative study at Kenya Airways on how intellectual stimulation affected workers' performance and found out that the results were positive. This was due to the fact that the employees were allowed to be creative and innovative and made independent decisions.

This view was advanced by yet another quantitative study that was done by Otieno et al. (2019) whose focus was on the influence of intellectual stimulation on employee engagement in the energy sector in Kenya. The findings were that there was a statistically significance relationship between the two variables.

However, Gitu and Awuor (2020) found different results in their quantitative study focusing on charismatic leadership and intellectual stimulation effect on organizational performance in the energy sector with a case study of Kenya Pipeline. The findings were that the management did not allow creativity and innovation among workers due to insufficient skills and recommendations were that they needed to be trained on the same. Intellectual stimulation therefore revealed mixed empirical results with a possibility that it might be more related to organizational context than being universally effective.

The fourth element of transformational leadership is individualized consideration where the leader shows much interest in the growth of individuals in the organization and engages in mentorship and coaching as well as identifying and developing followers' gifts and talents and encourage them to apply them for organizational impact (Bradley, 2020; Northouse, 2022). This is a relevant element in the current study for it enables church leaders to mentor and coach followers for mission impact and members' retention.

Global, regional and local studies have linked transformational leadership to church growth with Gregory (2020) whose study focused on transformational pastoral leadership and church growth reporting that transformational leadership pillars of vision, sacrifice and empowering speech result to spiritual and general church growth. Haruna (2022) took this further in a study done in Nigeria which applied the four dimensions of transformational leadership in relation to church growth and reported that church growth resulted after the application of these elements.

A correlation between the four elements (4Is) of transformational leadership and church performance was reported in a research done in Divine World Church in Nairobi, Kenya (Mutua et al., 2023). Transformational leadership was noted as having

the ability to help managers to create a good leadership environment thereby motivating their workers to realize a high performance for self and the organization. This is a relevant practice in the church because members need the same motivation from their leaders to help them have more mission impact.

Despite the introduction of other elements of transformational leadership as found in (Gregory, 2020), the (4Is) elements of transformational leadership as discussed are widely used and applicable in both profit and nonprofit organizations. They relate well with what is expected of church leaders who benefit from them as their leadership capacity is developed and help them to equip their followers on the same skills for ministry impact.

The current study therefore adopted idealized influence, inspirational motivation, intellectual stimulation and individualized consideration as sub variables of transformational leadership which is the independent variable of the study.

This study was authenticated by another study done in Pakistan by Khan et al. (2020) based on the role of individualized consideration in interactional justice and employee performance. A positive significance between the two variables was established.

Koveshnikov and Ehrnrooth (2018) did a quantitative study which focused on the cross-cultural variation of two dimensions of transformational leadership i.e. idealized influence and individualized consideration on behaviours on followers' identification in Finland and Russia. Individualized consideration had a more significant effect on workers behaviour in Russia compared to Finland. Teymournejad and Elghaei (2017) in a quantitative study done in Iran on effect of transformational leadership on the creativity of employees confirmed that all the

dimensions of transformational leadership had a significant and positive effects on creativity of bank workers in Maskan, Iran.

The available literature shows that individualized consideration has both positive and negative effects on organizational performance. For example, Adem et al. (2022) did a mixed study in Ethiopia focusing on principals' individualized consideration and teachers job satisfaction, revealed a low to strong positive correlation between the two variables and more training on transformational leadership was recommended.

Likewise, Oketch and Aden (2022) did a research that was quantitative and focused on individualized consideration and the growth of intra-regional trade in East African Community. The results were that individual consideration influenced the growth significantly and recommendations were that awareness needs to be created so that leaders may know that this dimension if well practiced is capable of boosting trade within the region.

Conversely, Namahe and Baba (2020) did another quantitative study in Nigeria focusing on transformational leadership and commitment of public servants in the ministries and the conclusion was that individualized consideration was not significant in the relationship between the two variables and the reasons given were the attitude of leaders or sampling size and measurement errors.

In other contexts, lack of individualized consideration behaviours enhanced organizational performance. For instance, a study done by Ndwiga and Ngaithe (2016) which was quantitative and focused on the effect of individualized consideration on organizational performance of selected enterprises in Kenya concluded that individual consideration had a significant but negative effect on performance meaning that if it is discouraged, the organization performance rises.

This was attributed to the enterprises being commercially owned and unfriendly employee company culture thus, the need to have this culture changed.

However, Kimeto et al. (2017) did a quantitative research based on the influence of individualized consideration and idealized influence on organizational commitment on Kenyan Banks. They concluded that there was a strong indication that individualized consideration predicted organizational commitment in Kenyan Banks.

Universities are also influenced by individual consideration as posited by Murage (2022) in a quantitative researched focusing on Transformational leadership and Public Universities in Kenya. The results showed that individual consideration had a significant and positive effect on the performance of students and so training and development programs need to be included in the university policies. Faith based organizations were also influenced by transformational leadership including individual consideration dimension as observed by Muthuku et al. (2023) in a quantitative study done with a focus on transformational leadership and church health in selected denominational churches in Nairobi, Kenya.

This research concluded that this leadership style had a positive but differential effect on church health but more empirical enquiry was recommended due to limitation in church health metrics in the study. Generally, individualized consideration demonstrated mixed effects where organizations with people-centered culture get stronger results.

This study also considered organizational structure as a moderating variable with the potential to work for or against the effect of transformational leadership and church growth. Details are discussed in the section below.

Organizational Structure

Organizational goals cannot be properly achieved without a framework on how people are organized and jobs divided and coordinated. This is made possible by the structure which shows how individuals and groups deal with their responsibilities, how tasks are allocated and the reporting authority defined. Daft (2021) referred this as the way in which an organization defines tasks, divides them, share resources and create a reporting system for departments coordination. The church which also has organizational structures with hierarchies as well as specific work roles like Ministers and Elders make structure applicable in the current study.

Organization structure is perceived as the process where people and resources are grouped and tasks aligned in order to facilitate coordination, communication and decision making (Oduol, 2022). Effective organizational structure therefore is very imperative and only those firms that are eager to adopt them will boost their performance as they respond to the emerging changes both within and without the organization.

This argument is supported by Gutterman (2023) who noted that organizational structure dimensions determine how activities are carried out; one, being the way roles and responsibilities are defined; channels of communication and information done throughout the organization as well as monitoring and controlling of organizational activities.

Communication and decision making are central in church management for they enhance engagement between the leaders and followers on matters of importance to the ministry thus, solidifying the relevant of this structure as a moderating variable in the current study.

Organizational structure has several measurable dimensions that are found in research with the common ones being specialization, departmentalization, complexity, centralization and decentralization, coordination and formalization (Okendo, 2018). Other elements of structure found in research are chain of command which defines authority from top to bottom thereby, reducing role confusion and enhancing accountability and span of control which means the number of workers that each manager can supervise (Daft, 2021). Despite organizational structure being conceptualized in several dimensions in research, this study adopted centralization, formalization and specialization as operational indicators of organizational structure.

Centralization

Organizations that adopt centralization structure concentrate power and decision making authority at the top levels of the hierarchy while those that support decentralization practice power sharing and delegated decision making at the lower level (Jong & Faerman, 2021). Moreover, as noted by Marume and Jubenkanda (2016), centralization denotes a situation whereby authority in a given organization is centralized at the top, while decentralization means that authority is delegated to the lower levels of the administrative system.

Nonetheless, the workers at the lower level cannot deal with an issue independently without consulting the top level leaders unless allowed to do in specific matters. This line of thought was supported by Altamini et al. (2023) who postulated that the decision making in an organization can be compared to a ladder where on one end is a centralized approach where the Chief Executive Officer makes all decisions and the other end is the decentralization approach where lower-level workers participate in decision making.

Formalization

Formalization is widely recognized as a critical element of organizational effectiveness. For instance, Skorkova (2020) postulated that formalization which is a common pillar in bureaucratic organizations is characterized by formal rules, guidelines and procedures that guide the way workers conduct their activities. Though research shows this to work well in creating effectiveness of business, the downside is that detailed rules tend to hinder creativity and initiative thus hampering self-development among workers.

Chams-Anturi et al. (2018) noted that formalization is described as an approach where formal rules, standards, policies and procedures guide organizational decisions and activities. Formalization is viewed as having both negative and positive effect on employers in that on one hand it seems to impose rules and procedures in a coercive manner while on the other hand it is viewed as an enabler inviting dialogue as well as facilitating trust and understanding of the organizational systems. Overall, formalization is viewed as a great contributor of growth in organizations where control is balanced with flexibility.

Specialization

Specialization is a central dimension of organizational structure due to its ability to enhance efficiency through division of tasks given to individual workers that is based on their expertise. Waribugo and Etim (2016) describe specialization in organizational structure as the division of an organization that is based on the specific functions of employees. The assignments are divided into smaller pieces of roles where each worker is held responsible due to the fact that they are deemed experts in that area. Though this dimension has many positive effects, it may have some

drawbacks in the implementation of a strategy especially when the worker in-charge does not report to duty or works against the interests of the organization.

This argument is supported by Kimani et al. (2020) who posited that specialization also referred to as division of labor is a dimension of organizational structure that explains how organizational jobs are separated and each segment assigned to a specialist. This enhances organizational productivity due to the fact that workers focus on specific tasks where they build their experience and expertise.

However, specialization has notable limitations because it diminishes the ability to multitask and limits the workers acquisition of skills due to performance of few tasks. Job rotation and enlargement are viewed as the modern alternatives to specialization since they allow for flexibility (Kimani et al., 2020).

The effect of organizational structure dimension is determined by individual contexts as note in a study done in Palestine by Abumandil and Hassan (2016) focusing on factors affecting decision making effectiveness in Palestinian banks which concluded that organizational structure had a moderating effect between the two variables with two dimensions of organizational structure, namely; formality and centralization having a more significant and positive effect. Conversely, this line of thought was disputed by another research done in Tunisia by Jaoua (2015) focusing on the organizational structure as moderator of the relationship between strategic management and global performance. The results were that organizational structure had no moderating effect on the two variables.

Nevertheless another quantitative study done by Oracha et al. (2021) focusing on the effects of organizational structure on the relationship between strategic leadership and performance of NGOs in Kenya reported that organizational structure significantly moderates the relationship between the two variables and a

recommendation made for a periodic evaluation of the structure to ensure that it moves in tandem with organizational change and if need be it should be aligned with the leadership style.

The moderating effect of organizational structure on the relationship between transformational leadership and church growth has been given attention in various global, regional and local document studies. Mekhum (2020) did a study in Thailand focusing on the moderating effect of organizational structure between customer relationship management and hotel performance. The findings revealed a significant moderating effect of structure on the relationship between the two constructs attributed to the organizational structure promoting innovation in the firm.

This study is from a profit making organization while the current study was based on nonprofit organizations. The independent and dependent variables applied are also different from the current study that used transformational leadership and church growth respectively.

Likewise, a study done in Palestine by Abumandil (2017) that focused on factors affecting effective decision making among the bank staff reported that organizational structure had a moderating effect between the two variables with formality and centralization rating high in significance. This study differs with the current study because the current study used transformational leadership as the independent variable and church growth as the dependent variable. The context of the study was the PCEA.

Further, Henry et al. (2025) did a study to examine the moderating effect of organizational structure in the relationship between team leadership and growth of Pentecostal churches in Kenya and reported that organizational structure had a statistically significant main effect on church growth but the moderating effect was

insignificant. This study used team leadership as an independent variable but the current study used transformational leadership for the same. The context of this study also differs with the current study whose focus is PCEA.

The discussion in this section validates the current study in several ways; one being the conceptual and contextual gaps cited which this study sought to fill. The organizational structure measurement also lacks an agreeable standard and so this study applied three of them namely; centralization, formalization and specialization because the study context which in this case is the PCEA has majority of decisions made at the higher levels, has formal rules documented in various manuals and also division of roles across various levels of the church structure (PCEA, 1998).

Further, organizational structure was employed as a moderating variable due to its ability to demonstrate that leadership effectiveness does not operate in a vacuum and can be affected either negatively or positively by rigid structures thereby influencing church growth results. The current study adopted church growth as the dependent variable and the details are discussed in the section below.

Church Growth

Church growth has lately attracted attention in the scholarly world and has been defined differently in research. For example, Mcgavran (1970, as cited in Farah,2022) is recognized as the father of church growth movement and posited that church growth is the increment of church followers which is as a result of the effort of the church in planting new churches and doing a mission and evangelism expansion. Wagner (1996 as cited in Farah, 2022) took this argument further and noted that church growth is a multidimensional concept characterized by enhanced small groups ministry, leadership development and overall institutional sustainability focus.

Church growth is viewed as a phenomenon that goes beyond numerical metrics to include growth in church services attendance and opening of new congregations (Mwanzwii & Kisingu, 2022). Other elements of church growth include development of mature and committed Christians (Ferreira & Chipenyu, 2021) as well as mission, community engagement and social justice (Stetzer & Rainer, 2020).

The Holy Bible also defines church growth as the effort of the church in going out for mission and winning souls for Christ, bringing them into the fellowship of other believers and developing them into spiritual maturity that can qualify them to be sent to the community to do the mission of God. It also underscores the importance of numerical growth (New International Version, 1978/2011, Matthew 28:18-20, Acts 2:42-47). Rick Warren (1995, as cited in Logan, 2017) corroborated this fact by arguing that the church purpose is to grow warmer through fellowship, deeper through discipleship, stronger through worship, broader through service and larger through mission and evangelism. In this study, church growth was operationalized through four dimensions namely; evangelism, fellowship, discipleship and numerical growth.

Evangelism

Evangelism which means the spreading of the good news of salvation (Ogunewu, 2014) has a relationship with transformational leadership in that the message requires a messenger. This messenger needs to operate in a framework where duties and responsibilities are well mapped out for better work performance. (Oyebode, 2023).

Further, evangelism is connected to church growth and the bible alludes to this fact in the great commission (N.I.V, 1978/2011, Matthew 28:19-20; Acts 1:8). It is to be done strategically in Jerusalem, Judea, Samaria and to the uttermost where both

spiritual and numerical growth is expected (N.I.V, 1978/2011, Acts 2:47). The command to go and make disciples today is as important as it was during the early church and needs to be upheld to ensure that church growth is sustained.

Evangelism as a concept has been defined as the proclamation of Jesus Christ as Savior and Lord and a clarion call for humanity to be reconciled to God. It seeks for salvation of people who are then incorporated in the local church and enhances the overall growth of the church both in numbers and spiritually. This is taken further by nurturing these new converts and grounding them in faith (Ogunewu, 2014).

Evangelism is also viewed as a channel through which humanity is made to renew the commitment with God which was affected after the fall (NIV, 1978/2011, Genesis 3). Christ is presented as the mediator of this process (Mburu & Njoroge, 2019). Christ was sent to win humanity back to God and he did this through teaching, preaching, healing and dying on the cross. This work was thereafter handed over to the Apostles and then the church through the Great Commission. The church should therefore carry on with this mandate without fear of rejection and deal with personal evangelism, focused group evangelism and evangelistic events. These three approaches when carried out by trained members results to church growth (Oyebode, 2023).

Evangelism should cut across cultural barriers because the Great Commission sends the church to all the nations of the world. This means that every culture and generation needs to be gathered, nurtured in faith and be rooted up through love and mercy. This generosity needs to be extended to other religions who are not necessarily Christians and this calls for the church to come up with seminars for training members how to reach people from other faiths. (Mpyana, 2023). Evangelism in this study

refers to the increase in outreach activities, new converts, planting of new churches and evangelism activities in the mission areas of the church.

Fellowship

Fellowship is key in fostering spiritual formation and a sense of belonging among church members. Juma (2019) noted that fellowship in small groups is a powerful source of transformation in the church because they provide avenues where people can learn and apply biblical truths, enhance interpersonal relationships and experience warmth and connectedness. The Bible emphasizes this in (N.I.V, 1978/2011, Heb. 10:23-24) by saying that in fellowship, members spur one another on towards love and kind deeds and it is also an avenue of encouragement during low spiritual moments. Alvarado (2022) posited that fellowship is a vital component of church growth with some of its markers being bible engagement, self-denial, service to God and other people, preaching the good news, seeking God and building relationships. The Bible supports fellowship in many ways, one being one of the mandates of the Great Commission and second, being the reason God provided the offices in the fivefold ministry in order to engage in the quest for maturity of believers (N.I.V, 1978/2011, Matthew 28:19-20; Eph. 4:11-12). Fellowship as applied in this study refers to the number of members attending scheduled prayer meetings, the level of their relationships, change in lifestyle and how youth and old people do ministry together in the church.

Discipleship

Church members are expected to mature spiritually to the stature of Jesus Christ and to this effect the fivefold ministry (N.I.V, 1978/2011, Eph. 4:11) is provided for this work. It contains the Apostles, Prophets, Evangelists, Pastors and Teachers who are supposed to use the word of God and help believers to mature in

faith. This is what is referred to as discipleship. Transformational leadership therefore helps in the equipping of the leaders in the fivefold ministry with relevant skills like motivation, mentorship and role modelling while organizational structure provides a framework where these leaders' roles and responsibilities are divided, organized and coordinated (Oduol, 2022). This process leads to church growth (N.I.V*,* 1978/2011, Acts 2:47).

The mandate to disciple church members is supported by the command to 'teaching them to obey all what I have commanded you' contained in the Great Commission *(N.I.V,* 1978/2011, Matthew 28:18-20). Adjei (2015) postulated that people were created to become like Christ and citing the works of Rick Warren in 'the purpose driven church' noted that strategies to turn members to ministers should be intentional and the means to do this is through discipleship.

Discipleship is also viewed as reaching out to people through preaching and teaching of the word of God as well as moving into new ventures and winning the unchurched. This is followed by strategies for maturing these people in faith and bringing them into a deeper knowledge and application of the Bible principles. This helps them to abide in Christ and resist all manner of false teaching or persecution that might come their way (Sebastine, 2021). Discipleship in this study as represented by the follow up programs in place for the new converts, willingness of members to serve others voluntarily and the level of members' retention in the church.

Numerical Growth

Numerical growth is a factor of importance as far as church growth is concerned. Jesus Christ who is the author and head of the church chose a small number of disciples and empowered them in preparation for taking over the task of winning souls after his ascension. The group grew to 3000 followers after the day of

Pentecost recorded in Acts 2 and thereafter the church gradually grew in number daily as God added new converts to their number (N.I.V, 1978/2011, Acts 2:47; Njiru & Warue, 2019)

Numerical growth is depicted as a predictor of effective evangelism and obedience to the word of God in many churches. On the other hand, there are those who argue that numbers can also increase in places where the word is diluted and theology is wanting. The bottom line therefore is for the church to focus on discipleship as a means of numerical growth as stated in the Holy Bible (Dunaetz & Priddy, 2014).

The word of God supports this argument where it states that not everyone who calls on the name of God will enter the Kingdom of God but only those who do the will of the heavenly Father (N.I.V, 1978/2011, Matt. 7:21)

There are other factors arising in research that affect the numerical growth of churches positively or negatively, namely; the increase of young generation who find it challenging to attend physical services and prefers the online approach, social changes, political influence, leadership challenges and inadequate discipleship (Muthuku et al., 2023). The church needs not focus on the biological and displacement of church members as the only source of growth in numbers but needs to move further to focus on intentional evangelism and discipleship as keys to church growth (Irawati, 2021). The early church used this model of evangelism, worship, fellowship and needy care which resulted to rampant growth in numbers (N.I.V, 1978/2011, Acts 2:42-47). Numerical growth as applied in this study refers to weekly church attendance, number of ceremonies conducted in a given period, increase in giving and growth of youth and children enrolment in the ministry.

The various definitions highlighted in this section demonstrate that there is no agreeable standard of measuring church growth. The current study therefore measured church growth using evangelism, fellowship, discipleship and numerical growth which despite being supported by the word of God are also used by various scholars as drivers of church growth. The current study context is the Presbyterian Church of East Africa(PCEA), Kenya and is discussed further in the section below.

Presbyterian Church of East Africa (PCEA)

The Presbyterian Church of East Africa was established by Missionaries from South Africa sent by Imperial British East Africa Company in 1891. They first landed in Kibwezi and established a center there which was short-lived due to adverse weather and diseases. This made them relocate to Kikuyu (Thogoto) in 1898 and handed the mission work to the Church of Scotland Mission (CSM) where the church was permanently established and acted as a springboard for more mission work to other parts of Kenya, Uganda and Tanzania (Thegu, 2018).

The Church governance is to a larger extent hierarchical but also applies the principle of guided democracy through representation by ruling elders (Laity Volunteers) and teaching elders (Ministers) who are currently about 10500 and 546 in number respectively (General Administrative Committee (GAC), 2022).

The church today has 61 Presbyteries which are administrative units spread throughout East Africa with Kenya having the bigger portion comprising of 60 Presbyteries. It has smaller units called parishes and congregations (PCEA, 2022; Thegu, 2018). This church is governed through three courts, namely; Kirk Session, which takes care of the Parish, Presbytery Court, which takes care of the Presbytery and the General Assembly which considers matters of the whole church (PCEA, 1998)

The membership of these courts is drawn from a representation of Ministers who are paired by equal number of elders and the focus of the debate is mainly on doctrine, discipline, worship and temporal affairs. Nevertheless, the Kirk Session is attended by all ordained elders and ministers, active and retired. The headquarters are in South C in Nairobi County (PCEA, 1998). PCEA believes in priesthood of all believers and therefore allows for other volunteer leaders who offer services to the church as deacons, group leaders, lay preachers among others (PCEA,1998).

Recent local studies report that many faith-based organizations are facing leadership challenges attributed to inadequate leadership development, lack of succession planning and low transformational leadership competencies capable of responding to emerging ministry needs. This may have ripple effects by hindering the ability of the church to address the many ministry demands. Transformational leadership is viewed as having the ability to influence church growth and the commitment of members (Kagema, 2024; Muthuku et al., 2023). PCEA being one of such churches may need capacity development of leaders to drive growth indicators-evangelism, fellowship, discipleship and numerical growth for long term growth.

Further, mainline churches continue to face challenges connected to decline in members' participation, low youth engagement and inability to sustain members' commitment (Kimani, 2020). This argument is a concern for denominations such as PCEA which struggles to maintain youth participation, members' retention and discipleship which together are key in driving sustainable growth (PCEA GAC, 2025)

The PCEA structure is relevant to this study for it provided the geographical scope for the study which in this case was the 60 presbyteries within Kenya. The unit of analysis were 60 Presbyteries because this is where most of the ministry work is done and coordinated. The unit of observation was the 11046 leaders comprising of

546 Ministers and 10500 Elders of PCEA due to their influence in both ministry and governance matters.

Statement of the Problem

The Presbyterian Church of East Africa (PCEA) is one of the mainstream churches in Kenya and is expected to demonstrate growth both numerically and spiritually and impact people through spiritual formation, social transformation and general institutional growth. Nevertheless, the available studies report that many churches including PCEA continue to experience slow growth both numerically and spiritually. This is mainly attributed to ineffective leadership and lack of inclusivity in the church ministry especially among the youth (Kimani, 2020; Mania & Gichinga, 2018).

Further, reports that are received in the General Administration Committee, the body that compiles the annual numerical and spiritual performance of all Presbyteries across PCEA, show disparity in growth where some presbyteries seem to decline while others show sustained growth (PCEA General Administrative Committee, GAC, 2025).

Studies in church settings directly link declining church growth to weak evangelism and ineffective pastoral leadership (Pali, 2016). Other studies in Kenya have associated slow growth with leadership wrangles which in some cases resulted to church splits and court cases as well as reduced attendance and low member participation in church initiatives (Mwanzwii & Kisingu, 2022).

It is worth noting that if the current slow church growth trends are not resolved, the Christian church will continue to experience loss of members, reduced community impact, insufficient financial resources for ministry and fail to fulfill its divine mandate as given in the great commission.

Leadership has been cited as one of the factors influencing church growth with transformational leadership gaining popularity as a major driver of change through the leaders' capacity to inspire vision, motivate followers and empowering them for growth and impact (Muthuku, 2023; Paul, 2020).

Research globally has attributed declining spiritual and numerical growth of churches to reduced attendance, migration of members, weak mission and outreach programs, unresolved conflicts and lack of sufficient youth involvement in church ministry activities (Lawton, 2021; Dandridge, 2020; Gutmann & Peters, 2020; Ferreira & Chipenyu, 2021). Moreover, studies done locally have also linked declining church growth to poor member engagement, low youth participation, ineffective leadership behaviours and inter personal conflicts (Kithure, 2022; Thiga et al., 2021; Nganga, 2023; Maina, 2015).

Despite that most of the previous studies examined the challenges related to church growth, many of them focused on for profit organizations in relation to transformational leadership and growth while the current study focus was on the faith based organizations and specifically the Presbyterian Church of East Africa. The studies also used different variables to explain the cause of church growth with no sufficient evidence of deployment of both transformational leadership and organizational structure as variables that influence church growth.

In the studies done focusing on faith based organizations, no satisfactory empirical evidence was found demonstrating the effect of transformational leadership style on the measurable indicators of growth in the Presbyterian Church of East Africa such as evangelism, discipleship, fellowship and numerical growth.

The current study therefore was justified in order to address the question, 'what is the effect of transformational leadership on growth of PCEA?' The study

findings contributed to the body of knowledge on transformational leadership studies while informing church leadership capacity development policy and strategic planning.

Objectives of the Study

General Objective

The general objective of this study was to establish the effect of transformational leadership on church growth of the Presbyterian Church of East Africa, Kenya.

Specific Objectives

1. To determine the effect of idealized influence on growth of the Presbyterian Church of East Africa, Kenya.
2. To assess the effect of inspirational motivation on growth of the Presbyterian Church of East Africa, Kenya.
3. To examine the effect of intellectual stimulation on growth of the Presbyterian Church of East Africa, Kenya.
4. To find out the effect of individualized consideration on growth of the Presbyterian Church of East Africa, Kenya.
5. To establish whether organizational structure has a significant moderating effect in the relationship between transformational leadership and growth of the Presbyterian Church of East Africa, Kenya.

Hypotheses of the Study

H_{01}- Idealized influence does not have a statistically significant effect on church growth of the Presbyterian Church of East Africa, Kenya.

H_{02}- Inspirational motivation does not have a statistically significant effect on growth of the Presbyterian Church of East Africa, Kenya.

H_{03}- Intellectual stimulation does not have a statistically significant effect on growth of the Presbyterian Church of East Africa, Kenya.

H_{04}- Individualized consideration does not have a statistically significant effect on growth of the Presbyterian Church of East Africa, Kenya.

H_{05}- Organizational structure has no statistically significant moderating effect on the relationship between transformational leadership and church growth of the Presbyterian Church of East Africa, Kenya.

Assumptions of the Study

This study was done with the assumption that all the respondents would give accurate data from all sections as guided in the given questionnaire. This assumption was necessary because respondents may or may not answer the questions as required due to various reasons and this may affect the results. The second assumption was that the research instrument would be reliable and valid for capturing the right data capable of testing the research hypotheses.

This assumption is valid due to the fact that the quality of the collected data informs the analysis and the findings from this study. The third assumption was that the PCEA and the entire nation would remain stable throughout the research process for any disruption especially during this election season when political temperatures were rising could affect the whole process. The other assumption was that both PCEA Elders and Ministers would apply transformational leadership style in their line of ministry in order to sustain church growth numerically and spiritually.

The other assumption underlying this research was that PCEA elders and ministers would be honest and avoid biased responses to the items in the questionnaire because the study relied on perceptual data. It was assumed that these leaders being the key actors in the church governance structures would be truthful and

use their experiences within their levels of operations to give valid data. This is despite the fact that the study minimized the risks by assuring confidentiality and anonymity as well using neutral wording in the questionnaire items.

Justification of the Study

This study sought to investigate the impact of transformational leadership and looked into how it can be applied to achieve church growth. It also established the moderating effects of organizational structure in the relationship between transformational leadership and growth of PCEA.

Ebuzoeme (2021) did a study on transformational leadership and employee performance while Murage (2022) studied transformational leadership and performance in public universities while a study done by Rupprecht (2022) was about transformational leadership and motivation and creativity of employees in organizations. These studies were mainly from the for-profit organizations thus requiring more studies with a more focus on faith based organizations.

This study was also justified by the fact that much of scholarly work done in this area used one or two of the dimensions of transformational leadership while this study applied all the four dimensions (4Is). Ngaithe et al. (2016) and Kariuki (2021) used inspirational motivation and idealized influence and their effects on staff performance of organizations. Several other available studies used only one dimension of transformational leadership in their respective contexts (Sanchez-Cardona, 2018; Dima & Kyule, 2024; Chege & Muigai, 2023).

Significance of the Study

This study is significant for it could benefit various categories of people and institutions. To the PCEA Ministers and Elders, the study may help them develop their leadership capabilities through transformational leadership skills and

competencies thereby, giving them confidence and motivation as they lead the members towards the achievement of the ministry goals. Church members could also benefit by being motivated by leaders who lead by example as well as get inspired and empowered with relevant transformational skills that may help them fulfil their divine mandate as spelt out in the Great Commission.

The PCEA church head office may also benefit from the findings of this study for it will identify ministry strengths that will need to be upheld as well as weaknesses which they can work on and develop better policy guidelines to help the church have more ministry and mission impact. Church institutions like the universities, hospitals and departments can also borrow insights for leadership development from this study which can help them improve their performance.

This study was significant because it would benefit the churches by having the leaders empowered with relevant leadership skills and competencies that can improve the growth of the church and the fulfilment of its vision and mission. These leaders could use the same principles to empower the members thereby, accelerating growth.

Through the review of literature and identification of themes, models and theories, this study gives a good foundation for its application in the declining churches. Through the identification and filling of gaps, the study brings new knowledge to the current studies and makes theoretical and conceptual contribution to not only the church but to the entire society where leadership is required.

Scope of the Study

This study was limited to a sample of 370 Presbyterian Church of East Africa leaders in Kenya because it is a cross sectional study and time and the span of the church could not allow gathering a larger sample especially from the church members and other lay leaders. The study also focused on transformational leadership as the

independent variable despite having many leadership styles that could be considered. Organizational structure was used as a moderating variable despite having other types of variables that can be used e.g. mediating variables.

Church growth was employed as the dependent variable with a few sub variables of evangelism, fellowship, discipleship and numerical growth being considered despite having other elements of church growth. This made the study scope manageable. Descriptive survey research design was used despite having other designs that could be applied.

This is due to its relevance in a large survey where interviews and other research methods may pose a challenge due to the vastness of the PCEA geographically. The unit of analysis comprised of 60 presbyteries within the PCEA. The unit of observation was the 11,046 church elders and ministers within the presbyteries where a stratified random sampling method generated 370 respondents.

Limitations and Delimitations of the Study

This study expected to encounter a number of limitations on the way. First, was the challenge of reaching the respondents and getting feedback in time due to the geographical vastness of the church. The second limitation was error from respondents due to the fact that the questionnaires were self-administered.

The respondents were also likely to delay the feedback due to their busy schedule. Timelines for this study could also have been affected due to the busy schedules for both the researcher and the supervisors. The variables used in this study i.e. transformational leadership, organizational structure and church growth had more dimensions and indicators which were reduced to a manageable level for the efficiency of data collection instruments.

To mitigate the challenge of the vastness of the geographical area of research, questionnaires were sent early enough and since they were mainly relayed online this helped in real time responses. Errors from respondents were mitigated by requesting them in the preamble to be as genuine as possible. The challenge of delayed responses was mitigated by making calls or using other means of communication for follow up. The issue of finishing the work in the stipulated time was mitigated by frequent communication between the researcher and the supervisors and planning ahead.

Another limitation of this study happened through the involvement of the same leaders who were the major actors and decision makers in the PCEA governance structures as respondents. This could have resulted to self-reporting bias where the respondents could give subjective answers rather than being objective. Further, the study relied on perception measures specifically in areas where objective statistics were expected. This is because relevant documents on finances and membership were not accessible for review. Moreover, the researcher is a minister in the PCEA and this had the potential to introduce researcher bias in the methodology and interpretation of the findings.

To mitigate these challenges standardized questionnaires and scales of measurements were used as well as instrument pretesting. Internal consistency of the instrument was also obtained through reliability analysis which helped to validate the findings. Further, anonymity, confidentiality and neutral wording of the research instrument was done to encourage honest and objective responses thereby reducing potential influence of the researcher in the study process.

Chapter Summary

This chapter has provided the background of the study which showed how transformational leadership is applied in both profit and nonprofit organization. It has

introduced the concepts of the study and all the variables and defined them. The context of the study briefly outlined what is at stake in the PCEA. It also showed how transformational leadership has been applied globally, regionally and locally and several gaps in knowledge identified. The chapter has also presented the five objectives that guided the study, the hypotheses the study sought to test, the assumptions, justification and significance of the study as well the scope that the study. The next chapter presents a review of literature relevant to this study.

CHAPTER TWO: LITERATURE REVIEW

Introduction

This chapter presents a review of literature that relates to the conceptualization of transformational leadership, organizational structure and growth. Moreover, the chapter presents empirical literature that is relevant to the current study variables as well as the conceptual model explaining the variables and their relationship. The chapter also captures the theories that underpin this study i.e. the Transformational Leadership Theory, Weber's Bureaucratic Theory and the Natural Church Development Theory. The conceptual framework, synthesis of research gaps and chapter summary are presented at the end of the chapter.

Conceptualization of Variables

This section focuses on the conceptualization of the variables of the current study, namely; transformational leadership and its four dimensions i.e., idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. It also presents organizational structure and its dimensions that include centralization, formalization and specialization together with church growth and its dimensions namely, evangelism, discipleship and numerical growth. The discussion will focus on the explanation of the variables and their relevance to the study context.

Transformational Leadership

Transformational style of leadership has been depicted as a relevant style capable of bringing a turnaround in organizations and its leaders. According to Nguon (2022), transformational leadership fosters cooperation between leaders and followers and encourages the latter to perform their duties and achieve higher organizational goals. The leader who is transformative influences followers to prioritize organizational goals more than personal gains. This leadership style endeavors to

guide followers through exchanges and leadership skills enhancement in order to complete a certain mission.

This view is supported by Mwesigwa et al. (2020) who posited that when transformational leadership is effectively deployed, it helps followers to develop positive attitude thereby resulting to better deliverables in their work. Northouse (2022) noted that transformational leadership has four dimensions; these are idealized influence, inspirational motivation, intellectual stimulation and individualized consideration.

Research shows that transformational leadership has both relational dynamics as well as traits that denote follower outcomes. Leaders who operate through this style of leadership cultivate confidence and trustworthiness which enhances productive behaviours to their followers that go beyond the role requirements thereby enhancing engagement of workers and make them creative and innovative influencing both the immediate performance as well as broader work outcomes (Khan et al., 2020)

Despite that transformational leadership style is viewed as being influential, there is evidence in the conceptual literature that reveal some limitations. It is viewed as being too subjective by focusing on the leader's heroism thereby, lacking clarity in operationalization especially in contexts where democracy and shared responsibilities are emphasized (Dabie & Asare, 2025). This critique calls for more efforts to refine the Transformational Leadership Theory to ensure that it remains relevant and applicable to diverse organizational cultures instead of just focusing on the leaders' attributes.

Transformational leadership is conceptualized through the four dimensions also known as the 4Is namely, idealized influence, inspirational motivation, intellectual stimulation and individualized consideration, a framework that was

advanced by Bass and Avolio (1990 as cited in (Agazu et al., 2025) who observed that these are observable behaviours that help to develop followers as well as organizational change. When transformational leadership is conceptualized in this manner, it becomes beneficial to researchers for it enhances the measurability of the four dimensions and establishment of their effect on follower engagement and organizational growth (Agazu et al., 2025).

Idealized Influence

Idealized influence is a central dimension of transformational leadership and is defined as the leader's ability to be a role model to the workers and is capable of instilling pride, need for change, confidence, commitment and leading by example for the success of the organization (Otieno et al., 2019). Ogola et al. (2017) also noted other attributes of idealized influence like ethical values, risk taking, trust and role modelling. Leaders are known to sacrifice their own interest for the good of the members and the organization at large. They set high working standards and are the first to model the same standards and see the good of other people first before their own.

Leaders practicing idealized influence are committed to setting good examples and modelling high performance among their followers rather than just communicating their expectations and demands. As they match their words and actions, their leadership becomes more credible and authentic thereby encouraging change and enhancing workers' compliance and involvement in organizational goals. As noted by Yukl (2020), a situation like this helps the workers to internalize the values of the organization which then strengthen their commitment and encourage voluntary effort that goes beyond their job description.

Anuri et al. (2022) took this view further by stating that idealized influence can be viewed in two ways; one being idealized attributes where the focus is the followers' perception of the leader, while idealized behaviour denotes how the followers view the leaders' behaviour. Idealized influence was therefore relevant to the current study context because it is required of church leaders to be good examples to the followers as the salt of the earth and the light of the world (N.I.V, 1978/2011, Matt. 5:13-14). The indicators of measurement in the current study were therefore be role model, confidence and values.

Kimeto et al. (2017) noted that idealized influence is central in Transformational Leadership Theory for it represents the ability of the leader to be ethical as well as a role model capable of earning followers trust, respect and admiration. When leaders exemplify ethical behavior, the followers imitate them therefore committing themselves to the organizational goals and becoming more loyal. Mukuna et al. (2025) also posited that idealized influence correlate well with performance outcomes in educational institutions specifically when principals model good behaviours and make their decisions ethically thereby motivating the teachers who in turn improve the academic performance of the learners.

Kariuki (2021) conceptualized idealized influence as one that has both attributed charisma and behavioral role modelling meaning that the behaviour of leaders and willingness to take meaningful risks in their line of duty set a standard for workers to emulate.

Leaders who operate through idealized influence behaviours have deep relationship with their followers which is characterized by ethical conduct and being role models. When leaders act in this manner, they gain moral authority and trust from their followers who in turn develop the desire to participate in the shared goals of

organizations. It also generates a sense of pride and buy in of the organizational vision and core values thereby strengthening the connection between leaders and their followers as they move together towards organizational change (Kausar et al., 2025)

Inspirational Motivation

Inspirational motivation is a dimension of transformational leadership that is defined as a leader's capacity to motivate and inspire followers to be part of the organization's vision and mission. They encourage followers to act in a manner that is in tandem with the vision of the organization and reminds them that the success of the organization will be determined by their discipline and commitment in the assigned responsibilities (Northouse, 2022).

Leaders who apply inspirational motivation have high level of expectations for their followers and believe in their ability to achieve goals and they therefore facilitate them by showing them that all duties and responsibilities are important thus providing meaning and purpose that make followers future oriented (Bradley, 2020). Leaders who practice inspirational motivation energize their subjects by making them feel the meaning and purpose for their work through injecting a sense of optimism and enthusiasm. They align workers' goals with those of the organization which yields commitment and morale. Workers in this case are able to believe that the goals of the organization are achievable despite challenges or uncertainties ahead (Yukl, 2020).

Inspirational motivation is applicable in the church context which the current study focused on due to the fact that members need to be motivated to serve. Moreover, the church is highly mission-oriented and so it relies on shared vision, core values and voluntary spirit. Leaders practicing inspirational motivation communicate the mission of God clearly helping the congregation to come onboard and know how their gifts and roles and how they contribute to the larger purpose of the church.

Inspirational motivation makes members persevere in the ministry as well as enhancing trust in leadership. The measurable indicators employed in the current study were vision casting, teamwork and optimism.

Intellectual stimulation

Intellectual stimulation is defined as the ability of the leader to challenge status quo and beliefs of the followers and encourages creativity and innovation where new ideas and understanding of current trends is considered and applied in organizations. These type of leaders allow workers to find new ways of dealing with any challenge that they might face on the way (Magambo, 2023). Intellectual stimulation is also regarded as having the ability to challenge the minds and assumptions of followers by helping them to ask questions in regards to assumptions and are able to seek new ways and ideas for solving problems in organizations. Followers in this case become agile, give feedback and learn from their mistakes in their line of duty (Gaganmale et al., 2023).

Leaders who are driven by intellectual stimulation are known to instill a culture of open dialogue and debate where followers are able to voice their concerns and share ideas and perspectives that can bring solutions to organizational challenges. Such leaders enhance members' confidence and freedom and reduce the bureaucracy situation where top leaders have the monopoly for making important organizational decisions (Khan et al., 2020).

Intellectual stimulation comes in handy in religious organizations. These dimensions help the church to adapt to technology, globalization and meets the ministry demands of various groups in the church and beyond. According to Dunaetz and Priddy (2014), church innovation includes new programs, new technologies, new

administrative structures or new processes that help the church to realize its vision and mission.

Moreover, intellectual stimulation is beneficial to the church because it encourages critical thinking and thoughtful engagement between leaders and members. Members are encouraged to engage the leaders and challenge assumptions and come up with new ways of doing ministry through reflection and dialogue thereby strengthening their spirituality as well as responding to social, cultural and other issues of importance in the ministry. When members are encouraged to use their gifts intellectually and spiritually, the results are strong discipleship and accountability which position the church to remain faithful to its calling and mission in a changing world.

The current study used creativity, innovation and feedback as the measurable indicators of intellectual stimulation because they can help the church to use creativity and innovation for ministry impact consequently attracting more members especially the youth and enhance members' retention.

Individualized Consideration

Ngaithe et al. (2016) defined individual consideration as the leader's ability to coach and mentor followers to help them reach their full potential. They also reward the followers for their innovation and contribution to organizational vision and mission. Here, the leader endeavors to recognize followers as unique instead of regarding them as a collective group and then move a step further by supporting their personal and career growth. Leaders who are driven by individual consideration give followers a sense of value and belongingness which in turn enhance the followers' commitment and motivate them to move in tandem with organizational goals.

As observed by Northouse (2022), followers are also given freedom to utilize their talents and make decisions in regards to their responsibilities with the leaders closely supporting them with the aim of enhancing their growth and development. Leaders provide a supportive work environment and listen to individual needs of their followers and act as advisers and coaches to make sure that they get fully actualized. This kind of a relationship yields trust and safety which are vital for helping followers to be more creative and able to sustain their performance. Leaders who practice individualized consideration behaviour therefore make their leadership style developmental rather than just giving directions.

Khalil and Sahibzadah, (2017) posited that leaders who operate through individualized consideration approach are known for being interested in enhancing followers' potential and providing them with necessary resources. They assign them challenging tasks, challenge their motives and create an environment of trust coupled with coaching, relationship maintenance and encourages feedback. This encourages followers to have a reflection on their motives, enhance their competencies and develop confidence in their roles. Leaders are also equally strengthened as they coach followers and maintain the relationship with them for this eventually promotes continuous progress within the organization.

Individualized consideration is relevant to the church because pastoral care and relationships are key drivers of the ministry. This involves identifying the needs of members; whether spiritual, emotional or areas of gifting and then responding to them accordingly. Active listening, guidance and mentorship are key and create an environment of personalized care which helps members to feel valued and supported hence, the strengthening of trust in the leadership of the church and boosting the sense of belonging and retention within the community of faith.

The future of the church is preserved as the leaders continue to nurture members and build a culture of empowerment and care which enhance members' personal development and support. These mentored leaders develop confidence and would be ready to take responsibilities whenever opportunities arise.

The mentored leaders guarantee a future leadership that is characterized by commitment, maturity and accountability in line with biblical models like Jesus and his disciples who were mentored and left to continue with the Great Commission (*N.I.V, 1998/2011*, Matthew 28: 18-20). The current study therefore adopted mentorship, coaching and delegation of roles as the measurable indicators of individualized consideration.

Organizational Structure

Organization structure is defined in research as the way resources are arranged in order to bring stability and give a framework that holds the organization in place. It enhances a combined effort in organization operations which can be impossible if an individual has to do it alone. This process also defines the reporting systems and tasks responsibilities in organizations (Eze et al., 2017). Organizational structure can be classified into two categories namely; mechanistic which is characterized by hierarchy, less decentralization, a substantial number of rules and vertical communication as well as organic structure that is less hierarchical, few formal rules, lacks focus, has a wider span of control and communication is horizontal (Eze et al., 2017).

Organizational structure is widely studied because of its centrality to organizational change facilitation, performance as well as innovation. Albert (2023) observed that structure can be understood in three ways one being as an arrangement of activities where the main focus is tasks that are grouped into units and departments.

The second perspective is structure as a representation of decision making where the focus is how the top leadership play their role in ensuring that there is proper coordination of authority and decision rights, while the third perspective is about the legal entities and how they affect workers' freedom and integration. All these perspectives form the organizational design that highly impact organizational change.

The emergence of technological and environmental changes has made organizational structures more organic than mechanistic (Shirazi et al., 2019). Organizational structure is measured by its dimensions that include specialization, configuration, formalization, and centralization (Flaszewska, 2021). The current study adopted centralization, formalization and specialization dimensions as discussed below.

Centralization

Centralization is a key dimension of organizational structure and it refers to the extent to which the authority to make decisions in a particular organization vests at the top level of the organizational hierarchy. In organizations that are highly hierarchical, top leaders retain most powers while the lower level workers just effect the directives. This kind of arrangement is beneficial for it can enhance consistency and alignment but on the other hand it may hinder creativity, flexibility and engagement at the lower level thus, lowering the morale of the workers and this may have negative effects in organizational growth (Altamini et al., 2023)

Marume and Jubenkanda (2016) advance this view further by noting that centralization is the organizational activity that is geared towards showing the importance of the higher level leadership in decision making in organizations. Some of its merits are that it ensures total authority is assumed, same policies and procedures are followed in the entire firm, curbs administration, human resource and

procurement malpractices, prevents duplication of tasks and can deal with any emergency that may arise. Nevertheless, Lee (2020) postulated that centralization also creates bureaucracy, allows too much authoritativeness and reduces creativity within the organization.

Contemporary studies aver that centralization is central in shaping how authority and control are distributed within organizations directly influencing innovation, participation and responsiveness. Though sometimes viewed as having the potential to limit flexibility and initiative of workers especially when applied excessively, centralization can enhance coordination and control in organizations (Yukl, 2020).

Jong and Faerman (2021) noted that organizations that adopt centralization structure concentrate power and decision making authority at the top levels of the hierarchy while those that support decentralization practice power sharing and delegated decision making at the lower level.

This line of thought is supported by Altamini et al. (2023) who postulated that the decision making in an organization can be compared to a ladder where on one end is a centralized approach where the Chief Executive Officer makes all decisions and the other end is the decentralization approach where lower-level workers participate in decision making.

The church, specifically PCEA, is highly structured and though viewed as a means of enhancing doctrinal unity and governance, if exaggerated, it can hamper the members' participation thereby affecting growth. This justifies the need to consider this dimension in the current study and see how it moderates the relationship between transformational leadership and church growth of PCEA.

Formalization

Formalization is a dimension of organizational structure that is characterized by defined rules that guide how tasks are divided among workers where they are expected to read, understand and apply the rules in their course of duty. These rules are known to create order and harmony in organizations (Skorkova, 2020).

Formalization is also seen as the level to which jobs are standardized which, though helpful, also hinder creativity, freedom and learning among the workers due to the rigid nature of rules (Malik, 2017).

Manyike (2019) noted that formalization helps in articulating objectives, policies and procedures as well as definition of authority, roles, communication and culture in organizations. Despite being viewed as a hindrance to job autonomy due to rules and regulations, the absence of formalization creates conflicts and lack of clarity in tasks handling. PCEA is guided by rules that are recorded in the practice and procedure manual (PCEA, 1998), thus the need to consider this dimension of structure in the current study.

According to Chams-Anturi et al. (2018), formalization is described as an approach where formal rules, standards, policies and procedures guide organizational decisions and activities. Formalization is viewed as having both negative and positive effect on employers in that on one hand, it seems to impose rules and procedures in a coercive manner while on the other hand, it is viewed as an enabler inviting dialogue as well as facilitating trust and understanding of the organizational systems.

The contemporary studies argue for and against formalization with some viewing it as having the ability to enhance organizational efficiency, coordination and transparency while others see it as a hindrance to creativity and adaptability where the discretion of individuals is constrained. This creates a scholarly position that

advocates for adaptive formalization which provides the required guidance but also allow for innovation and sensitivity (Daft, 2021).

Specialization

Specialization is a dimension of organizational structure that involves division of labor within the firm. It involves clustering of workers that are specifically designed to enhance the work process in the organization (Okendo, 2018).

This approach creates expertise, boosts job quality, increases the speed of learning and production as well as allowing new workers to adjust quickly because work involves processes that are not complicated. However, this approach limits the task that an individual can do and hampers multitasking in the workplace. The skills limitation makes it difficult for employees to take up a new function especially after they are laid-off (Adeyoyin et al., 2015).

According to Waribugo and Etim (2016), specialization in organizational structure is the division of an organization that is based on the specific functions of employees. The assignments are divided into smaller pieces of roles where each worker is held responsible due to the fact that they are deemed experts in that area. Though this dimension has many positive effects, it may have some drawbacks in the implementation of a strategy especially when the worker in-charge does not report to duty or works against the interest of the organization.

This argument is supported by Kimani et al. (2020) who posited that specialization also referred to as division of labor is a dimension of organizational structure that explains how organizational jobs are separated and each segment assigned to a specialist. This enhances organizational productivity due to the fact that workers focus on specific tasks where they build their experience and expertise.

However, specialization has notable limitations because it diminishes the ability to multitask and limits the workers acquisition of skills due to performance of few tasks. Job rotation and enlargement are viewed as the modern alternatives to specialization since they allow for flexibility (Kimani et al., 2020).

PCEA practices specialization in the ministry by having both ordained ministry and lay ministry (PCEA, 1998) thus the need to consider this dimension of structure in the current study and establish its moderating effect between transformational leadership and church growth.

Overall, organizational structure was adopted in this study as a moderating variable due to the fact that leadership does not operate in a vacuum but it is influenced by organizational structures within which leaders operate as indicated in contingency theory (Oracha et al., 2021). From the church settings perspective, structures with centralized decision making, rigid hierarchies and communication channels may either work for or against transformational leaders' ability to cast a vision, inspire members and enhance ministry participation in order to achieve meaningful growth results. This justifies why organization structure was applied in this study as a moderating variable rather having it function solely as an independent or even a mediating variable.

Church Growth

Church growth has been defined differently in research with Mcgravan (1970, as cited in Farah, 2022), who is viewed as the father of church growth movement defining it as the increase of the number of followers in the church in context of church planting and expansion. Wagner (1996, as cited in Farah ,2022) takes this definition further by stating that church growth is a multidimensional concept where small groups ministry, leadership development and the overall institution

sustainability are involved. Mwanzwii and Kisingu (2022) noted that church growth goes beyond mere numerical to increase in church attendance as well as opening of new congregations.

Ferreira and Chipenyu (2021) posited that development of mature and committed Christians (Discipleship) is key in spiritual formation and sustainability in a given church. Stetzer and Rainer (2020) came up with a new scorecard for church growth which focused on mission, community engagement and social justice. These definitions demonstrate that there is no agreeable way in which church growth can be measured and so the current study focus on evangelism, fellowship, discipleship and numerical growth as the indicators of church growth which is the dependent variable of the study. They are also relevant to the context of the study due to their possibility to spur holistic growth.

The four elements of church growth are grounded in the Bible where they were used as a model for ministry by the early church (N.I.V, 1998/2011**,** Acts 2:42-47) and supported by Rick Warren (as cited in, Logan 2017) as means through which the church grows with a purpose. They are also relevant to the context of the study due to their possibility to spur holistic growth. They are discussed in detail in the sections below.

Evangelism

Evangelism is depicted in the Bible as the core business of the church and is commanded in several verses one being (N.I.V, 1978/2011, Matt. 28:18) where Jesus commanded his disciples to go and make disciples of him and also stated how this task is to be accomplished i.e. in Jerusalem, Judea, Samaria and to the uttermost (N.I.V*,* 1978/2011, Acts 1:8).

Evangelism is viewed as a core activity that the church engages in for the proclamation of the gospel of our Lord Jesus Christ which leads people to faith and integration into the family of faith. Makori et al. (2025) observed that evangelism serves a dual role in the church one being a strategy for growing numerically and also a means of fulfilling a spiritual mandate characterized by relational engagement, outreach and preaching and teaching of spiritual truths to meet both personal and community needs. Churches therefore fulfil their mission as well as expansion of their influence in the society through evangelism.

Evangelism is based on the belief that the message of the Bible is life changing and so it should emphasize on both proclamation and inviting people for salvation rather than just sharing of information. Literature defines evangelism as a practice for enhancing mission which includes word of mouth as well as practical demonstration of faith and service. This makes it an activity that focuses on actions, relationships and community engagement (Smith, 2020).

The mission and theological studies view evangelism as a connection between identity and mission with the Great Commission serving as a foundation and the mandate that moves the church to go into all the world and make disciples then follow them up through teachings that ground the believers in faith thereby bringing an integration between proclamation and discipleship. Evangelism can therefore not be separated from the life of faith because it is both theologically necessary and a faith-forming practice (Carpenter, 2023).

Evangelism remains a key factor in the spiritual and numerical growth of churches particularly in a situation where leaders give priority to mission and community engagement where new believers are integrated into the church where they are welcomed and continue to grow within a loving community (Henry et al.,

2025). Evangelism being the subject matter of the great commission is about going and winning souls for Christ and is very key in the current study context.

Evangelism is also viewed as channel through which humanity is made to renew the commitment with God which was affected after the fall (*N.I.V, 1998/2011*, Genesis 3). Christ is presented as the mediator of this process (Mburu & Njoroge, 2019). Christ was sent to win humanity back to God and he did this through teaching, preaching, healing and dying on the cross. This work was thereafter handed over to the Apostles and then the church through the Great Commission. The church should therefore carry on with this mandate without fear of rejection and deal with personal evangelism, focused group evangelism and evangelistic events. These three approaches when carried out by trained members result to church growth (Oyebode, 2023).

Evangelism should cut across cultural barriers because the Great Commission sends the church to all the nations of the world. This means that every culture and generation needs to be gathered, nurtured in faith and be rooted up through love and mercy. This generosity needs to be extended to other religions which are not necessarily Christians and this calls for the church to come up with seminars for training members how to reach people from other faith. (Mpyana, 2023).

Churches that are able to integrate all this factors gain a high level of active members ready to get involved with church ministry as well becoming visible in the community thereby making evangelism a key driver of church growth that leads to quantitative and qualitative growth.

Fellowship

Fellowship means the coming together of saints where Christians get strengthened spiritually as they learn and grow in faith. Unity and a sense of

belonging are also enhanced in the fellowship coupled by the addressing of members needs and concerns. Open discussions about emerging spiritual matters as well as peace building and reconciliation are also done in fellowships (Ngarama et al., 2024).

Fellowship defines the communal, relational and participatory aspects of the church characterized by members' support, spiritual encouragement and an environment of shared worship experiences. Further in fellowship settings, members gain a sense of belongingness, identity and trust which strengthen both individuals as well the entire church unity where people are able to form deep relationships that meet their holistic needs (Fan, 2024). When people get supported in this manner, retention is enhanced and members are ready to get involved in church activities fostering growth in a progressive way.

Fellowship promotes the unity of the church and serves the purpose of a conduit for enhancing faith formation, transfer of knowledge as well as connecting members to personal growth and the wider mission of the church. Through this dimension of church growth, the church is able to do capacity building, mobilize for resources, respond to the needs of the community and do other necessary ministry initiatives. PCEA being a church that operates with prayers cells to enhance fellowship can benefit from this dimension through leveraging it for holistic growth.

The Bible emphasizes on the gathering of members for spiritual nurture with a good example being the early church (N.I.V, 1978/2011, Acts 2:42) where the Apostles practiced this spiritual discipline in the cause of their ministry. Paul also used the fellowship model to plant churches during his missionary journey and encouraged Christians to come together as often as possible for mutual edification and encouragement (N.I.V, 1978/2011, 1 Thess. 5:11).

According to Juma (2019), fellowship in small groups is a powerful source of transformation in the church because they provide avenues where people can learn and apply biblical truths, enhance interpersonal relationships and experience warmth and a sense of belonging. The PCEA has structures known as districts where members gather for prayers and encouragement thus, the relevance of fellowship in the current study.

Discipleship

The mandate to disciple church members is supported by the command to 'teaching them to obey all what I have commanded you' contained in the Great Commission (N.I.V, 1978/2011, Matthew 28:18-20). Adjei (2015) postulated that people were created to become like Christ and so discipleship applies strategies that help to turn members to ministers and foster their holistic growth.

Conceptually, discipleship is viewed as an aspect that goes beyond conversion to include ongoing spiritual formation, development of ethics and members desire to participate in the mission of the church. It brings together mentoring, teaching, practical living and internalization of Christian values and their expression through witness and service (Putman et al., 2020). Discipleship is therefore key in the facilitation of both numerical growth and spiritual depth.

Discipleship can also be a tool for capacity building where the member is empowered for ministry sustainability. Here, members get equipped to lead and multiply themselves by bringing in new disciples. According to Roxburg and Robinson (2018), discipleship helps believers to have identity by clarifying their role in the mission of God within their respective contexts. As they participate, their retention is enhanced minimizing inactive membership and supporting growth as well changing members into active players in the life and mission of the church.

Discipleship is also viewed as reaching out to people through preaching and teaching of the word of God as well as moving into new ventures and winning the unchurched. This is followed by strategies for maturing these people in faith and bringing them into a deeper knowledge and application of the biblical principles. This helps them to abide in Christ and resist all manner of false teaching or persecution that might come their way (Sebastine, 2021). Discipleship is hence a very central and a key driver of church growth and PCEA having the advantage of prayer cells and congregations with members of different ages can apply this indicator as one of the church growth strategies.

According to Juma (2019), ministry through small groups is a powerful source of transformation in the church because they provide avenues where people can learn and apply biblical truths, enhance interpersonal relationships and experience warmth and a sense of belonging. The Bible emphasizes this in (N.I.V, 1998/2011, Hebrews 10.23-24) by saying that members who meet together spur one another on towards love and kind deeds and it is also an avenue of encouragement during low spiritual moments.

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Numerical Growth

Numerical growth is a factor of importance as far as church growth is concerned. Jesus Christ who is the author and head of the church chose a small

number of disciples and empowered them in preparation for taking over the task of winning souls after his ascension. The group grew to 3000 followers after the day of Pentecost recorded in Acts 2 and thereafter the church gradually grew in number daily as God added new converts to their number (*N.I.V*, 1978/2011, Acts 2:47) (Njiru & Warue, 2019).

Numerical growth is determined by increase in number of members who either attend the church, are affiliates or long standing members who have formalized their membership. This is usually assessed through enrollment, worship attendance, ceremonies like baptisms, confirmations and engagement of other church programs. It is however viewed as an outward indicator of church growth (Ferreira & Chipenyu, 2021). Numbers despite not reflecting the whole picture of spiritual growth are vital observation outcome of church mission effectiveness.

Despite numbers being only one dimension of the overall growth of the church, literature continues to hold it as a measurable indicator that reflects effectiveness in mission and it shows that a particular church is able to attract and retain new believers within their fellowship. It therefore aligns with missional spirit of the Great Commission which underscores both conversion and participation in the life and ministry of the church in a sustainable way.

Though numerical growth is depicted as a predictor of effective evangelism and obedience to the word of God in many churches on one hand, on the other hand, there are those who argue that numerical growth is also found in places where false teaching is rampant. The bottom line therefore is for the church to focus on discipleship as a means of numerical growth as stated in the Holy Bible (Dunaetz & Priddy, 2014).

Numerical growth is a key factor and also an indicator of a growing church and so considering it in the current study is important for it will help the PCEA to grow. The increase of membership allows the church to expand both within and without and so in the context of PCEA, growth in numbers would be a good reflection of effectiveness in mission and evangelism, discipleship and social ministry programs that may not only result to spiritual progress but also to social impact which enhance the church visibility and influence. The following section discusses the empirical literature reviewed in the current study.

Empirical Literature Review

Idealized Influence and Church Growth.

Idealized influence is one of the dimensions of transformational leadership which describes a leader as one who desires to influence their followers through role modelling (Northouse, 2022). A correlational study was done by Chaisson (2021) focusing on transformational leadership behaviour and the spiritual growth of multicultural churches in the USA. The study design was quantitative correlational with the target population being the church leaders drawn from elders, evangelists and ministers.

The sampling technique was not indicated and the instrument used was the Multifactor leadership questionnaire (MLQ) and Faith Maturity Scale questionnaires. Data was analyzed using IBM SPSS software. The study did not show any significant relationship between transformational leadership and spiritual maturity of the members. These findings are crucial in the current study due to the similarities of the target population and what the current study focused on i.e. Elders and Ministers. The study however, did not deploy the four variables of transformational leadership. The

current study applied the four dimensions of transformational leadership as the independent variables including idealized influence.

Another study was done by Vale (2019) whose aim was to find out how transformational leadership variables affect ministry students at South Eastern University Regional Campuses. The study adopted a quantitative survey design and used MLQ questionnaires. The target population was the 222 ministry students from five regional campuses connected to churches in Florida. Convenient purposive sampling model was used where the researcher was able to identify the criteria for sample selection and 125 students were selected. Data was analyzed using SPSS. The findings reported that idealized influence represented the strongest correlational factor within transformational leadership.

Despite the difference between the target population of Vale's study and the current study, there is a strong link because church growth principles that are considered in the current study can also be applied in church institutions. Nevertheless, the application of the four dimensions of transformational leadership was not clear. The current study applied the four dimensions of transformational leadership. The study also focused on secular institutions while the current study focused on faith based organizations.

Another study was done by Pali (2016) focusing on the leadership and transformation in the African Church where transformational leadership and renewal of congregations was the key highlight. The study utilized a mixed method design where both quantitative and qualitative data was involved and instruments used were questionnaires and literature review respectively.

The target population was the leadership of Dutch Reformed Church in South Africa. All the four dimensions of transformational leadership were applied and the

findings revealed that they produce better leaders where idealized influence was found to be key in leadership development through influence and role modelling.

These findings have a bearing with church growth due to the fact that the study context was a faith based organization which this study also considered. However, the study context was Dutch Reformed Church in Africa while the current study focus was on the Presbyterian Church of East Africa.

Another study was done by Haruna (2022) to establish the effects of transformational leadership on church growth in Nigeria. It utilized a descriptive survey design and a structured questionnaire. The target population was members selected from churches in the Plateau state where 300 were sampled through simple random sampling. Analysis was done through Chi-square and Pearson Multiple Correlation. The findings revealed that there is a significant relationship between transformational leadership and church growth in Nigeria. Motivation and character were found to be some of the functions that resulted to church growth and the study recommended them as means for enhancing teamwork among leaders in the church.

Teamwork in the church context is fellowship which is a very essential ingredient of church growth and was considered as one of the dependent variable dimensions. However, this study had no sufficient evidence of the application of the four dimensions of transformational leadership including idealized influence but the current study applied them all.

Komolafe et al. (2025) did a study whose focus was on the effects of idealized influence on conflict resolution among church leaders of Nigeria Pentecostal Churches in Abuja. The study used a correlational study design with a target population of 3171 leaders comprising of senior clergy, women leaders and youth leaders.

A sample of 370 leaders was used and purposive sampling method employed. Quantitative data was obtained using close ended questionnaires and was analyzed using SPSS version 26 software while qualitative data was analyzed through NVIVO software. The findings revealed a positive correlation between idealized influence and conflict resolution among church leaders of Nigerian Pentecostal churches.

Despite employing idealized influence dimension of transformational leadership in a church setting which is similar to the current study, the study has some notable differences with the current one. First, the dependent variable used is conflict resolution while the current study's dependent variable was church growth. Second, the study design used is correlational research design while the current study employed a descriptive survey design. The target population was a mixture of leaders and members while the current study focused on the senior leaders of PCEA. Lastly, the study focused on Pentecostal Churches in Nigeria while the current study focused on the Presbyterian Church of East Africa.

Another study was done by Demesi et al. (2022) whose focus was on how idealized influence impacts church leaders' performance in the case of transformational church leadership graduates in Kenya. A mixed descriptive design was used to collect both qualitative and quantitative data using survey and interviews respectively. The target population was drawn for the diploma program class at Pan Africa Christian University in selected churches in Kenya and a number of church members. A sample of 158 graduates, 59 members and six organizational leaders. SPSS version 22 was used for quantitative and Otter.ai used for qualitative data.

The findings revealed that idealized influence had a positive and significant correlation with leaders' performance where, r=0.527 in Pearson correlation. The leaders and graduates were seen to apply the Christian values, discipline and character

that had a bearing on church growth and more training on the same was recommended. These connects well with church growth which forms the subject matter of the current study. While this study applied a mixed method approach, the current study applied a descriptive - explanatory survey design.

Another study was done by Mwaura et. al (2019) focusing on the influence of volunteer leaders' competence on Church performance in Kenya. and utilized a descriptive survey research design. It had a target population of 750 church leaders drawn from the Presbyterian Church of East Africa, Nakuru East Presbytery, Kenya. 88 respondents were sampled using random sampling method. A questionnaire was used as instrument for data collection and analyzed through SPSS.

The findings showed that idealized influence as one of the transformational leadership dimensions motivates followers to identify with their leaders thus improving performance in church volunteers. This makes transformational leaders to have a high impact on church growth. The findings are connected to the current study by the context which is PCEA and church growth especially the element of discipleship which helps in the maturing of members and leaders to improve their performance (*N.I.V*, 1978/2011, Eph. 4:11).

This study employed a case study design while the current study adopted a descriptive- explanatory survey design. The study also applied leader's commitment, emotional intelligence, personal attributes and leadership styles as independent variables while the current study employed, idealized influence, inspirational motivation, intellectual stimulation and individualized consideration as independent variables and how they affect growth of the Presbyterian Church of East Africa.

Another study was done by Kinara et al. (2023) to establish the effect of idealized influence on organizational performance of the South Eastern Kenya

Economic Bloc Counties with innovation as the moderator. The study adopted a descriptive study design with a target population of 408 employees where stratified random sampling produced a sample of 289 respondents. The study used a structured questionnaire as a research instrument and data analyzed using SPSS software. The findings revealed that idealized influence had a significant and positive effect on county government performance.

This study has several similarities with the current study one being that the independent variable employed, idealized influence is similar with the one employed in the current study. The same case applies for the research design. However, the study focused on secular organizations while the current focused on faith-based organizations. The dependent variable employed was organizational performance while the current study's dependent variable was church growth and the moderating variable used was innovation which differs from the current study that employed organizational structures.

A study was done from the corporate world by Nyokabi and K'Aol (2017) to examine how idealized influence and inspirational motivation of the Chief Executive Officers affect the performance in the private sector in Kenya. The study adopted a correlational research design with the target population being the 984 senior managers who were under the CEOs of 183 companies in Kenya Private Sector Alliance (KEPSA). The sampling method was stratified random sampling which yielded a sample size of 284. Data was collected using structured questionnaires.

The multiple linear regression analysis findings were that the CEOs idealized influence has a significant prediction of performance of senior managers. This has a bearing with the current study because the work of CEOs in corporate sector is similar to Elders and Ministers as church leaders who are expected to drive the growth of the

church. Goal orientation was used as a moderating variable. This study helped in enhancing performance strategies in the organization (Nyokabi & K'AoL, 2017). This study focused on profit organizations while the current study focused on faith based organizations. The study also used goal orientation as a moderating variable while the current study applied organizational structure as a moderating variable. Further, the study used a descriptive correlational design while the current study used a descriptive survey design.

Inspirational Motivation and Church Growth

The available studies have depicted inspirational motivation which is one of the dimensions of transformational leadership as being key in enhancing organizational performance. Ameen et al. (2021) affirms this argument in a study which sought to establish the impact of inspirational motivation on firm's product, process and administration innovation in United Arab Emirates. The study used a correlation research design with the target population being the employees of Abu Dhabi Executive Council Authority. A sample of 389 respondents was selected and the sampling method was not clear. Questionnaires were used as instruments for data collection.

The study results found out that inspirational motivation had a positive effect on innovation among workers of the Abu Dhabi Executive Council Authority. When leaders spread optimism and present a vision for the future, performance of employees was assured. Church growth happens when church leaders spread the same optimism and cast a vision to the members and so these findings connect to the current study on that basis. This study focused on for-profit organization while the current study was based on religious organization.

Inspiration motivation has also shown positive effects in the management of workers and systems in organizations. This was authenticated by Nizam and Shah (2015) in a study focusing on the impact of motivation on organizational performance in oil and gas sector of Pakistan. This study adopted a quantitative research design with a target population of 1300 employees drawn from 12 oil and gas companies. A sample size of 100 was obtained and data collected using questionnaires.

The findings were that there is a positive and significant relationship between inspirational motivation and organizational performance. When church leaders motivate leaders towards achievement of a goal like evangelism, this might result to church growth. This study focus was on for-profit organization while the current study focused on faith based organization.

Transformational leadership was found to have an impact on a church congregation of women in a study done in Vietman by Nguyen (2017). It was seen as a motivating factor to follower commitment and to bring the best out of them. This study adopted a quantitative survey design with a target population of 153 participants from the Dominican Sisters of Tam Hiep in Vietnam. The sampling method was not clear and questionnaires were used for data collection. The findings were that there was a positive impact between transformational leadership and the religious congregation of women.

The results showed that a shared vision and followers' development yield trust between leaders and followers. These findings have a strong link with the current study which also focuses on faith based organization where the same principles of motivation and trust for church growth apply. This study focused on the Roman Catholic Church while the current study focused on the Presbyterian Church of East Africa. The study also focused on women leaders while the current study focused on

both genders among the elders and ministers in the Presbyterian Church of East Africa.

A quantitative ex-post facto design study was done by Money (2017) seeking to examine the effectiveness of transformational leadership style in Nigerian Secondary Schools. The study population was drawn from 50 schools across six educational zones of Nigeria where random sampling method was used to get 8 respondents per zone. Questionnaires were used as data collection instruments. The study findings denoted a positive relationship between transformational leadership style awareness and teachers' performance.

However, the transfer of the same knowledge to followers and students was not evidently established thus the need to enhance this through encouraging team spirit and involvement of teachers in planning. The findings have a connection with church growth despite the focus on secondary school teachers since the church also has teachers who run the children ministry and the same principles of transformational leadership can apply to them to boost their performance.

This study focused on schools while the current study focused on religious institutions. The study also discussed transformational leadership in general in relation to organizational performance while the current study discussed the four dimensions of transformational leadership separately.

Ejo-Orusa and Egobueze (2020) also did a cross-sectional survey and interviews research which focused on transformational leadership style and institutional effectiveness. The population of the study was 150 legislators of the Rivers State House of Assembly in Nigeria. The sampling method was purposive and yielded 109 respondents. The data collection instrument was a questionnaire. The findings showed that there was a significant correlation between transformational

leadership and institutional effectiveness of the Assembly and the interviews showed the same results.

Both legislators and church leaders serve the people and so the findings can also be used to enhance church growth. This study utilized a mixed method approach while the current study adopted a descriptive- explanatory survey design. The study also focused on secular institutions while the current study focused on faith based organizations.

Omara et al. (2024) research focused on inspirational motivation on clergy effectiveness in Pentecostal Assemblies of God in Uganda. The study employed a mixed method design with a sample of 311 clergy selected using cluster multistage random sampling. Quantitative data was collected using structured questionnaires and analyzed using Stata Version 18 software while qualitative data was analyzed using Nvivo version 14.

The findings established that there was a moderately strong positive correlation between inspirational motivation and clergy effectiveness, while qualitative analysis showed that revealed key motivational factors that drive clergy effectiveness in Pentecostal Assemblies of God in Uganda e.g. continuous preaching and teaching, capacity building and resource mobilization among others.

This study, though focusing on churches, differed from the current study in several ways one being that it employed a mixed research design while the current study used a quantitative design. The study also focused on Pentecostal churches while the current study focused on the Presbyterian Church of East Africa. The targeted leaders in the study were the clergy members only while the current study included elders as key leaders for driving church ministry goals.

Chebon et al. (2019) research focused on the effects of inspirational motivation and idealized influence on workers' performance in a Kenyan hospital. The study used a descriptive case study design with a target population of 3739 workers. The sampling method applied was stratified random and simple random sampling which yielded 463 respondents. Data instrument used was a questionnaire.

The findings showed that inspirational motivation had a significant effect on workers' performance where leaders are able to cast a compelling vision and inspire confidence to followers resulting to better performance. The same can happen in the church where church leaders can cast the vision and inspire members towards church growth. This study focused on a for-profit organization while the current study focused on religious organizations.

Another study by Mogire and Osoro (2019) sought to examine the impact of motivation on employees' performance in the prison service in Kenya. It utilized a descriptive research design with the target population being of 680 officers in Kitale Prison. Census sampling technique was used where the whole population was selected. Questionnaires were used as data collection instruments. The findings revealed that there is a positive impact of inspirational motivation and workers' performance in Kitale Prison with rewards and recognition being the key drivers. This resonates well with church growth because the church leaders are expected to motivate the members towards the achievement of the common goals e.g. winning of souls. This study context was government establishments while the current study was on faith based organizations.

Another research was done by Nyakawa (2021) examining the effect of inspirational motivation on organizational performance of state corporations in Kenya. The study adopted a descriptive study design with a target population of 5140

leaders. Random sampling yielded a sample of 165 respondents. Data was collected using structured and semi-structured questionnaires and analyzed using SPSS version 24 software. The findings revealed that there was a significant relationship between inspirational motivation and performance of state corporations in Kenya.

These study findings differ from the current study is several areas. First the study focused on secular organizations while the current study focused on faith based institutions. Secondly the study employed organizational performance as a dependent variable while the current study employed church growth as the dependent variable.

Inspirational motivation was found to affect volunteers' performance through a study done by Kiiru (2019) focusing on the effect of transformational leadership on job satisfaction among volunteers in the Anglican Church of Kenya. The study used a descriptive case study design with the target population being the 207 volunteers in three departments of the four parishes from Ting'ang'a Deanery.

A stratified random sampling technique was applied and yielded 136 respondents computed using Yamane formula. The instrument was a self-administered questionnaire. The study findings revealed that there was a significant relationship between inspirational motivation and job satisfaction with teamwork and having a clear vision being the key influencers.

Teamwork and vision casting are also necessary ingredients of church growth (*N.I.V, 1998/2011*, Proverbs 29:18) thus the connection between Kiiru's (2019) study and the current study. This study focused on the Anglican Church while the current study focused on the Presbyterian Church of East Africa. It also used a descriptive case study approach while the current study used a descriptive survey design.

Intellectual Stimulation and Church Growth.

Intellectual stimulation is one of the dimensions of transformational leadership that has been widely studied. Gaganmale et al. (2023) research sought to establish the impact of intellectual stimulation on employee job satisfaction in India. The study utilized a quantitative survey design with the target population being the 300 employees in the company. Simple random sampling was done and yielded 102 respondents and data analyzed using descriptive statistics. Questionnaires (MLQ) were used as data collection instruments. The findings established that there was a positive and significant relationship between intellectual stimulation and job satisfaction among the employees.

Leaders were advised to apply this dimension for better performance of their employees that would lead to organizational growth. Intellectual stimulation relates to church growth in many ways one being the leveraging technology in evangelism to cover a wider scope creating satisfaction to the leaders in the church. Technology provided a good platform for preaching of the word when Covid19 happened and it became impossible to have in person worship. This study targeted for-profit organizations as the context while the current study targeted the religious organizations.

Intellectual stimulation has also been seen as a useful tool for developing innovation and general organizational performance in a research done in Pakistan by Yasin et al. (2014). The study employed a quantitative design and sought to establish the relationship between intellectual stimulation, innovation and SMEs performance. The population was 150 SMEs where 50 were selected through random sampling and 350 respondents engaged. A questionnaire was used an instrument for data collection. A strong relationship between intellectual stimulation, innovation and SMEs

performance was revealed in the findings. Innovation and creativity are vital components of church growth especially in the use of social media to reach the church members. This study focused on financial institutions while the current study dealt with faith based institutions.

A study done by Munford (2020) sought to examine the effects of transformational leadership and fiscal sustainability of African American Churches in the USA. This study was quantitative correlation by design with the target population being church leaders from nine states with a non-probability convenience sampling technique used where 92 leaders were selected. The data collection instrument was a questionnaire.

The findings showed that among the predictors of fiscal sustainability, only intellectual stimulation had a significant and a positive relationship with stimulation to critical thinking and problem-solving skills being the key drivers. These findings have a bearing with church growth especially with the numerical growth as a dimension of church growth which leads to raising of sufficient funds for ministry.

This study focus was churches in USA while the current study focused on the Presbyterian Church of East Africa in Kenya. Moreover, the study used financial sustainability as the dependent variable while this study used church growth as the dependent variable.

Another research was done by Adiukwu et al. (2019) focusing on intellectual stimulation and organizational performance in hotels in Nigeria. The study utilized a cross-sectional survey design and the target population was 1085 staff of 3-star and 4-star hotels in Port Harcourt. Taro Yamane formula yielded a sample of 293. A questionnaire was used as a research instrument. The findings revealed that there was

a positive relationship between intellectual stimulation and the performance in the hotels where creativity and innovation in solving work problems were recommended.

Innovation, as noted earlier in this study, is essential to help the church maintain a competitive advantage of growth. This study focused on for-profit organization while the current study focused on religious organizations. The design of the study used was cross-sectional survey while the current study employed a descriptive survey design.

Similarly, another study done by Queen and Wake (2020) sought to establish how intellectual stimulation affects organizational competitiveness of banks in Nigeria. It adopted a cross-sectional survey design and the target population was 105 managers from 21 Deposit Money Banks in Port Harcourt. Census sampling method was used where the whole population was included. Questionnaires were used as instruments for data collection.

The study findings showed a significant relationship between intellectual stimulation and organizational competitiveness of the banks with proper communication and encouragement of workers towards the achievement of goals being underscored.

This relates well with the current study which also sought to establish how the church leaders can be equipped with skills like communication and motivation of followers to enhance church growth. The study focus was on for profit organizations while the current study was on faith based organizations.

Intellectual stimulation has also been deployed in church ministries as evidenced by a study done by Umuganwa (2021) who sought to examine the effect of transformational leadership on project performance at Africa New Life Ministries in Rwanda. The study utilized a quantitative cross sectional design with the target

population being the 241 members of staff in the ministry with random sampling technique applied to acquire 103 respondents. Questionnaires were used as data collection instruments.

The research findings revealed significant and positive relationship between intellectual stimulation, idealized influence, inspirational motivation and project performance. These findings focus on church ministry which is similar to the current study which sought to establish the influence of transformational leadership dimensions on church growth. This study focused on church ministries in Rwanda while the current study was based on church growth of PCEA in Kenya. The study also used only three dimensions of transformational leadership while the current study focused on the four dimensions of transformational leadership.

A study done by Ondari et al. (2018) sought to establish the effect of intellectual stimulation on organizational performance of Kenyan State Corporations. This study adopted a descriptive study design with the target population drawn from the 8 state corporations and 165 respondents obtained through random sampling technique. Data collection instruments were structured and semi-structured questionnaires. The findings showed that a significant relationship existed between intellectual stimulation and organizational performance of state corporations in Kenya.

The findings inform the current study which also sought to demonstrate how leaders in the church can deploy intellectual stimulation for church growth by advocating for creativity and innovation in ministry work. This study focused on the government corporations while the current study focused on religious organizations.

Intellectual stimulation has also been linked to church leadership performance in a study done by Demesi et al. (2022) which sought to establish how leader's

intellectual stimulation training affect church leadership in selected churches in Kenya. This study adopted a mixed study design where both quantitative and qualitative data was collected. The target population was the diploma graduates of Transformational Church Leadership Program at Pan Africa Christian University.

A sample of 217 was obtained which included both the graduates and church members. The sampling method was not clear and questionnaires and interviews were used to collect data. The study showed that leaders' intellectual stimulation had a significant correlation with performance among the graduates and made them more creative and innovative as they made decisions and resolved conflicts thereby, influencing church growth.

The subject matter of this study's findings correlates with what the current study sought to do in terms of demonstrating how innovation and creativity can lead to church growth. This study adopted a mixed method design while the current study used a descriptive survey design. It also focused on university graduates while the current study focused on all elders and ministers in PCEA.

A study done by Muthuku (2023) sought to find out the effects of transformational leadership and church health on the participation and constructive engagement of young people in Kenyan urban churches. The study adopted a descriptive survey design with the target population being the youth in the 11 evangelical and protestant churches in Nairobi City County. Stratified sampling method was used and 330 respondents selected.

The data collection instrument was a structured questionnaire. The findings showed that a significant and positive relationship existed between transformational leadership and church health which made young people to engage in the church activities. This connects well with the current study that sought to establish how

leaders can be equipped in order to impact church members who include the youth in order to drive church growth. This study focus was on the youth while the current study focused on senior church leaders in the Presbyterian Church of East Africa, Kenya.

Individualized Consideration and Church Growth

A study by Khan et al. (2020) sought to examine the integrating role of individualized consideration in the relationship between interactional justice and worker's performance. It adopted a quantitative design with the target population being the 1720 workers from higher education institutions in Pakistan. The sampling method used was Taro Yamani statistical formula which yielded a sample of 340. Data was collected using a questionnaire. The study findings revealed that there was a significant relationship between individualized consideration in the overall institution performance which was caused by satisfaction and respect that workers received from the management.

The findings have a bearing with the current study which sought to demonstrate how mentorship can impact individuals for church growth. This study focus was for-profit organizations while the current study focused on religious organizations.

Khalil and Sahibzadah (2017) also did a study seeking to examine how leaders' individualized consideration relates to employees' job satisfaction in Pakistan. The study adopted a quantitative design and the population was the ten private sector universities in Khyber Pakhtunkhwa. Non probability or convenience sampling method was applied where all the 330 workers of the selected universities were considered. Questionnaires were used as instruments for data collection.

The findings showed a positive relationship between individualized consideration and employee job satisfaction with close relationships with employers and meeting their needs being major contributing factors. This connects with the current study which sought to show how church principles like fellowship and discipleship impact individuals for both personal and church growth. This study focused on educational institutions while the current study was on faith based organizations.

Individualized consideration is also applicable in religious organizations with positive results as shown in a research done by Keita (2019) whose focus was on the leadership styles and their impact on church growth in Virginia, USA. This study adopted a qualitative design where semi structured and face to face interviews were the data collection methods. 40 church leaders and members of four congregations were involved. Thematic analysis was used for data analysis where 12 themes were involved where the practice of developing leaders was included. The study findings were found to be useful in bringing change especially through mentorship of the youth members through individualized consideration among other transformational leadership dimensions.

Mentorship is a vital component of church growth as seen in biblical examples where mentors and their protégés had a relationship that resulted to growth e.g. Paul and Timothy (N.I.V, 1978/2011, 1Tim. 1:2). This study used qualitative research design while the current study was quantitative. It also used leadership styles as the independent variables while the current study used the four dimensions(4Is) of transformational leadership as independent variables.

A study done by Adem et al. (2022) in Ethiopia aimed to examine the relationship between individualized consideration of school principals and teachers'

job satisfaction. This study adopted a mixed method design where both qualitative and quantitative data was collected. The target population was 734 teachers and 12 principals. The sampling method was simple random for teachers and purposive sampling for principals which yielded a sample of 253 teachers and five principals. MLQ questionnaire was used as an instrument for data collection. Semi-structured interview guide was also used and thematic analysis used on qualitative data.

The findings revealed a low to strong correlation between principals' individual consideration and teachers' job satisfaction. Training of principals in transformational leadership skills was recommended due to the role they play in enhancing teachers' job satisfaction. This connects to the current study because the study sought to show how church leaders are also supposed to encourage members and bring ministry satisfaction. This study applied a mixed method study design while the current study employed a quantitative research method. Further, the study focused on educational institutions while the current study was on faith based organizations.

Public sector is also influenced by individualized consideration as demonstrated in a study done by Golyama et al. (2018) focusing on the influence of individual consideration on employees behaviour in Tanzania. The study utilized a quantitative survey design. The target population was the 4337 employees and a sample of 360 respondents arrived at through multi stage sampling technique to select one sector per zone. This was then followed by simple random sampling. Questionnaires were used to collect data.

The findings showed that there was a significant influence between individualized consideration and public sector performance in Tanzania which was driven by recognition of workers' efforts, involvement in decision making and mentoring and coaching. The current study sought to demonstrate how mentorship

and coaching can result to individuals' as well as corporate church growth. This study focused on government institutions while the current study focused on religious institutions.

Transformational leadership is also viewed as being effective in church leadership as noted in a study done by Mwenje (2020) whose focus was on the influence of leadership styles on church growth in Pentecostal churches in Zimbabwe. This study employed a mixed method research design where both qualitative and quantitative data were used. The target population was from the founders of the church, church leaders and members. Multistage cluster sampling method was applied and produced a sample comprising of 6 founders, 350 leaders and 800 members. Interviews, observation and questionnaires were used as data collection instruments.

The findings revealed that transformational leadership was the most applied style of leadership by founders of Pentecostal churches in Zimbabwe. However, the leaders were seen to apply more of democratic leadership style with members while supportive leadership was the dominant style of leadership in the churches. The study findings agree with the current study in context, which was the faith based organization, and intention, which was to demonstrate how transformational leadership skills can lead to church growth.

This study applied a mixed research design while the current study used a quantitative design. It also targeted leaders and members in Pentecostal churches while the current study focused on leaders in the Presbyterian Church of East Africa in Kenya. Further this study examined many leadership styles to establish the most applicable while this study narrowed down on the four dimensions of transformational leadership and their effect on growth of PCEA in Kenya.

This argument is supported in a study done by Kayago et al. (2023) whose focus was on the influence of individual consideration dimension on organizational performance of selected counties in Kenya. A descriptive research design was employed with the target population being the 408 leaders and a sample of 289 obtained through stratified random sampling technique. Data was collected using a questionnaire.

The findings showed that there was a positive and significant influence between transformational leadership dimensions and organizational performance with individualized consideration being of notable influence. The current study also sought to show how individualized consideration dimensions e.g. mentorship and coaching can lead to church growth. This study focus was on for-profit organization while the current study targeted the non-profit organizations.

Similarly, another research was done by Demesi et al. (2022) to examine how individualized consideration affects church performance in the case of transformational church leadership graduates in Kenya. The study employed a mixed-method study design where both quantitative and qualitative data was collected. The target population was the church members and graduates where a sample of 80 and 242 was obtained respectively with 10 senior leaders also included. The sampling method was not clear. Data instruments were questionnaires and interviews.

The findings from this study showed that there was a positive and significant relationship between individualized consideration and performance of church leaders in Kenya. Encouraging use of gifts, mentoring and coaching of members by church leaders were recommended. This finding aligns well with the current study where the intention was to establish how coaching and mentorship impact church members to spur growth.

This study's context was on graduate leaders and members from a number of churches in Kenya while the current study solely focused on leaders in the Presbyterian Church of East Africa. Further, this study used a mixed method approach while the current study was quantitative.

On the other hand, transformational leadership style has been viewed as having a positive but weak influence on the performance of churches in Kenya. This is evident from a research done by Benedicte et al. (2022) seeking to examine how leadership styles affect church performance in protestant churches in Kenya. A correlational study design was employed with the target population being church members where a sample of 256 was obtained. Data collection instrument was a questionnaire.

The findings revealed that transactional leadership had a positive and strong influence on church performance compared to transformational leadership which had a positive but weak influence on church performance. These findings inspired the current study to proceed and demonstrate how transformational leadership is a key driver of church growth. The recommendation was that church leadership engage in capacity building of their leaders.

This study's focus was on protestant churches in Ongata Rongai town in Kenya while the current study focused on the Presbyterian Church of East Africa. The study also applied a correlational design while the current study employed a descriptive survey design. Additionally, the study variables for this study were leadership styles and church performance while the current study focused on transformational leadership, organizational structure and growth of PCEA in Kenya.

This section has demonstrated that there is a relationship between transformational leadership and church growth based on the discussion of the four

dimensions, namely; idealized influence, inspirational motivation, intellectual stimulation and individualized consideration in relation to organizational growth.

The difference in context where most literature focused on for profit organizations and the difference in target population among others is a clear indication that the current study needed to proceed and establish how transformational leadership fosters growth in PCEA.

This study also sought to establish the moderating effect of organizational structure in the relationship between transformational leadership and church growth of the Presbyterian Church of East Africa in Kenya and the details are discussed in the following section.

Organizational Structure, Transformational Leadership and Church Growth

Ahmady et al. (2016) defined organizational structure as a way by which organizational activities are divided, organized and coordinated. The available literature shows that organizational structure moderates organizational performance. A good example is the study done by Kim and Shin (2019) in Korea. The study sought to investigate the moderating effect of organizational structure in the relationship between transformational leadership behaviors, the empowering process and the organizational commitment.

The study utilized a quantitative survey design where the target population was the 51 foreign companies. Random sampling method was applied and yielded a sample of 491 respondents from foreign subsidiaries in Korea. The instrument for data collection was a self-administered questionnaire.

The findings revealed that organizational structure dimensions moderated the organizational commitment both positively and negatively with formalization ranking highly in the positive outcome. The findings have a connection with the current study

which sought to establish the moderating effect of formalization in the relationship between transformational leadership and church growth. This study was on for profit organizations while the current study focused on faith based organizations.

A similar study was done by Darus et al. (2014) to examine the moderating effect of organizational structure in the relationship between transformational leadership and knowledge management of university administrators in Malaysia. This study was a quantitative survey by design and the target population was from the managers with cluster sampling method employed resulting to a sample of 225 respondents. The instrument for data collection was a questionnaire.

Organizational structure was found to have moderating effects between transformational leadership and knowledge management thereby playing a crucial role in helping leaders to manage knowledge across the organization. These findings connect with the current study that focused on church leaders as the target population and showed how structure moderates transformational leadership and church growth.

While this study focused on the learning institutions context, the current study focused on faith based organizations. The dependent variable applied in this study is knowledge management while the current study applied church growth as the dependent variable.

Organizational structure was also found to have a moderating effect in Nigerian organizations in a study carried out by Ibiba (2021) that sought to examine the effects of organizational structure on the relationship between work analytic and organizational competence in telecommunication organizations. The research employed a cross-sectional survey design and the target population was derived from managers of all four Global System for Mobile Communication (GSM) firms. The

sample and sampling method were not clear and the structured questionnaire was used as the instrument for data collection.

The findings revealed that two organizational structure dimensions namely, standardization and formalization had a moderating effect between work analytic and competence of GSM telecommunication companies in Nigeria. The current study was well connected to these findings for it also applied formalization to establish its moderating effect between transformational leadership and church growth.

This study focused on the profitable organizations while the current study focused on faith based organizations. Moreover, this study used two dimensions of organizational structure i.e. formalization and standardization as moderators while the current study used three dimension of organizational structure; centralization, formalization and specialization as moderating variables.

In Kenya, a research was done by Ayacko et al. (2017) seeking to examine the moderating effects of organizational structure in the relationship between individual consideration of judicial officers and performance. The study adopted a descriptive correlational research design with the target population being the 770 judicial staff and a sample of 385 respondents obtained through stratified random sampling. Questionnaires were used as the data collection instruments.

The study findings showed that with or without moderation of organizational structure, individualized influence had a significant effect on staff performance. Despite the discrepancy in these findings, the current study sought to establish how organizational structure moderates transformational leadership and church growth since both the context and outcome variables of these studies were different. This study also focused on judiciary while the current study focused on faith based

organization. The study design for this study is a descriptive correlational while the current study applied a descriptive survey design**.**

Organizational structure is characterized by centralization, meaning authority being exercised at the top of the organizational hierarchy, formalization meaning the rules and procedures guiding the organization and specialization indicating how labor is divided in the organization among others (Okendo, 2018**)**. A study was done in Palestine by Sharif et al. (2016) and examined the moderating role of centralization and the complexity between information quality and decision making effectiveness. This study employed a cross-sectional research design. The target population was the bank managers in Palestine where 146 managers were surveyed and questionnaires used for data collection.

The findings revealed that centralization significantly moderated information quality and decision making effectiveness. This is related to the current study which sought to show how centralization moderates the relationship between transformational leadership and church growth. This study focused on for profit organizations while the current study was based on faith based organizations.

Information quality and decision making effectiveness were applied in this study as independent and dependent variables respectively while the current study employed transformational leadership and church growth as independent and dependent variables respectively.

Another study was done by Eze et al. (2017) examining the effects of organizational structure on performance of organizations in Nigeria. This study adopted a quantitative design with a target population of 2651 respondents. Taro Yemeni formula and census sampling yielded a sample of 354 respondents. The instrument for data collection was a questionnaire.

The findings showed that both centralization and formalization had no relationship with the organizational performance. These findings are connected to the current study where organizational structure was employed as a moderating variable contrary Eze et al.'s (2017) study which employed it as an independent variable.

The current study determined the moderating effect of structure in the relationship between transformational leadership and church growth. This study focused on for profit organization while the current study was based on faith based organizations. The study also employs organizational structure as an independent variable while the current study used the same as a moderating variable.

Lankas et al. (2022) studied the effects of centralization on the performance of employees in Kenya. The study employed a descriptive study design with the target population being the 5345 workers in Narok County Government, Kenya. The sampling techniques used were random and stratified where a sample of 372 respondents were selected. Questionnaires were used as data collection instruments and the findings showed that there was a significant effect of centralization on employees' performance at the county government.

This argument has a bearing with the current study though the focus is on county government while the current study was on a faith based organizations. Further, this study used centralization as an independent variable while the current study used centralization as a moderating variable.

Every organization has rules, guidelines and procedures that guide its operations. This is what is referred to as formalization (Skorkova, 2020). A study done in Pakistan by Danish et.al (2015) showed that formalization structure which denotes rules, regulations and policies of organizations has positive effects on performance. The study focused on the effects of formalization on organizational

commitment employing a quantitative research design. The target population was the workers in the service sector of Lahore in Pakistan and convenience sampling technique yielded 355 respondents. The data collection instrument was a questionnaire.

The research findings revealed that formalization positively affected organizational commitment in Pakistan. Formalization was also used as a moderator between transformational leadership and church growth in the current study. This study focused on for profit organization while the current study was based on faith based organizations. Formalization was applied as an independent variable in this study while the current study used it as a moderating variable.

Nosike et al. (2021) examined the effect of organizational structure on the performance of workers in commercial banks in Nigeria. The study adopted a survey research design. The target population was the staff from five selected banks. Purposive sampling was employed and 20 respondents obtained. A structured questionnaire was used for data collection. The findings revealed that formalization affects workers' performance in Nigerian commercial banks with tasks routine and variety elements recommended to boost employees' performance.

These findings have a connection to the current study whose focus was the church where leaders are expected to clarify rules and guidelines that are supposed to be followed by members. Formalization was therefore considered in the current study with an aim of establishing its moderating effect in the relationship between transformational leadership and church growth.

This study's context was from corporate world while the current study was based on faith based organizations. The study also used formalization as an

independent variable while the current study used it as a moderating variable between transformational leadership and church growth.

Structure formalization was also found to affect organizational performance in a study done by Njiru and Warue (2019) which sought to examine the effect of organizational structure on financial performance of commercial state corporations in Kenya. The study adopted a survey research design and the target population was all the 34 corporations in Kenya. A census survey was applied. Structured, close ended and open ended questionnaires were used to gather both quantitative and qualitative data.

The study findings revealed that structure formalization among other organizational structure variables i.e. complexity and centralization had a strong and positive effect on organizational performance. The current study connected to these findings for it sought to determine how formalization moderates or does not moderate transformational leaders and church growth. This study focused on for profit organizations while the current study focused on faith based organizations.

Organizations divide duties and responsibilities according to the employees' skills and competencies. This is what is referred to as specialization (Kimani et al. 2020). The available studies connect specialization with organizational performance. Udayanga (2020) study examined the effect of organizational structure on small and medium enterprises performance in Sri Lanka.

This study employed a quantitative survey research design with the target population being the entrepreneurs in the small and medium enterprises with a sample of 383 respondents obtained through simple random sampling technique. A structured survey questionnaire was used for data collection. The finding revealed that

specialization had a positive impact on the performance of the SMEs business and can improve the management of the business successfully.

Specialization was considered in the current study to determine whether it has any moderating effect between transformational leadership and church growth. Church duties and responsibilities are divided according to the area of giftedness. This study targeted secular organizations while the current study focused on religious organizations. It also uses organizational structure as an independent variable while the current study applied organizational structure as a moderating variable.

Waribugo and Etim (2016) study examined the impact of structure and strategy implementation in telecommunication organizations in Nigeria. This explorative design study had a target population drawn from all the 139 employees of mobile phone operators in Nigeria. A sample of 102 respondents was obtained through Krejcie and Morgan (1970) table sampling method with a structured questionnaire used as the instrument for data collection.

The findings showed that specialization structure enhances strategy implementation of the organizations and so managers should enhance this process among their employees for effectiveness. This connects well with the current study whose dependent variable was church growth with the church having ministry goals to be achieved thereby, demanding skilled leaders and an effective structure.

This study focused on secular organizations while the current study focused on faith based organizations. Structure was also used in this study as an independent variable while the current study employed the same as a moderating variable. The study design and sampling method used in this study differed from the current study which used a descriptive survey design and stratified sampling method.

Timbomei and Bett (2019) study was on strategy implementation and performance of selected evangelical churches in Nairobi, Kenya. The study adopted a descriptive study design with the target population being the 400 church leaders and a sample of 80 respondents obtained using Yamane formula. A structured questionnaire was used as data collection instrument. The findings revealed that organizational structure dimensions that include work specialization influences performance of evangelical churches in Nairobi, Kenya.

The current study context was a faith based organization thereby making these findings a good point of reference. This study focused on evangelical churches while the current study focused on the Presbyterian Church of East Africa in Kenya. The study also used organizational structure as an independent variable while the current study employed structure as a moderating variable.

Theoretical Framework

Theoretical framework acts as a blueprint to the study and demonstrates how the researcher defines the study methodologically, epistemologically, analytically and philosophically (Grant &Onsaloo, 2014). This study was guided by three theories, namely; the Transformational Leadership Theory, Weber's Bureaucratic Theory and Natural Church Development (NCD) Theory which were discussed in the section below.

Transformational Leadership Theory.

This theory originated from the works of James Macgregor Burns in 1978, and was taken over for further development by Bernard Bass in the 1980s who argued that a transformational leader endeavors to uplift the morale of the followers and motivates them to engage in the common task for the betterment of the organization.

This theory postulates that casting of the vision and related goals by the leader encourages followers to work towards achievement (Magambo, 2023)

Ndarwa and Mulinge (2023) observed that the Transformational Leadership Theory demonstrates the power of the leaders in influencing their followers as well as managing and directing their teams and guiding them to bigger goals beyond their own personal interest for the sake of team and organizational growth.

The theory propositions are based on motivation and inspiration rather than reward and punishment. The leaders in this case engage followers and seek their cooperation towards the achievement of goals. It is based on the four behavioral dimensions, namely; idealized influence, inspirational motivation, intellectual stimulation and individualized consideration.

In idealized influence dimension, the leader leads ethically as a role model to the followers, walks the talk and is worthy of emulation. This type of a leader gives assurance to the followers that there is no problem that they cannot solve. They are value driven and cultivate a culture of trust in the organization (Northouse; Shahibzadah et al., 2022).

In inspirational motivation, the leader sells the vision to the followers and moves them towards the achievement of more than is expected of them. They cast a clear vision to the followers and inspires them to commitment, team spirit and moving from mediocrity to excellence in their job performance (Bradley, 2020; Northouse, 2022).

Leaders who practice intellectual stimulation are known for challenging the status quo and moving followers towards innovation, creativity, problem solving and autonomous thinking. They question the existing assumptions and encourage the out-of-the-box thinking (Lussia & Achua, 2026; Northouse, 2022).

Leaders who practice individualized consideration pay attention to the needs of followers and respond empathically with mentorship and coaching. They delegate responsibilities to followers and help them to develop personal skills and competencies. They encourage followers to utilize their gifts and talents in the workplace thereby motivating them towards high achievement and personal development. (Bradley, 2020; Northouse, 2016).

The Transformational Leadership Theory is criticized for not having enough qualitative research to explain its influence on followers and how it enhances their commitment towards tasks accomplishment. It is also seen as one sided theory focusing on the positive results and ignores the negative outcomes it creates in workers e.g. stress while trying to achieve unrealistic goals (Northouse, 2022)).

Yukl (2020) noted that the Transformational Leadership Theory seems to overlap with ethical, empowering leadership and charismatic leadership styles thereby making it hard to isolate and explain it in research. It is also argued that this theory assumes universal effectiveness across organizations but latter reviews are proving that it may not be very effective in environments characterized by high structures, scarce resources and formal environments where the leaders' authority is limited requiring integration with other contingency-based approaches to make it relevant (Yukl, 2020).

Some ethical concerns over the Transformational Leadership Theory have been advanced in research as noted by Guo et al. (2024) who observed that this theory can lead to dependency, reduced for self-serving purposes and increase manipulation since it can lead to practices that focus more on the leader's image over the well-being of the followers. The theory is also longstanding and may look older compared to other contemporary perspectives like servant leadership, adaptive leadership and

authentic leadership which seem to provide additional insights in leadership and organizational research.

Nevertheless, the theory is defended and popularized in the available research and has been applied in many studies focusing on areas like workers' engagement, development and work performance with positive results (Li et al., 2019). Moreover, this theory remains the most relevant framework for its ability to address the 4Is which are key variables of this study and have also continued to underpin modern studies in leadership and organizational development (Agazu et al., 2025; Abdullahi et al., 2023; Njoki et al., 2024)

Other scholars have noted that the weaknesses of the Transformational Leadership Theory are fewer than the strengths and so more focus should be on taking these weaknesses a step further by integrating more leadership theories to make it stronger and boost its use in transforming organizations (Bunaiyan & McWilliams, 2018).

Moreover, the four dimensions that form this theory i.e. idealized influence, inspirational motivation, intellectual stimulation and individualized consideration have also been deployed in several studies with positive outcomes (Li et al. 2019, Magambo,2023). This theory, despite its criticism in research, is still applied in organizations both for profit and faith-based and is noted for bringing a turnaround in their performance thus its adoption in the current study.

This theory by virtue of attending to followers needs, fostering their growth and empowering them to contribute to organizational goals (Northouse, 2021) fits very well in the context of the current study because the primary role of the church is to engage in spiritual formation, relational ministry pastoral care and discipleship that nurture individuals. Churches also encounter many challenges like generational shifts,

lack of sufficient resources, multicultural dynamics that require creativity and innovation to help them remain relevant in the changing environment (Avolio & Gardener, 2020).

The current study extended this theory by contextualizing it to faith-based organizations which in most cases remain underrepresented in research where for profit organizations are the major focus (Yukl, 2020). The study, by virtue of this theory, demonstrated that transformational leadership can operate in mission-driven and value based institutions where spiritual commitment is a priority rather than just profits and performance thereby broadening its applicability.

Weber's Bureaucratic Theory

This theory originated from Max Weber and developed in 1922 and its characteristics are applied by many large organizations today where bureaucracy is found within the structure (Lunenburg, 2017). This theory propositions are based on several elements. They include division of labor and specialization where tasks are divided into specialized jobs, rules and regulations that ensure performance uniformity, hierarchy of authority where there is clear chain of command, career orientation where employment is based on qualifications creating loyalty in the organizations (Lunenburg, 2017).

Further this theory states that the effectiveness of organizations is based on their ability to operate through well defined structures, formal rules and authority systems. These principles enhance predictability, efficiency and accountability in organizational performance as well as coordinate leadership roles and organizational order thereby significantly affecting organizational effectiveness (Ahrne et al., 2020).

This theory has several limitations that hinder its efficient application in organizations. Zufelde and Farzullayev (2025) noted that Weberian Theory is rigid

and lacks flexibility due to application of rules and procedures that hinder creativity and innovation especially in these dynamic and ever changing organizations. It may also demotivate workers and reduce their engagement due to its focus on formal structures and lack of attention on informal groups in the organizations.

This theory is criticized for assuming conditions that are too ideal and also viewed as a too old method that was applied in early industrial society that is not applicable today where the society is modern and characterized by democracy. This view is however not supported empirically. The theory is also viewed as unpopular due to few scholars citing it in their studies over time. Nevertheless, the theory is still practical and is applied in many organizations like USA and UK private sectors where the number of employees increases exponentially (Dash & Padhi, 2016).

Its core principles are still applicable and provide a good foundation for accountable and efficient organizations. It also provides a framework which helps organizations to understand structures with many organizations combining its elements like bureaucracy with modern technology to create digital management structures (Zufelde &Farzullayev, 2025).

The rigid emphasis on formal rules and hierarchy is viewed as a hindrance to flexibility in organizations especially in modern organizations that require quick decision making. The bureaucratic structures in this theory tend to slow processes and exercise undue control thereby inhibiting innovation and constraining effectiveness in organizations (Monteiro &Adler, 2021).

Other scholars view this theory as a roadblock to shared leadership, empowerment and decentralization due to its focus on centralization and authority that tends to suppress initiative and accountability at the lower levels of firms (Yukl, 2020). Further, this theory is criticized for lack of capacity to understand how

organizations function practically due to its focus on rules, roles and formal structures. It fails to recognize social relationships, organizational culture and informal networks that shape organizational behaviour and outcomes. (Monteiro & Adler, 2021).

Weber's Bureaucratic Theory fits the current study's context in a number of ways. First, the PCEA as well as many mainstream churches are guided by structures, rules and roles that are clearly defined which relates well with the principles of this theory especially where it emphasizes on authority structures, division of roles and formalization. This makes this theory suitable for it will shed more light on how these principles apply in faith-based organizations and specifically in the study context of PCEA in Kenya.

The aspect of authority in churches has its roots from doctrine and the Bible where God is the one who appoints church leaders to govern his church. Therefore, the concepts of Weberian Theory as observed by Monteiro and Adler (2021) explain how leaders should handle authority while making sure there is order and consistency in the organizations thereby enabling organizations to realize their objectives.

There is a unique link between transformational leadership and Weber's Bureaucratic Theories. Transformational leadership highlights vision, motivation and inspiration of the followers while bureaucracy deals with structures and procedures which drive leadership goals. These two theories are therefore very suitable to the current study context where both transformational leadership behaviours and bureaucracy apply and it was of interest to know how this synergy helps the churches to combine leadership and structure in realizing their intended objectives.

Despite the weaknesses cited for Weber's Bureaucracy Theory, it is connected to the current study and especially to the moderating variable which is organizational

structure and its three dimensions i.e. centralization, formalization and specialization which relate well with the elements of Weberian Theory of Bureaucracy. PCEA is hierarchical in structure, has formal rules contained in several manuals, has division of labor with categories of leaders like Ministers and Elders which are all in tandem with the principles of Weberian Theory. The current study therefore applied it to show how it affects growth in churches and especially the Presbyterian Church of East Africa.

Natural Church Development Theory

This theory was developed by Charles Schwarz in 1996 whereby he equated the church to a growing seed that grows, matures and the farmer reaps a harvest (Nganga, 2023). The theory emphasizes more on quality over quantity and holds that God designed the church to grow naturally when obstacles are removed. This theory is based on eight quality elements, namely; empowering leadership, where leaders are expected to equip and send members to do ministry instead of dominating all decisions; gift oriented service, where members are guided on identifying their gifts and talents and then encouraged to use them for the well-being of the ministry.

Passionate spirituality that heeds to the tenets of the Great Commandment (N.I.V, 1978/2011, Matt. 22:36-40), functional structures that act as support for the mission of the church, inspiring worship that gives people an opportunity to engage with God and each other for spiritual formation and growth, small groups ministry where care, support and discipleship are assured, evangelism that is need based and relationships based on love and discipleship (Ferreira & Chipenyu, 2021).

Jenssen (2020) noted that the Natural Church Development Theory has limitations for it tends to oversimplify the elements of church growth by reducing them to just eight ignoring other unforeseen effects. The theory also lacks sufficient

theological and biblical foundation by focusing too much on empirical observations thereby reducing church growth to a managerial activity ignoring the spiritual foundation.

Despite the cited limitations to this theory, the current study employed its four elements i.e. evangelism, fellowship, discipleship and numerical growth due to their relevance in effecting church growth and also forming the subject matter of the Great Commission pillars where the church draws her mandate (*N.I.V, 1998/2011*, Matthew 28:18-20). The theory was also applied by Muthuku et al. (2023) where it was used to formulate a questionnaire to examine the relationship between transformational leadership and church health and its health metrics yielded a significant correlation with transformational leadership.

The theory supports the dependent variable of this study i.e. church growth and its four dimensions :evangelism, fellowship, discipleship and numerical growth through some of its characteristics namely; empowering leadership and need oriented evangelism where members are equipped and mobilized for mission (evangelism), loving relationships where members demonstrate practical love (fellowship), holistic small groups for bible study and accountability (discipleship) and numerical growth which is the end product of a healthy and growing church. Church leaders are expected to apply these principles to evaluate performance and identify any ministry gaps that may need to be filled thereby enhancing growth in the Presbyterian Church of East Africa. The section below presents the conceptual framework for this study.

Conceptual Framework

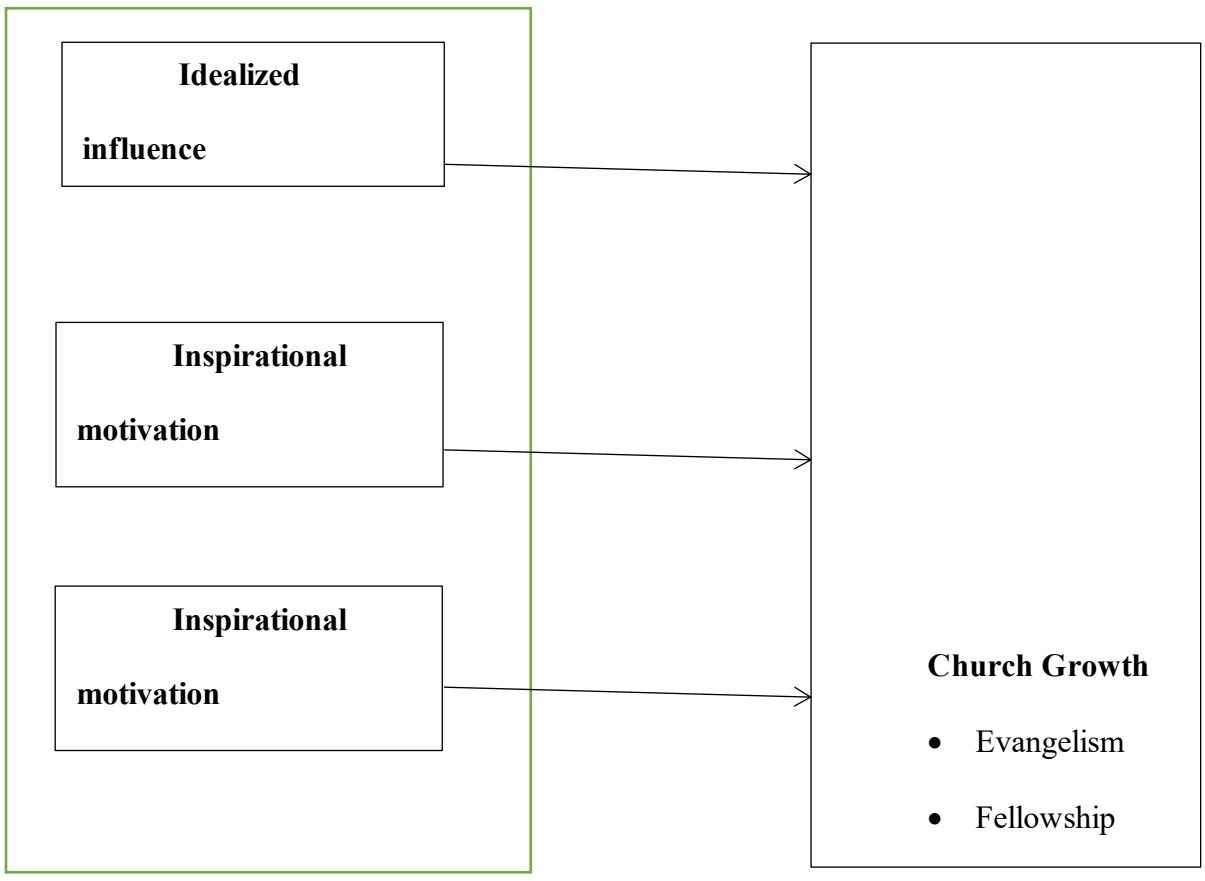
The conceptual framework for this study shows the connection between the independent variable which was transformational leadership, the moderating variable; organizational structure and the dependent variable; church growth. This was

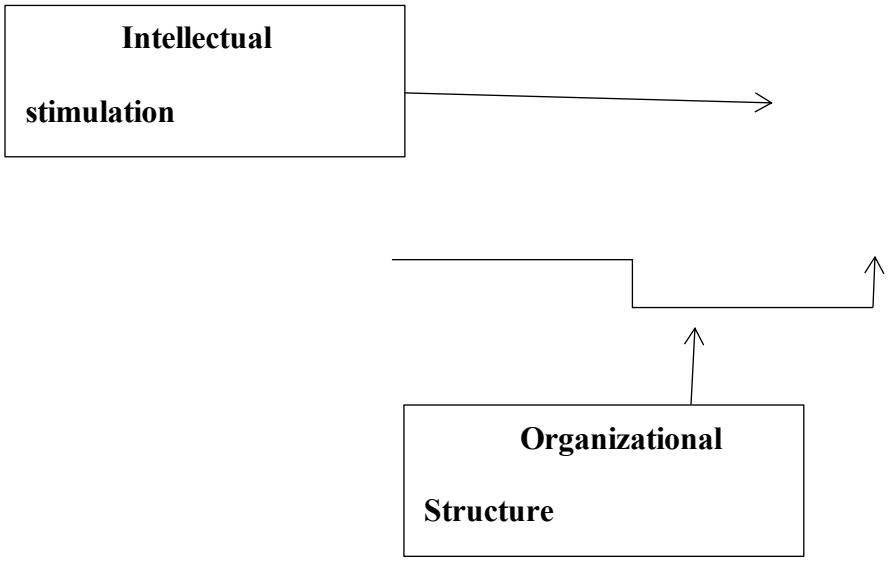
accompanied by the respective operating indicators for all the variables which were; idealized influence, inspirational motivation, intellectual motivation and individualized consideration for transformational leadership (Northouse, 2022), centralization, formalization and specialization for organizational structure (Okendo,2018), and evangelism, fellowship, discipleship and numerical growth for church growth variables (N.I.V, 1978/2011, Matt. 28:18-20, Acts 2:42-47). These operational indicators also guided the five hypotheses that this study sought to test in the data analysis section.

Figure 1

Conceptual Model

Independent Variable Dependent Variable





Moderating Variable

(Source: Current Author, 2026)

Research Gaps

The empirical research reviewed in this study revealed several gaps in knowledge among the three variables under discussion. These include conceptual (Chaisson, 2021; Umuganwa, 2021), contextual (Vale, 2019) and methodological (Khalil & Sahibzadah, 2017; Pali 2016) and knowledge gaps (Ayacko et al., 2017). These are the gaps that the current study sought to address. These gaps are summarized in the table below followed by the chapter summary.

Table 1

Summary of Research and Knowledge Gaps

Author & Year	Title of the Study	Findings	Identified Gap	How the current study filled the gap
Paul (2020)	The role of transformational leadership in preparing the youth as future church leaders.	Transformational leadership is applicable for enhancing church growth.	The study used a qualitative design.	The current study adopted a quantitative design.
Nyokabi &K'Aol(2017)	Effects of idealized influence and inspirational motivation on private sector CEOs.	Idealized influence and inspirational motivation had a significance relationship to performance of CEOs.	The study focused on secular organizations.	The current study focused on faith based organizations.
Nguyen (2017)	The impact of transformational leadership on religious congregation of women.	Transformational leadership had a positive impact on the religious congregation of women.	The study focused on the Roman Catholic Church in Vietnam.	The current study focused on the Presbyterian Church of East Africa, Kenya.
Money (2017)	Effectiveness of transformational leadership style in Secondary Schools Teachers.	Transformational leadership had a positive relations on the performance of Teachers.	The study discussed transformational leadership as one variable.	The current study applied the four dimensions of transformational leadership.
Ejo-Orusa &Egobueze (2020)	Transformational leadership style and institutional effectiveness.	A significant correlation was established between transformational leadership and institutional effectiveness.	This study adopted a correlational and interviews study design.	The current study employed a descriptive survey design.
Haruna (2022)	The effects of transformational	Transformational leadership had a	The study context was in Nigerian	The current study context was Presbyterian

	leadership on church growth	positive effect on Church growth	Church	Church of East Africa
Mogire & Osoro (2019)	The impact of motivation on employees	Inspirational motivation was found to positively impact employees	The study focused on for profit organizations.	The current study context was faith based organizations
Kiiru (2019)	Effect of transformational leadership on job satisfaction	Inspirational motivation was found to have a significant relationship with job satisfaction	The study context was Anglican Church	; the PCEA
Adiukwu et al. 2019)	Intellectual stimulation and performance of hotels staff.	Intellectual stimulation significantly affected performance of hotels' staff	The study adopted a cross sectional survey design.	The current study used a descriptive-explanatory survey design.
Queen & Nwaeke (2020)	Intellectual stimulation and organizational competitiveness in banks.	There was a significant relationship between intellectual stimulation and competitiveness	The study focuses on for profit organizations	The current study focused on Faith based organizations.
Demesi et al. (2022)	Leaders intellectual stimulation training and church performance.	Intellectual stimulation had a significant correlation with performance of diploma graduates in churches.	The study adopted a mixed method study design	The current study employed a quantitative study design.
Khan et al. (2020)	The integrating role of individualized Consideration and interactional justice on higher education workers performance	Individualized consideration positively influenced the overall performance of workers	The study focused on for profit organizations	The current study focused on religious organizations
Keita (2019)	Leadership styles and church growth	Individualized consideration was found to be useful in church growth.	Leadership styles was used as the independent variable	The current study used the 4Is of transformational leadership as independent

				variables.
Sharif et al. (2016).	Centralization and complexity moderating the relationship between information quality and decision making effectiveness in banks.	Centralization significantly moderated the information quality and decision making in banks.	Information quality and decision making are applied as independent and dependent variables respectively.	The current study applied the 4Is of transformational leadership and church growth as independent and dependent variables respectively.
Udayanga (2020)	The effect of organizational structure on performance of SMEs	Specialization had a positive effect on performance of SMEs.	This study used organizational structure as an independent variable.	The current study used the four dimensions of organizational structure as moderating variables.
Timbomei & Bett (2019)	Strategy implementation practices and performance in Evangelical Churches.	Specialization had a positive effect on performance of Evangelical Churches in Kenya.	This study focused on Evangelical Churches	The current study focused on the Presbyterian Church of East Africa.

Source- Author, 2026

Chapter Summary

This chapter has provided the empirical literature relevant to the current study based on the three study variables which were; transformational leadership, organizational structure and church growth and their related dimensions. It has also addressed the research gaps which the current study sought to address. The conceptualization of the current study variables and their dimensions and indicators are also discussed in this section together with the theoretical framework showing the theories underpinning this study i.e. the Transformational Leadership Theory, Weberian Bureaucratic Theory and the Natural Church Development Theory. The next chapter presents the research methodology that the current study employed.

CHAPTER THREE: RESEARCH METHODOLOGY

Introduction

This chapter presents the research methodology that guided this study. This includes: the research philosophy, research design, target population, sampling method and sample size. Thereafter, the chapter presents the type of data considered in this study, data collection instrument, instrument validity and reliability as well as data analysis methods. Further operationalization of study variables, analytical model of hypotheses testing, data collection instrument, pretesting and ethical consideration are outlined. The chapter concludes with a recapitulation of the central elements discussed therein.

Research Philosophy

Research philosophy is a system of beliefs and assumptions concerning the development of knowledge which leads to the answering of a research problem (Saunders et al. 2016). The methodologies that a researcher applies to develop knowledge have a bearing with the beliefs and assumptions held by the researcher. A research done by Saunders et al. (2019) posited that a research philosophy guides the entire research process with its methods and design.

The philosophy's assumptions focus on the nature of acceptable knowledge and the relationship between the researcher and respondents; also known us epistemology, articulation of the nature of reality researchers have on worldviews; also known as ontology, and the nature of values within a research process e.g. ethics and bias, also referred to as axiology. (Wambugu, 2019).

There are several philosophies that researchers in social science apply. Interpretism which is associated with the work of Max Weber states that social reality is constructed socially and shaped by human experiences and meanings. It applies

well in qualitative studies where interviews and observations are involved. Pragmatism uses methods that answer the research problem in the best way and supports mixed methods. Constructivism focuses on the creation of knowledge through social interaction and insists on understanding diverse perspectives. Positivism philosophy interprets reality as single and observable and favors quantitative designs with deductive approach. It aligns with survey designs where hypotheses are objectively tested (Coates, 2024)

This approach assumes that social reality should be objective, independent of the researcher and measurable and fits well where the researcher seeks to examine the variables relationship using empirical data and statistical analysis (Creswell & Poth, 2023). Interpretivism and constructivism present reality as a social construct and it depends on the context.

This knowledge is gained through the understanding of contexts, experiences and meanings. It applies inductive approach and this works well in qualitative designs like case studies and ethnography (Saunders et al., 2019). Pragmatism philosophy comes in between the other philosophies and advocates on multiple realities of knowledge. It combines both deductive and inductive approaches which align well with mixed method designs (Saunders et al., 2019)

Positivism paradigm is relevant in quantitative research because the researcher does not influence the respondents but allows them to independently fill a self-administered questionnaires and data analyzed scientifically (Wambugu, 2021).

In that case the current study adopted positivism philosophy because it aligns with quantitative designs and enabled the effective testing of hypotheses. The study was quicker and cost effective and the data was collected and analyzed in a way that the findings were generalizable.

Research Design

Creswell (2014) posits that research design means types of inquiry within quantitative, qualitative or mixed methods. Quantitative method has several designs one being survey research where numerical description of trends is applied in a given population where a working sample is obtained.

It can either be longitudinal or cross sectional where questionnaires or structured interviews are employed and generalization expected. Other types of quantitative research are descriptive, correlational and experimental research. Qualitative method also has several approaches e.g. narrative, phenomenological which include grounded theory, ethnography and case studies (Creswell, 2014).

In a survey, the respondents are questioned and their responses collected by a survey or a questionnaire and analyzed to describe the characteristics of a population. This makes it possible for a researcher to compare more than one variable. In a survey, sampling is done for a large population and generalizability is possible (Wambugu,2021).

This study which was cross-sectional in nature applied descriptive survey design with explanatory analysis since its helps in describing the variable characteristics as well as testing the relationship between variables. It also connects well with the positivism paradigm which favors quantitative data (Imbeau et al., 2021). The study also contained independent, moderating and dependent variables and this design facilitated their comparison.

Target Population

The consideration of subjects studied in research is referred to as population. This is then followed by selection of a sample that is appropriate for the research (Saunders et al., 2019; Terrel, 2016). The target population for the current study was

drawn from 11046 leaders where 546 were active Ministers and 10500 active Elders drawn from the Presbyterian Church of East Africa in Kenya (General Administration Committee, 2025). The unit of observation was the 11046 PCEA senior leaders while the unit of analysis for this study was the 60 Presbyteries of PCEA domiciled in Kenya.

PCEA decision making is vested on courts and those who attend are Elders and Ministers with Elders being ordained lay members who support the Ministers or Pastors in serving the members. They deal with all matters spiritual, doctrine and policy and are in charge of the shepherding and training of church members (PCEA, 1998). They were therefore the best category of leaders capable of giving the required information relevant to the current study.

Ministers and Elders operate in three courts in the PCEA with the lowest being the Parish Session that is attended by all Elders and the Parish Minister (s) while the Presbytery is attended by all Parish Ministers and one Elder per parish. The Presbytery court scope is all the parishes within its established boundaries. The highest court is the General Assembly which is comprised of two thirds of all the Ministers and paired by Elders. This court addresses the spiritual, doctrinal and policy matters of the entire church and is the one that has power to change the church policy (PCEA, 1998). The table below shows the target population for this study.

Table 2

Target Population Categories of PCEA Church Leaders

Category	Population
Ministers	546
Elders	10500
Total	11046

(Source: PCEA, 2025).

Sample Size

Krejcie and Morgan (1970, as cited in Sharif et al., 2018) table was used to generate a sample size for the population of 11046 leaders. The sample size was generated from the well-known Krejcie and Morgan (1970) table with extrapolation from the nearest values as seen in Table 3 below where a sample of 370 respondents was generated where ministers were allocated 18 respondents and elders 352 respondents using the formula $n_i = \frac{Ni}{N} \times n$ where $n =$ total sample, n_i = sample for each stratum, $N =$ total population, N_i = population for each stratum.

Table 3

Sample Size

Category	Population	Sample Size
Ministers	546	18.
Elders	10500	352
Total	11046	370

(Source- Krejcie & Morgan, 1970).

Sampling method

Selecting a sample from the target population is necessary in research and this can either be random or non-random sampling. In random sampling the sample identified needs to represent the population as much as possible. This method is mostly used in quantitative research while non-random sampling is used in qualitative research. In situations where the population needs to be categorized, stratified random sampling is applied where stratification is done before the sampling process begins. Members of each stratum are then randomly identified (Terrel, 2016).

This study used stratified sampling method based on the category of leaders (Ministers and Elders) where the total 11046 church leaders were involved. The sampling size was determined through Krejcie and Morgan (1970) table yielding 370

respondents. In the data collection stage, more Ministers (43) responded than initially targeted (18) while 241 Elders out of targeted (352) responded generating a final sample of 284 respondents. Since the questionnaire was not intended to give separate questions per strata of the leaders, an analysis was done on the combined group.

Despite the sample ending up being disproportionate, the study findings were not compromised because the focus was on the collective views of the PCEA leaders. Retaining all the responses ensured sufficient representation of the population and enhanced the strength of the overall analysis. This view is supported by Saunders et al. (2019) who observed that despite the importance of stratified sampling in ensuring adequate representation of the sub-groups, the sample proportions may sometimes not exactly match the population proportions and so oversampling the smaller sub-group can enhance the quality of the data analysis.

Types of Data

Data is classified in different ways in research and it all depends on the level of measurement and how suitable it is for statistical analysis. Creswell and Poth (2018) noted that there are four main types of data, nominal, ordinal, interval and ratio. Nominal data describes variables that are categorical with no specific order such as gender or leadership role while ordinal data, which is also categorical, focuses on ranked order such the levels used in Likert scales.

Interval data focuses on numbers with equal distances between points with no true zero while ratio data has interval with a zero point. This data describes trends as well as variable relationships (Saunders et al., 2019). The study applied primary data collected from the respondents through structured questionnaires administered to senior church leaders within PCEA. This enabled the researcher to collect firsthand data regarding the variables of the study.

Further, the study generated both categorical and numerical data. The demographical characteristics of respondents was gathered through nominal data while the Likert-scale questionnaires generated ordinal data by measuring perceptions of the indicators for the three variables of the study. The ordinal data aligned with quantitative study design by being suitable for inferential statistics analysis while nominal data supported descriptive analysis and were therefore applied in the current study.

Data Collection Methods

In quantitative research, data collection methods are designed to collect numerical data which can be analyzed statistically in order to test hypotheses and examine the variables relationships. There are several methods that are commonly used; one being the structured questionnaire, observation schedules and surveys. These methods focus on precision, objectivity and replicability which ensures that the data used is consistent across the respondents. Quantitative data favors the studies that intend to measure attitudes and behaviours in large populations due to its ability to allow generalizability of the findings (Creswell & Poth, 2023).

According to Taherdoost (2021), structured questionnaires and surveys are the most preferred data collection instruments in quantitative research due to several advantages like their ability to collect large amounts of data from a large sample, saves time, manageable cost, can be structured, easy to administer and analysis of data can be done through software. They also employ close-ended questions that facilitate the quantification of perceptions. Bryman (2021) observed that questionnaires if well designed enhance the measurement reliability and enable the researcher to deal with large volumes of data in a short time thereby, fitting well in explanatory and correlational designs.

On the other hand, qualitative data mostly employs observation where the researcher takes notes based on the behaviors and activities of the subjects. These notes are recorded in structured or semi structured manner. Interviews can also be employed where the researcher engages the researched face to face, phone interviews or focused groups discussion to get views and opinions from the research. This method requires a small number of participants and may take more time (Creswell. 2014).

This study was quantitative due to the vastness of the scope and large sample. Self-administered structured questionnaires were therefore used as data collection instruments which the researcher prepared and sent using online survey software for the respondents to freely manage.

The questions were derived from the variables identified in the research objectives of this study. The study was based on perceptual measures received through Likert scales applied to capture the data ranging from strongly disagree (1) to strongly agree (5). These constructs were abstract in nature and so the respondents were free to interpret the items based on their experiences as key church leaders. The relativity in the interpretation of these questionnaire items was mitigated through internal consistency testing which ensured reliability of measures.

Data Collection Procedures

In this study, the data collection procedure started by getting an introduction letter from the university and the necessary authorization to conduct the study. This was followed by identification of the respondents who included elders and ministers obtained through the sampling framework. Structured questionnaires were used to collect primary data and they were administered online. Respondents were well briefed about the purpose of the study and were given ample time to fill and return the

questionnaires. The questionnaires were later collected and checked for accuracy and consistency and thereafter the data was cleaned and analyzed using descriptive statistics, correlation, regression and moderation analysis in tandem with the study objectives.

Instrument Pre-testing

The pretesting and piloting of the data collection instrument is very important in research for it ensures that data collected will be well concluded with less challenges. A pretest document should have at least three parts, namely; a cover letter with a brief introduction on the focus of the study, research background as well as procedures. Part two should have the questionnaire with each variable properly captured while the third part should have the pretest form detailing questions that the respondents will use to give feedback (Hashim et al.2022). According to Mugenda and Mugenda (2019), the sample should be small between 1-10 percent of the actual sample and the pretest should focus the same respondents but different from the actual sample to avoid ambiguities.

This study therefore administered the pretest to 8 percent of the actual sample i.e. 23 persons of the research subject matter drawn from church institutions ministers and retired elders who were not part of the actual sample. They all reported that the instrument was good and proposed a few improvements in the structuring of the questions which was done before proceeding to the final data collection stage.

Operationalization of Study Variables

According to Carrasquillo (2023), operationalization of variables is a scientific process where the researcher demonstrates how variables will be measured and manipulated. Hypotheses created in research require an experiment that will yield data which will be used to prove or refute these hypotheses. In the current study the

independent variable which was transformational leadership was operationalized through four indicators which were; idealized influence, inspirational motivation, intellectual stimulation and individualized consideration.

Organizational structure which was the moderating variable was operationalized through three indicators, namely; centralization, formalization and specialization while the dependent variable was operationalized through three indicators; evangelism, discipleship and numerical growth.

All the three variables were measured using the 5- point Likert measurement scale starting from No. 1 = strongly disagree, 2 = agree, 3 = no comment, 4 = agree, 5 = strongly agree. The table below summarizes this information.

Table 4

Operationalization of Study Variables

Variable	Type	Operationalization	Indicators	Reference	Questionnaire Details and Scale
Transformational Leadership	Independent	Idealized Influence: The process where the leader inspires trust and respect to followers leading to commitment to organizational goals	Role modelling Confidence Values	Northouse (2022). Nguon (2022).	Likert ,1. Strongly Disagree- 5. Strongly Agree). Section B- Questions 1-5
	Independent	Inspirational Motivation: The process where the leader inspires followers to move from mediocrity to excellence in	Future oriented Team work Optimism	Bradley, 2020	Likert Scale. Section B- Questions- 6-10

		goals achievement			
	Independent	Intellectual stimulation: The process where the leader challenges status quo and mediocrity in goals achievement	Creativity Innovation Feedback	Northouse, 2016	Likert Scale. Section B- \Questions 11-15.
	Independent	Individualized The process where the leader pays close attention to personal needs and mentors followers for efficiency.	Mentorship Coaching Feedback	Bradley, 2020	Likert Scale Section B- Questions 16-20
Organizational Structure	Moderating	The extent to which resources are designed organized and coordinated for goals accomplishment in organizations.	Centralization Formalization Specialization	Eze et al., 2017.	Likert Scale. Questions 1-15
Church Growth	Dependent	The extent to which the church increases numerically and spiritually.	Evangelism. Fellowship Discipleship. Numerical Growth.	Logan (2017).	Section D- Questions 1-15.

(Source- Author 2026)

Validity Test

The main goal of research is to search for knowledge in order to respond to a research problem. This can only be achieved when the research instrument passes the validity test which has been defined as the level in which an instrument is appropriate, meaningful and useful in the prediction that a researcher makes (Creswell, 2014). There are several types of instrument validity in social science namely; construct,

criterion, face and content validity. Content validity which formed the focus of this study demonstrates how the research instruments sampled the content of the research study.

The research instrument should be crafted in such way as to enable measurement of the research variables and their indicators as defined in operational terms. Content validity can be established through subjective judgement or statistical reviews where three or more experts in the area of study are involved (Wambugu, 2021). This study employed the subjective judgement of the instrument's content validity by sending it to three experts drawn from supervisors from Pan Africa University for review.

Construct validity was enhanced through the use of measurement items based on known theoretical frameworks and empirical scales related to the three variables of the study. This ensured that the instrument measured the expected constructs. The instrument was also subjected to face validity by reviewing it for relevance and clarity before pre-testing.

Reliability Test

This concept refers to the level to which an instrument of study can generate the same results after several attempts by different researchers. Reliability is keen in getting scores that are free from errors and whose measures can give the same results repeatedly (Nthenge, 2019).

The reliability of research instrument is best established through internal consistency method where Cronbach's alpha coefficient of more than 0.7 is viewed as acceptable cut off value, while 0.7 or below values is taken as low internal consistency which calls for either rephrasing or replacement of the research instrument (Mwaura, 2019). The study piloting was done to determine firmness and

weaknesses in the development of questions by sending the instrument to 50 senior PCEA Ministers randomly selected and whose comments were factored in the final questionnaire. This was followed by running Cronbach alpha coefficient test to establish the internal consistency of the survey questionnaire items with a threshold of 0.7.

Data Analysis

Raw data from the field requires to be compiled, processed and analyzed. Kothari (2004) posited that data needs to be processed through editing, coding and tabulation to make analysis easy. Descriptive analysis method can be categorized into univariate where frequency, central tendency and dispersion methods are used. Frequency disruption determines how variables are disrupted, central tendency determines the number of the value that mostly presented enabling one variable use in data set comparison while dispersion shows how variables are spread around central tendency (Taherdoost, 2022).

Inferential statistics is also applied in data analysis since it helps in drawing inferences from a small sample thus enabling generalization to the population. It also demonstrates how a given study relates to hypotheses and also determines the strength and direction of variable relationships (Garg & Goyal, 2019; Sand, 2022). This study employed descriptive analysis through measures of central tendency, measures of variability and frequency distributions and the data was then presented in tables, graphs and percentages.

Inferential statistics were analyzed through multiple regression in order to find out whether the set of variables identified together related to a given dependent variable and were used for hypotheses testing. Simple linear regression was used to determine the effect of each of the four sub variables of transformational leadership

on church growth (Nganga, 2018). Pearson moment correlation (r) was used to establish the strength and direction of the link between variables (Nthenge, 2019). SPSS Version 30 software was used in this study for data analysis.

The empirical models adopted in this study were:

Model 1:

$C.G = \beta_0 + \beta_1 TL + \beta_2 OS + \acute{\varepsilon}$

Where: -

C.G -church growth in the PCEA

β_0 -is a constant

β_1 - the coefficient for Transformational Leadership

β_2 – the coefficient for organizational structure

$\acute{\varepsilon}$ -is error of term

Model 2.

Objective 1: $CG = \beta_0 + \beta_1 II + \acute{\varepsilon}$

Objective 2 = $CG = \beta_0 + \beta_2 IM + \acute{\varepsilon}$

Objective 3 = $CG = \beta_0 + \beta_3 IS + \acute{\varepsilon}$

Objective 4 = $CG = \beta_0 + \beta_4 IC + \acute{\varepsilon}$

Where: -

CG – Church Growth

β_0 – Constant

β_1 – the coefficient for Idealized Influence

β_2 – the coefficient for Inspirational Motivation

β_3 – the coefficient for Intellectual Stimulation

β_4 – the coefficient for Individualized Consideration

$\acute{\varepsilon}$ – error of term

Model 3: - Moderation

The moderating relationship was established using three steps. In step 1, the direct effect of the independent variable on the dependent variable was tested and in the second step the moderating variable was introduced and multiple regression done where the independent variable and the moderator effects were tested. In step three, the interaction term was introduced. The moderating effect is supported if the variation explained by the independent and moderating variable will be significant by being different from zero. The decision criteria was based on the significance of the interaction effect- $p < 0.05$ meaning a significance that led to rejection of the null hypothesis or $p > 0.05$ causing the failure to reject the null hypothesis. (Nthenge, 2019). The moderating equation with three steps procedure was as follows:

Step 1: $CG = \acute{\imath} + \beta_1 TL + \acute{\varepsilon}$

Step 2: $CG = \acute{\imath} + \beta_1 TL + \beta_2 OS + \acute{\varepsilon}$

Step 3: Interaction term added;

$CG = \acute{\imath} + \beta_1 TL + \beta_2 OS + \beta_3 (TL \times OS) + \acute{\varepsilon}$

Where: -

β_1 is the regression coefficient for the independent variable when OS= 0

β_2 is the coefficient for the moderating variable OS to CG when TL= 0

β_3 is the coefficient for the interaction term. If different from zero means that OS moderates the relationship between TL and CG ($p < 0.05$).

OS is the moderating variable

TL×OS is the interaction term

$\acute{\imath}$ is intercept

$\acute{\varepsilon}$ is error term

Table 5

Hypotheses Testing Analytical Model

	Hypothesis	Analytical Model	Interpretation
01	Idealized influence has no significant effect on growth of PCEA	$Y=\beta_0+\beta_1X_1+\acute{\varepsilon}$ Where: Y= Growth, β_0= Constant, X_1= Composite index of Idealized Influence and $\acute{\varepsilon}$= Error term	Get the values of R^2, β_1 and F for the model. If $p<0.05$ reject the null If $p>0.05$ accept the null
02	Inspirational motivation has no significant effect on growth of PCEA	$Y=\beta_0+\beta_2X_2+\acute{\varepsilon}$ Where: Y= Growth, β_0= Constant, X_2= Composite index of Inspirational Motivation and $\acute{\varepsilon}$= Error term	Get the values of R^2, β_2 and F for the model. If $p<0.05$ reject the null If $p>0.05$ accept the null
03	Intellectual stimulation has no significant effect on growth of PCEA	$Y=\beta_0+\beta_3X_3+\acute{\varepsilon}$ Where: Y= Growth, β_0= Constant, X_3= Composite index of Intellectual Stimulation and $\acute{\varepsilon}$= Error term	Get the values of R^2, β_3, F for the model. If $p<0.05$ reject the null. If $p>0.05$ accept the null.
04	Individualized consideration has no significant effect on growth of PCEA	$Y=\beta_0+\beta_4X_4+\acute{\varepsilon}$ Where: Y= Growth, β_0= Constant, X_4= Composite index of Individualized Consideration and $\acute{\varepsilon}$= Error term	Get the values of R^2, β_4, F for the model If $p<0.05$ reject the null If $p>0.05$ accept the null
05	Organizational structure has no significant moderating effect in the relationship between transformational leadership and growth of PCEA	Step 1: $Y=\beta0+\beta_1TL+\acute{\varepsilon}$ Step 2: $Y=\beta_0+\beta_1TL+\beta_2OS+\acute{\varepsilon}$ Step 3: $Y=\beta_0+\beta_1TL+\beta_2OS+\beta_3(TL\times OS+\acute{\varepsilon}$ Where: Y= Growth, β_0= Constant, TL= Transformational Leadership, OS = Organizational Structure and $\acute{\varepsilon}$= Error term	Test for direct effect. between TL and CG. Get the values of R^2 to assess the variation of CG due to effect of OS in its relationship to TL. If the interaction terms coefficient (β_3) is statistically

	different from zero, moderation is present.

(Source: Author (2026)

Diagnostic Tests

These tests are important in data analysis because they help in detection of statistical errors and also ensure that the data meets the assumptions and is fit for further statistical analysis (Nthenge, 2019). This study therefore tested for normality, linearity, multicollinearity and homoscedasticity assumptions which may lead to further linear regression and analysis of variance (ANOVA).

Normality Test

Normality test assumption points to the distribution of residuals or errors in data and its decision criteria is that residuals follow a bell-shaped curve. If the assumption is violated, the use of log transformation is recommended (Tabachnic & Fidell, 2019). To test normality which means the level to which data deviates from the mean, Shapiro-Wilk test was done where values greater than 0.05 were taken to be normal (Nthenge, 2019).

Linearity Test

The determination whether the relationship between a dependent and independent variable follow a straight line is crucial in research. Field (2022) noted that linearity is a key assumption which underlies statistical techniques which include Pearson correlation, linear regression and moderation analysis. The existence of a linear relationship means that changes in the independent variable are related to changes in the dependent variable. If linearity is violated, biased estimates and reduced statistical power may happen among the variables.

To assess linearity, various methods are employed one being the use of scatterplots and residual plots that help the researcher to see and inspect whether clustering of the data is around a straight line rather than forming a curved pattern. The combination of visual inspection with statistical testing results to a more valid assessment of linearity as compared to a single method (Hair et al., 2019).

Tabachnic and Fidell (2019) observed that the confirmation of linearity has vital implications for interpretation of results. This is because it is after the linearity is established that the researcher goes ahead to apply the linear regression models and interpret the regression coefficients. However, when linearity is not found, then other alternative models are applied e.g. data transformation or non-linear regression. Linearity test therefore affirms the validity of the findings by demonstrating that the analytical technique used reflects the data structure.

This test points to the assumption that there is a linear relationship between independent and dependent variables and is assessed through scatter plots or partial regression. When scattered irregularly, the assumption is deemed to be violated and to correct this, data transformation or non-linear modelling techniques are applied (Keith, 2019). The test for linearity was done through ANOVA where non linearity is decided where the F value is less than 0.05 and linearity established where the F value is greater than 0.05 (Nthenge, 2019).

Multicollinearity Test

Multicollinearity test pertains to the assumption that a high correlation among more than two independent variables is established where it becomes difficult to establish the individual effects of each independent variable. The decision criterion is a VIF that is greater than 5 and a tolerance that is less than 0.2. If violated, this is

corrected by either combining or removal of some variables (Field, 2022). This study used tolerance and Variance Inflation Factor (VIF) for this test (Magambo, 2023).

Homoscedasticity Test

The assumption that the variance of error term is constant in the observations across all levels of predictor variables is referred to as homoscedasticity. If these errors increase or decreases across the range of independent variables the assumption is deemed to be violated and this results to heteroscedasticity leading to unreliable results. This violation is corrected by transforming the independent variables (Osborne, 2017). This study tested for heteroscedasticity using Breusch-Pagan/Cook-Weisberg tests with the decision criteria being that the error terms are equal and where 0.05 P-value or less will establish the presence of heteroscedasticity (Magambo, 2023).

Ethical Considerations

Ethical considerations are an important component in any research because it involves respondents and relevant consents needed to be acquired from respective authorities. The respondents' identity also needs to be protected and kept confidential. Anonymity is also important for it ensures that the respondent is unknown to the researcher especially in anonymous surveys (Leedy & Ormrod, 2014;).

This study therefore adhered to the set ethical considerations by getting an introduction letter and ethical clearance from Pan Africa Christian University, Institutional Scientific and Ethics Review Committee (ISERC) to validate the status of the researcher as a student and the purpose of the study. A research permit was then sourced from Kenyan government body concerned- National Commission for Science, Technology and Innovation (NACOSTI).

In view of the fact that the researcher is an insider as a Minister in PCEA, insider bias effects were mitigated by ensuring respondents' informed consent, confidentiality, data protection and anonymity were captured and assured in the preamble of the research self-administered questionnaire applied in this study. This helped the respondents to give the required information without fear of victimization whatsoever.

Upon completion of the study, the current research findings will be disseminated through the laid down structure of PCEA where they will be delivered to the head office leaders and all the Elders and Ministers for their reference. A publication of a training curriculum based on the findings will be considered for use in leadership capacity building of all the leaders and institutions of PCEA in Kenya to foster growth and impact.

Chapter Summary

Chapter Three of this research has discussed the research methodology that this study employed to determine the influence of transformational leadership and organizational structure on church growth of the PCEA in Kenya. The chapter has also detailed the research philosophy used, the research design, the target population, instrument for data gathering together with its reliability and validity test.

Further, the chapter has outlined the operationalization of the study variables together with data analysis techniques that the current study adopted, namely; descriptive statistics, regression and correlation methods. The hypothesis testing analysis model was also presented. Ethical consideration requirements are also addressed in this chapter. The next chapter presents data analysis, the findings and results interpretations from this study.

CHAPTER FOUR: RESULTS AND DISCUSSION

Introduction

This chapter presents and discusses the study results. It begins with the analysis of the data, its presentation and interpretation of the findings and discussion. Specifically, the chapter carries the introduction to the chapter, response rate, reliability of the research instrument test, information analysis of demographics, descriptive analysis, diagnostic tests, correlation analysis and regression analysis. Each finding is then interpreted and discussed based on the objectives and hypotheses of the study and then ends with the chapter summary.

Response Rate

The study targeted a total of 370 respondents comprising of ministers and elders of the Presbyterian Church of East Africa in Kenya. 243 elders and 41 ministers making a total of 284 respondents completed the questionnaires successfully and were found suitable for a combined analysis. This represented a response rate of 76.8% which is considered in research as high and acceptable for survey-based research in Social Sciences. Sekaran and Bougie (2016) noted that 50% response rate is considered adequate, 60% response rate considered good while response rates above 70% is considered excellent to support reliability and generalizability. This view was supported by Draugalis et al. (2018) who noted that 70% or higher response rate is considered excellent. The 76.8% response rate achieved in this study was therefore sufficient to support descriptive and inferential statistical analysis

Reliability of the Research Instrument

Before conducting inferential analysis, the reliability of the research instrument was assessed in order to determine the internal consistency of the measurement scales used in the current study. Reliability testing was essential in

demonstrating that the individual items that make up each construct were consistently measuring the same construct. The Cronbach's alpha coefficient was used for this objective because it is widely accepted in social science research to measure internal consistency.

In the process of the reliability analysis, a number of items were found to be negatively worded in relation to the construct(s) associated with them. This led to the reverse coding of these items in preparation for the calculation of Cronbach's alpha, to ensure consistency in measurement direction. Reverse coding was done to help increase internal consistency and to ensure that high scores from all items were consistently associated with higher levels of the construct under study.

Table 6

Reliability Test

Construct	Cronbach Alpha	N_Items
Idealized Influence	0.868	5
Inspirational Motivation	0.849	5
Intellectual Stimulation	0.858	5
Individualized Consideration	0.865	5
Aggregate Mean = 0.855		
Centralization	0.612	5
Formalization	0.666	5
Specialization	0.769	5

Aggregate Mean = 0.682		
Evangelism	0.85	5
Discipleship	0.807	5
Fellowship	0.791	5
Numerical Growth	0.808	5
Aggregate Mean = 0.818		
Overall Instrument	0.952	55

Source: Research data (2026).

The findings in Table 6 indicate that the constructs of transformational leadership showed high values of internal consistency. Idealized Influence had a Cronbach's alpha of 0.868, Inspirational Motivation had an alpha of 0.849, Intellectual Stimulation had an alpha of 0.858 and Individualized Consideration recorded an alpha of 0.865. Each of these values exceeds the recommended value of 0.70, thus suggesting that the items used to measure the dimensions of transformational leadership were reliable.

The constructs related to organisational structure had acceptable levels of reliability. Centralization had a Cronbach's Alpha of 0.612, while Formalization had 0.666. Although these numbers are slightly lower than a conventional threshold (0.70), they are still within acceptable limits for explorations and social science research, particularly in institution-specific contexts such as church organisations. This is also supported by the aggregate mean score which is 0.682 and nearer to the acceptable threshold. Specialization registered a Cronbach's alpha of 0.769, which indicates good internal consistency.

Concerning the constructs of church growth, Evangelism recorded a Cronbach's alpha of 0.850, Discipleship 0.807, Fellowship 0.791, and Numerical Growth 0.808. These numbers indicate acceptable internal consistency, suggesting that the items that were used to measure the dimensions of church growth were reliable.

The overall instrument showed an excellent internal consistency as measured by Cronbach's alpha with a value of 0.952 across 55 items. This result shows that the questionnaire was very reliable and suitable for the subsequent statistical analysis.

Demographic Information

In order to put the interpretation of the study results into perspective, a demographic analysis of the respondents was conducted. This analysis was necessary to define the background characteristics of the subjects as well as to assess whether the sample was appropriate for exploring the relationship between transformational leadership, organisational structure, and church growth of the Presbyterian Church of East Africa. Demographic data are important in leadership and organisational research because of the potential impact of variables such as leadership position, educational attainment, experience, gender, and age on the perceptions of leadership practices and outcomes in an organization.

Table 7

Demographic characteristics

Variable	Category	Frequency	Percentage

Leadership Position	Elder	1	24	5%
	Minister		43	5%
Highest level of education	Certificate	4	28	0%
	Degree		10	7%
	Diploma		91	2%
	Doctorate		6	%
	Masters		55	9%
Years of Service(before retirement)	Less than 5 years	6	26	%
	5-10 years		59	1%
	10-20		10	7%
	Over 20 years		93	3%
Gender	Female		87	1%

	Male	7	19	9%
Age group	25-30		2	%
	31-50	1	13	6%
	Above 50	1	15	3%

Source: Research data (2026)

As shown in Table 7, the majority of respondents were elders (85% of the sample) while ministers accounted for 15%. This spread reflects the governance of the PCEA, where elders form the largest cohort of leadership at congregational and parish levels and are directly involved in the everyday leadership and administration of the church. This leadership position aspect also may affect the perception of leaders in matters leadership behaviours and church growth as compared to ordinary members because elders and ministers are directly involved in key decision making forums.

Concerning the highest level of education, it can be observed from the findings that respondents were well educated having gone past the basic education. A significant proportion had a degree (37%) or diploma (32%), while 19% had a master's degree qualification. Only a small proportion had obtained a doctorate (2%) and 10% had certificate-level education. These results indicate that most of the respondents had sufficient educational bases to understand the concepts of leadership and provide informed responses to the items asked in the questionnaire.

With regard to years of service before retirement, the results show that the majority of respondents had a long experience in church leadership. Those who had

served between ten and twenty years formed the biggest group (37%), followed by those who had served more than twenty years (33%). Respondents with five to ten years of service made up 21%, while people with less than five years of service made up 9%. These figures show that a majority of respondents were exposed to long-term church leadership practices and organisational processes within the PCEA.

Years of service also reveal the experience of respondents and may help them to use their institutional memory to have a more elaborate and informed evaluation of transformational leadership trends and how it has been practiced in the church in history. The newer one may base their evaluation on the current observations. Long years of service also demonstrate higher commitment and a more robust sense of belongingness which may impact their perceptions on church growth effectiveness.

Regarding gender, 69% of the respondents were male and 31% were female. This distribution is indicative of the gender makeup of leadership as observed in many mainline churches in Kenya, where men continue to occupy a larger percentage of the formal leadership positions (Oloba & Blankenship, 2024). Gender also forms an important demographic factor particularly in the church context because perception of leadership and participation in decision making may be shaped by cultural expectations and gender roles. In a church like PCEA where majority of those in leadership are male, matters like authority, empowerment and inclusion may attract different perceptions.

Female leaders can be more interested in individualized consideration dimension of transformational leadership due to the fact that the number of female leaders are fewer than that of men thus the need for more women to be mentored for ministry while the male leaders may be interested in the structural aspects since most

of governance and administration roles are dominated by men by virtue of being more than women.

The age distribution shows that the majority of the respondents belonged to the age group of over 50 years (53%) followed by those aged 31-50 years (46%). Individuals aged between 25 and 30 years were only 1% of the sample. These figures indicate that the church leadership within the PCEA is almost exclusively made up of older and middle-aged people. Age is a key demographic factor because it influences perceptions on leadership styles and growth priorities (Githaiga & Kipsoi, 2020).

The young leaders who are under 35 years in the church may desire a more democratic and participatory leadership approach and robust evangelism methods based on their post-modernity world view and socialization, while the older generation may prefer order, maintenance of historical doctrines and more traditional structures possibly due to desire for stability and the retention of faith inheritance (Nyarkoh, 2025). Age distribution therefore explains the difference in responses and make the findings more generational focused.

The demographic profile shows respondents were largely experienced, mature and educated church leaders and therefore adds credibility to the data gathered. Comparable patterns have been observed in earlier research on leadership in mainline churches because leadership positions are often filled by older persons with long years of service and relatively high educational attainment. The fact that the sample is largely made up of elders is consistent with the Presbyterian system of governance, which places elders as the majority compared to ministers in leadership and decision-making.

Descriptive Statistics for Study Variables

Idealized Influence.

The study's first objective was to determine the effect of idealized influence on growth of the PCEA in Kenya. In order to assess the respondents' perception of idealized influence as an aspect of transformational leadership in the Presbyterian Church of East Africa, descriptive statistics for the relevant items were computed. This analysis sought to establish the extent to which church leaders are seen to display role modelling, self-confidence, moral integrity, concern for members and trust-building behaviour. Understanding these perceptions is significant as idealized influence is theorised to influence the level of commitment and group participation by followers.

Table 8

Idealized Influence

Characteristic	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
PCEA leadership is a role model to members.	17 (6%)	21 (7%)	57 (20%)	132 (46%)	57 (20%)	3.67	1.06
PCEA leadership has self-confidence	8 (3%)	21 (7%)	50 (18%)	141 (50%)	64 (23%)	3.82	0.96

PCEA leadership has high moral standards.	1 (4%)	12 (15%)	43 (33%)	103 (36%)	51 (12%)	.38	.01
PCEA leadership puts the needs of the members first.	17 (6%)	70 (25%)	83 (29%)	90 (32%)	22 (8%)	.12	.06
PCEA leadership behavior builds trust and respect.	1 (4%)	38 (13%)	83 (27%)	120 (42%)	37 (13%)	.47	.01
Aggregate Mean = 3.49 SD = 1.02							

Source: Research data (2026).

Table 8 shows that the respondents overall had positive perceptions of idealized influence in PCEA leadership; however, there was a difference in the degree of agreement for specific leadership behaviours.

For the statement “PCEA leadership is a role model to members” A large proportion of respondents agreed with this statement. From the findings, 46% agreed while 20% strongly agreed that PCEA leadership is a role model for members. The

mean score for this item was 3.67 with a standard deviation of 1.06, indicating a moderately high level of agreement with some variability.

Regarding the statement "PCEA leadership has self-confidence" perceptions were also very positive with 50% of the respondents agreeing and 23% strongly agreeing that PCEA leadership is self-confident. This item had the highest mean score in the construct (Mean = 3.82; SD = 0.96), showing that confidence in leadership is generally recognized in the PCEA.

With regard to the item "PCEA leadership have high moral standards", responses were more mixed. Although 36% of the respondents agreed and 12% strongly agreed that PCEA leadership upholds high moral standards, a notable 33% remained neutral. The mean score for this item was 3.38 (SD = 1.01), which indicates moderate agreement and was suggestive of a certain variance in perceptions of moral conduct.

Regarding the item "PCEA leaders put the needs of the members first", perceptions were relatively lower. Only 32% of respondents agreed while 8% strongly agreed, with a significant number (29%) holding a neutral or negative opinion. This item produced the lowest mean score within the construct (Mean = 3.12; SD = 1.06), implying that this facet of idealized influence is less consistently experienced.

Finally, for the statement "PCEA leadership behaviour builds trust and respect", 42% of the respondents agreed while 13% strongly agreed that PCEA leadership behaviour builds trust and respect among members. The mean score for this item was 3.47 (SD=1.01), indicating moderate to high agreement.

Overall, with an aggregate mean of 3.49 (SD = 1.02), the descriptive results suggest that idealized influence is prevalent in PCEA leadership and particularly in the areas of self-confidence and role-modelling. Nonetheless, perceptions are less

unanimously positive when it comes to moral standards and the prioritisation of the needs of members. Similar trends have been found in leadership research about faith-based organisations, where leaders are often perceived as confident and visible role models, but struggle with the consistent fulfilment of personal and pastoral expectations from members (Otieno et al., 2019).

Inspirational Motivation.

The study's second objective was to assess the effect of inspirational motivation on growth of PCEA in Kenya. To examine the perceptions of inspirational motivation as a dimension of transformational leadership among the respondents of the Presbyterian Church of East Africa, descriptive statistics for the relevant items were computed. This analysis aimed at assessing to what extent church leadership expresses vision, promotes teamwork, inspires commitment, expresses optimism and shows confidence in the abilities of the members. Inspirational motivation is a fundamental aspect of transformational leadership because it represents the leader's ability to energize and to align their followers to a shared vision.

Table 9

Inspirational Motivation

Characteristic	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
The leadership of PCEA articulates	8 (3%)	9 (10%)	0 (25%)	37 (48%)	0 (14%)	.61	.95

the church vision.							
The leadership of PCEA fosters teamwork	9 (3%)	3 5 (12%)	5 1 (18%)	12 9 (45%)	6(21%)	.69	1.04
The leadership of PCEA inspires commitment to followers.	8 (3%)	3 2 (11%)	6 7(24%)	13 8 (49%)	39 (14%)	3.59	.96
The leadership of PCEA expresses optimism to followers.	6 (2%)	2 5 (9%)	7 6 (27%)	14 2 (50%)	35 (12%)	3.62	.89
The leadership of PCEA believes in members abilities	1 2 (4%)	2 1 (7%)	5 2 (18%)	11 0 (39%)	8 9 (31%)	.86	.8

Aggregate mean; 3.67 (SD= 1.13) Source: Research data (2026).

Table 9 shows that respondents generally had positive perceptions of inspirational motivation in PCEA leadership, with relatively high levels of agreement on all the items. For the statement, "The leadership of PCEA articulates church vision", majority of respondents were in agreement, with 48% of respondents agreeing and 14% strongly agreeing. The average score for this item was 3.61 with a standard deviation of 0.95, which demonstrated moderately high levels of agreement and relatively low levels of dispersion of responses.

Likewise, for the statement "The leadership of PCEA fosters teamwork", 45% of the respondents agreed while 21% strongly agreed that PCEA leadership nurtures teamwork. This item yielded a mean score of 3.69 (SD=1.04), showing that the practice of collaborative leadership is widely experienced in the church.

With regard to the statement that "The leadership of PCEA inspires commitment to followers", 49% of the respondents agreed while 14% strongly agreed with the assertion that leadership inspires commitment among followers. The average score for this item was 3.59 (SD = 0.96) and represents consistently positive perceptions.

Respondents also offered positive opinions on the statement "The leadership of PCEA expresses optimism to followers", 50% agreed while 12% strongly agreed that PCEA leadership has optimism about followers. This item had a mean score of 3.62 (SD= 0.89), which shows a relatively strong consensus among respondents.

The strong agreement in this construct was found in the item "The leadership of PCEA believes in members' capabilities" with 39% agreeing and 31% strongly agreeing with the statement. This item had the highest mean score (Mean = 3.86; SD = 1.08), which leads to the suggestion that members view leadership as generally supportive and affirming of their abilities.

These results show that inspirational motivation is very apparent in the leadership of PCEA with an average mean of 3.67 (SD = 1.13). Leaders are seen to communicate vision, encourage teamwork, and optimism and confidence among members. Such findings align with leadership research in faith-based organisations, which recognize the importance of vision casting and encouragement for sustaining member commitment and participation (Kithokilo &Wamitu, 2022).

Intellectual Stimulation.

The third study objective was to examine the effect of intellectual stimulation on growth of PCEA in Kenya. To assess the respondents' perception of intellectual stimulation as a dimension of transformational leadership in the Presbyterian Church of East Africa, descriptive statistics were computed for the pertinent items. This analysis aimed to review the degree to which church leadership engages members in the decision-making process, promotes innovation and creativity, encourages critical thinking, allows for questioning of assumptions and values feedback. Intellectual stimulation is an integral part of leadership and involves the leader's ability to stimulate learning, reflection and adaptive thinking in the organisation.

Table 10

Intellectual Stimulation

Characteristic	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
PCEA leadership involve	0 (0%)	4 8 (18%)	5 3 (20%)	1 10 (42%)	5 3 (20%)	2.64	.00

members in decision making.							
PCE A leadership encourages innovation and creativity in ministry.	0 (0%)	3 4 (12%)	8 (25%)	3 5 (49%)	3 7 (14%)	2.64	.87
PCE A leadership stimulates critical thinking of members	0 (0%)	4 9 (18%)	7 9 (29%)	1 10 (40%)	3 4 (13%)	2 .47	.93
PCE A leadership allows members to question assumptions.	0 (0%)	6 7 (26%)	6 9 (26%)	9 7 (37%)	2 9 (11%)	2.34	.98
PCE A leadership appreciates	0 (0%)	5 6 (21%)	7 1 (26%)	1 11 (41%)	3 2 (12%)	2.44	.95

feedback from members.

Aggregate Mean = 2.50

SD = 0.95

Source: Research data (2026).

Table 10 indicates that the respondents perceived the intellectual stimulation of PCEA leadership was moderate, with mean scores generally lower than the mean scores recorded in idealized influence and inspirational motivation.

Regarding the statement that "PCEA leadership involves members in decision making", 42% of the respondents agreed while 20% strongly agreed with the statement while 20% were neutral while 18% disagreed. The mean score for this item was 2.64 (SD = 1.00), which indicated moderate agreement and some variation in response.

Regarding the statement that "PCEA leadership encourages innovation and creativity in the ministry", the responses were moderately positive with 49% agreeing and 14 % strongly agreeing with this statement, while a quarter were neutral. The average score for this item was 2.64 (SD=0.87).

For the item "PCEA leadership stimulate critical thinking of members", 40% of the respondents agreed while 13% strongly agreed, 29% percent were neutral and 18% did not agree. The mean score for this item was 2.47 (SD = 0.93), which showed

that there was relatively less agreement with this item compared to other leadership behaviours.

Perceptions were lowest on the item" PCEA leadership allows members to question assumptions", with just 37% of the respondents agreeing and 11% strongly agreeing, with a huge number (52%) disagreeing or staying neutral. This item had the smallest mean score from the construct (Mean = 2.34; SD = 0.98) and reflected a low degree of openness to questions about established practices.

Regarding the statement "leadership appreciates feedback from members", 41% of respondents agreed while 12% strongly agreed with the statement and a considerable number (47%) were either neutral or disagreed. This item obtained a mean of 2.44 (SD = 0.95).

Overall, the descriptive results indicate that intellectual stimulation is present in the leadership of PCEA, but only to a moderate level with an average mean of 2.50 (SD = 0.95). Leaders are seen to involve members and encourage innovation to some extent; however, there is less focus and stress on critical questioning and open challenge of assumptions. These findings differ with a research done by Nguyen et al. (2023) who found out that despite all the other dimensions of transformational leadership having a positive and significant relationship with organizational performance and organizational culture, intellectual stimulation showed no significant effect thereby, demonstrating that intellectual stimulation may not work the same way across all organizations.

Individualized Consideration.

The fourth study objective was to find out the effect of individualized consideration on growth of the PCEA in Kenya. In order to determine the perceptions of respondents in terms of individualized consideration as a dimension of

transformational leadership in the Presbyterian Church of East Africa, descriptive statistics were calculated on the relevant items. This analysis focused on the degree to which church leadership attends to the needs of members, offers mentorship and coaching, fosters individual gifts, delegates responsibilities, and encourages personal development. Individualized consideration is a fundamental aspect of transformational leadership, which demonstrates the leader's capacity to offer personalized support and encourage individual growth among followers.

Table 11

Individualized Consideration

Characteristic	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
PCEA leadership pays attention to members' needs.	1 (4%)	3 (12%)	7 (27%)	33 (47%)	10 (11%)	3.49	0.96
PCEA leadership	3 (1%)	7 (13%)	2 (25%)	33 (47%)	9 (	3.59	0.92

mentors and coaches members.					14%)			
PCEA leadership nurtures members gifts.	5 (2%)	3 (12%)	4 (25%)	7 (44%)	1 (17%)	4	3.62	5	0.9
PCEA leadership practices delegation of responsibilities.	5 (2%)	1 6 (6%)	2 (11%)	3 51 (53%)	1 0 (28%)	8	4.00	8	0.8
PCEA leadership encourages personal	9 (3%)	2 3 (8%)	4 (19%)	5 3(47%)	1 64 (23%)		3.78	9	0.9

growth

Agg

reg Mean =

4. SD =

0.94

Source: Research data (2026)

As shown in Table 11, respondents generally indicated high levels of agreement about individualized consideration practices among PCEA leadership. For the statement “PCEA leadership pays attention to members’ needs”, a majority of the respondents agreed with 47% of the respondents agreeing and 11% strongly agreeing with the statement. This item had a mean score of 3.49 and a standard deviation of 0.96, which is indicative of moderately high agreement with relatively low dispersion of responses.

Regarding the statement “PCEA leadership mentors and coaches members”, 47% of the respondents agreed while 14% strongly agreed. This item achieved an average score of 3.59 (SD = 0.92), which shows that mentorship is a common practice within the church.

Similarly, perceptions regarding the statement that “PCEA leadership nurtures members’ gifts”, a combined 44% of the respondents agreed while 17% strongly agreed that PCEA leadership develops the gifts of members, with this particular item having a mean score of 3.62 and a standard deviation of 0.95.

The highest level of agreement in this construct was found on the item “PCEA leadership practices delegation of leadership”, a healthy 53% of respondents agreed while 28% strongly agreed that leadership practices delegation of responsibilities.

This item had the highest mean score (Mean = 4.00; SD = 0.88), indicating good levels of consensus that delegation is widely practiced within PCEA leadership.

With regards to the statement that "PCEA leadership encourages members' personal growth", 47% of the respondents agreed while 23% strongly agreed with this statement. This item had a mean score of 3.78 and a standard deviation of 0.99, adding further to the perception that leadership is about the growth and development of the individual.

The results therefore indicate that individualized consideration is a leadership practice highly manifested in PCEA with an average mean of 4 (SD = 0.94). Leadership behaviours associated with delegation, mentorship and personal development received some of the highest levels of agreement, with members agreeing that leaders are supportive and sensitive to the individual's capacities and growth. These findings align with a study done by Muthuku et al. (2023) which found out that there is a positive relationship between idealized influence and church health.

Moderating Effect of Organizational Structure between Transformational Leadership and Growth of the PCEA.

The fifth study objective was to establish whether organizational structure has a significant moderating effect in the relationship between transformational leadership and growth of PCEA in Kenya. Organizational structure plays a critical role in how leadership operates, how decisions are made and how activities are coordinated in institutions. In the context of the PCEA, organisational structure affects the distribution of authority, the flow of communication, clarity of role, and the degree to which the members of the church are involved in controlling its affairs and taking part in its ministry. Understanding organisational structure is therefore crucial in exploring the impact of leadership practices.

In this study, organizational structure was investigated as a moderating variable in the relationship between transformational leadership and growth in the church. In order to capture the multidimensional nature of organisational structure within PCEA, the construct was operationalized for three key dimensions: centralization, formalization and specialization.

These dimensions indicate the degree to which decision-making powers are centralized, rules and procedures are formalized, and roles and responsibilities are clearly defined and differentiated in the church. Descriptive statistics were computed for each of these dimensions to determine the perceptions of the respondents on organizational structure.

Organizational Structure

Centralization

To determine the perceived organizational structure of the respondents in PCEA, descriptive statistics were computed for the centralization dimension. This analysis was undertaken to determine the degree of centralization of authority in decision-making, the extent to which administrative hierarchy is conducive to efficiency, communication flows properly, operations are controlled, and members feel empowered in the structure of the church. Understanding the degree of centralization is important as organizational structure can affect the effectiveness of leadership and implementation of church programmes.

Table 12

Centralization

Characteristic:	S trongly	Di sagree	N eutral	S Agree	S trongly	Mean	D

Centralization	Disagree			Agree			
PCEA decision making powers are retained in the Head Office.	36 (13%)	71 (25%)	34 (12%)	30 (35%)	43 (15%)	.15	.30
PCEA hierarchy ensures efficiency in decision making.	14 (5%)	44 (15%)	65 (23%)	125 (44%)	36 (13%)	.44	.05
PCEA structure enhances timely communication.	11 (4%)	46 (16%)	60 (21%)	122 (43%)	45 (16%)	.51	.06
PCEA structure ensures better control of operations.	16 (6%)	34 (12%)	70 (25%)	123 (43%)	41 (14%)	.49	.06
PCEA centralized structure leaves members less empowered.	29 (10%)	85 (30%)	56 (20%)	74 (26%)	40 (14%)	.04	.24
Aggregate							

Mean = 3.33

SD = 1.14

Source: Research data (2026).

As shown in Table 12, the respondents indicated moderate perceptions regarding the degree of centralization in PCEA and these were reflected in mixed responses to the items. With regard to the question of whether "PCEA decision-making powers are retained in the Head Office", 35% of the respondents agreed while 15% strongly agreed with the statement, while 38% disagreed or strongly disagreed with it. This item had a mean score of 3.15 and a rather high standard deviation of 1.30, reflecting cheerful views on the level of centralized authority.

On the issue of the PCEA hierarchy ensuring efficiency in decision-making, 57% of respondents agreed or strongly agreed, whereas 20% of them disagreed. This item had a mean score of 3.44 (SD=1.05) which generally indicates that the hierarchical structure is seen as contributing to decision-making efficiency.

Perceptions were more positive in the statement that "PCEA structure enhances timely communication" with 43% of the respondents agreeing and 16% strongly agreeing that the PCEA structure improves timely communication. This item had a mean score of 3.51 with a standard deviation of 1.06, which is moderately high agreement. Similarly, 43% of respondents agreed while 14% strongly agreed that the PCEA structure ensures better control of operations. This item had a mean score of 3.49 (SD = 1.06), which implies that centralization is related to better supervision and coordination of church activities.

Perceptions regarding the statement that "PCEA centralized structure leaves members less empowered", were relatively negative. Only 26% of respondents agreed while 14%strongly agreed that the centralized structure reduces member

empowerment, while an equal 40% disagreed or strongly disagreed, and 20% were of neutral opinion. The corresponding measure had a mean score of 3.04 and standard deviation of 1.24, indicating a division in opinion about the degree of restricted member empowerment by centralization.

Overall, the descriptive findings suggest that centralization in the PCEA is viewed as being moderate with an average mean of 3.33 (SD = 1.14). Respondents believe that centralization has contributed in some way to improving efficiency, communication and operational control while at the same time having ambivalent thoughts regarding what centralization means for empowering members. This pattern is consistent with organizational dynamics found in structured and hierarchical institutions, where centralization of authority will support coordination but may create fears relating to participatory decision-making (Yukl, 2020).

Formalization

In order to further analyse the organizational structure of the PCEA, descriptive statistics were performed for the formalization dimension. This analysis was conducted to assess the degree of control of leadership positions by set rules and procedures, clarity of duties, availability of development facilities, impact of formal structures on creativity, and promoting leadership changes. Formalization is a major structural dimension insofar as it sets the level of standardization and predictability in operation in an organization.

Table 13

Formalization

Characteristic	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
PCEA leadership is aware of what to do and how to do it.	1 6 (6%)	3 6 (13%)	6 8 (24%)	23 (43%)	41 (14%)	.48	1.06
PCEA rules and regulations ensure better leadership.	6 (2%)	2 5 (9%)	3 7 (13%)	44 (51%)	72 (25%)	.88	0.96

PCE A structure provides opportunity for personal development.	9 (3%)	2 4 (8%)	7 6 (27%)	28 (45%)	47 (17%)	.63	0.96
PCE A formal structure hinders creativity in the ministry.	2 9 (10%)	6 3 (22%)	7 6 (27%)	3 (29%)	33 (12%)	.10	1.18
PCE A structure makes leadership transition easier.	6 (2%)	1 9 (7%)	4 4 (15%)	29 (45%)	86 (30%)	.95	.96

Aggregate mean; 3.60 (SD = 1.02). Source: Research data (2026)

As shown in Table 13, the majority of respondents had positive perceptions of formalization within PCEA, while perceptions differed on certain aspects of formal structure. A majority (43%) of respondents agreed while 14% strongly agreed with the statement that "PCEA leadership is aware of what to do and how to do it." The

measure had an average score of 3.48 and standard deviation of 1.06, indicating a moderately high level of agreement and some degree of variability in response.

Perceptions were strong regarding the statement that "PCEA rules and regulations ensure better leadership" with 51% of the respondents agreeing 25% strongly agreeing with this statement. The mean score for the item was 3.88 (SD=0.96), suggesting that formal rules generally are seen as supportive of effective leadership.

Likewise, 45% of respondents agreed and 17% strongly agreed that "PCEA structure provides opportunities for personal development." The related metric had an average score and standard deviation of 3.63 and 0.96, respectively, indicating positive views of structured development pathways in the church.

Responses were more mixed on the statement that "PCEA formal structure hinders creativity in ministry. While 29% of the respondents agreed while 12% strongly agreed, a significant 32% disagreed, and 27% were neutral. The item had a lower mean score of 3.10 (SD = 1.18), which shows a divided opinion on the impact of the formalization upon creativity.

The greatest consensus within this construct focused on the item that assessed whether or not the "PCEA structure makes leadership transition easier." A combined 45% agreed while 30% strongly agreed with this statement. The measure obtained the highest mean score of 3.95 (SD = 0.96), indicating great consensus that formal structures facilitate easier leadership transitions.

The findings provided by the descriptive statistics show an average mean of 3.60 (SD = 1.02) indicating moderate level of agreement that formalization within PCEA is seen as useful, mainly in offering clarity, assisting leadership effectiveness, and promoting continuity of leadership. Nevertheless, mixed responses in regard to

creativity suggest that while formal structures enable stability, they can be perceived by some members as limiting flexibility in the ministry practices (Daft, 2021).

Specialization

To further explore the organizational structure of the PCEA, descriptive statistics were computed for the specialization dimension. This analysis sought to assess the degree of distinct, shared, and mixed roles and responsibilities based on the skills of leaders and examine the effects of such role differentiation on performance, teamwork, motivation, expertise, and flexibility. Specialization represents an important structural dimension because it is the allocation and coordination of tasks within the organization.

Table 14

Specialization

Characteristic: Specialization	SD Strongly Disagree	D Disagree	N Neutral	A Agree	SA Strongly Agree	Mean	SD
Division of roles in PCEA boosts leaders' performance.	5 (2%)	19 (7%)	40 (14%)	163 (57%)	57 (20%)	.87	.87
Division of roles in PCEA enhances teamwork.	3 (1%)	17 (6%)	42 (15%)	148 (52%)	74 (26%)	.96	.86

The sharing of roles in PCEA motivate leaders.	3 (1%)	1 8 (6%)	3 8 (13%)	51 (53%)	7 4 (26%)	.97	.86
Division of roles in PCEA enhances leaders' expertise.	4 (1%)	2 0 (7%)	6 0 (21%)	41 (50%)	5 9 (21%)	.81	.89
Sharing of roles hinders flexibility of leaders in the church.	1 8 (6%)	5 1 (18%)	6 9 (24%)	9 2 (32%)	5 4 (19%)	.40	.17

Aggregate mean; 3.80 (SD = 0.93) Source: Research data (2026).

As shown in Table 14, respondents generally reported high levels of agreement related to specialization practices within the leadership of PCEA. A strong majority (57%) of the respondents agreed while 20& strongly agreed that "Division of roles in PCEA boosts leaders' performance." The corresponding measure showed a mean score of 3.87 and a standard deviation of 0.87, which equals high agreement and fairly low variance in answer choice. Perceptions were even more positive on the issue that "Division of roles in PCEA enhances teamwork" with 52% of respondents agreeing and 26% strongly agreeing. The corresponding metric posted a mean score of 3.96 (SD = 0.86), indicating a positive contribution of role clarification and differentiation to collaborative leadership.

Similarly, 53% of the respondents agreed and 26% strongly agreed that "Division of roles in PCEA motivates leaders". This item generated the highest mean score in the construct (Mean = 3.97; SD = 0.86), suggesting that there is good consensus that specialization helps improve leader motivation.

In regard to the statement that "Division of labour in PCEA enhances leaders' expertise" ,50% of the respondents agreed while 21% strongly agreed with the statement. The measure had a mean score of 3.81 and a standard deviation of 0.89, which generally reflects positive perceptions.

Responses were more heterogeneous regarding the item asking whether "the sharing of responsibilities hinders the flexibility of the leaders within the church." Although 32% of respondents agreed while 19% strongly agreed, a significant number of the respondents (24%) were neutral while 24% disagreed. This item recorded a mean score of 3.40 and a higher standard deviation of 1.17, which indicates that there is a greater variance in perceptions concerning the effect of specialization on leadership flexibility.

The results with an average mean of 3.80 (SD = 0.93) indicated high level of agreement that specialization is marked within PCEA and is perceived in a large part as being beneficial when it comes to performance, teamwork, motivation, and expertise. Nevertheless, the mixed responses in terms of flexibility indicate that although specialization is conducive to efficiency and clarity, it may also create perceived constraints in terms of flexibility in adapting leadership roles when needed.

This view aligns with Kimani et al. (2020) who observed that despite specialization as a dimension of organizational structure helping workers to do what they are gifted in, it also hinders multitasking because their skills are limited and can

always function in their area of calling thus making it difficult for them to take up others roles within the organization.

Church Growth

The study dependent variable was church growth. This is a multidimensional concept, which includes both spiritual and numerical aspects of church life. Within the context of the PCEA, growth can be seen not only in the increase of membership and attendance, but also spiritually and in terms of discipleship, fellowship and outreach activities. Understanding church growth, therefore, requires an analysis of the qualitative and quantitative dimensions of church life.

In this study, the term church growth was taken as a dependent variable. In order to capture its multidimensional character, it was operationalized using four key constructs: evangelism, discipleship, fellowship and numerical growth. These constructs reflect the church's outreach activities, spiritual formation and follow-up of members, relationship building in the church community, and observable numerical measures such as attendance and participation. Descriptive statistics were computed for each of these constructs to determine the perceptions of respondents about church growth in the PCEA.

Evangelism

To study the evangelistic aspect in the growth of the church in the PCEA, descriptive statistics on the items measuring the evangelism-related activities were computed. This analysis was conducted to assess the perceptions regarding changes in evangelism efforts, winning new converts, church planting, outreach activities and expansion of mission areas during the past three years. Evangelism is a key index of church growth, since it measures the effectiveness of outreach as well as the involvement of the church in the life of the community.

Table 15

Evangelism

Characteristic: Evangelism	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
PCEA evangelism activities have increased in the last three years.	25 (9%)	85 (30%)	54 (19%)	93 (33%)	27 (10%)	.04	.17
New Converts have increased in PCEA in the last three years.	28 (10%)	76 (27%)	85 (30%)	83 (29%)	12 (4%)	.91	.06
New Churches have been planted in the last three years.	16 (6%)	40 (14%)	65 (23%)	127 (45%)	36 (13%)	.45	.06

Outreach to hospitals, prisons and needy homes has increased in the last three years.	2 (7%)	7 (28%)	9 (32%)	7 (26%)	0 (7%)	.97	.06
The Mission areas have grown spiritually and physically in the last three years.	2 (7%)	5 (19%)	9 (33%)	9 (32%)	2 (8%)	.16	.05

Source: Research data (2026). Aggregate Mean = 3.11 (SD = 1.08).

As shown in Table 15, respondents held moderate perceptions on the effects of evangelism within PCEA in the last three years, with variation across specific evangelistic activities. In terms of whether "PCEA evangelism activities have increased in the last three years ", 33% of the respondents agreed while 10% strongly agreed, and 39% disagreed or strongly disagreed. This item produced a mean score of 3.04 and a standard deviation of 1.17, which suggests mixed perceptions and fairly high variability in answers.

Perceptions were less positive in the statement that "New converts have increased in PCEA in the last three years" with only 29% of respondents agreeing and 4% strongly agreeing while 37% disagreed and 30% remained neutral. This item had the lowest mean score among the constructs (Mean = 2.91; SD = 1.06), which indicated uncertainty, or less perceived growth in new conversions.

More positive perceptions were seen concerning the statement that "New churches have been planted in the last three years." A combined 45% of the respondents agreed while 13% strongly agreed that new churches have been planted in the last three years. This item had the highest mean score in the construct (Mean = 3.45; SD = 1.06), which indicates relatively more growth in this aspect of evangelism.

With regards to" outreach to hospitals, prisons and needy homes has increased in the last three years", only 26% of respondents agreed while 7% strongly agreed with the statement that outreach activities had increased, 35% disagreed and 32% were of a neutral view. This item had a mean score of 2.97 (SD = 1.06), indicating moderate and mixed perceptions.

When it comes to whether or not the "mission areas have grown spiritually and physically in the last three years", 32% of the respondents said they agreed while 8% strongly agreed, 26% said they disagree, and 33% said remained neutral. This item had a mean score of 3.16 and a standard deviation of 1.05, indicating moderate perceptions of growth in mission areas.

The results show that evangelism-related growth within PCEA is perceived as being moderate and uneven on various dimensions with an average mean of 3.11 (SD = 1.08). While church planting shows relatively stronger positive perceptions, increases in new converts and outreach activities are not as pronounced.

Similar patterns have been found in studies of mainline churches, where institutional stability and structured governance on one hand may encourage the expansion of the church through church planting, while on the other, church planting may present challenges for the rapid growth of conversion and outreach activities (Dandridge, 2020).

Discipleship

To investigate the discipleship aspect of church growth within the PCEA, descriptive statistics were computed for items designed to assess follow-up of new converts, willingness of members to serve, leadership development, peer discipleship, and membership retention. Discipleship is a major part of sustainable church growth, as it is a reflection of spiritual formation, continuity of leadership and long-term engagement of member

Table 16

Discipleship

Characteristic: Discipleship	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
The church has new converts follow up programs	27 (10%)	89 (31%)	89 (31%)	68 (24%)	12 (4%)	.82	.03
Members are willing to serve in various church groups.	6 (2%)	43 (15%)	54 (19%)	152 (54%)	29 (10%)	.55	0.94
New leaders have joined the ministry in PCEA in the last three years.	8 (3%)	28 (10%)	78 (27%)	139 (49%)	31 (11%)	.55	.91
Members are willing to disciple others	14 (5%)	44 (15%)	88	122	16 (6%)	.29	.96

in PCEA.			(31%)	(43%)		
The membership retention is notable in PCEA.						
Aggregate Mean = 3.28 SD = 0.98	8 (6%)	18 (15%)	58 (49%)	101 (85%)	12 (8%)	.18 .05

Source: Research data (2026).

Table 16 shows that respondents were mixed in their perceptions about discipleship practices in PCEA, with notable variation in specific aspects of discipleship practices. Perceptions were relatively low on the issue of whether "the church has new converts follow up programs" with only 24% of the respondents agreeing and 4% strongly agreeing. 41% disagreed, and 31% were of a neutral opinion. This item was found to have the lowest mean score within the construct (Mean = 2.82; SD = 1.03) and revealed perceptions of weaknesses in structured follow-up of new converts.

In contrast, respondents highly agreed regarding the statement that "members are willing to serve in various church groups. A strong 54% of respondents agreed while 10% strongly agreed with this statement. This item had a mean score of 3.55 and a standard deviation of 0.94, indicating being actively involved and engaged in the ministries of the church. Similarly, 49% of the respondents agreed while 11% strongly agreed that "new leaders have joined the ministry within the last three years."

This item had a mean score of 3.55 (SD = 0.91), showing positive perceptions about leadership development and renewal in the church.

With regard to whether "members are willing to disciple others", 43% of respondents agreed while 6% strongly agreed, 20% disagreed, and 31% were of the neutral position. This item had a mean of 3.29 and a standard deviation of 0.96, indicating moderate levels of peer discipleship.

Perceptions with respect to whether "the membership retention is notable in PCEA" were also moderate. A combined 36% of respondents agreed while 8% strongly agreed that the retention of membership is notable in PCEA, with 26% disagreeing and 30% being neutral. This item obtained a mean score of 3.18 (SD=1.05), showing mixed opinions regarding the ability of the church to hold members for a sustained period of time.

Overall, the average score for discipleship was 3.28 (SD = 0.98). These findings indicate moderate levels of discipleship within PCEA that is not balanced in its dimensions. While members show high levels of willingness to serve and leadership renewal is seen as good, structured follow-up of new converts and sustained discipleship efforts are seen as weaker.

Similar problems have been found in studies of mainline churches where participation in activities may be high, but formal discipleship systems are less successfully implemented. This has been observed by Ferreira and Chipenyu (2021) who noted that poor commitment to faith formation of members has led to decline in growth in many churches.

Fellowship

To explore the fellowship aspect of church growth within the PCEA, descriptive statistics were computed for items on communal worship practices,

relational binding among members, lifestyle influence, intergenerational service and family unity. Fellowship is a reflection of the quality of relationships in the church community, and is an essential part of spiritual growth, cohesion and retention within the membership

Table 17

Fellowship

Characteristic: Fellowship	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
Members attend prayer fellowships regularly.	11 (4%)	17 (20%)	70 (25%)	127 (45%)	19 (7%)	.30	.99
PCEA members relationships have deepened in the last three years.	13 (5%)	47 (17%)	103 (36%)	104 (37%)	17 (6%)	.23	.95
The lifestyle of PCEA believers is different from that of non-Christians.	15(5%)	42 (15%)	72 (25%)	119 (42%)	36 (13%)	.42	.06
The youth and older members serve	10 (4%)	42	47	141	44	.59	.03

together in PCEA.		(15%)	(17%)	(50 %)	(15%)		
Family unity has increased in PCEA in the last three years.	1	4 1		07	1		
Aggregate Mean = 3.36 SD = 0.99	0 (4%)	1 (14%)	09 (38%)	(38 %)	7 (6%)	.28	.91

Source: Research data (2026).

As shown in Table 17, respondents shared moderate to positive perceptions about fellowship in PCEA with variation on specific aspects of relational life. With regard to whether "members attend prayer fellowships regularly", 45% of the respondents agreed, 7% strongly agreed, while 24% of them disagreed, and 25% were neutral. This item had a mean of 3.30 and a standard deviation of 0.99, which indicates that the average participation in fellowship activities was moderate.

Perceptions regarding whether "members' relationships have deepened in the last three years" were more mixed. A combined 37% of the respondents agreed and 6% strongly agreed, 22% disagreed, and 36% remained neutral. This item obtained a mean score of 3.23 (SD=0.95), indicating moderate relational growth.

With regard to the statement that "the lifestyle of the PCEA believers is different from that of non- Christians", 42% of the respondents agreed while 13% strongly agreed. This item had a mean score of 3.42 and a standard deviation of 1.06, which implies moderately strong perceptions of lifestyle-distinction.

More favourable views were held on whether "the youth and older members serve together in PCEA" with 50% of respondents agreeing 15% strongly agreeing. This item had a mean score of 3.59 (SD =1.03) and suggested there is strong intergenerational interaction within the church.

Perceptions concerning whether "family unity has increased in PCEA in the last three years" were medium. A combined 38% of respondents agreed while 6% strongly agreed while 18% disagreed and a good number (38%) remained neutral. This item had a mean score of 3.28 and a standard deviation of 0.91, showing mixed opinions about the impact on the family level. The average score for fellowship was 3.36 (SD = 0.99).

These findings indicate that fellowship within PCEA is moderately strong, especially when it comes to intergenerational involvement and lifestyle influence. However, relational deepening and family unity seem less consistent across the church. Similar trends have been observed in church-based studies, in which organized forms of worship provide for interaction, but deeper relationships form unevenly across congregations (Momanyi et al., 2025).

Numerical Growth

To explore the numerical dimension of the church growth in the PCEA, descriptive statistics were computed for indicators that reflect the observable and measurable growth results. This analysis focused on changes in weekly church attendance, baptisms and confirmations, financial giving, participation of young people and children and the number of Sunday services. Numerical growth is concrete evidence of church expansion, and it complements the spiritual and relational components of church expansion.

Table 18

Numerical Growth

Characteristic: Numerical Growth	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
Weekly church attendance numbers have increased in the last three years.	0 (0%)	8 5 (34%)	89 (35%)	88 (31%)	0 (0%)	.97	.81
Number of baptisms and confirmations has increased in PCEA in the last three years	0 (0%)	4 6 (18%)	74 (29%)	736 (53%)	0 (0%)	.35	.77
Giving has increased in PCEA in the last three years.	0 (0%)	8 1 (33%)	787 (31%)	79 (36%)	0 (0%)	.03	.83
The number of young people and children has increased in the last three years.	0 (0%)	5 5 (22%)	73 (29%)	726 (50%)	0 (0%)	.28	.80
Church Sunday services have increased in	0 (0%)	5 7 (23%)	100	115	0 (0%)	.15	.76

the last three years.	(40%)	(38%
Aggregate Mean = 2.16		)
SD = 0.79		

Source: Research data (2026).

Table 18 shows that the perception of numerical growth of PCEA over the last 3 years overall was generally low to moderate, with one notable concentration of responses in the neutral and disagree categories. With regards to whether "weekly church attendance numbers have increased in the last three years", 31% of respondents agreed that church attendance numbers have been on the rise, 34% of the respondents disagreed, and 35% remained neutral. This item had a low mean score of 1.97 and a standard deviation of 0.81, indicating low perceived growth in regular attendance.

Perceptions were more positive in terms of whether "the number of baptisms and confirmations was perceived to have increased in PCEA in the last years" with 53% of respondents agreeing while 18% disagreed and 29% were neutral. This item had the highest mean score in the construct (Mean = 2.35; SD = 0.77), which indicates that sacramental participation in particular may have grown to a relatively larger degree than other numerical indicators.

In relation to the perception of whether "giving has increased in PCEA in the last three years", only 36% of respondents agreed that giving has increased, while 33% disagreed and 31% remained neutral. This item recorded a mean score of 2.03 (SD= 0.83), representing a low perceived increase in financial contributions.

Concerning the item on whether "the number of young people and children was perceived to have increased in the last three years", 50% of the respondents believed that this was true, while 22% of the respondents disagreed with this statement and 29% remained neutral. This item had a mean score of 2.28 and a standard deviation of 0.80, implying moderate growth in youth and children's participation. Finally, perceptions on whether "church Sunday services have increased in the last three years" were mixed. A combined 38% of the respondents agreed that the amount of services had increased, but 23% disagreed and 40% remained neutral.

This item scored an average of 2.16 (SD = 0.79), which corresponds to a low level of perceived increase in worship services. These results indicate that numerical growth in PCEA is less pronounced than the spiritual and relational dimensions of church growth. While gains in baptisms, confirmations and participation among young people seem relatively more significant, growth in attendance, giving and worship services is seen as modest. Similar trends have been noted in the study of mainline churches in which institutional stability may be accompanied by a slower growth in numbers (Ferreira & Chipenyu, 2021). However, Stetzer and Bird (2020) observed that numerical growth is an important marker of church mission effectiveness.

Diagnostic tests

Normality of Residuals

Following the estimation of the multiple regression model, post-regression diagnostic tests were conducted to determine if assumptions made in the linear regression were sufficiently met. Consistent with the study methodology, the normality of the residuals was examined to ensure the reliability of the statistical

inferences made using the results of the regression analysis. This step in the diagnosis is very important because the normality assumption in linear regression is more about the distribution of the error terms than about the distribution of the independent and/or dependent variables.

The normality of the residuals was assessed using a combination of the statistical test Shapiro-Wilk, visual inspection of a normal Q-Q plot and distributional shape indices, namely skewness and kurtosis, so that a thorough assessment of residual behaviour could be provided.

Normality of residuals

The Shapiro-Wilk test resulted in a statistic of W=0.988 with an associated p-value of 0.0258; thus, there is a statistically significant departure from perfect normality at the 5% level of significance. Nonetheless, because of the relatively large sample size (n = 284), the Shapiro-Wilk test is very sensitive and is known to find even trivial departures from normality statistically significant.

In order to supplement the statistical test, a visual inspection of the normal Q-Q plot was performed. The plot shows that the standardized residuals follow the reference diagonal line, all through the middle of the distribution, but with slight deviations observed at the end tails. This pattern suggests that the residuals are reasonably close to having a normal distribution and there is no evidence of extreme violations of normality. (see appendix v)

Further assessment using distributional shape indices gave a value of 0.289 for skewness, which can be seen as a slight negative skewness, and 3.715 for kurtosis, which is a little higher than the normal distribution benchmark of 3. These values indicate that the distribution of the residual is approximately symmetric with modest leptokurtic tendencies, indicating slightly heavier tails than a normal distribution.

Although the Shapiro-Wilk test showed that the residuals are statistically significantly different from normal, when combined with the information from the Q-Q plot, the skewness and kurtosis statistics show that the residuals have approximately a normal distribution with only slight deviations from normality that are not severe. Given the large sample size and the robustness of ordinary least squares regression to mild violations of the normality assumption, these deviations were considered too small to reduce the validity of parameter estimation or hypothesis testing. Accordingly, the residual normality assumption was taken to be adequately satisfied for inferential purposes. (Appendix v))

Homoscedasticity of Residuals

Subsequent to the evaluation of residual normality, the assumption of homoscedasticity was evaluated to test for the constancy of the variance of the regression residuals at the different levels of the predicted values. Homoscedasticity is one of the key assumptions of ordinary least squares regression because non-homoscedasticity causes standard errors to be biased and statistical inferences to be unreliable. Consistent with the study methodology, this assumption was checked with visual inspection of the plot of the residuals against the fitted values and the result of the Breusch-Pagan statistical test.

Visual examination of the plot of the residuals against fitted values (Appendix vi) shows that the residuals are randomly distributed around the horizontal line of zero with no clear pattern, curvature or funnel-shaped characteristics. This pattern indicates that the variance of the difference (residuals) is quite constant over the range of predicted church growth values.

To complement the graphical assessment, the Breusch-Pagan test was performed. The result of this test was a chi-square statistic of BP = 4.209 with four

degrees of freedom and a corresponding p-value of 0.379. Since the p-value is greater than the standard level of significance, which is 0.05, the null hypothesis of homoscedasticity cannot be rejected. This means that there is no statistically significant evidence of heteroscedasticity in the regression residuals.

Judging from both the graphical and statistical evidence, the homoscedasticity assumption was considered to be sufficiently satisfied. The lack of heteroscedasticity suggests that the standard errors and significance tests in the regression model are reliable, and therefore the validity of the estimated coefficients and later hypothesis testing. (see Appendix vi).

Multicollinearity (VIF and Tolerance)

Following the evaluation for residual normality and homoscedasticity, multicollinearity suitability diagnostics were performed to investigate the extent of intercorrelation between predictor variables in the multiple regression model. Multicollinearity assessment is needed to find out if significant correlation among independent variables leads to a distorted estimation of coefficients, inflated standard errors and non-interpretable and unstable regression results. Consistent with the study methodology, this assumption was examined by using the Variance Inflation Factor (VIF) and tolerance values.

Table 1

Multicollinearity (VIF and Tolerance)

Variable	VIF	Tolerance
Idealized Influence	1.825	0.548
Inspirational Motivation	2.275	0.44
Intellectual	1.805	0.554

Stimulation		
Individualized Consideration	1.804	0.554

Source: Research data (2026).

As shown in Table 19 the VIF values for all predictor variables were low. Idealized Influence had a VIF of 1.825, Inspirational Motivation had a VIF of 2.275, Intellectual Stimulation had a VIF of 1.805, and Individualized Consideration had a VIF of 1.804. Each of these values is well below the generally accepted threshold of 5 and so signals the absence of problematic multicollinearity.

The tolerance values also support this finding. All the variables recorded tolerance values higher than 0.44, which are much higher than the minimum acceptable tolerance value of 0.20. This indicates that a significant percentage of the variance for each of the predictors is not explained by other predictors in the model.

Based on the VIF and tolerance diagnostics, the independent variables in the multiple regression model do not show evidence of multicollinearity. As a result, we can regard the regression coefficients as stable and reliable, and the individual contribution of each predictor to church growth can be interpreted with confidence.

Linearity Test

Following the assessment of residual normality, homoscedasticity and multicollinearity, the assumption of linearity was tested to see if the relationships of the independent variables and church growth were adequately modelled by a linear functional form. Linearity is a very basic assumption in the ordinary least squares method of regression, as, when violated, this may cause biased estimates of the parameters and give rise to misleading statistical inference. In accordance with the study methodology, linearity was assessed by means of component-plus-residual

(partial regression) plots, which produce a powerful diagnostic of functional form for each of the independent variables while accounting for the effect of the other independent variables.

Linearity of Relationships

Visual inspection of the component-plus-residual plots suggests that the relationships between each predictor variable (i.e. idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) and church growth are approximately linear. In all four plots, the fitted trend lines show a more or less linear trend with the data points falling symmetrically around the regression line and no indications of severe curvature, U-shaped characteristics, or systematic deviations.

Although small deviations are detected, especially at the end values of the independent variables, the overall patterns give support to the assumption of adequacy of linear models in describing the functional relationships between independent variables and church growth.

Based on the evidence from the component plus residual plots, the assumption of linearity was considered to be met satisfactorily. The linear regression models used in the research are therefore deemed suitable to estimate the relationships between the transformational leadership dimensions and the church growth. This validates the appropriateness of the approach to regression undertaken to hypothesis testing and inference analysis. (Appendix vii)

Correlation Analysis of Study Variables

In order to examine the strength and orientation of the relationships between the study variables, a correlation analysis was performed. This analysis was undertaken in order to establish preliminary associations between the dimensions of

transformational leadership, organizational structure, and church growth before the regression analysis. Correlation analysis is important in establishing whether there are any meaningful linear relationships between variables and in establishing the suitability of variables for subsequent inferential modelling.

Table 20

Correlational Analysis

Correlations

			Idealized Influence	Inspirational Motivation	Intellectual Stimulation	Individualized Consideration	Organizational Structure	Church Growth
Idealized Influence	Pearson Correlation		1					
	Sig. (2-tailed)							
	N		84					
Inspirational Motivation	Pearson Correlation		.664**	1				

		Sig. (2-tailed)	.000			
		N	284	284	284	
		Pearson Correlation	.612**	.452**	1	
	Intellectual Stimulation	Sig. (2-tailed)	.000	.000		
		N	284	284	284	
		Pearson Correlation	.559**	.498**	.572**	1
	Individualized Consideration	Sig. (2-tailed)	.000	.000	.000	
		N	284	284	284	284

	Pearson Correlation	.571**	.56**5	.596**	.592*	1
Organizational Structure	Sig. (2-tailed)	.000	.000	.000	.000	
	N	284	284	284	284	284
Church Growth	Pearson Correlation	.503**	.51**1	.564**	.560*	.574*
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	284	284	284	284	284

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

Source: Research Data (2026).

As shown in Table 20, the results show the positive and statistically meaningful nature of relation among all the study variables. The transformational leadership dimensions were found to be moderately to strongly correlated with each other. Idealized Influence was found to be strongly and positively correlated with Inspirational Motivation ($r = 0.664$, $p < .01$), and moderately and positively correlated

with Intellectual Stimulation ($r = 0.452$, $p < .01$) and Individualized Consideration ($r = 0.498$, $p < .01$). These results suggest that the dimensions of transformational leadership tend to co-occur within PCEA leadership practices.

Similarly, Inspirational Motivation was also positively correlated to Intellectual Stimulation ($r=0.610$) and Individualized Consideration ($r=0.559$), which shows that leaders who share vision and inspire followers are also likely to urge critical thinking and offer individualized support.

The leadership dimensions showed a moderate positive correlation with organizational structure. Idealized Influence ($r = 0.571$), Inspirational Motivation ($r = 0.565$), Intellectual Stimulation ($r = 0.596$) and Individualized Consideration ($r = 0.592$) all had a positive association with organizational structure, suggesting that there is a tendency for favourable leadership behaviours to do so with supportive structural arrangements within the church.

With respect to church growth, all the dimensions of transformational leadership were positively correlated with the dependent variable. Inspirational Motivation ($r = 0.511$) and Individualized Consideration ($r = 0.560$) were found to have relatively stronger relationships and Idealized Influence ($r = 0.503$) and Intellectual Stimulation ($r = 0.460$) demonstrated moderate positive relationships. These findings suggest that the higher the levels of transformational leadership behaviours, the higher the perceptions of church growth.

Organizational structure also showed a moderate positive correlation with church growth ($r = 0.574$), which suggests that any supportive organizational structure arrangements are related to better church growth outcomes.

Importantly, none of the correlation coefficients was higher than the widely accepted threshold of 0.80: as such, multicollinearity was not likely to be an issue at

this point in analysis. This supported the inclusion of all the variables for subsequent regression models.

Overall, the results of the correlation demonstrate that there is a positive relationship between the dimensions of transformational leadership and organizational structure and the growth of the church in the PCEA. The relationships found provide a strong empirical basis for performing a regression analysis to test the study's hypotheses and to assess the predictive role of leadership practices and organizational structure on church growth.

This finding agrees with the recent studies on transformational leadership and organizational performance which reveals a significant correlation between leadership behaviours and organizational results especially where leaders practice inspirational motivation and individualized support (Banks et al., 2016).

Hypotheses Testing

Test for Hypothesis 1.

H_{01}: Idealized Influence does not have a statistically significant effect on growth of PCEA.

To test Hypothesis One, a simple linear regression analysis was undertaken. The objective was to determine the effect of idealized influence on growth of PCEA. The indicators were role-modelling, moral integrity, trust-building behaviour and prioritization of the needs of members by the leaders significantly predict members' growth outcome in the church. Idealized Influence is one of the core dimensions of transformational leadership, which is theorised as having the capacity to influence followers' commitment and collective engagement.

Table 21

Hypothesis One

Model Summary

odel	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
1	.503[a]	.253	.250	.62253	.253	95.309	1	282	.000

a. Predictors: (Constant), Idealized Influence

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	26.032	1	26.032	95.309	.000[b]
	Residual	77.024	282	.273		
	Total	103.056	283			

a. Dependent Variable: Church Growth

b. Predictors: (Constant), Idealized Influence

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.942	.135		14.391	.000
Idealized Influence	.367	.038	.503	9.763	.000

a. Dependent Variable: Church Growth

Source: Research data (2026).

As shown in Table 21, Idealized Influence had a positive and statistically significant influence on church growth. The model was found to explain about 25.3% of the variance in church growth ($R^2 = 0.253$), with an adjusted R^2 of 0.250, indicating that Idealized Influence alone explains a significant proportion of variance in church growth outcomes. The overall regression model was found statistically significant, as shown by an F-statistic of 95.309 ($p < 0.01$), suggesting that the model is a better fit than a model with no predictors.

The residual standard error 0.523 also suggests the acceptable level of unexplained variation. The coefficient in the regression equation for Idealized Influence was $\beta = 0.367$ ($p < 0.01$), suggesting that growth in Idealized Influence relates to growth in church. Based on these results, the null hypothesis (H01) was rejected, and the alternative hypothesis was supported.

The estimated regression equation for the model is:

$$ChurchGrowth = 1.942 + 0.367(Idealized\ Influence).$$

The results indicate that leadership behaviours that relate to Idealized Influence, such as being a role model, demonstrating integrity and building trust, have a significant impact on growth in PCEA churches. This is in line with leadership research in faith-based organizations as well as for profit organizations that highlights the importance of moral credibility and exemplary behaviour in terms of follower commitment and organizational vitality (Ndarwa & Mulinge, 2023; Otieno et al., 2019;).

Church members are more likely to buy the vision and mission of a church where leadership operates through idealized influence behaviours. Kimeto et al. (2017) noted that leaders who exemplify idealized influence are seen as being more trustworthy and instil confidence and commitment to their followers.

Test for Hypothesis 2

H_{02}: Inspirational motivation does not have a statistically significant effect on growth of PCEA

To test Hypothesis Two, a simple linear regression analysis was carried out. The objective was to assess the effect of inspirational motivation on growth of the PCEA and specifically to find out if leadership behaviours relating to vision articulation, teamwork, optimism and encouragement of members have a significant impact on the outcomes of church growth. Inspirational Motivation is an important feature of transformational leadership and reflects the leader's capacity to energize and align followers with a common purpose.

Table 22

Hypothesis Two

Model Summary

odel	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
1	.511[a]	.261	.258	.519	.261	99.602	1	282	.000

a. Predictors: (Constant), Inspirational Motivation

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	26.898	1	26.898	99.602	.000[b]
	Residual	76.157	282	.270		
	Total	103.056	283			

a. Dependent Variable: Church Growth

b. Predictors: (Constant), Inspirational Motivation

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		ig.
	B	Std. Error	Beta		
(Constant)	1.767	.149		1.833	000
Inspirational Motivation	.397	.040	.511	.980	000

a. Dependent Variable: Church Growth

Source: Research data (2026)

As shown in Table 22, Inspirational Motivation had a positive and statistically significant effect on church growth. The model explains the variance in church growth by about 26.1% ($R^2 = 0.261$), where the adjusted R^2 is 0.258, which implies that Inspirational Motivation alone explains a significant proportion of variation in church growth outcomes.

The overall regression model was statistically significant, as shown by an F-statistic value of 99.602 ($p < 0.01$), thus confirming that the model is a better fit than a model with no predictors. The residual standard error was 0.520, which is an acceptable amount of unexplained variation. The coefficient of regression for Inspirational Motivation was $\beta = 0.397$ ($p < 0.01$), which means that gains in Inspirational Motivation are linked to gains in church growth. Based on these results, the null hypothesis (H02) was rejected and the alternative hypothesis was supported.

The estimated regression equation for Hypothesis Two is as follows:

$$ChurchGrowth = 1.767 + 0.397(InspirationalMotivation).$$

The results show that leadership practices related to Inspirational Motivation, such as the communication of a compelling vision, teamwork, and expressing optimism, are important in influencing church growth within PCEA. This implies that leaders who verbally inspire and motivate members have a positive contribution to organizational vitality and growth (Bradley, 2020).

Test for Hypothesis 3.

H_{03}: Intellectual stimulation does not have a statistically significant effect on growth of PCEA.

In order to test Hypothesis Three, a simple linear regression analysis was performed. The objective was to examine the effect of intellectual stimulation on growth of PCEA and to see whether leadership behaviours related to encouraging critical thinking, innovation, member participation in decision making and openness to feedback have a significant impact on church growth outcomes. Intellectual Stimulation is one of the key dimensions of transformational leadership, which is reflective of the ability of the leader to encourage learning and adaptive thinking within the organization.

Table 23

Hypothesis Three

Model Summary

odel	Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Changedf1	df2	Sig. F Change	

				.20	7		.0
		. 209	.54078				
447[a]	211		0	4.814	1	82	00

a. Predictors: (Constant), Intellectual Stimulation

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	20.588	1	20.588	74.814	.000[b]
	Residual	82.468	282	.292		
	Total	103.056	283			

a. Dependent Variable: Church Growth

b. Predictors: (Constant), Intellectual Stimulation

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	ig.
		B	Std. Error	Beta		
1	(Constant)	2.026	.143		6.310	1 000
	Intellectual Stimulation	.347	.040	.447	8. 391	000

a. Dependent Variable: Church Growth. Source: Research Data (2026).

As can be seen in Table 23, Intellectual Stimulation had a positive and statistically significant effect on church growth. The model accounted for about 21.1% variance in church growth (R^2=0.211) and 0.209 (adjusted R^2), indicating that Intellectual Stimulation is responsible for a meaningful proportion of variation in church growth outcomes, although to a lesser extent compared to Idealized Influence and Inspirational Motivation.

The model of overall regression was statistically significant, as shown by the F-statistic of 74.814 ($p < 0.01$), which means that the model is a better fit than if there were no predictors. The residual standard error of .531 implies moderate unexplained variation in the growth of the church. The regression coefficient for Intellectual Stimulation was $\beta = 0.347$ ($p < 0.01$), which means increases in Intellectual Stimulation are associated with increases in church growth. Based on these results, the null hypothesis (H03) was rejected, and the alternative hypothesis was supported. The estimated regression equation for Hypothesis Three is written as:

$$ChurchGrowth = 2.026 + 0.347(IntellectualStimulation)$$

The findings suggest that leadership practices that encourage innovation, participation and critical reflection have positive contributions to church growth as observed by Haruna (2022), but the strength of this relationship is comparatively weaker as compared to other dimensions of transformational leadership.

Test for Hypothesis 4.

H_{04}: Individualized consideration does not have a statistically significant effect on growth of PCEA.

In order to test Hypothesis Four, a simple linear regression analysis was performed. The objective was to establish the effect of individualized consideration

on growth of PCEA and specifically to find out whether leadership behaviours in relation to mentoring, coaching, delegation, attention to individual needs and encouragement of personal development significantly affect the results of church growth. Individualized consideration reflects the leaders' ability to lend personalized support as well as to foster individual capacity among church members

Table 24

Hypothesis Four

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	df2	Sig. F Change
1	.560[a]	.314	.311	.50085	.314	28.819	1	82	.000

a. Predictors: (Constant), Individualized Consideration

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.315	1	32.315	128.80	.000[b]
	Residual	70.741	82	.251		
			2			

Total	103.056	2 83	

a. Dependent Variable: Church Growth

b. Predictors: (Constant), Individualized Consideration

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.581	.148		0.690	1 000
	Individualized Consideration	.445	.039	.560	1.350	1 000

a. Dependent Variable: Church Growth. Source: Reserarch data (2026).

As seen from Table 24, Individualized Consideration had a positive and statistically significant impact on church growth. The coefficient of regression for individualized consideration was $\beta = 0.445$ ($p<0.01$), which means increases in individualized consideration are associated with increases in church growth.

The model explains about 31.4% variance in the growth of the church ($R^2=0.314$), which is an adjusted R^2 of 0.311, suggesting that individualized consideration explains the largest proportion of variation in church growth among the four dimensions of transformational leadership examined individually.

The overall regression model was statistically significant, with an F-statistic = 128.819 ($p < 0.01$), confirming that the regression model gives a good fit. The residual standard error of 0.501 shows a relatively low unexplained variation compared to the other simple regression models.

Based on these results, the null hypothesis (H04) was rejected, and the alternative hypothesis was supported. The estimated regression equation for Hypothesis Four is represented as follows:

$$ChurchGrowth = 1.581 + 0.455(Individualized\ Consideration)$$

The results show that leadership practices that focus on mentorship, delegation and attention to the development of individual members have a particularly strong role in influencing church growth as found in a research done by Muthuku et al. (2023).

Test for Hypothesis 5.

H_{05}: Organizational structure has no statistically significant moderating effect between transformational leadership and growth of PCEA.

To test hypothesis five, a hierarchical regression analysis was conducted with the objective being to establish whether organizational structure has a significant moderating effect on the relationship between transformational leadership and growth of Presbyterian Church of East Africa. Moderation analysis was undertaken to determine whether the strength or direction of the relationship between transformational leadership and church growth changes at different levels of organizational structure.

In this analysis, transformational leadership and organizational structure were mean-centered to reduce potential multicollinearity and to facilitate interpretation of the interaction term. The hierarchical regression model was estimated in three steps.

In Model 1, transformational leadership was entered as the sole predictor. In Model 2, organizational structure was added to assess its direct effect. In Model 3, the interaction term between transformational leadership and organizational structure was introduced to test the moderation effect.

Table 25

Hypothesis Five (H_{05})

Model Summary

odel	R	R Square	Adj usted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	f1	f2	Sig. F Change
1	.616[a]	.376	.378	.47600	.380	72.846	1	82	.000
2	.649[b]	.417	.413	.46061	.041	5.870	2	81	.004
3	.651[c]	.419	.413	.46066	.002	.939	1	80	.335

a. Predictors: (Constant), Transformational leadership

b. Predictors: (Constant), Transformational leadership, Organizational Structure

c. Predictors: (Constant), Transformational leadership, Organizational Structure, TC_OS

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	39.162	1	39.162	171.649	.000[b]
	Residual	63.894	282	.227		
	Total	103.056	283			
2	Regression	43.439	2	21.719	100.679	.000[c]
	Residual	59.617	281	.212		
	Total	103.056	283			
3	Regression	43.638	3	14.546	67.353	.000[d]
	Residual	59.418	280	.212		
	Total	103.056	283			

a. Dependent Variable: Church Growth

b. Predictors: (Constant), Transformational leadership

c. Predictors: (Constant), Transformational leadership, Organizational Structure

d. Predictors: (Constant), Transformational leadership, Organizational Structure, TC_OS

Coefficients[a]

Model	Unstandardized Coefficients	Stan dardized Coefficient s	t	ig.

		B	Std. Error	Beta		
1	(Constant)	3.225	.028		114.714	.000
	Transformational leadership	.573	.044	.616	13.147	.000
2	(Constant)	3.225	.027		119.583	.000
	Transformational leadership	.390	.060	.421	6.684	.000
	Organizational Structure	.287	.066	.283	4.490	.000
3	(Constant)	3.239	.699		4.612	.002
	Transformational leadership	.382	.060	.633	2.773	.006
	Organizational Structure	.281	.067	.471	2.304	.022
	TC_OS	-.053	.059	-.372	-.969	-.333

Dependent Variable: Church Growth

Source: Research data (2026)

As shown in Table 25, Model 1 indicates that transformational leadership had a positive and statistically significant effect on church growth ($\beta = 0.573$, $p < 0.05$). This model explains 37.8% of the variance in church growth ($R^2 = 0.378$), confirming

that transformational leadership is a strong predictor of church growth when considered independently.

In Model 2, organizational structure was added to the regression equation. The results show that organizational structure also had a positive and statistically significant effect on church growth ($\beta = 0.287$, $p < 0.05$), while transformational leadership remained statistically significant ($\beta = 0.390$, $p < 0.05$). The inclusion of organizational structure increased the amount of variance accounted for from 37.8% to 41.7% ($\Delta R^2 = 0.039$), thus providing evidence that organizational structure adds more explanatory variability beyond transformational leadership alone.

In Model 3, an interaction between transformational leadership and organizational structure was introduced to investigate the moderating effect of the interaction. The interaction term was not statistically significant ($\beta = -0.053$, $p = .333 > 0.05$). Although the overall model was statistically significant ($F=67.353$, $p<0.05$), the increase in explained variance was negligible ($R^2= 0.419$, adjusted $R^2= 0.413$) and the interaction contribution did not meaningfully improve the prediction of church growth.

Across all of the three models, the residual standard error decreased slightly from 0.477 in Model 1 to 0.462 in Models 2 and 3, indicating improvement in model fit with the inclusion of organizational structure, but not with the inclusion of the interaction term. Consequently, transformational leadership and organization structure interaction did not significantly predict church growth. Since the interaction term was not found to be statistically significant, the null hypothesis (H05) was not rejected, and therefore, it can be concluded that organizational structure does not significantly moderate the effect of transformational leadership on church growth of the PCEA.

The results suggest that, although the transformational leadership and organizational structure both have independent effects on church growth, the latter does not affect the magnitude or direction of the relationship between transformational leadership and church growth.

Moreover, the non-significant moderating effect may suggest that structure does not change the relationship between transformational leadership and growth in PCEA possibly due to the church operating within a standardized governance system thereby diminishing structural variation. There could be a possibility that the moderating effect was limited by model specification used in this study that made it difficult to detect the moderating role of structure.

This finding differs with recent studies that report that organizational structure significantly affects leadership effectiveness. For example, a study by Lim and Moon (2021) found out that centralization and formalization were significant moderators in the relationship between transformational leadership and employee behaviour in corporate organizations. However, these moderating effects highly depend on the organizational contexts (Son et al., 2020). This inconsistency may therefore point to the standardized systems weakening the moderating effect of structure within PCEA.

Accordingly, transformational leadership continues to add to the growth of the church without any differences from the PCEA's structural arrangements. This view was however disputed in another study done by Timbomei and Bett (2019) who found out that organizational structure influences performance of evangelical churches in Kenya.

Chapter Summary

This chapter has presented an interpretation and discussion of the research data based on descriptive study design. The study showed a significant and positive

relationship between transformational leadership and growth of PCEA. Further the study established that the four dimensions of transformational leadership; namely, idealized influence, inspirational motivation, intellectual stimulation and individualized consideration also had a positive effect on growth of the church.

The findings addressed several gaps. One gap was conceptual where all the dimensions of transformational leadership were proved to have a contribution to church growth. Literature has mainly applied transformational leadership construct unilaterally or employed one or two of the dimensions to show how they affect organizational growth. Contextual gap was also addressed by these findings where transformational leadership was applied to faith-based organizations contrary to the available literature which to a larger extent have applied this construct to secular organizations.

Nevertheless, the study results showed that organizational structure has no statistically significant moderating effect in the relationship between transformational leadership and growth of PCEA. This implies that the PCEA structural arrangements do not hinder leaders from applying transformational leaders' behaviours in their line of duty. It is also good to note that PCEA structures are standardized and uniform across all presbyteries and so they still remain important in playing the role of oversight, coordination and order in the church. The next chapter discusses the summary of findings, implications, conclusions, recommendations and areas of further research.

CHAPTER FIVE: SUMMARY OF FINDINGS, RECOMMENDATIONS, AREAS FOR FURTHER RESEARCH AND CONCLUSIONS

Introduction

This chapter contains the summary of findings based on the objectives, the tested hypotheses linked to descriptive and inferential results, empirical literature and how the variables anchor on theories. This is followed by the implications of the study, conclusions that are based on the study hypotheses, recommendations derived from the conclusions and how the study contributes to the body of knowledge theoretically, empirically and practically. The chapter closes with suggestions for further research and the chapter summary.

Summary of Findings

Idealized Influence and Growth of PCEA

The study first objective was to determine the effect of idealized influence on growth of PCEA in Kenya. In testing the hypothesis H_{01}, the findings revealed a positive and significant effect of idealized influence on church growth suggesting that increase in idealized influence relates to growth in the PCEA.

This accounted for 25.3% of the variance in church growth ($R2 = 0.253$) meaning that idealized influence had a significant effect on church growth and therefore the study rejected the null hypothesis (Idealized influence does not have a statistically significant effect on growth of PCEA) and accepted the alternate (Idealized influence has a statistically significant effect on church growth).

This implies that for the church to grow both qualitatively and quantitatively idealized influence needs to be practiced particularly through leaders' role modeling and self-confidence. It is worth noting that the descriptive statistics revealed that the two indicators of idealized influence, namely; moral standards and putting the needs

of members first were less unanimously positive with means of 3.38 and 3.12 respectively meaning that these two factors were less experienced in the church.

These findings are consistent with previous studies by Vale (2019) and Pali (2016) who noted that idealized influence is a strong transformational leadership dimension and is key in leadership development especially through influence and role modelling. Ndarwa and Mulinge (2023) noted that idealized influence is linked to improved performance particularly where leaders model integrity and ethical conduct. These behaviours make the leaders gain trust from their employees increasing organizational commitment thereby improving organizational performance.

The findings demonstrated that idealized influence was positively and significantly connected to church growth within the Presbyterian Church of East Africa demonstrating that leadership behaviours that are based on values, role modelling and ethical conduct are closely linked with organizational growth. This relates well with the Transformational Leadership Theory where the leader serves with a vision and ethical values which make followers copy and trust them thereby increasing their motivation and commitment (Agazu et al., 2025)

Apart from reflecting formal authority as implied in the Weber's Bureaucratic Theory, idealized influence also operates through relational mechanisms which in turn strengthens the followers as they learn from what they see from leaders which help them to develop trust based relationships that strengthen their commitment to organizational goals as noted in the Natural Church Development Theory where Nganga (2023) observed that empowering leadership is one of church growth factors where leaders act as role models fostering ownership thereby, leading to sustainable church growth.

Idealized influence therefore helps in modelling Christ-like character, builds trust and moral authority for the leaders as they are seen to practice what they preach, brings commitment and loyalty from members, shapes values and set ethical and spiritual standards and brings unity and shared identity. Churches are often affected by conflicts, hardship and transition and in this case leaders with idealized influence are able to stabilize the situation avoiding disintegration that may negatively impact the growth of the church.

It is worth noting that some recent studies show that idealized influence has no significant effect in organizational performance in some contexts. A study done by Kiragu (2020) which sought to examine the influence of transformational leadership and performance at the Engineers Board of Kenya revealed that idealized influence as a dimension of transformational leadership did not have a statistically significant effect on the performance as per the sampled institution.

It was noted that when idealized influence is isolated from the other three dimensions namely; inspirational motivation, intellectual stimulation and individualized consideration, the outcome on the performance was not significant. This may point to the possibility that the impact of idealized influence may have less effect in organization where performance is driven by other prevailing factors rather than values only. This implies that the effect of idealized influence depends on the type of organizations and the vision and mission that they have.

Nevertheless, idealized influence works well in the church context as found in this study's findings because shared values, role modelling and spiritual identity are required standards and members respond strongly to those leaders who operate under these elements thus enhancing commitment which then leads to effectiveness in the ministry.

Inspirational Motivation and Growth of PCEA

The study's second objective was to assess the effect of inspirational motivation on growth of PCEA. The hypothesis (H_{02}) testing revealed a positive and significant effect of inspirational motivation on growth of PCEA. This means that increase in inspirational motivation causes increase in church growth.

This is explained further by the model by 26.1% (R2 = 0.261) variance which means that inspirational motivation alone explains a significant proportion of variation in church growth. The F- statistic value of 99.602 ($p < 0.01$) confirms that the model is a good fit and therefore the null hypothesis (Inspirational motivation does not have a statistically significant effect on church growth of PCEA) was rejected and the alternate (Inspirational motivation has a statistically significant effect on church growth of PCEA) accepted.

These results reveal that those leaders who practice inspirational motivation in their spheres of influence through communication of a compelling vision, emphasizing on teamwork and expressing optimism to their subjects will find meaningful growth in their churches. Previous studies agree with this argument as found in research done by Kiiru (2019) and Chebon et al. (2019) whose study found a strong and significant relationship between inspirational motivation and job satisfaction among workers especially where leaders have a clear vision and foster teamwork.

This agrees with a study done by Ndarwa and Mulinge (2023) who noted that leaders who articulate a clear and compelling vision make followers align their personal goals to those of the organizations thereby enhancing their effort and morale that leads to improved organizational performance.

. As shown in the findings, churches depend less on the structural arrangements and more on relational legitimacy and so inspirational motivation behaviours that include casting a vision, teamwork and motivating followers to move towards the achievements of organizational goals are associated with positive outcomes in the church context.

In the church context, inspirational motivation plays a key role by helping leaders to clarify and communicate vision that creates a picture of where God wants the church to go. This gives members focus, direction and minimizes confusion in the church. Members get encouraged and energized thereby increasing their participation and develop a voluntary spirit that helps them to willingly serve the purposes of the church. The spirit of inspirational motivation also moves members from their limitations and through the encouragement of their leaders they are able to have deeper spirituality.

The findings from this study align with the Transformational Leadership Theory by demonstrating that leadership which is driven by inspirational motivation contribute to the growth of the church by casting a clear vision which gives members the energy to move on and achieve the church common goals. This casting of vision which is mostly done by the top leaders also favors the centralization aspect of Weber's Bureaucratic Theory while the Natural Church Development Theory pillars of empowering leadership motivate the followers to participate to sustainable church growth goals (Lunenberg, 2017; Nganga, 2023; Northouse, 2022)

Intellectual Stimulation and Growth of PCEA.

The study intended to examine the effect of intellectual stimulation on growth of the PCEA. The hypothesis (H_{03}) was tested and revealed a positive and significant effect of intellectual stimulation of PCEA. This implied that increase in intellectual

stimulation is associated with increase in church growth of PCEA. The model accounted for 21.1% variance in church growth (R2 = 0.211) which shows that intellectual stimulation contributes a large proportion of variation in church growth though on a slightly lower level than idealized influence and inspirational motivation.

The overall regression produced an F-value of 74.814 ($p < 0.01$) meaning that the model was a good fit. These results therefore caused the rejection of the null hypothesis (Intellectual stimulation does not have a positive and significant effect on growth of PCEA) and the acceptance of the alternative hypothesis (Intellectual stimulation has a positive and significant effect on growth of PCEA).

The results reveal that leaders who practice intellectual stimulation dimension of transformational leaders and especially its indicators of innovation, creativity and critical thinking will experience growth in their organizations. Nonetheless the effect of this dimension was noted to be weaker compared the other dimensions. Available empirical research also agrees with this argument as found in studies done by Munford (2020) where intellectual stimulation was found to have a positive and significant relationship with church financial growth especially where critical thinking and problem solving practices were evident.

Despite intellectual stimulation ranking low in the findings as compared to the other three dimensions of transformational leadership, it is still relevant and have meaningful contribution in churches through creating an environment characterized by deep thinking, questioning assumptions, continuous learning and creativity. This helps the members to study the word of God critically moving them from shallow belief to spiritual maturity. They also move from being spectators to active partners in church ministry. Through innovation and creativity, the ministry is contextualized to the youth, urban environments and the changing social realities.

The current study findings align with the Transformational Leadership Theory by encouraging innovation and creativity where members are given freedom to question decisions that are made by their leaders as well do ministry in line with the changing times which creates depth and breadth in church growth activities.

Despite the formal rules that are advanced by the Weber's Bureaucratic Theory, leaders who operate through intellectual stimulation are able to work alongside the formal rules which prevent the church from rigidity that can hinder growth. This connects with the NCD theory whose principle of strategic planning and innovation (Nganga, 2023) in ministry helps leaders to introduce new ideas for effective growth.

Individualized Consideration and Growth of PCEA

The study aimed to find out the effect of individualized consideration on growth of PCEA. Hypothesis (H_{04}) was tested and revealed a positive and significant effect of individualized consideration on growth of PCEA. This implied that an increase in individualized consideration causes an increase in church growth. This was further explained by the model at 31.4% variance in church growth ($R2 = 0.314$) which revealed that individualized consideration represents the largest proportion of variation in church growth compared to the other four dimensions when separately examined. The F-statistic = 128.819 ($p < 0.01$) which confirms that the model gives a good fit.

Based on these results the null hypothesis (Individual consideration does not have a positive and significant effect on growth of PCEA was therefore rejected and the alternate hypothesis (Individualized consideration has a positive and significant effect on growth of PCEA) accepted.

The results clearly show that those leaders who practice individualized consideration through mentorship, delegation of responsibilities and give attention to individual personal development will experience growth in their churches. Research done by Keita (2019) and Demesi at al. (2022) found out that individualized consideration practice is effective in mentoring and coaching upcoming leaders in the church especially the youth thereby assuring continuity of church growth.

Ndarwa and Mulinge (2023) also noted that leaders who mentor, coach and take keen interests in members' individual needs enhance their competence and satisfaction reducing turn over and increasing organizational growth over time.

Individualized consideration driven leaders are central in organizations specifically in the church context as they are able to identify and nurture talents making the church a place of mentorship and coaching which demonstrates that the leaders affirm the worth of their members. This will enhance commitment and retention among members for people like serving where they feel recognized and valued. Christ himself did the same when he called their disciples, met their needs and equipped them and sent them to the whole world through the Great Commission (*N.I.V, 1998/2011,* Matthew 28:18-20).

The findings of the study align with the Transformational Leadership Theory due to its focus on mentorship and coaching which makes individual followers feel appreciated thereby increasing their performance and commitment. The hierarchical structures advanced in Weber's Bureaucratic Theory especially the dimension of specialization or division of labor help the leaders to identify individuals with their personal gifts and empower them accordingly thereby, enhancing performance. The gift based ministry, a principle of NCD theory supports this aspect by advancing that

members' gifts need to be matched with responsibilities to maximum performance in the church ministry (Nganga, 2023).

Organizational Structure and Growth of PCEA.

The study further attempted to establish whether organizational structure has a significant moderating effect in the relationship between transformational leadership and growth of the PCEA. Hypothesis (H_{05}) was tested and the hierarchical regression models showed that organizational structure had no positive and significant effect on the relationship between transformational leadership and growth of PCEA.

This result was shown when the interaction term was introduced where the coefficient of regression was $\beta = -0.053$, ($p < 0.05$). Despite the overall model being significant with F-statistic = 67.353, ($p < 0.01$), the increase in explained variance was negligible ($R2 = 0.419$, adjusted $R2 = 0.413$) thereby rendering the interaction contribution to be of no meaning to the prediction of growth in PCEA.

Based on these results, the null hypothesis (Organizational structure has no statistically significant effect on the relationship between transformational leadership and growth of PCEA) was accepted. Despite transformational leadership and organizational structure both having independent effect on church growth, the latter does not seem to affect the direction or strength of the relationship between transformational leadership and church growth. The PCEA structures therefore do not hinder transformational leaders from bringing growth in the church. Nevertheless, the descriptive results whereby 50% of the respondents stated that the PCEA decision powers are retained in the head office is worthy of consideration for this may have a bearing on how quick decisions are made at the local level and the participatory aspect of all the leaders.

These results are supported by a study done by Henry et al. (2025) who examined the moderating influence of organizational structure on the leadership effectiveness of Pentecostal churches in Kenya and found out that the interaction term was not statistically significant ($\beta = -0.090$, $p > 0.05$). However organizational structure had an overall main effect on church growth.

The role of organizational structure despite having no statistical support in the findings of this study cannot be ignored. It contributes to positive organizational outcomes by giving clear systems and processes, clarifying roles and process coordination which help the church to function in an effective and sustainable way. This supports the leaders in making decisions effectively, creates a balance between authority and accountability and enhances teamwork and coordination. This ensures that governance acts as a platform that serves the core business of the church.

Organizational structure though not statistically significant in its moderating effect between transformational leadership and growth of the PCEA as reported in the findings is also in agreement with the Transformational Theory which prioritizes leadership behaviours over structural arrangement in driving organizational performance.

Weber's Bureaucratic Theory upholds the importance of hierarchical structures for oversight and accountability regardless of predicting any organizational growth (Lunenberg, 2017). This is a clarion call for PCEA to make sure that the structures in the church are used to facilitate the Great Commission instead of focusing on the control mechanisms only. The impact of leadership can only be felt when flexibility precedes rigidity in the performance of church ministries.

It is also in agreement with NCD theory which advocates for the empowerment of leaders and a focus on members' gifts rather than structures

(Nganga, 2023). This means that PCEA may retain the structures for stability but needs to know that real growth is affected by the transformational leadership behaviours of the leaders which align the vision of the church with action.

Conclusions

This study main objective was to establish the effect of transformational leadership on growth of the Presbyterian Church of East Africa in Kenya and the moderating role played by organizational structure. This study has established that the leaders in the Presbyterian Church of East Africa apply the four dimensions of transformational leadership namely idealized influence, inspirational motivation, intellectual stimulation and individualized consideration in their spheres of leadership. These dimensions have proved from the study findings that much as they have effect on church growth individually, they also can positively affect church growth when considered together.

The study also concluded that organizational structure does not have a statistically significant moderating effect between transformational leadership and growth of PCEA. This implies that the effectiveness of transformational leadership practices is not dependent on the church structural configuration. The study therefore produced new knowledge that transformational leadership can independently drive growth despite the presence of formal structures thereby promoting transformational leadership as an approach of leadership capable of bringing sustainable organizational growth.

The study also concluded that transformational leadership has a positive and a significant effect on growth of PCEA affecting all the indicators of church growth namely; evangelism, fellowship, discipleship and numerical growth. The findings established that leaders who practice role modelling, articulate the vision clearly to

the members, express optimism and confidence in members' capabilities as well as encourage creativity and innovation in the ministry coupled with the mentorship and coaching of the upcoming leaders will experience sustainable growth within the church and related institutions. Organizational structure though demonstrated a direct effect on church growth was not statistically significant in its interaction with transformational leadership.

Practical Implications

These study findings have a variety of implications for the leadership of the PCEA. The fact that ministers and elders are able to demonstrate the four dimensions of transformational leadership can lead to effective and all rounded leadership capable of attracting and retaining members in the church thereby creating sustainable church growth. Nevertheless, the moderate level of scores shown in the area of morality and prioritizing members' needs demands some attention from leaders for this could affect the confidence and respect that church members have towards leaders.

The findings also imply that idealized influence is important and has a role in shaping the church credibility and so PCEA leaders should continue to uphold ethical behaviours, spiritual maturity and be role models to the members because the authenticity of the leader has a direct relationship to the growth of the church. Moral authority therefore precedes structural arrangements. The church stability is also based on idealized influence behaviour because those leaders who lead with integrity minimize conflicts and enhance unity in the church.

The significance of inspirational motivation in the findings is also key in mobilizing the participation of the members in the vision of the church. When leaders endeavor to articulate the vision through goals that are spiritually based members will be committed and align themselves accordingly. Clarity is therefore central and rallies

both leaders and members towards the vision and mission of the church. When leaders emphasize on purpose, the members' engagement will be enhanced and passive members will be encouraged to contribute to both quantitative and qualitative growth of the church.

Intellectual stimulation, though rated lower than the other three dimensions of transformational leadership, is central because the church needs to move with the times by allowing creativity and innovation in the ministry. Congregations in PCEA need to be encouraged to respond to the changing generational and cultural realities.

The findings also imply that members should be given an opportunity to question assumptions, bring up new ideas and play a role in decision making to enhance ownership and commitment. This will attract more members in the church especially the youth who remain in the church when they get assured that their voice is heard and get involved in church ministry planning rather than being mere spectators. Doing this will enable them to develop a sense of belonging and dignity and ensure continuity in the ministry.

The high rating of individual consideration dimension of transformational leadership demonstrates that mentorship and coaching are essential among the youth and upcoming leaders and if done effectively can foster continuity and ministry growth. This can also help to reduce the migration of the youth to the upcoming churches ultimately benefitting the church with young and energetic leaders. Mentorship and coaching practices demonstrate ministry is not just about outreach but in reach where the depth of relationships matters.

The fact that transformational leadership significantly affects growth in PCEA is an eye opener for the church to invest in leadership development programs within the church and its related institutions where leveraging on idealized influence,

inspirational motivation, intellectual stimulation and individualized consideration should be emphasized to enhance leadership capacities across board.

The study also has implications on the church policy formulation and organizational development where faith-based organizations can organize leadership development and succession planning programs to make sure that leaders are well equipped with transformational leadership competencies. Leadership development helps the churches to align their goals with spiritual mission and enhance long term growth in the complex religious environment.

The study has a social implication where transformational leadership has the potential to impact community development where the church can mobilize resources in order to address challenges that affect the people in the society e.g., poverty, education and addiction thereby empowering people to live meaningful lives. This action makes the church to be a beacon of hope to the hopeless and voice to the voiceless resulting to community resilience and social cohesion.

The organizational structure, though not statistically supported in moderating the relationship between transformational leadership and church growth, is still important and should be upheld especially in playing the role of coordination, accountability and oversight but more focus should be on leadership behaviours and how they relate with the members in the area of vision articulation, role modelling, mentorship and encouraging participation of all members in church ministries.

Theoretical Implications

This study underpins the centrality of the Transformational Leadership Theory and its application in faith-based organizations. Transformational leadership has previously been attributed to for-profit organizations and the available literature on its application in non-profit organizations has been limited. This study by demonstrating

that transformational leadership can significantly affect growth in PCEA extends the theoretical boundaries of Transformational Leadership Theory demonstrating that its four dimensions (4Is) remain applicable in faith-based organizations and is capable of fostering sustainable growth.

The findings have also revealed that the four dimensions of the Transformational Leadership Theory, namely; idealized influence, inspirational motivation, intellectual stimulation and individualized consideration are relevant within the church set up and can collectively contribute to church growth thereby, underscoring the multidisciplinary nature of the Transformational Leadership Theory where leadership should not be regarded as a one-size- fits all but rather a synergy of several behaviours.

The findings also extend transformational leadership theory by showing that individually, the four dimensions also make a meaningful contribution to the growth of the church with idealized influence being the most significant. This implies that management need not to be the main focus only for transformative leaders but also leading by example and shaping members' values and ethics. Inspirational motivation role in church growth was also demonstrated in this study underscoring the importance of vision casting as well as believing in the ability of followers.

This makes transformational leadership theory applicable specifically in faith-based organizations which sometimes operate in challenging and dynamic social environments where they deal with diverse ages like the youth who need to see where the leaders are taking them.

The role of intellectual stimulation was also demonstrated albeit with a lower rating in this study. Creativity and innovation as well as critical thinking create a good environment where members can feel free to question assumptions as well use the

modern methods like use of technology to do ministry both within the church and without. Leaders can also welcome members to bring ideas before major ministry decisions are made thereby, creating a sense of belonging and strategic thinking. The culture of continuous learning can also be enhanced where members seek to gain new knowledge and practical application of their faith.

Individualized consideration behaviours were rated very highly in this study demonstrated the importance of mentorship and coaching of members in the church ministry. Attending to the unique needs of members and recognizing their abilities is key in ensuring that they take up their different roles effectively. Further, this demonstrates to the members that they are valued and increases motivation and retention in the church. Continuity of leadership is also assured as leaders continuously identify and develop the capabilities of followers through workshops and seminars. Leaders who practice individualized consideration behaviours propagate a culture of growth, care and mentorship leading to sustainable growth within the church.

The fact that organizational structure failed to significantly moderate the relationship between transformational leadership and church growth has challenged the assumptions in many theories that state that leadership effectiveness is dependent upon organizational designs. Transformational leadership has proved from this study that it can theoretically assume a structure-free posture particularly in Faith-based organizations and so shared beliefs, good relationships and spiritual oversight should override structural arrangements.

This study will contribute theoretically to the leadership especially in Africa by creating empirical evidence from the PCEA due to the fact that many theories of leadership are often derived from Western contexts and may face the challenge of

contextual relevance. This study therefore validates transformational leadership theory in an African context underscoring the relevance of the theory cross-culturally, a perspective that invites further studies for refinement to have a better application of this theory.

This study has theoretical implications for both Webers Bureaucratic and Natural Church Development (NCD) theories. From Weber's Bureaucratic Theory, the study affirmed that structure is expected to affect organizational growth in terms of governance, oversight and administrative order as found in descriptive analysis results despite that it was found to have no significant moderating effect between transformational leadership and church growth in the regression analysis. This for PCEA means that transformational leadership practices can affect growth regardless of the way structures are arranged.

In regards to NCD theory, the implications from this study are that healthy and growing churches are as a result of certain major qualities that include need oriented evangelism, fellowships where love is exercised, small groups ministry where discipleship is practiced and the ultimate outcome is a church that grows qualitatively and quantitatively. Transformational leadership behaviours are therefore key in making sure that there is a good environment where these NCD qualities can thrive.

Contribution to the Body of Knowledge.

Theoretical Contribution

This study extended transformational leadership theory by showing that its four dimensions significantly affect growth in faith-based organizations and so it broadens its relevance and applicability beyond for profit organizations.

Conceptual Contribution

The study also managed to operationalize church growth in a broader manner by going beyond mere numbers in defining church growth to other spiritual factors like mission evangelism, discipleship and fellowship thereby enriching leadership and church growth literature through the provision of evidence that leadership styles and particularly transformational leadership are capable of bringing growth in Faith-based organizations.

Empirical Contribution

This study also contributed to the body of knowledge through the provision of context-specific empirical literature from Kenya whose representation in the global leadership scholarly space is limited. The findings therefore give scholarly insights that are theologically, culturally and organizationally relevant which are capable of filling an empirical gap and also provide a roadmap for further studies on leadership and growth in faith-based organizational contexts.

This study also challenged the assumption that organizational structure has a significant effect on church growth whereby despite the expectations based on the Weber's Bureaucratic Theory the findings revealed that transformational leadership behaviours operate independent of structural arrangements thereby giving new insight into the dynamics of the church by showing that relational and visionary leadership is more influential. This takes leadership and organizational studies to another level within churches.

Recommendations

This study proposed the following recommendations:

The PCEA should formally have a transformational leadership training program. This is for the ministers, elders and other lay-leaders emphasizing on the four dimensions; idealized influence, inspirational motivation, intellectual stimulation

and individualized consideration to develop leaders' capacity thereby inspiring growth at all the levels of the church.

The PCEA should strengthen mechanisms for articulation of the shared vision that aligns with the mission of the whole church. This can be achieved by having structured forums, engagement of all the leaders and communicating vision during all ministry forums including sermons thereby strengthening inspirational motivation and member ownership and retention.

The PCEA should come up with an ethical leadership and accountability framework for ministers and elders that incorporate a clear code of conduct, performance audits and reporting structures that are transparent. This will strengthen trust, stability and legitimacy that support church growth over time.

The PCEA should encourage innovation and continuous learning at all ministry levels. This is where leaders and members are allowed to propose ministry approaches that move with the times and also do evangelism, discipleship and other spiritual disciplines in a more effective way that can foster growth in the church. The PCEA also needs to come up with mentorship and coaching programs that will help the ministers and elders to support emerging leaders and young people in order to develop them for continuity and sustainable church growth.

Also, the PCEA should formulate policies for regular coaching and mentorship of the members. This will provide an opportunity for the mentees to learn how to cast vision, provide support to the ministry and uphold creative thinking. This can be enhanced by coming up with a way to monitor personalized discipleship and engagement to track individuals' development, their involvement in ministry and care interactions. A good application of individualized consideration will ensure deeper commitment, identity and continuity for future growth of the church.

The PCEA should come up with a framework for evaluation of transformational leadership behaviours for all leaders. This will help to create a culture of evidence based leadership development that is linked with growth indicators.

Additionally, the PCEA should come up with a research, innovation and development department to produce evidence based strategies to guide policy, strategic planning and innovation in mission and ministry. This will support continuous research within the church and its institutions which will enable better decision making, policy formulation and continuous ministry practice improvement and growth. For instance, clear goals for coming up with new methods for mission and evangelism, discipleship, youth empowerment and community outreach can be established. Research and development outcomes can therefore be integrated into the wider mission of the church where the findings are turned into practical activities that enhance ministry effectiveness and engagement of members.

Areas for Further Research

A future study should explore the possibility of comparing the practice of transformational leadership and church growth among other mainstream denominations. This will establish whether the findings in this study can be replicated and generalized to other churches. Further research should be done where other leadership styles other than transformational leadership can be examined and their effect on church growth in Kenya established.

Future studies could also focus on other factors of church growth. This should include demographics, economics, urban ministry or even one of the dimensions of transformational leadership like intellectual stimulation which scored moderately compared to the other three dimensions in this study data' responses.

Future studies should be done focusing on congregants. This is because this study mainly focused on PCEA ministers and elders and so a study conducted focusing on the members could determine if the obtained results would be similar to those of this study. The study should consider a mixed-methods approach to capture the feelings and perceptions of the church members on transformational leadership effect on ministry growth.

Future research should employ other moderating variables. Since the current study found out that organizational structure has no statistically significant effect in the relationship between transformational leadership and church growth and so other moderating variables like organizational culture, leadership tenure or even resources should be employed in order to refine the current study.

Further research should employ contemporary organizational structures as well as emerging transformational leadership models including servant, authentic and adaptive leadership to capture the evolving nature of faith-based organizations and leadership dynamics.

Chapter Summary

The purpose of this chapter was to present the summary of the findings that were based on the study objectives and the tested hypotheses. The conclusion of this study was that transformational leadership and particularly the four dimensions namely idealized influence, inspirational motivation, intellectual stimulation and individualized consideration had a positive and significant effect on church growth of PCEA though the moderating effect of organizational structure was not statistically supported. The chapter also presented the practical and theoretical implications of the study, contribution to the body of knowledge, recommendations for policy, suggested areas of further research and finally the chapter summary.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Peter Njoroge Kariuki

Pan Africa Christian University

P.O BOX 56875-00200

Nairobi.

August 15th 2024.

Dear sir/Madam

RE: RESEARCH ON TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL STRUCTURE AND GROWTH OF THE PRESBYTERIAN CHURCH OF EAST AFRICA IN KENYA.

I am a student pursuing a Doctor of Philosophy (PhD) in the Department of Leadership at Pan Africa Christian University. I am undertaking an academic research study whose topic is indicated above in order for me to complete my studies. I therefore request you to participate with me in this research by responding to the questionnaire attached. Kindly be as sincere as you can. The collected information will be treated with confidentiality and will only be used purely for academic purposes. Putting your name in the questionnaire is not a requirement. The study will be beneficial in bringing meaningful growth in church leadership and beyond. Your assistance in this research will be highly appreciated.

Yours Faithfully

Peter Njoroge Kariuki- PhD Student.

Email: petnkaris@gmail.com, mobile number-0721737579.

APPENDIX II: INFORMED CONSENT FORM

Research Title: **Researcher**: Peter Njoroge Kariuki

Institution: Pan Africa Christian University.

Contact: +254 721 737579

Purpose of the Study

You are invited to participate in a research study on "Transformational Leadership, Organizational Structure and Growth of the Presbyterian Church of East Africa (PCEA) in Kenya". This study aims to establish the role of transformational leadership behaviours in fostering spiritual and numerical growth in the PCEA, assess the moderating role of organizational structure between transformational leadership and church growth, and evaluate how PCEA leadership applies the transformational leadership behaviours in the ministry across all levels.

Procedures

If you agree to participate in this study, you will be asked to complete a structured questionnaire that will take approximately 20 minutes. The questionnaire includes questions about demographic information, your awareness of transformational leadership dimensions and behaviours, organizational structure elements and church growth indicators.

Risks and Discomfort

Some questions may touch on sensitive and perceptual topics related to the church that could cause mild discomfort. If you experience any distress during the process, you may skip questions, seek clarification or even withdraw from the study at any time.

Benefits

While there may be no direct benefit to you, your participation will contribute valuable information that could help enhance the leadership capacity of church leaders and members leading to sustainable growth.

Confidentiality and Anonymity

Your responses will remain strictly confidential. Your personal information will not be included in any reports or publications resulting from this study. All data will be stored securely with password protection and only the researcher and supervisors will have access to the raw data.

Voluntary Participation

Your participation in this study is entirely voluntary. You have the right to decline participation or withdraw at any time.

Compensation

This study will not involve any monetary compensation.

Consent Statement

I have read and understood the above information. I therefore consent voluntarily to participate in this study.

Yes ()

No ()

Participant's Name…… Participant's Signature…… Date……

Researcher's Name…… Researcher's Signature……Date……

APPENDIX III: STRUCTURED QUESTIONNAIRE

Instructions

The attached questionnaire is supposed to gather data on transformational leadership, organizational structure and growth of the Presbyterian Church of East Africa in Kenya as part of the requirements of the PhD course that I am undertaking. Kindly take a few minutes and voluntarily fill in the provided spaces. Revealing your identity is not a requirement and the information shared will be treated with utmost confidentiality.

SECTION A: Personal Background

1. Please indicate your gender a) Male [] b) Female []
2. Kindly indicate your age bracket – Above 50 [] 36-50 [] 19-35 []
3. Indicate the church position that you hold- Elder [] Minister []
4. Indicate the number of years since ordination- Above 10 years [] below 10 years []

SECTION B: Transformational Leadership

Use the scales provided and tick appropriately

1 – Strongly agree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree

	Statement about transformational leadership					
	Idealized Influence					
1)	PCEA leadership is a role model to the members.					
)	PCEA leadership has self-confidence.					
)	PCEA leadership has high moral standards.					
4)	PCEA leadership put the needs of the church first.					
)	PCEA leadership behaviour in builds trust and respect.					
	Inspirational Motivation					

)	The leadership of PCEA articulates the vision of the church.					
)	The leadership of PCEA fosters teamwork.					
)	The leadership of PCEA inspires commitment to followers.					
)	The leadership of PCEA expresses optimism to followers.					
0)	The leadership of PCEA has confidence in members.					
	Intellectual Stimulation					
1)	PCEA leadership involves members in decision making.					
2)	PCEA leadership encourages innovation and creativity.					
3)	PCEA leadership stimulates critical thinking of followers.					
14)	PCEA leadership encourages questioning assumptions.					
5)	PCEA leadership encourages feedback.					
	Individualized Consideration					
6)	PCEA Leadership pays attention to members' needs.					
7)	PCEA leadership mentors and coaches members					
8)	PCEA leadership nurtures members gifts.					
9)	PCEA leadership practices delegation of responsibilities.					
0)	PCEA leadership encourages members personal development.					

SECTION C- Organizational Structure

Use the scales provided and tick accordingly 1 – Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree

	Organizational Structure					
	Centralization					
1).	PCEA decision making powers are retained in the head office					

)	PCEA hierarchy ensures efficiency in decision making					
)	PCEA structure enhances timely communication.					
)	PCEA structure ensures better control of operations					
)	PCEA structure leaves members less empowered.					
	Formalization					
)	PCEA leadership is aware of what to do and how to do it.					
)	PCEA rules and regulations ensure better leadership					
)	PCEA structure provides an opportunity for personal development					
)	PCEA formal structure hinders creativity in the ministry.					
0	PCEA structure makes leadership transition easier					
	Specialization					
1	Division of roles in PCEA boosts leaders' performance					
2	Division of roles in this church enhances teamwork.					
3	The sharing of roles in PCEA motivates leaders.					
4	Division of roles enhances leaders expertise in this church					
5	Sharing of roles hinders flexibility of leaders in the church.					

SECTION D – Church Growth

Use the scales provided and tick appropriately.

1 - Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree

	Statement on Church Growth					
	Evangelism					

)	PCEA evangelism activities have increased in the last three years					
)	New converts have increased in PCEA in the last three years					
)	New churches have been planted in the last three years					
)	Outreach to hospitals, prisons and needy homes has increased in the last three years.					
)	The mission areas have grown spiritually and physically in the last three years					
	Fellowship					
)	Members attend prayer fellowships regularly					
)	Members relationships have deepened in the last three years.					
)	The lifestyle of PCEA believers is different from those of non-Christians					
)	The youth and older members serve together in PCEA					
0)	Family unity has increased in PCEA in the last three years.					
	Discipleship					
1)	The church has new converts follow up programs.					
2)	Members are willing to serve in various church groups.					
3)	New leaders have joined the ministry in PCEA in the last three years.					
4)	Members are willing to disciple others in PCEA.					
5)	The membership retention is notable in the church.					
	Numerical Growth					
6	Weekly church attendance numbers have increased in the last three years					

7)	The number of baptisms and confirmations has increased in the last three years					
8)	Giving has increased in PCEA in the last three years.					
9)	The number of young people and children has increased in the last three years					
0)	Church Sunday services have increased in the last three years.					

APPENDIX IV: PAC UNIVERSITY RESEARCH AUTHORIZATION



Pan Africa Christian University

Thika Road Campus | Valley Road Campus
P.O. Box 56875-00200 | +254 730955000 | +254 730955501/2
enquiries@pacuniversity.ac.ke | www.pacuniversity.ac.ke

REF: PAC/ISERC/104/10/25 Date: 21/10/2025
TO: Kariuki, Njoroge Peter (POLD/18889/0/21)
PAC UNIVERSITY

Dear Sir,
RE: TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL STRUCTURE AND GROWTH OF THE PRESBYTERIAN CHURCH OF EAST AFRICA.

This is to inform you that PAC_ *ISERC* has reviewed and approved your above research proposal. Your application approval number is PAC/ISERC/104/10/25. The approval period is 21st October 2025– 21st October 2026.

This approval is subject to compliance with the following requirements;

i. Only approved documents including (informed consent and study instruments,) will be used
ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by *PAC_ISERC*.
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to *PAC_ ISERC* within 72 hours of notification
iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or the welfare of study participants and others or affect the integrity of the research must be reported to *PAC_ISERC* within 72 hours
v. Clearance for export of biological specimens must be obtained from relevant institutions.
vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
vii. Submission of an executive summary report within 90 days upon completion of the study to *PAC_ ISERC*.

Before commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) https://research-portal.nacosti.go.ke and also obtain other clearances needed.

Yours sincerely,

Dr. Jane Kinuthia

Chair, ISERC

Where Leaders are Made

Appendix V: NACOSTI Permit



REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **908266**

Date of Issue: **28/October/2025**

RESEARCH LICENSE

This is to Certify that Rev.. PETER NJOROGE KARIUKI of Pan Africa Christian University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL STRUCTURE AND GROWTH OF THE PRESBYTERIAN CHURCH OF EAST AFRICA for the period ending : 28/October/2026.

License No: **NACOSTI/P/25/4181464**

908266

Applicant Identification Number

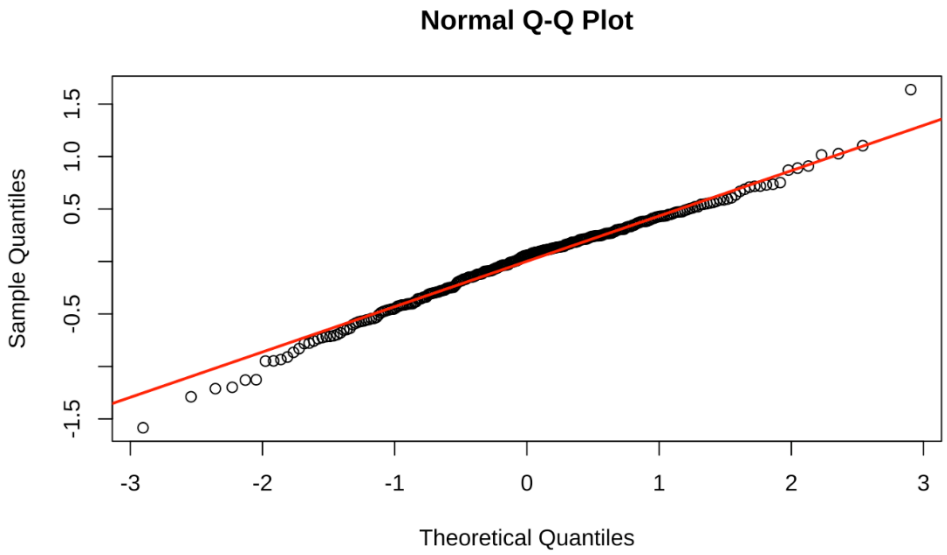
Ag. Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

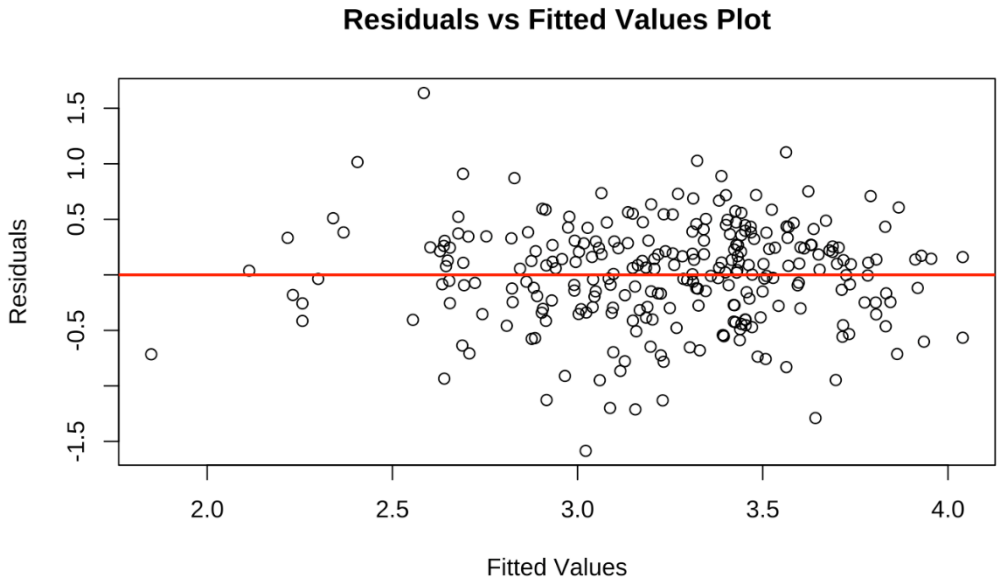
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See overleaf for conditions

APPENDIX VI: NORMALITY OF RESIDUALS



APPENDIX VII: HOMOSCEDASTICITY OF RESIDUALS



APPENDIX VIII: LINEARITY OF RELATIONSHIPS

