THE IMPACT OF AUTHENTIC LEADERSHIP FACTORS ON CHURCH GROWTH IN EMBU COUNTY, KENYA

STEPHEN NJOROGE KAMAU

A DISSERTATION/THESIS SUBMITTED TO THE GRADUATE SCHOOL IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF DOCTOR OF PHILOSOPHY DEGREE IN ORGANIZATIONAL LEADERSHIP

PAN AFRICA CHRISTIAN UNIVERSITY

JUNE 2026

DECLARATION

This dissertation is my original work and has not been presented to any college or University for academic credit.

Signature…… Date…….
Stephen Njoroge Kamau (POLD/7420/16)

This dissertation has been presented for examination with our approval as the University Supervisors

Signature…… Date…….
Dr. Edward Katue Nzinga, PhD
Pan African Christian University

Signature…… Date…….
Dr. Jacob Kimathi, PhD
Pan African Christian University

TABLE OF CONTENTS

DECLARATION ..... **ii**
DEDICATION ..... **vi**
ACKNOWLEDGEMENT ..... **vii**
ABSTRACT ..... **viii**
LIST OF TABLES ..... **ix**
LIST OF FIGURES ..... **xi**
ABBREVIATIONS AND ACRONYMNS ..... **xii**
DEFINITION OF TERMS ..... **xiii**
CHAPTER ONE: INTRODUCTION AND BACKGROUND OF THE STUDY **1**
Introduction 1
Background Of The Study 1
Authentic Leadership Factors And Church Growth 7
Problem Statement 12
Research Objectives 14
Research Questions 15
Assumptions Of The Study 15
Justification And Rationale Of The Study 16
Significance Of The Study 17
Scope Of The Study 19
Limitations Of The Study 20
Delimitations Of The Study 21
Chapter Summary 22
CHAPTER TWO: LITERATURE REVIEW **23**
Introduction 23
Theoretical Framework 23
Empirical Literature Review 40
Research Gap 74
Conceptual Framework 78
Chapter Summary 80

CHAPTER THREE: RESEARCH METHODOLOGY 80
Introduction 80
Research Philosophy 80
Research Design 82
Target Population 83
Sample Size And Sampling Procedure 83
Data Collection Methods 88
Data Collection Procedures 89
Validity Of Instruments 90
Operationalization And Measurement Of Study Variables 90
Pilot Test 91
Diagnostic Tests 92
Data Analysis Plan 96
Empirical Model 97
Ethical Considerations 99
Chapter Summary 100
CHAPTER FOUR: RESULTS AND DISCUSSIONS 101
Introduction 101
Response Rate And Demographic Analysis 101
Reliability Tests 109
Descriptive Analysis 110
Diagnostic Tests 137
Inferential Analysis 145
Qualitative Data Analysis 164
Chapter Summary 192
CHAPTER FIVE: SUMMARY OF FINDINGS, IMPLICATIONS, CONCLUSIONS, RECOMMENDATIONS, AND AREAS FOR FURTHER RESEARCH 193
Introduction 193
Summary Of Findings 193
Implications 197
Conclusions 200
Recommendations 201
Areas For Further Research 203
REFERENCES 204

Appendix A: Embu County Wards 238
Appendix B: Individual Introduction To Conduct Research 239
Appendix C: Research Authorization And Ethics Clearance Letter 240
Appendix D: Nacosti Research License 241
Appendix E: County Research Authorization Letter 242
Appendix F: Questionniare For Church Members 243
Appendix G: Leaders Interview Schedule 249
Appendix H: Budget 251

DEDICATION

This dissertation is dedicated to every Christian worker and spiritual leaders who care and are eager to see the church make strides in the positive directions as a result of good leadership.

ACKNOWLEDGEMENT

First and foremost, I would like to acknowledge my supervisors: Dr. Edward Katue Nzinga, the lead supervisor and Dr. Jacob Kimathi for the practical guidance and advice that they offered me during the writing of this dissertation. They generously availed themselves, offered their time, inspired, and made me feel motivated and appropriately empowered to move on. My sincere thanks to all my classmates for the time that we had to work together, sometimes in rather difficult circumstances. You all mean a lot to me. I also want to thank those who have assisted with making this dissertation complete. First to the data collectors, data analyst and proof readers.

Thanks to my immediate family members, my wife Margaret, my daughter Bernice, and my sons Timothy and Emmanuel, for the emotional, psychological and financial support. Many times, I felt like slowing down, but you urged me on. I am forever grateful. I am also grateful to the leadership of Deliverance Church-Blue Valley, Embu where I serve as a Senior Pastor for the support I received from all of you, both financially and through words of encouragement. I will always be grateful.

Last but not least, to God Almighty who made all things possible with regard to my studies at Pan African Christian University. Matthew 19:26: "…but with God all things are possible". These words became a reality during this time. He (God) saw me through the entire time that I was working on this dissertation. I am glad that my dream and purposes were realized by His help.

ABSTRACT

Leadership is one of the biggest challenges facing churches operating in the ever changing and complex 21st century environment with authentic leadership playing a critical role in the church growth. This study sought to assess the impact of Authentic Leadership factors on Church Growth in Embu County, Kenya. The specific objectives of the study are: to establish the impact of trust in church growth; to determine the impact of transparency and accountability on church growth; to evaluate the impact of visionary leadership on church growth; to determine the impact of teamwork on church growth and to examine the moderating effect of personal characteristics on the relationship between authentic leadership factors and church growth. The study was confined on impact of Authentic Leadership factors on Church Growth in Embu County. Descriptive survey design and positivism philosophy was adopted in this study. The target population of this study was all congregants of churches in Embu west Sub County. Purposeful sampling technique was employed to obtain the sample. Questionnaires and interview schedules were used in collection of data. Data analysis utilized both descriptive and inferential statistics. The descriptive statistics revealed high scores of authentic leadership dimensions beginning with teamwork (4.14, SD = 0.636), followed by trust in church leadership (4.18, SD = 0.518), visionary leadership (4.17, SD = 0.623), and lastly, transparency and accountability (3.92, SD = 0.729). A strong positive correlation was found between church growth and teamwork ($r = .820$, $p<.01$), visionary leadership ($r = .803$, $p<.01$), transparency and accountability ($r = .747$, $p<.01$), and trust ($r = .722$, $p<.01$). Regression analysis showed that authentic leadership significantly predicted church growth ($R^2 = .740$, $p <.01$). However, personal characteristics did not significantly moderate the relationship between authentic leadership and church growth ($\Delta R^2 = .000$, $p >.05$). Thematic analysis showed that integrity, transparency, and accountability were seen as key components of authentic leadership, with leaders who embodied these traits fostering strong relationships and trust within their communities. However, challenges such as breaches of trust, lack of vision, poor accountability, and hierarchical overreach were identified as barriers to church growth. Conclusions were drawn that: trust is indispensable to church growth, and so are transparency and accountability, visionary leadership, and teamwork. The study affirmed authentic leadership as a critical leadership framework with implications for church growth. Therefore, church leaders should prioritize building trust within the congregation. Church policymakers should implement and enforce policies that promote transparency, accountability, and trust within the church. It is also recommended that church members actively engage in church activities and hold leaders accountable for their actions. Leadership developers should prioritize and recommend the development of leaders who embody trust, transparency, and teamwork. Further research should explore the concept of authentic leadership within other faith-based organizations such as church-sponsored organizations.

LIST OF TABLES

Table 1 Table for determining sample size from a given population 86

Table 2 Sampling Frame of the Population 87

Table 3: Operationalization and Measurement of Study Variables 90

Table 4:Moderation Decision Making Criteria 98

Table 5 Response Rate 101

Table 6 Respondents' Age Bracket 102

Table 7 Gender of Respondents 103

Table 8 Distribution of Respondents by Level of Education 104

Table 9 Distribution of Respondents by Period of Members 105

Table 10 Distribution of Respondents by Income Level 106

Table 11 Disability Status 108

Table 12 Respondents' Role in Church 108

Table 13 Reliability Statistics 110

Table 14 Descriptive Statistics for Trust Items 112

Table 15 Descriptive Statistics Transparency and Accountability Items 115

Table 16 Descriptive Statistics for Visionary Leadership Items 120

Table 17 Descriptive Statistics for Teamwork Items 123

Table 18 Descriptive Statistics for Commitment Items 127

Table 19 Descriptive Statistics for Funding and Sustainability Items 130

Table 20 Descriptive Statistics for Social Amenities Items 134

Table 21 Multicollinnearity Test 140

Table 22 Tests of Normality 141

Table 23 Pearson Correlation between Trust and Church Growth 146

Table 24 Regression of Church Growth on Trust 148

Table 25 Correlation between Transparency/Accountability and Church Growth ... 149

Table 26 Regression of Church Growth on Transparency and Accountability 150

Table 27 Correlation between visionary leadership and church growth..... 152

Table 28 Regression of Visionary Leadership on Church Growth..... 152

Table 29 Correlation between Teamwork and Church Growth..... 154

Table 30 Regression of Church Growth on Teamwork..... 155

Table 31 Regression of Church Growth on Authentic Leadership..... 157

Table 32 Regression of Church Growth on Authentic Leadership and Personal Characteristics..... 159

Table 33 Moderated Regression Analysis of the Effect of Personal Characteristics 162

Table 34: Summary of the moderating effects of personal characteristics on the relationship between authentic leadership factors and church growth in Embu County Kenya..... 164

Table 35 Demographic Profile of Interview Participants..... 165

Table 36: Summary of Teamwork Theme..... 166

Table 37 Summary of the Theme of Visionary Leadership..... 170

Table 38 Summary of Authentic Leadership Theme..... 173

Table 39 Summary of the Theme of Integrity Issues..... 177

Table 40 Summary of the Theme of Ethical Conflict in Leadership..... 181

Table 41 Summary of the Theme of Barriers to Church Growth..... 184

Table 42 Interventions of Recommendations for Church Growth..... 188

LIST OF FIGURES

Figure 1 Conceptual Framework 78

Figure 2 Trust and Church Growth Scatterplot..... 138

Figure 3 Transparency/Accountability and Church Growth Scatterplot 138

Figure 4 Visionary Leadership and Church Growth Scatterplot 139

Figure 5 Teamwork and Church Growth Scatterplot..... 139

Figure 6 Scatterplot of Standardized Residuals against Standardised Predicted Values 143

Figure 7 Boxplot of Authentic Leadership 144

Figure 8 Boxplot of Church Growth..... 145

ABBREVIATIONS AND ACRONYMNS

CITAM	Christ is The Answer Ministries
COVID	Coronavirus disease
DDIC	District Documentation Information Center
FGCK	Full Gospel Churches of Kenya
GGV	Great Gospel Visioners
ISO	International Organization for Standardization
KNBS	Kenya National Bureau of Statistics
NACOSTI	National Council for Science Technology and Innovation
NIV	New International Version
PACU	Pan Africa Christian University
PCEA	Presbyterian Church of East Africa
PEFA	Pentecostal Evangelistic Fellowship of Africa
REM	Restoration End Time Ministries
SACCO	Saving and Credit Cooperative Organisation
SCOAN	Synagogue Church of All Nations
SPSS	Statistical Package for Social Sciences
USA	United States of America

OPERATIONAL DEFINITION OF TERMS

Accountability: It is the obligation to be responsible for result of the decisions made and therefore being held responsible for the outcome of the performance of a job or a particular behaviour (Meyer & Maltin, 2020). The study adopted the definition given by Rossi and Meyer and Maltin (2020)

Administrative Structures: This is the way different job cadres and individuals communicate and collaborate in the performance of their roles in the organisation (Grenz & Olson, 2020). In this study, administrative structure is conceptualised to include the different cadres of clergy leadership, church administrative staff, and church volunteers to the ordinary church members.

Authentic Leadership: This is a leadership style which is characterised by being accountable, transparent, defined by high level of ethical standards and integrity (Gardner et al., 2020). This definition was adopted in this study.

Church: A church is a group of Christians meeting in a common place, united in a common doctrine, usually identified with a common denominational name (Grenz & Olson, 2020). In this study, the church is conceptualised as all Christian denominations operating in Embu County.

Church growth: The numerical growth, which can easily be measured arithmetically through the increase in terms of numbers

of followers or members of a congregation through conversion (Everton, 2024).

Commitment: Commitment is the ability of people to invest their time and resources to make sure that a particular job or assignment is accomplished without coercion (Meyer & Maltin, 2020). In this study, commitment is conceptualised as the ability of church members to commit their time and resources to support church growth.

Denomination: This is a group of churches which share a common name, and which are characterised by common and distinct doctrines which set them apart from other denominations (Grenz & Olson, 2020). In this study, denominations are conceptualized as churches with common names, and which operate in Embu County.

Funding: Funding refers the sources of financial support that organisations to support their operations and projects (Smith & Adams, 2020). In this study, funding is the sources of money that Embu County churches raise money to run their church program in Embu County.

Impact: Impact is the ability to create lasting change in people's lives (Abbass et al. 2022). In this study impact is conceptualised as the ability of churches in Embu to undertake ministry in such a way that people's life is transformed for the better.

Infrastructure: Infrastructure are the physical structures which house people so that they can undertake their role. Recently, they include digital infrastructure and telecommunication system which organisations rely on to undertake their roles (Smith & Adams, 2020). This study conceptualizes the definition as outlined by Smith & Adams, (2020).

Integrity: This is an ability of a leader to have moral values which defines them and which they remain consistent even when situations would demand otherwise (Banks et al. 2021). In this study, integrity was conceptualised as outlined by Banks et al. (2021).

Leadership: Leadership is a set of behaviours used to help people align their collective direction, to execute strategic plans, and to continually renew an organization (Smet, 2022). This study was conceptualised to reflect the description of offered by Smet (2022).

Leadership styles: Leadership style is the leadership approach adopted by a leader enable them to execute their role as a leader (Usman, 2022). In this study, leadership style is viewed from the lens provided by Usama (2022).

Participation: Participation is the willingness to volunteer time and resources to execute a given role or task (Isensee et al. 2020). In this study, participation is looked at as the act

of church members volunteer to undertake or take part in church activities and projects.

Teamwork: This is the ability of people to come together and contribute to a common course (Isensee et al. 2020). In this study, teamwork was operationalised as the ability of members to combine their resources and energy to achieve the company's mission.

Trust: This is the ability to wholly rely on a person, a group of people or organisations to achieve a common goal (Ghondaghsaz & Engesser, 2021).

Transparency: Transparency refers to the belief that a leader will operate in a manner that is open to scrutiny, allowing followers to track and follow real-time developments within the organization (Kwadzo, 2021). In this study, transparency is conceptualised as described by Kwadzo (2021).

Values: Values are the guiding principles which guide people or organisations in their operations. They represent core beliefs that influence priorities and are essential for establishing organizational culture (Isensee et al. 2020). In this study, values were operationalised as the guiding principles articulated in the participating churches' statements.

Visionary Leadership: Visionary leadership is a leadership style characterised by a leader convincing their followers to a compelling vision of the future. A visionary leader is therefore driven

by the need to inspire their followers to achieve a long-term vision (Gardner et al.2021). In this study, visionary leadership was conceptualised as articulated by Gardner et al. (2021).

Chapter One: Introduction and Background of the Study

Introduction

The chapter provides a detailed background information on the four variables, systematically organized to present the global, regional and local perspectives on authentic leadership. This chapter contains the problem statement, the objectives, research questions, assumptions and the justification of the study. The chapter covers the significance of the study, the scope of the study as well as the limitations and delimitation and the chapter summary.

Background of the Study

Leadership plays a key role in shaping organizational outcomes. Studies have emphasized authentic leadership as a crucial determinant of sustainable growth (Northouse, 2018). Empirical studies have linked authentic leadership to improved trust, teamwork, and organizational performance (Walumbwa et al., 2020). Many leaders are described as good, powerful or promising, but that does not always guarantee that they will be good for the overall society in the long run (Alvesson & Einola, 2019). There are many examples from the world over where leaders came up as promising but ended up being a negative in the society. An example from a global perspective, Jim Jones, a renowned American civil rights preacher and faith healer, was one such leader (Taylor & Johnson, 2022). In 1976, he received the Humanitarian Award of the Year from the Los Angeles Herald paper for his civil rights efforts and many other initiatives. In the same year he was appointed the chairman of the San Francisco Housing Authority by the Mayor of San Francisco, George Richard Moscone. However, Jim Jones treatment of his followers was often less than humane (Zaghdoudi, 2024). He regularly humiliated, blackmailed and even coerced them into signing off their possessions and homes to the church (Cusack & Lewis, 2020). Eventually in 1978,

the once celebrated and honoured leader led to the murder of 913 people; 276 of whom were children, by urging them to drink poison and nurses injecting it into their mouths (Taylor & Johnson, 2022). The once celebrated and honoured leader and especially for his civil rights efforts, a man who embraced black people and even adopted a black boy, one who would be said to be authentic, in a span of two years had changed to be a mass murder organizer and executioner (Cusack & Lewis, 2020). The ultimate end of Jim Jones was swift. Many peoples' lives were cut short by his acts of barbarism.

Likewise, Bishop Eddie Long, former Senior Pastor of New Birth Missionary Baptist Church in the United States who died in 2017, is another global example of unauthentic leader. A church minister whose signature messages and sermons were known to revolve around homosexuality, stating in part, "God neither created gays, nor ordained gay sex" adding that they deserved death for their vile behaviour. He further said that gay men are not real men (Greene-Hayes, 2022). He once travelled to New Zealand to support a church movement seeking the defeat of a civil union that would have extended legal recognition and rights to homosexual couples. Even with all these seemingly anti-gay activities and stunts, it emerged that he had the habit of luring young boys into sexual encounters and, in an effort to cover up, settled some lawsuits out of court (Middleton, 2023). This scenario is a classic example of preaching water but drinking wine and lack of authenticity. The ultimate outcome was stagnation of a ministry and cause of frustration for many followers who had put their faith and trust in the Bishop and the Ministry.

The line between being an authentic leader and non-authentic is often blurred by doctrinal compromises among church leaders (Kleynhans et al., 2022). Most of the non-authentic church leaders base their lavish lifestyle to inspire their followers to

pursue God. Their instance on their lavish lifestyle is often a bewilderment of many of the well-meaning Christians (Verhaagen, 2022). Some have defended their need for expensive private jets by saying that they cannot pray on a commercial plane with other passengers on board because they need to talk to God alone and that they need to sleep without disturbance (Kleynhans at al. 2022). With the above reasons, they justify why they press the church members to give towards enabling them to adopt and sustain such lavish lifestyles. This scenario illustrates lack of authenticity, as the leader's life is detached from the members they are trying to influence.

In the African context, researchers have found that leadership failures often manifest in poor accountability, weakened institutional trust, and stunted church growth (Ogunyemi, 2021). From a regional/African perspective, a South African pastor once claimed to have resurrected from the dead, a claim which was later revealed to be a hoax (Thinane, 2021). This highlights a troubling trend in some religious contexts (Smith & Denton, 2021). The pastor's outrageous claims, often about miraculous acts, are typically designed to elevate the status of the ministry and attract a large following.

Additionally, TB Joshua of Nigeria, it is reported that his ministry faked the miracles that drew millions of people to his church (Northcott, Spooner, & Ford, 2024). The preacher, accused of extensive abuse and torture over nearly two decades, established the Synagogue Church of All Nations (SCOAN) in Lagos more than 30 years ago. His rise to fame was due to claims of divine powers and an alleged ability to heal the sick, dramatic performances like physically disabled walking and, in one instance, a supposed resurrection - were recorded and widely shared. These videos, along with testimonials from individuals he claimed to have healed, were sent on VHS tapes to churches around the world (Northcott, Spooner, & Ford, 2024). These dramatic

performances can serve to bolster loyalty among existing congregants and draw in others, particularly those who are desperate for hope or answers to their personal challenges. However, when such acts are exposed as fraudulent, the consequences can be deeply damaging (Coleman et al., 2020). Not only does it undermine the credibility of the ministry, but it also dampens the spirits of the people who may have placed their trust in these supposed miracles. Discovering that their leaders are not genuine can lead to disillusionment and a loss of faith, not only in the leaders themselves but also in the broader spiritual community (Thinane, 2021). This erosion of trust can have long-lasting effects on the faith and morale of the congregation, as they are left grappling with feelings of betrayal and confusion about what they have been led to believe.

Locally in Kenya, there has been a disturbing rise in the number dangerous Christian cults (Gathara, 2021). The cult leaders often twist the gospel to manipulate their members often with devastating consequences (Njiru & Mutuma, 2023). They have misled and misguided their followers into doing unimaginable practices like fasting for unreasonable periods of time, giving up all their possessions and property, resigning from their employments, among others (Kisia, 2023). Recently, a cult-like church linked to pastor Paul Mackenzi left many families broken and desolate after luring many followers through his false teachings, like fasting to death 'to see Jesus', which has led to death of hundreds of followers buried in the forest. A full-scale government investigation started, which exposed mass graves in the forest land and collusion of the church with the local leadership to cover up the deaths (Kisia, 2023).

The issue of dangerous preachers in Kenya extends beyond cult-like churches to include "charismatic leaders" whose behaviour often escapes scrutiny, making it difficult for followers to discern the manipulation at play. As Ndegwa (2022) highlights, such pastors often prey on the emotional and financial vulnerabilities of their

congregants, presenting themselves as the sole solution to their followers' personal problems. These leaders may appear as authoritative figures who possess divine insight or extraordinary powers, thereby gaining the trust of their congregants, which they then exploit for personal gain (Kamau, 2020). A disturbing example of this type of manipulation in Kenya involved a renowned bishop who convinced a congregant to close her lucrative legal practice, surrender her multimillion-dollar property to the church, and sever ties with her family (Sikolia, 2019). This act of exploitation, fuelled by the bishop's claims of spiritual superiority, led to legal action from the woman's family. They accused the bishop of not only taking advantage of her vulnerability but also unlawfully occupying her property and gaining access to her personal bank accounts, further controlling her life and finances (Gikuyu, 2021).

Authenticity has its roots in Greek philosophy, ‘know thyself’ by Plato (Massi, 2023). It has undergone variations over time, ‘to thine own self be true’ (Stiers et al., 2021). The terms suggest that for leaders to effectively guide others, they must understand themselves, who they are, why they do what they do, and to live up to their values (Inayyah & Simanjuntak, 2022). Authenticity suggests that individuals need a complete view of themselves, which includes accounting for their strengths and weaknesses. Scholars would later morph authenticity into a leadership philosophy, becoming a platform for scholars to investigate various leadership orientations (Stiers et al., 2021).

Authentic leaders are individuals that are deeply aware of how they think and behave and are perceived by others (Farid at al. (2020). They are also conscious of the context in which they operate. They are confident, hopeful, optimistic, and resilient and have high moral character (Wahidi, 2020). In confronting with honesty, one’s inner theatre, an individual is then free to discover and express their true self.

Authenticity reflects back onto others through increased self-awareness, self-regulation and positive modelling. Authentic leaders can foster the development of authenticity in followers and provide them with a sense of purpose and self-determination. Authentic leadership impacts work engagement and well-being of subordinate (Gigol, 2020).

Authenticity in leadership promotes subordinates' trust because authentic leaders demonstrate consistency in their actions and beliefs (Baquero, 2023). Wahidi (2020) state that an employee's perception of a leader's authentic behaviour, is a strong single predictor of employee job satisfaction, organizational commitment, and work happiness. Laguna et al. (2019) found that authentic behaviour exhibited by leaders is positively related to follower job performance. Wahidi (2020) shows that, follower's satisfaction with supervisor, organizational commitments, extra effort, and perceived team effectiveness were outcomes of authentic leadership.

There is an indirect effect of authentic leadership on organization performance through affective commitment (Duarte et al., 2021). Authentic leadership is related to follower affective commitment and work role performance (Leal et al., 2021). Authentic leadership predicts employees' creativity, team emotional attachment and potency (Duarte et al., 2021). There is a positive relationship between authentic leadership and supervisor rated performance (Leal et al., 2021). Authentic leadership is also positively related to supervisor rated organizational citizenship behaviour and work engagement (Leal et al., 2021). There is a positive relationship between authentic leadership and followers' psychological capital, partially mediated by a sense of belonging and an enhanced employee motivation, collaboration and problem solving (Leal et al., 2021).

Authentic Leadership Factors and Church Growth

This study has sought to establish the relationship that authentic leadership factors have in influencing church growth in Kenya. Authentic leadership has emerged as a vital leadership paradigm in contemporary organizational and institutional contexts, emphasizing self-awareness, relational transparency, internalized moral perspective, and balanced processing of information (Walumbwa et al., 2008). Within this framework, several foundational elements underpin the authenticity and effectiveness of leaders. Various aspects of authentic leadership factors namely, trust; transparency and accountability; vision and teamwork, have been investigated to determine their impact on church growth.

The development of trust, transparency and accountability, visionary leadership, and teamwork as core elements of authentic leadership can be traced directly to the foundational components of the authentic leadership. Authentic leadership, as conceptualized by scholars such as Walumbwa et al. (2008), is composed of four primary dimensions: self-awareness, relational transparency, balanced processing, and an internalized moral perspective. These elements are not only essential in defining authentic leadership but also serve as the basis from which the four practical leadership qualities emerge. The emergence of trust, transparency and accountability, visionary leadership, and teamwork as key facets of authentic leadership can be directly linked to the theory's foundational components validated by recent empirical research by Domínguez Escrig et al (2023). Trust, one of the dimensions of authentic leaders, is the extent to which an individual is confident in and willing to act on the words, actions, and decisions of another (Islam et al., 2021). Trust stems primarily from relational transparency and a leader's internalized moral perspective. Leaders who openly share their perspectives and values build environments in which followers feel confident in

the leader's reliability (Domínguez Escrig et al, 2023). Their transparency reduces ambiguity, while their ethical leaning lends to credibility and reliability in the eyes of their followers. As a result, followers perceive such leaders as dependable and principled, forming the foundation of strong relational trust (Domínguez Escrig et al, 2023). The influence that a leader has on the level of work engagement is subject to the degree of trust that employees have in their leader. Trusting a leader relies on the followers' belief in the leader's honesty and how they treat followers (Islam et al., 2020). A trusting relationship between leaders and their followers forms a psychological contract between the parties and enhances the follower's level of work engagement (Islam et al., 2020).

Transparency constitutes the demand for information, the ability of citizens to obtain information, and the supply and actual release of information by government and organizations (Kumar et al., 2021). Stakeholders will place trust on an organization depending on the levels of transparency Kleynhans et al. (2022). In social psychology, accountability is the implicit or explicit expectation that one may be called on to justify one's beliefs, feelings, and actions to others (Overman & Schillemans, 2021). Accountability is where, A is accountable to B when A is obliged to inform B about A's (past or future) actions and decisions, to justify them, and to suffer punishment in the case of eventual misconduct (Herne et al., 2022). Transparency and accountability are natural extensions of both relational transparency and balanced processing. Authentic leaders demonstrate transparency by willingly sharing relevant information, inviting feedback, and exposing their thought processes during decision-making (Kurian & Nafukho, 2022). When leaders routinely invite scrutiny, share decision-making rationale, and admit mistakes, they create a culture of openness and

responsibility. Such behaviours enhance perceptions of fairness and supervisor support (Kurian & Nafukho, 2022).

Vision is generally defined as a picture of the future (Kensing & Madsen, 2020). A vision can align members of the organizations around a common direction to pursue. Shared vision acts as glue that keeps the organization together (Zasa & Buganza, 2023). A vision should also be brief, clear, abstract, future oriented, stable, challenging, and desirable or inspiring because these characteristics can enhance vision's effectiveness. Visionary leadership emerges from the interplay between self-awareness and an internalized moral perspective Domínguez-Escrig et al. (2022). Authentic leaders possess a clear understanding of their personal values, beliefs, and goals, enabling them to articulate a compelling and ethical vision for the future Domínguez-Escrig et al. (2022). This vision is not rooted in self-interest but rather in a broader purpose that aligns with the needs of their followers and the organization. Their ability to inspire and motivate others is strengthened by the authenticity of their vision, which is perceived as both genuine and morally sound. Domínguez-Escrig et al. (2022) shows that authentic leadership predicts organizational learning capability and innovation success through such vision-based processes.

Teamwork is defined as, "a cooperative process that allows ordinary people to achieve extraordinary results" (Kingsley, 2021, p.329). A team has a common goal or purpose where members can develop effective, mutual relationships to achieve team goals. Teamwork depends on people working together to achieve common team goals through sharing knowledge and skills (Patnaik & Mohanty, 2019). Teamwork is the product of relational transparency and balanced processing, enabling inclusive environments where every voice is heard. This collaborative climate enhances psychological safety—a condition necessary for high-performing teams (Edmondson

& Mortensen, 2021), and supports shared decision-making (Zhang et al, 2010). Authentic leadership's team-enhancing influence is backed by empirical links between leader transparency, trust, justice perceptions, and supervisor support (Jun, Hu, & Sun, 2023).

Church growth in the 21st century is increasingly recognized as a multifaceted phenomenon, encompassing not only numerical increase but also spiritual maturity, administrative development, and socio-economic relevance within the community. Scholars argue that modern churches must be evaluated using broader criteria that reflect both internal effectiveness and external impact (Awuku-Gyampoh & Asare, 2019). This expanded view aligns with contemporary ecclesiological trends, which emphasize measurable indicators such as member commitment, financial sustainability of programs, community service through social amenities, and effective administration (Awuku-Gyampoh & Asare, 2019).

Commitment is a foundational component of church growth. It refers to the willingness of congregants and leaders to dedicate time, resources, and energy to the mission and vision of the church. A recent study of Pentecostal churches in Kenya highlighted that high levels of member and leadership commitment are directly linked to increased congregational participation, evangelistic outreach, and spiritual growth (Henry, Gathogo, & Munyao, 2025). Committed members are more likely to engage in volunteerism, attend services regularly, and support church programs. This high level of involvement creates a culture of spiritual vibrancy and community cohesion, which in turn attracts and retains members (Henry, Gathogo, & Munyao, 2025).

Closely tied to commitment is the funding and sustenance of projects and programs. Financial resources are essential for the implementation of ministries such

as discipleship training, youth outreach, education, and community development. A comprehensive report by the Church of England (Davies, 2025) found that financial investment through the Strategic Development Fund directly resulted in measurable church growth, including the planting of new congregations and an increase in volunteers and worshippers. Similarly, in the Kenyan context, churches that consistently fund and sustain their programs tend to be more organized, impactful, and capable of long-term planning (Tsuma, Siringi, & Wambua, 2020). The capacity to maintain well-funded programs is a clear reflection of the church's financial stewardship and strategic leadership.

The provision of social amenities - such as schools, health clinics, community halls, and water projects - also serves as a key indicator of church growth (Hezekiah, Onkware, & Iteyo, 2017). In urban and rural areas alike, churches that invest in social infrastructure contribute significantly to the well-being of their communities. These services enhance the church’s visibility, social credibility, and relevance, especially in underserved regions. A 2025 case study from London illustrated how a church’s partnership in a real estate redevelopment project—including cafés and public gathering spaces—helped rejuvenate the congregation and increased community interaction (Wright, 2025). Similarly, churches in Kenya that offer social services often see increased community trust, which leads to higher attendance and stronger member retention (Hezekiah, Onkware, & Iteyo, 2017).

Lastly, effective administration is a vital driver of church growth. This includes the presence of structured leadership, clear roles and responsibilities, transparent financial systems, and strategic planning processes. A recent study conducted on churches affiliated with the Evangelical Alliance of Kenya (Ouma & Muthimi, 2024)

found that strong administrative structures accounted for more than half of the variance in organizational growth. Churches with efficient administration are better positioned to manage resources, coordinate ministries, resolve conflicts, and adapt to change. Good governance fosters accountability and sustainability, which are necessary conditions for long-term growth.

In summary, recent empirical evidence affirms that commitment, financial capacity to sustain programs, provision of social services, and sound administration are all valid and measurable indicators of church growth. These factors work together to create a healthy, mission-driven, and community-oriented church capable of both internal transformation and external influence. As such, evaluating these indicators provides a more comprehensive understanding of church development in today's dynamic religious landscape.

In examining the dynamics of church growth, leadership plays a pivotal role; however, it is increasingly recognized that the relationship between leadership practices and church growth outcomes is not linear or uniform across different contexts (Agbiji & Swart, 2020). One critical factor that may influence the strength or direction of this relationship is the personal characteristics of church leaders or congregants. Including these characteristics as a moderating variable thus allows researchers to capture the nuanced, person-centered dynamics that can either amplify or weaken the impact of leadership strategies on church growth (Agbiji & Swart, 2020).

Problem Statement

In the 1990's, the church leadership in Kenya advocated for change by holding the government of the day accountable on various issues, such as corruption and ethnic clashes (Tarus, 2022). The church leadership spoke in one voice. However, since early

2000s, the church's concerted role as an agent of transformation began to erode, with religious leaders divided along ethnic and political lines (Tarus, 2022). Faith leaders and religious institutions were, for a long time, held to high standards of morals and ethics, with the assumption that they operate from principles (Ortiz-Gómez et al., 2020).

Church growth is a critical indicator of the success and influence of religious institutions (Nga'nga, 2023), particularly in areas such as Embu County, Kenya. However, many churches in the region face challenges in achieving sustainable growth due to various leadership-related factors (Wambua, 2021). While some churches have experienced growth, others struggle with stagnation or decline, often due to issues surrounding leadership authenticity, which includes trustworthiness, transparency, ethical behaviour, and servant leadership qualities (Mwachiro & Kinyua, 2022). Despite the increasing recognition of authentic leadership in organizational success (Smith et al., 2020), there is limited empirical evidence on how authentic leadership factors specifically affect church growth in the context of Embu County. This study seeks to fill this gap by investigating the effect of authentic leadership factors on the growth of churches in Embu County, Kenya. By exploring how factors such as ethical conduct, transparency, and trustworthiness influence church growth, the study aims to provide valuable insights into how church leaders can enhance their leadership practices to foster healthier, more sustainable church communities (Njoroge & Ochieng, 2024).

Ng'ang'a (2023) investigated the role of people on church's numerical growth. The cross-sectional study design was conducted in Kenya and Presbyterian Church of East Africa (PCEA) was used a case study. A total of 218 study participants were recruited for the study. The study established church leadership plays a huge role in encouraging church growth. The study additionally established the collaboration between the membership of the church and church leadership helped in sustaining and

encouraging congregational growth. The study however focused on the role various church stakeholders on church growth, meaning the study did not concentrate on the role of church leadership on church growth. The study also focused on PCEA only, signalling the findings may not apply to other churches. The study was also guided by the cross-sectional study design, signalling limitation in methodology.

Murugi (2023) investigated the growth of PCEA from the lens of their Jitegemea philosophy. The descriptive study design was conducted in Kenya and involved 84 church leaders. Jitegemea philosophy is a rallying call for members to pull their resources together to improve self-reliance. The study established the philosophy helped the churches to improve their financial sustainability and congregation growth. Although the findings showed the positive impact of Jitegemea on church growth, the study was limited in scope as it focused solely on church leaders and did not measure the impact of any particular leadership model. Furthermore, the emphasis on Jitegemea's effectiveness restricts the study's applicability to other churches that do not operate under a similar self-reliance philosophy, highlighting the need for further research that explores diverse leadership models across different church context. This mirrors the vision, teamwork, accountability

Research Objectives

The general and specific objectives guiding the study are captured here under:

General Objective

The general objective of the study was to investigate the impact of authentic leadership factors on church growth in Embu County, Kenya.

Specific Objectives

The five specific objectives of this study were:

1. To establish the impact of trust on church growth in Embu County, Kenya

2. To determine the impact of transparency and accountability on church growth in Embu County, Kenya.
3. To evaluate the impact of visionary leadership on church growth in Embu County, Kenya.
4. To determine the impact of teamwork on church growth in Embu County, Kenya.
5. To examine the moderating effect of personal characteristics on the relationship between authentic leadership factors and church growth in Embu County, Kenya.

Research Questions

The research questions guiding this study were:

1. How does trust in church leadership impact on church growth in Embu County Kenya?
2. In what ways would transparency and accountability impact on church growth in Embu County?
3. How does visionary leadership impact on church growth in Embu County?
4. In what ways does teamwork impact on church growth in Embu County?
5. How do personal characteristics moderate the relationship between authentic leadership factors and church growth in Embu County, Kenya?

Assumptions of the Study

An assumption is a statement presumed to be true, often only temporarily or for a specific purpose, such as building a theory or the conditions under which statistical techniques yield valid results (Ossai, 2021). This study assumed that the respondents will be willing to answer the questions posed to them to the best of their knowledge. In

addition, it was assumed that the respondents will give the required information without coercion, and the answers will be accurate as per the questionnaire.

Justification and Rationale of the Study

The study is justified as leadership plays an important role in shaping churches to meet with the challenges they would encounter (Miner & Bickerton, 2020). Like any other organisation, churches operate is hostile environments which have a direct bearing on their long-term survival. The operational factors such as the change of culture, defined by defiance to the authority of the Bible, increased erosion of Christian values such as the adoption of LBGTQ which present theological and social challenges to the church (Smith, 2021). The role of authentic leadership factors on church growth is vitally important since it points directly to the personal attributes such as values and vision which drive church leadership (Johnson & White, 2022). When these values are inculcated within the church as an organisation, then predictably, such churches will withstand and adapt to hostile operational factors, ensuring their resilience and sustainability (Anderson, 2023).

Church growth is a multifaceted concept which demands that different approaches be adopted to bring a rest to the multiple challenges facing the church growth. For example, Murugi (2023) approached church growth by examining self-sustenance and church growth, therefore offering generating solutions for churches facing challenges of sustainability. Similarly, Ng'ang'a (2023) focused on the role various church publications played in church growth. Even among those who have specialised on leadership model, it is apparent there is need to demystify the role church leadership plays in church growth. The present study, though not handling the full scope of leadership orientation/philosophy offers a fresh perspective on the role of authentic leadership on church growth.

Further, even with all Christian Leadership approaches, no attempt is made to synthesize these varied approaches into a cohesive whole. Notably, approaches on Christian Leadership and Church administration and growth seem to exist independently of the other. Henson and Hemby (2023) notes that there is need for further research on the relationship between authentic leadership and church leadership. There is need for a fresh perspective on authentic credibility by viewing the concept through a Christian worldview (Henson & Hemby, 2023). For this reason, previous studies may not have as much impact on the church and church growth. It's important to note that none of the studies mentioned above have focused on authentic leadership on church growth, especially in Embu County.

Significance of the Study

The church today faces numerous challenges that, if not addressed, could jeopardize its long-term survival. Empirical studies have highlighted leadership as a critical factor contributing to the stagnation of church growth (Kalu, 2021). Many church leaders are often driven by selfish, non-biblical motives, such as promoting prosperity gospel teachings. Although prosperity gospel may seem harmless, it is frequently a distorted message that prioritizes gathering wealth to benefit pastors, often at the expense of congregants (Mwangi & Otieno, 2022). Research has shown that churches built on the prosperity gospel tend to have shorter lifespans, with higher rates of membership decline and eventual collapse (Nyabuto, 2020). This study aims to provide church leaders with valuable insights and information, encouraging them to uphold the integrity of the gospel and lead in ways that ensure the long-term spiritual and structural health of their congregations.

The research world functions as a sustaining system, where current studies derive their relevance and legitimacy from previous research (Mugenda & Mugenda,

2020). This interconnectedness means that past studies significantly inform and shape new investigations, creating a continuum of knowledge and understanding (Creswell & Creswell, 2021). In the same way, the present study is designed to contribute to this ongoing body of knowledge. Research institutions, such as universities and theological colleges, will benefit from the study's content, using it to enrich their academic programs and train students in leadership and church growth dynamics (Smith, 2023). Additionally, university students studying leadership can use the findings and materials from this research to support and enhance their own studies, thereby contributing to the academic discourse on effective church leadership (Johnson, 2022).

Studies have shown that dangerous sects have emerged, leading to the destruction of people's lives. While genuine churches are known to protect their members, the fact that dangerous sects can emerge in such environments underscores the government's critical role in preventing the establishment of harmful sects in Kenya (Mwaura, 2021). As the custodian of public welfare, the government must actively monitor and regulate religious groups to ensure they do not exploit vulnerable individuals (Njiru & Karanja, 2020). Additionally, the church has long complemented the government in the development of social amenities such as schools and hospitals. Therefore, any attempt to frustrate missionary activities would limit the church's ability to fulfill this important societal role, which the government would likely not support (Mutua, 2022). The findings of this study can be instrumental in predicting and addressing such harmful behaviours before they take root, offering valuable insights that may inform policies aimed at creating a conducive environment for healthy church growth and development.

Scope of the Study

The scope of the study defines the parameters under which the study will be operating. It specifies the research domain and clearly states what the researcher is studying, including the factors within the accepted range of the research (Akanle, Ademuson, & Shittu, 2020). Various leadership theories exist, but the current study has narrowed down to authentic leadership factors because not many studies had been conducted in the past in Christian organizations using this (Henson & Hemby, 2023). Authentic leadership is a wide area of study, but this study was limited to authentic leadership factors namely, trust, transparency and accountability, vision and teamwork. Delving to all authentic leadership factors would make the research study too broad to manage and produce credible results. Church growth is a term that broadly shows indicators that defines its very reason for existence, its activities, strategies, acceptable outcomes and its fundamental calling. Church growth entails accomplishment of the vision, mission and values of the church as an organization (Mutia, et al., 2023).

Due to the broad nature of the definition, the study focused on church growth indicators namely, levels of commitment among church members, funding and sustenance of church programs and projects, establishment of social amenities and lastly, day to day running of the church. The focus of study was, therefore, the impact of authentic Leadership factors on church growth in Embu County, Kenya, focusing on trust, transparency and accountability, visionary leadership and teamwork.

This study had moderating variables which are defined as variables that affects the strength and/or direction of the relationship between independent variable and the dependent variable (Söderlund, 2023). For this study, these variables were limited to age, gender, education levels and income levels of the leaders and the congregants/members of church. These aspects influence how leadership is applied in

religious organizations in the efforts to achieve growth although there are likely to be other factors.

On methodology, the study used descriptive survey research design in which both quantitative and qualitative data were collected from respondents, using structured and semi-structured questionnaires. The study was limited to 35 Pentecostal churches from different denominations registered in Embu County. The Target churches were those that were more visible and have attendance from majority of the population in Embu west Sub County. The geographical area of the study was Embu West Sub County, which consists of Mbeti North and Mbeti South Wards. This area is justified because it comprises mainly of inter-ethnic population that is likely not to be skewed to ethnic church leadership and additionally will give a more unbiased data. The population was sampled using purposeful sampling method with data being analysed using SPSS version 26.

Limitations of the Study

All research projects have limitations. Study limitations are weaknesses within a research design that may influence outcomes and conclusions of the research (Taherdoost, 2022). In this study, the following are some of the limitations experienced. Firstly, time constraint was a major impediment which arose from inability of the respondents to limit themselves to the minimum time set per questionnaire. The researcher was simultaneously engaged in this research works and at the same time dealing with his ministry work as a clergy, which ultimately reduced the time devoted for the research work. The study was also limited by the geographical location of the respondents. The researcher had to have enough financial resources for transport to facilitate the enumerators to administer the questionnaires to the respondents.

The study is limited by its reliance on descriptive survey study under positivism paradigm. The positivism paradigm is limited that it only accommodates quantifiable data, that nothing is measurable unless they can be counted (Ponterotto, 2020). The descriptive study design is limited because it limits itself to analysing the identifying the characteristics, trends, establishing the frequencies, and establishing the categories without manipulating data (Flick, 2020). This will be highlighted as a research gap which future researchers can explore.

The study also adopted purposeful sampling technique which limits the sampling process to human subjectivity (Etikan et al., 2020). Purposeful sampling allows the researcher to come up with personal criteria for choosing research participants (Palinkas, et al., 2020). This preferred criterion is often subjective and does not guarantee the richness of data collected from the chosen participants (Etikan et al., 2020). Moreover, purposeful sampling technique may also exclude deserving participants, so that the findings may be tilted towards a certain direction (Palinkas, et al., 2020). From a logistics point of view, it was imperative to anticipate non-cooperation from some of the respondents because of confidentiality issues. This meant that vital information was withheld from the researcher. This ultimately altered some findings or gave a wrong impression of the situation as it is on the ground about church leadership and its effects on church growth.

Delimitations of the Study

Delimitations are those characteristics that limit the scope and define the boundaries of a study (Coker, 2022). Delimitations are in essence the limitations consciously set by the authors themselves (Akanle et al., 2020). They are concerned with the definitions that the researchers decide to set as the boundaries or limits of their

work so that the study's aims and objectives do not become impossible to achieve (Akanle et al., 2020). The delimitations are within the researcher's control.

Delimiting factors include the choice of objectives, research questions, variables of interest, theoretical perspectives that are adopted (as opposed to what could have been adopted) and the population chosen for the study or investigation (Coker, 2022). Time constraint was addressed by prioritizing daily tasks by accomplishing the most important tasks first and delegating other tasks. Questionnaire were sent to the Respondents through a web link so that they could respond at their convenience. The researcher created time after official working hours for research project to address both work and research requirements. Additionally, the research assistants were trained on how to reach out to the respondents and guide them on filing in the questionnaire.

Transport challenges were be minimized by sending the questionnaire through their mobile phones. In this case the intention was to collect the information from Mbeti North and Mbeti south Wards, Embu west Sub County, the sample area. The team involved in contacting the respondents stressed on confidentiality. The researcher ensured that no personal information is collected from the respondents.

Chapter Summary

The chapter has covered the background of the study, statement of the problem and the objectives of the study. Additionally, the research questions, assumptions, justification and rationale of the study are explored. The chapter concludes by examining the significance, Scope, limitations and delimitations of the study.

Chapter Two: Literature Review

Introduction

This chapter gives a detailed review of the relevant literature to understand what other scholars and researchers have written on the phenomenon of this study. This chapter contains the empirical literature, theoretical framework, the conceptual framework, and the gaps to be addressed. A literature review helps a researcher know what to focus on when collecting data and understanding the data during analysis. Literature reviews play a critical role in scholarship because science remains first and foremost, a cumulative endeavour.

The study on leadership has been intense and diverse, with numerous theoretical and empirical models generated over the past few decades. Leadership is a process whereby an individual influence a group of individuals to achieve a common goal (Smet, 2022). Leadership is a process which involves the use of non-coercive influence to shape a group or organizational goals, motivate behaviour towards achieving goals as well as define the group's culture (Wahidi, 2020). It is a social influence process by which emergent co-ordination, evolving social order and change in values, attitudes, approaches, behaviours and ideologies are constructed and produced (Psychogios & Dimitriadis, 2021). From the above discussion, it's notable that a good leader must recognize the value of other people and continually invest in them. They must take their role of developing other leaders. This is possible by genuinely sharing information with the other leaders.

Theoretical Framework

A theoretical framework is a crucial element in research, as it provides a lens through which new knowledge is processed while reflecting the researcher's core

values and guiding the direction of the study (Smith & Lewis, 2021). Leadership theories, which have evolved through the analysis of different leadership practices, offer valuable frameworks for understanding leadership behaviours and their effects in various contexts (Avolio et al., 2020). These theories help researchers develop a deeper understanding of how leadership operates and how it can be improved. Leadership training often focuses on specific theories, highlighting traits associated with effective leadership and encouraging participants to adopt particular styles based on these traits (Avolio et al., 2020). By applying these frameworks, organizations can improve leadership development and performance outcomes.

Authentic Leadership Theory

Authentic leadership theory emerged in the 1960s and gained significant attention in recent years, particularly in the wake of rising unethical business practices and the positive psychology movement. This theory emphasizes leaders' honesty with themselves and others, with an emphasis on ethical decision-making and fostering positive organizational environments (Avolio & Gardner, 2020). Authentic leadership is defined by behaviours that focus on building trust, ethical choices, and transparent communication with followers (Walumbwa et al., 2020). Leaders who embody authenticity foster cultures where transparency, integrity, and social responsibility thrive, aligning organizational values with positive leadership practices (Shaw, 2023). As a result, this framework is seen as essential for developing leaders who can navigate complex ethical landscapes while maintaining organizational coherence and social responsibility (Basu & Green, 2020).

Authentic leadership theory is increasingly recognized as foundational for positive leadership and has garnered significant attention in academic and practical circles (Nikolić et al., 2022). It emphasizes the genuine aspects of leadership,

suggesting that leaders should be true to themselves, grounded in moral reasoning, and resilient in the face of adversity. The development of an authentic leader is influenced by three key factors: positive psychological capabilities, moral reasoning, and critical life events. Positive psychological capabilities, such as balanced cognitive processing and resilience, are central to this framework. Resilience allows leaders to overcome challenges, while balanced cognitive processing enables them to objectively consider multiple perspectives and all relevant information when making decisions (Shaw, 2023; Walumbwa et al., 2020). These qualities are essential for leaders to make ethically sound decisions, fostering environments of trust and integrity in their organizations (Avolio & Gardner, 2020).

Moral reasoning and critical life events play pivotal roles in the development of authentic leadership. Moral reasoning refers to the cognitive processes used to navigate ethical dilemmas and make decisions aligned with values and principles. This ability helps leaders act in ways that are consistent with ethical standards, fostering trust and integrity in their leadership (Shaw, 2023; Avolio & Gardner, 2020). On the other hand, critical life events—such as personal crises or challenges—allow leaders to gain a deeper sense of empathy and humanism. These experiences often help leaders connect more authentically with their followers, as they can relate to struggles and provide compassionate leadership (Nikolić et al., 2022; Walumbwa et al., 2020). Together, positive psychological capabilities, moral reasoning, and transformative life experiences create the foundation for the development of key characteristics in authentic leadership, such as transparency, ethical decision-making, and resilience (Shaw, 2023).

Authentic leadership conceptual models emphasize the dynamic process through which leaders develop and exhibit their authentic selves, impacting followers'

attitudes and behaviours. These models highlight the importance of positive psychological capacities (such as resilience, hope, and optimism) combined with a supportive organizational context. The developmental aspect of authentic leadership is often seen as a lifelong journey that results in the emergence of leaders who possess self-confidence, psychological resilience, and transparency, and who are committed to ethical conduct and the development of their followers (Shaw, 2023; Walumbwa et al., 2020). Authentic leaders are characterized by their ability to inspire trust and foster an environment where followers can thrive, driven by the leader's commitment to moral principles and a future-oriented vision (Nikolić et al., 2022). Moreover, authentic leadership involves a focus on personal growth, a deep understanding of oneself, and a commitment to ethical decision-making, all of which contribute to creating an atmosphere where followers feel empowered and aligned with organizational goals (Avolio & Gardner, 2020).

Wang and Wang (2021) investigated the church growth as it relates using authentic leadership. The researchers focused on pastoral leaders in Protestant churches, examining how leaders' authenticity—defined as their ability to remain true to their values, promote transparency, and foster trust—affects both organizational health and spiritual growth within congregations. The study found that leaders who exhibited high levels of authentic leadership led to improved relationships within their communities, increased volunteer participation, and stronger congregational engagement. Additionally, it was noted that authenticity in leadership helped pastors create environments where followers felt empowered and supported in their spiritual journeys, leading to higher levels of satisfaction and involvement. The study critiqued, however, that the theory might oversimplify leadership dynamics by overemphasizing

the individual leader, overlooking the importance of the wider church leadership team and the role of church members in shaping congregational outcomes.

Authentic leadership theory has gained significant attention but is also critiqued on several fronts. One major concern is the conflation of authenticity with concepts like honesty and sincerity. While these elements overlap, they are not synonymous. Authentic leadership emphasizes a leader's ability to be true to their internal values and self-concept, but defining and measuring this authenticity is challenging due to its subjective nature. Critics argue that this makes the construct difficult to operationalize and assess (Gardner et al., 2021; Alvesson & Einola, 2019). Additionally, the model's focus on individual leadership as a source of organizational success has been criticized for reinforcing the "great leader" myth, where leaders are viewed as heroic figures who single-handedly drive change, which oversimplifies the complexities of leadership and the role of followers (Alvesson & Einola, 2019). Furthermore, the theory's emphasis on positive attributes may lead to overly idealistic expectations that do not align with the realities of leadership, especially in complex or high-pressure environments. As a result, some argue that it risks oversimplifying leadership dynamics and undermining the importance of contextual factors and follower roles in organizational success (Lux et al., 2023).

This theory underpins trust, accountability and transparency, visionary leadership and teamwork.

Expectancy theory

Expectancy theory, introduced by Victor Vroom in 1964, emphasizes that motivation arises from beliefs about the relationship between effort, performance, and outcomes (Nguyen et al., 2020). Leadership vision utilizes this framework by fostering confidence in achieving aspirational goals (Wibowo, 2020). The theory highlights three

core perceptions: expectancy, which assesses whether a task or goal is realistically achievable; instrumentality, which evaluates whether performance will lead to desired outcomes; and valence, reflecting the value placed on those outcomes (Yang, 2021). Expectancy theory supports leadership vision by addressing key motivational questions such as “Is this task doable with available resources?” and “Will achieving it lead to meaningful rewards?” (Wang, 2021). Leaders employ this understanding to align team goals with personal motivations, ensuring that objectives appear both valuable and attainable.

The second primary perception in expectancy theory is valence. Valence refers to the emotional value or preference individuals place on certain rewards or outcomes (Ahmed & Atif, 2020; Yang, 2021). It asks the question, "Does pursuing this outcome produce a desired result that personally matters?" Essentially, valence captures the degree to which an individual values the anticipated rewards. A higher valence means that the reward is seen as highly desirable and motivating. The third primary perception is instrumentality, which is the belief that successfully completing a task will lead to the desired reward (Gong et al., 2020). Instrumentality asks, "Will achieving the outcome really result in the reward that is expected?" This perception involves the link between effort, performance, and reward. If individuals believe that their efforts will lead directly to the desired outcome, their motivation to perform the task increases. Together, these three perceptions—expectancy, valence, and instrumentality—shape a leader’s understanding and motivation. Expectancy theory aligns with a leader’s belief that an achievable task will result in desired outcomes, as long as the rewards are valued and there is confidence in the process leading to success (Erdogan & Bauer, 2020). When leaders and followers share this understanding, motivation is enhanced, driving goal-oriented behaviour.

In a recent study by Gao and Sawatsky (2023), expectancy theory was used to examine the motivational factors within faith-based organizations (FBOs), including churches. Their research focused on how factors like personal faith, the alignment between individual and organizational faith, and transformational leadership influence job satisfaction among employees in faith-based educational institutions. This study concluded that motivation fully mediated the relationship between personal faith and job satisfaction. The study utilized expectancy theory to understand how employees' expectations about the rewards of their work—based on their beliefs about their effort and the rewards they would receive—affect their motivation and job satisfaction.

Expectancy theory has been critiqued for several reasons despite its widespread use in understanding motivation. One key criticism is its assumption that individuals are always rational decision-makers who can objectively evaluate probabilities and rewards, which often does not align with real-life scenarios involving emotions, biases, or incomplete information (Deci & Ryan, 2020). Critics also point out that the theory places excessive emphasis on individual motivation without adequately addressing group dynamics, social influences, or cultural factors that significantly impact behavior (Van Eerde & Thierry, 2020). Furthermore, it relies heavily on the clarity of relationships between effort, performance, and rewards, which may not always be evident in complex organizational settings (Van Eerde & Thierry, 2020). Lastly, expectancy theory is seen as overly simplistic and limited in scope, as it does not account for intrinsic motivators such as personal growth or passion for the task, which are vital components of sustained motivation (Deci & Ryan, 2020).

Several leadership constructs—trust, accountability and transparency, visionary leadership, and teamwork—can be analyzed through the lens of expectancy theory to

understand how they enhance or hinder individual and collective motivation in church settings.

Trust plays a pivotal role in reinforcing the expectancy component of the theory. When church leaders cultivate trust through relational integrity and consistent behaviour, members are more likely to believe that their efforts will be recognized and supported. This confidence increases their willingness to commit to church activities. Furthermore, trust strengthens instrumentality, as it assures individuals that their performance will indeed result in promised or anticipated outcomes (Ducks & Ferrin, 2002). In environments where trust is strong, congregants perceive rewards—whether spiritual growth, recognition, or a sense of belonging—as both accessible and meaningful, thereby heightening valence (Chua & Ayoko, 2019). Therefore, trust forms a foundational pillar for translating potential motivation into active engagement in ministry and community participation.

Accountability and transparency also align closely with the components of expectancy theory. Transparency in leadership—especially in areas such as financial reporting, program planning, and ministry outcomes—provides clarity on how effort and performance are measured and rewarded. Such clarity reduces ambiguity, reinforcing the expectancy that effort leads to performance (Yahaya & Ebrahim, 2016). Furthermore, when systems of accountability are visible and consistent, members are assured that their performance is objectively evaluated, thereby enhancing instrumentality. Additionally, transparency promotes perceptions of fairness in reward distribution, which directly contributes to the valence of organizational outcomes (Putra, Anita, & Helmy, 2023). In a church context, this could mean that members are more motivated to contribute financially or volunteer their time when they observe how resources are managed and how efforts are recognized and rewarded.

Visionary leadership adds a compelling dimension to the expectancy theory model, especially in its influence on motivation through meaningful goal-setting and future-oriented inspiration. Visionary leaders articulate clear and compelling goals, which fosters a sense of direction and purpose among followers. This clarity boosts expectancy by making performance targets more attainable and realistic (Maran, Baldegger, & Klösel, 2021). Moreover, visionary leaders effectively link individual and group efforts to broader organizational or spiritual outcomes, thereby reinforcing instrumentality. When followers see how their work contributes to a greater cause, they are more inclined to stay engaged. Finally, the compelling vision painted by such leaders often resonates with the personal values and aspirations of followers, increasing the valence of the rewards (Wahab, Ahmad, & Sultana, 2021). In the church setting, a visionary pastor or church leader can elevate engagement by connecting ministry work to spiritual transformation and community impact.

Lastly, teamwork contributes significantly to each component of the expectancy model. Working in a cohesive team environment reinforces expectancy, as individuals feel supported in their efforts, reducing the perception of personal risk associated with engagement. When teams function effectively, roles and expectations are clarified, and members understand how their individual contributions influence collective success (Fajaryati et al., 2020). This understanding enhances instrumentality, as it becomes clear that performance leads to group achievements and shared rewards. Furthermore, teamwork introduces both intrinsic and extrinsic rewards, such as social connection, mutual encouragement, and collective celebration of success, thereby increasing (Putra et al., 2023). In the church, ministries that emphasize collaboration—such as worship teams, outreach groups, or youth departments—can significantly enhance member

motivation and participation by leveraging the motivational mechanics of expectancy theory.

In conclusion, linking trust, accountability and transparency, visionary leadership, and teamwork with expectancy theory provides a rich analytical lens for understanding motivation within church leadership and membership. These constructs reinforce the key components of expectancy theory - expectancy, instrumentality, and valence - thus offering a comprehensive framework for fostering engagement, performance, and church growth. In the face of dynamic challenges within religious organizations, applying this motivational lens offers practical strategies for improving leadership effectiveness and member commitment.

Identity Theory

Identity theory, initially developed by Sheldon Stryker in the 1960s, focuses on how individuals define themselves and the role these definitions play in their actions and behaviours (Haslam et al., 2020). The theory suggests that people continuously compare their current self-image with an idealized version of who they aspire to be. This comparison drives motivation and self-improvement, shaping behaviour and decision-making processes (Hou et al., 2021). For leaders, identity theory highlights the importance of self-authenticity and clarity in defining their roles and values. Effective leaders are those who have a strong sense of their personal identity, which influences how they interact with their teams and make decisions. As leaders refine their understanding of who they are, they can communicate clear expectations and embody values that set the tone for the organization (Hou et al., 2021). This continuous process of self-examination and refinement enables leaders to align their actions with their ideal self-image, fostering both personal and organizational growth (Northouse, 2021). For

instance, leaders in religious or faith-based organizations, such as churches, are expected to exemplify their values authentically, guiding their congregations by demonstrating personal integrity and clarity of purpose. They create an environment where expectations are clearly communicated, and their actions reflect their leadership vision, which in turn motivates and inspires others (Northouse, 2021).

Identity theory in leadership focuses on how leaders shape and influence the self-concept of their followers, urging them to align their actions with a shared group identity (Hou et al., 2021). It emphasizes the importance of leaders presenting a clear and authentic sense of who they are, where they are headed, and how they will move forward—values that they live by and communicate clearly. The concept also involves followers continuously comparing themselves to an ideal version of who they could be, motivating them to perform at their best (Haslam et al., 2020).

Recent studies have highlighted how identity leadership, where leaders foster a shared sense of identity, positively impacts team performance by motivating members to work towards collective goals (Hou et al., 2021). For example, a study in organizational settings found that identity leadership enhances group pride and performance, with the leader's political skill playing a moderating role. When leaders effectively embody and communicate a shared identity, team members are more likely to feel motivated and align with organizational goals (Hou et al., 2021). In a church context, this theory could be applied to leadership styles that help build a collective sense of mission and belonging among congregants. Leaders who model their faith authentically and encourage members to see themselves as part of a larger divine mission can inspire a greater sense of purpose, leading to more active participation and engagement in church activities (Hou et al., 2021).

Du Toit's work (2023) explored the applicability of identity theories, such as social identity theory (SIT) and social identity complexity theory (SICT), to Christian identity formation as depicted in the New Testament. The research questioned whether these secular theories could fully capture the multifaceted and theological nature of Christian identity. The study highlighted how Christian identity incorporates both sociological and theological dimensions, including one's relationship with God and others. By analysing scriptural texts like 1 Peter and Ephesians, Du Toit (2023) proposed a more holistic identity theory that integrates supernatural epistemology with sociological concepts, addressing the dynamic and multifaceted nature of ancient and modern Christian identity.

Identity Theory suggests that individuals behave in accordance with their internalized role identities and the meanings attached to them. Within organizational and church settings, this implies that individuals are more likely to act consistently with their roles when their identity is affirmed, recognized, and aligned with the organizational values (Burke & Stets, 2009). This perspective provides a useful framework for understanding how constructs like trust, accountability and transparency, visionary leadership, and teamwork interact with identity formation and behavioural outcomes.

Identity Theory suggests that individuals behave in accordance with their internalized role identities and the meanings attached to them. Within organizational and church settings, this implies that individuals are more likely to act consistently with their roles when their identity is affirmed, recognized, and aligned with the organizational (Burke & Stets, 2009). This perspective provides a useful framework for understanding how constructs like trust**,** accountability and transparency**,** visionary leadership**,** and teamwork interact with identity formation and behavioural outcomes.

Trust is a critical enabler of identity affirmation. In environments where trust prevails, individuals feel psychologically safe to express and live out their roles. Trust enhances identity salience by reinforcing the belief that one's identity and contributions are valued and protected by the group or leadership. Recent research shows that trust in leadership strengthens the congruence between organizational identity and individual self-concept, increasing engagement and loyalty (Knippenberg et al., 2012). In a church setting, for example, when members trust that their pastor values and respects their role in ministry, they are more likely to internalize that identity and act in alignment with it. Trust also reduces identity conflict, allowing for authentic expression of one's values and beliefs within the organizational space (Dietsch et al., 2021).

Accountability and transparency also influence identity dynamics by providing clear expectations and feedback about roles. When leaders and institutions are transparent, individuals can more clearly understand what is expected of their role, allowing them to align their behaviour with their internalized identity (Veldsman & Veldsman, 2020). Moreover, being held accountable reinforces a sense of responsibility, which can strengthen identity salience—the degree to which a role identity guides behaviour. For instance, a church leader who openly communicates ministry goals and outcomes enables members to assess their own alignment and contribution to the group identity. In transparent systems, individuals are more likely to perceive fairness and legitimacy, leading to greater identity commitment (Irvita & Asriani, 2025).

Visionary leadership has a powerful effect on identity formation and activation. Visionary leaders articulate a compelling organizational identity that followers can adopt as part of their own self-concept. Such leadership aligns personal and collective goals by embedding them into a shared vision that resonates with followers' values (Liu

et al., 2022). When church leaders paint a clear and inspiring picture of a thriving, mission-driven community, congregants are more likely to internalize that vision and see themselves as integral participants in fulfilling it. This shared identity fosters cohesion, loyalty, and a sense of purpose. Moreover, visionary leadership helps reduce identity ambiguity, especially in transitional or rapidly changing organizational environments (Molenberghs et al., 2022).

Teamwork further reinforces role-based identities by creating a relational context in which identity meanings are negotiated and affirmed. Within teams, individuals derive identity from their contributions, interactions, and perceived value. Team membership strengthens social identity, which is often nested within personal role identities (Tajfel & Turner, 1986; Steffens et al., 2021). In churches, for example, being part of a choir, outreach team, or youth ministry can enhance a member's sense of belonging and role identity. Effective teams also allow for reciprocal identity validation—members affirm each other's roles, reinforcing engagement and commitment (Reicher et al., 2020). This mutual reinforcement fosters stronger organizational attachment and more consistent role-aligned behavior.

In conclusion, Identity Theory offers a robust framework for understanding how individuals internalize and enact their roles in response to contextual leadership and organizational variables. Trust, accountability and transparency, visionary leadership, and teamwork each contribute to shaping, validating, and sustaining role identities in meaningful ways. In church settings, recognizing and strategically cultivating these elements can enhance member engagement, leadership effectiveness, and overall organizational coherence.

Tuckman's Theory

Tuckman's Stages of Group Development—forming, storming, norming, and performing—describe the essential phases teams undergo to achieve their full potential. In the forming stage, members are cautious, polite, and focused on learning about each other and the team's expectations (Nanda et al., 2023). During storming, interpersonal conflicts arise as team members assert their ideas and compete for roles, challenging group norms and performance standards (Nanda et al., 2023). As the group progresses to the norming stage, cohesion grows, roles become clearer, and a consensus forms around common goals and shared mental models (Jones, 2020). The final performing stage marks high cooperation and trust, where members work seamlessly together, resolve conflicts efficiently, and are committed to group objectives, leading to optimal team performance (Nanda et al., 2023). These stages demonstrate that team development is dynamic, requiring teams to navigate conflict and cooperation to reach peak performance.

The forming stage is the initial phase where team members are focused on getting to know each other. It involves testing the waters of group dynamics, with members often deferring to authority figures and seeking clarity on their roles and expectations (Nanda et al., 2023). This stage is marked by politeness and careful observation as people assess how they fit into the team, evaluating both the benefits and costs of their involvement (Jones, 2020). Trust begins to emerge when the leader fosters a safe environment, demonstrating consistency and openness (Edmondson & Lei, 2014). A visionary leader plays a crucial role here by articulating a clear and compelling vision, which provides purpose and unites members around shared goals (D'Innocenzo et al., 2014). This vision acts as an anchor during the group's uncertain beginnings.

During the storming stage, interpersonal conflicts emerge as team members begin to assert their opinions and compete for roles and influence. This stage can be turbulent, with debates about group norms, expectations, and performance standards. Conflict is natural and necessary for establishing a productive environment (Nanda et al., 2023). Teams may experience frustration and resistance as they work through differences in personality, priorities, and working styles (Jones, 2020). It is during this phase that transparency and accountability become especially critical. Transparent communication helps surface underlying issues, clarify expectations, and reduce misunderstandings (Men & Bowen, 2016). Accountability mechanisms—such as role clarity and agreed-upon norms—start to take root, fostering a culture where members are responsible for their actions (Anglin et al., 2022). Trust can be strained in this stage, but if managed with openness and fairness, it also deepens through the process of conflict resolution (Coovert, Miller, & Jr., 2017).

The norming stage follows when the team begins to develop cohesion, establish clearer roles, and reach a consensus about its objectives. During this phase, members settle into their roles and build shared mental models about how the team operates. The focus shifts to cooperation, and the group begins to function more efficiently (Nanda et al., 2023). Finally, the performing stage is where the team reaches its peak in productivity. At this point, roles are well-established, and team members work collaboratively with high trust and commitment. Conflicts are resolved quickly, and the group functions as a cohesive unit, effectively achieving its objectives (Jones, 2020). High-performing teams at this stage exhibit a strong sense of unity, shared goals, and mutual respect.

The adjourning stage, added later to Tuckman’s model, occurs when the team disbands after achieving its objectives (Jones, 2020). During this phase, team members

shift their focus from task orientation to relationships, reflecting on their shared experiences and accomplishments (Nanda et al., 2023). This stage is characterized by a sense of closure, where team members may feel a mixture of pride, sadness, or anticipation about future endeavors (Nanda et al., 2023). The adjourning phase is especially important in temporary teams or project-based teams, as it helps members transition and acknowledges the emotional and interpersonal dynamics that have developed throughout the team process (Jones, 2020).

Bruce Tuckman's model of group development, introduced in 1965, remains highly relevant for understanding team dynamics today (Jones, 2020). His theory outlines five stages: forming, storming, norming, performing, and adjourning. These stages describe the progression of a team from its initial formation, through conflicts and eventual cohesion, to the final phase of completing tasks and disbanding once objectives are achieved (Nanda et al., 2023). Although initially, Tuckman did not include the final "adjourning" stage, it was later added based on empirical findings, reflecting the emotional and practical closure when a team finishes its tasks (Jones, 2020).

Recent studies have emphasized the continued applicability of Tuckman’s stages in various contexts, including educational and organizational settings. For example, research in business and educational environments has confirmed that teams generally experience fluctuations in productivity as they navigate these stages, with effectiveness peaking during the performing stage after overcoming early conflicts in the storming phase (Nanda et al., 2023). These insights underscore the value of leadership in guiding teams through these phases, particularly in modern contexts where teams must navigate rapid change and diverse challenges (Jones, 2020). Understanding Tuckman’s model helps leaders and teams anticipate challenges,

enhance collaboration, and increase overall team performance through each developmental stage. The theory has also been critiqued and adapted in recent years, reflecting ongoing interest in refining team development models for contemporary organizational needs (Nanda et al., 2023).

Overall, Tuckman's theory illustrates that trust, transparency and accountability, and visionary leadership do not emerge fully formed. They are cultivated through the group's development journey (Forsyth, 2019). Effective leaders recognize the unique demands of each stage and adapt their strategies to nurture these critical qualities over time (Bonebright, 2010). This theory therefore underpins transparency and accountability and visionary leadership.

Empirical Literature Review

Authentic Leadership

The definition of authenticity can vary in research depending on the agenda and approach used (Wahidi, 2020). Gardner et al. (2021) describe authentic leadership as a process that draws from both positive psychological strengths and a well-developed organizational environment. This process enhances self-awareness and self-regulated positive behaviours among leaders and their teams, ultimately promoting positive self-development. Authenticity encompasses self-awareness and self-regulation, which involve being attuned to one's internal states and choosing actions that align with these states. This development is closely tied to self-esteem, where individuals see and understand themselves and their lives more clearly (Wahidi, 2020). Authentic leadership exists on a continuum, with varying degrees ranging from very low to very high, and it has the potential to grow, deepen, and develop within all individuals.

Authentic leadership can be “true leadership” whereby people genuinely enact behaviours that are reflective of what leaders do. The leader influences their followers through their exemplary behaviour, which motivate their followers to high level of integrity and performance (Novitasari et al., 2020). They motivate their followers by communicating a compelling vision which draws followers to want to belong and achieve something in the team (Gardner et al., 2021). Therefore, authentic leaders are individuals who know who they are, what they think, and behave and are perceived by others as being aware of their own and others’ moral perspective, knowledge and strengths; aware of the context in which they operate, and who are confident, hopeful, resilient, and of high moral character (Turcan et al., 2023).

Authentic leaders exist and continue to impact the world positively. Positive results are realized through the application of authentic leadership principles. A good leader must understand what they want to be known for, draw on their life experience and ensure that these traits are communicated consistently (Novitasari et al., 2020). In an interview with John Carlin for Frontline, Neville Alexander, who was imprisoned with Nelson Mandela, described being impressed by Mandela, saying, “I learned from him … to give your full attention to your interlocutor, and really take notice of what people are saying, listen to them carefully”. Mandela’s ability to listen to the other prisoners helped to establish trust among the group, though many held differing ideologies on how to eradicate apartheid (Parham, 2021).

Authentic leadership can be seen through the Biblical Eye with Apostle Paul in his letter to the Philippians stating in part, “... do nothing from rivalry or conceit, but in humility count others more significant than yourselves” (Philippians 2:3-11, NIV Version). The Apostle further wrote to one of his apprentices, Timothy, stating “… but set the believers an example in speech, in conduct, in love, in faith, in purity…” (1

Timothy 4:12, NIV Version). Paul further urges the Ephesian church to, "…walk in a manner worthy of the calling to which you have been called, with humility and gentleness, with patience, bearing with one another in love, eager to maintain the unity of the Spirit in the bond of peace…" (Ephesians 4:1-2, NIV Version).

The church has experienced failures in leadership, which have negatively affected its growth spiritually and numerically. This has affected the infrastructural development of the church, which entails the building structures erected within the church, noting that the nature of the buildings tells a lot about the ministry and the church leadership at large. The general infrastructure in any organizations like churches clearly reflect the leadership of that organization (Helmrich & Chester, 2022).

It is imperative that authenticity is owning one's experiences and acting according to one's true self (Nartova-Bochaver et al., 2021). Authentic Leadership is the positive, genuine, transparent and ethical form of leadership that helps meet today's challenge (Novitasari et al., 2020). Authentic leadership is derived from four main virtues from the ancient Greek philosophy which are: Prudence, justice, fortitude and temperance (Gentry & Freshman, 2020). These virtues have moulded the modern theory of leadership to comprise of the four elements namely: Balanced processing (prudence), self-awareness (temperance); relational transparency (justice) and internalized moral perspective (Gentry & Freshman, 2020).

Authentic Leadership behaviour allows organizations to meet expectations of fairness, morality and social responsibility held by employees and stakeholdera (Obuba, 2023). Authentic Leadership thus refers to those who act in accordance with deep personal values and convictions, build credibility, earn the respect and trust of followers and genuinely desire to serve others through their leadership Kamau, 2022). Authentic leadership is acting in accordance with commonly held values, being in touch with

peoples' needs and concerns and working for the greater good of the community (Gentry & Freshman, 2020). These are essential characteristics that make people trust and have faith in leaders. It is notable that, an authentic leader is one who leads with a sincere heart, nurtures relationships with their subordinates and gives importance to their input. It involves one's relationships with followers.

In the case of a church, the minister/pastor must be genuine, honest and sincere in their dealings with the rest of their leaders and congregants (Kleynhans et al., 2022). Authentic leaders act in line with personal values and convictions, building credibility, winning the respect and trust of their followers by encouraging different opinions and building meaningful relationships with followers. They lead in a manner that followers recognize as authentic (Kamau, 2022). This means that it is not the behaviour style that necessarily differentiates an authentic leader from one that is not.

The authentic leader leads in various leadership styles as long as they do it in a way that their followers consider them to be authentic. Gentry & Freshman (2020) points out that authentic leaders genuinely desire to serve others, are interested in empowering the people they lead to make a difference and are guided by the qualities of the heart, passion and compassion as they are by qualities of the mind. Authentic leadership is an ongoing process where effective leaders are constantly seeking to learn more about themselves, identify their weaknesses and strengths as situations or circumstances change (Kamau, 2022). No one can be authentic by trying to imitate others. No leader should be exactly like another. Every leader needs to do all things decently and in order (1 Corinthians 14:40, NIV Version). This genuine approach in the way things get done, is what gives church leadership a unique identity in society. A unique, genuine and true approach in leading people is what gives one leader an edge over the other.

The study of authentic leadership has resulted in various elements and components that relate to it. An authentic leader's trustworthiness, respectability, and integrity can be represented by the combined components of self-awareness, internalised moral perspective, and relational transparency, and balanced processing (Kleynhans et al., 2021). This qualifies trust as a key component in an authentic leader. Relational transparency is also a component of authentic leadership whereby the leaders declare their impact by being honest and transparent, thus leading to the identification of followers with their leaders, their idealized influence, and inspirational motivation (Novitasari et al., 2020). According to Gentry and Freshman (2020), relational transparency involves being straightforward and direct in managing others.

Authentic leadership acts as a change and transformation agent. The authentic transformational leader plays a pivotal role in eliciting positive organizational change (Novitasari et al., 2020). Authentic leadership is the most effective route to inspire followers and action. This is a demonstration of visionary Kleynhans et al. (2021). An authentic leader encourages others and celebrates individual and team accomplishments. Northouse (2018) asserts, “Followers and leaders are inextricably bound together in the transformation process. Authentic transformational leadership is socialized leadership, which is concerned with the collective good” (p. 162-163). Teamwork is a crucial aspect of authentic leadership. The focus of this research was on four aspects of authentic leadership due to the fact that it was not possible to study all the aspects and achieve reliable results. Literature review is on the four aspects of authentic leadership: Trust, Transparency and accountability, visionary leadership and teamwork.

Trust in Leadership

Men et al. (2021) investigated the role of trust in organisational sustainability. The study focused on supervisor trust as the currency for building employee loyalty. The study was conducted in the USA and involved a total of 393 people working in various industries. The study participants were recruited through convenience sampling techniques. The study established the empathic language skills yields employee trust and psychological satisfaction, finding which was consistent with Steffens et al. (2021). Specifically, the study established that language as a tool for gaining trust is well crafted to consider the questions that target audience are facing and the what the supervisor intents to communicate. The study focused on the supervisors as a communicator who inspire their followers to overcome own struggles to deliver the results expected of the organization. The study participants were recruited through convenience sampling technique, probably because the study was conducted in the context of COVID-19 pandemic.

Chaudhary et al. (2021) investigated the link between business partners' trust in the running of family businesses. The study systematic analysis of literature which was conducted in India synthesised a total of 93 empirical studies. The literature search concentrated on family-owned businesses. The study established that reputation and trust is very key to the success of family-owned businesses, a finding which was validated by Ghondaghsaz & Engesser (2021). The study also found that for the businesses to survive, family members need to build a strong communication system which promotes transparency and goodwill, and which ensures smooth succession. The communication should include other stakeholders like supplier and employees as the stakeholders spend their time and resources to support the businesses. This study was

conducted in family-based enterprise, the findings of which may not be relevant in church context.

Mahdi and Nassar (2021) explored trust as a critical leadership attribute that enabled businesses in Bahrain to navigate challenges during the COVID-19 pandemic. Their study employed a systematic analysis of relevant literature and found that fostering strong relationships with key stakeholders helped organizations mitigate risks, such as cash flow challenges. This finding is consistent with Crawford et al. (2023) who established organisations leverage on positive relationship both internally and externally to deal with risks. This trust-building approach allowed businesses to secure financing, ensuring continuity during the crisis. Additionally, the study highlighted that organizations typically developed trust through effective communication systems. These systems promoted employee collaboration and innovation, both essential for organizational sustainability. However, the study's findings are context-specific, primarily applicable to crisis situations like the COVID-19 pandemic. Furthermore, as a systematic literature review, the conclusions were drawn from existing studies rather than primary data.

Cheng et al. (2021) investigated the impact of trust among organisations collaborating in delivering projects. The study was conducted in China and a total of 210 specialists were recruited to participate in the study. In such circumstances, organisations are bound together by contracts which specifies what is expected of them. The study established a well-crafted contract regulated the behaviours of the implementing specialists, by creating boundaries and expectations, therefore forestalling any conflict which may lead to project delay. This finding is in consonant with Machado and Davim (2023) who established that, contracts function as a psychological glue which help teams undertake tasks with confidence. In addition to

being bound together with contracts, having a trustful relationship tends to deliver more efficiency. The study also established that information flow helped coordinating various project teams, enhancing relationships and encouraging teamwork. The study was conducted in the context of project team collaboration and teamwork between corporate organisations.

Heyns and Rothmann (2021) investigated the impact of trust on organisational performance. The study which was conducted in South Africa involved a total of 298 study participants through convenience sampling method. The study established that optimistic trustors generally exhibit higher satisfaction and engagement while reporting lower intentions to leave, suggesting that cultivating trust and optimism in organizational settings can improve employee outcomes. The finding was validated by Kuipers (2022) who noted trust is needed more given the rate at which technology is taking over business operations. The study also verified that sceptic trustors consistently reported lower levels of satisfaction and engagement, highlighting the challenges organizations face with employees who exhibit distrust. The study therefore noted that there were clear differences across trust profiles suggesting that interventions targeting trust-building may need to be customized to address specific trust orientations. The study's participant was recruited through convenience sampling technique highlighting the need for the use of other sampling methods.

Kipkosgei et al. (2020) investigated the impact of building trust in organizational growth. The study focused on collaborative technology as an enabler of trust between various organizational publics. The study was conducted in Kenya and a total of 300 study participants. The study established that collaborative technology acts as a key enabler, enhancing the effectiveness of knowledge-sharing practices in fostering trust among employees. The study also established that in environments with

high collaborative technology, knowledge sharing was found to be more seamless and impactful, leading to stronger interpersonal or organizational trust. The findings were confirmed by Ndeke (2023) who in study conducted in the Kenyan banking sector found technology helped in improving information flow, improving trust among employees. The focus on collaborative technologies as enablers of trust rather than collaboration of human beings opens a conceptual gap.

- **Ability**

Svare et al. (2021) examined the role of employee ability as a driver for organizational growth. Conducted in Oslo, the study recruited 100 participants from innovative companies. The findings revealed that innovative employees were open to collaboration as a strategy to manage risks in the face of evolving technology. This collaboration helped bridge knowledge gaps among employees. However, the study also noted that these collaborations were carefully structured to avoid sharing critical information that could be exploited by competitors, thereby protecting organizational interests. Additionally, the study highlighted improvements in performance across all organizational levels, a finding echoed by Mansoor (2021), who observed that collaboration among government employees in Pakistan led to innovative solutions and enhanced service delivery. Since Svare et al. (2020) research focused on technology firms, its findings may have limited applicability in a church context.

Murage (2022) examined the role of leaders in enhancing employee performance. The study, conducted in Kenya with 320 university employees, found that leaders who prioritized mentoring and training their subordinates cultivated a pool of high performers. Additionally, it revealed that leaders who addressed the individual needs of their employees garnered greater loyalty, which in turn boosted productivity. This finding was corroborated by Mailu and Kariuki (2022), who conducted a study in

the NGO sector and found that employees whose needs were attended to tended to perform better in customer service roles. Furthermore, Murage's study highlighted that leader who embodied hard work and upheld high moral standards achieved superior results within their departments. However, as the study was based on university employees in Kenya, its findings may not be directly transferable to church settings.

- **Benevolence**

Di Battista et al. (2020) explored the role of benevolence in enhancing the performance of university students. The study, conducted in Italy with 125 student participants, used in-depth interviews to gather data. The findings revealed that benevolent lecturers, who maintained a positive attitude and were always available to guide students through their academic journey, often motivated students to perform better. This result was supported by Colquitt and Baer (2023), who conducted a similar study in the corporate sector, finding that benevolent leadership created an environment where employees felt encouraged to innovate and take healthy risks, boosting their self-esteem. Additionally, the study found that lecturers demonstrated benevolence by showing empathy towards students, which strengthened the trust students had in their lecturers, further enhancing their academic performance. However, as the study was conducted among university students, the findings may not be directly applicable to church members with varying educational backgrounds, and being a qualitative study, it did not examine the relationship between the variables in a quantitative manner.

Mashilo and Kubayi (2024) explored the impact of coaches' benevolence on athlete performance in South Africa, with 225 female athletes participating in the study. The study found that athletes' trust in their coaches is largely influenced by the coaches' demonstration of authentic leadership. Specifically, when athletes perceive their coaches as fair and just in their decisions and actions, their trust in the coach is

significantly enhanced. This suggests that a coach's fairness is crucial in building trust, which can strengthen the coach-athlete relationship and improve the effectiveness of coaching. However, since the study was conducted with athletes, the findings may not directly apply to church settings.

- **Integrity**

Zheng et al. (2022) investigated the leaders' integrity as tool for driving high performance among junior police officers in England. The study recruited 448 study participants through convenience sampling technique. The study established that integrity enhances alignment with ethical principles within their team or organization. The study additionally found that leaders who encourage the adoption of integrity among their subordinates, which in turn shape character and help in encouraging high performance. The study also demonstrated that integrity helps in internalising values and strengthening personal identity. The findings resonate with Ahsan et al. (2022) whose study was in the corporate sector and found that managers with integrity had a high sense of self identity which helped them relate well with employees leading to improved performance. The study was done using law enforcement officers, implying the result of the study may therefore not be generalised in a church setting.

Chimakati and Oduol (2023) investigated the impact integrity in organisational performance. The study specifically sought to explain how integrity would encourage ethical conduct among Teachers Service Commission employees. The study was conducted in Kenya, and a total of 309 study participants were recruited using stratified sampling techniques. The study demonstrated that ethical sourcing practices were not just about processes but are primarily shaped by the quality and ethical leadership. The finding implies organisations need to invest leadership development so that ethical conduct and sustainable organizational growth can be sustained among staff members.

Organisational performance was conceptualised as ethical procurement processes, which raises a conceptual gap.

Transparency and Accountability

Hutt and Polikoff (2020) investigated the impact of accountability on the quality of education in the USA, using desktop research that relied on various documents for analysis. The study found that many schools lacked access to credible data, with some losing their data altogether, a situation attributed to insufficient accountability. This issue was identified as an accountability gap, a finding that echoed the conclusions of Enoch-Stevens et al. (2024), who studied the licensing process for educational institutions. The study highlighted that accountability fosters confidence, encourages individuals to take responsibility for their actions, and boosts the abilities and confidence of group members by promoting honesty and self-reflection. It also found that accountability enhances productivity and fosters a sense of ownership within the organization. This research was based on document analysis.

Melo et al. (2020) investigated the impact of accountability on organisational outcome. The study was conducted in Portugal and a total of 37 articles were synthesised for the study. The study noted that accountability was an important element in organizations and in the society. Accountability system provide a safeguard against cases of corporate scandals since it demands that staff members answerable to another person for the carrying out of specified tasks with commensurate authority and resources. The study found that organisations where staff members were accountable to each other ended up with better teams who tended to post superior performance. This finding is consonant with Adil (2022) who conducted a similar study in the corporate sector. The study also attributed the role technology plays in fostering accountability, colleagues can monitor what is happening through technology so that staff members

are obliged to behave ethically. This was a qualitative study which means the study was not able to glean on the relationships between variables.

Ovando (2020) examined the impact of transparency on the Catholic Church, with the research conducted in Rome using document synthesis to gather findings. The study revealed that the Church has been marred by allegations of sexual abuse scandals and financial mismanagement, highlighting significant gaps in transparency and accountability. It concluded that these issues stem from the Church's neglect of the fact that, while it holds a divine mandate to preach the Gospel, it also operates with a business side that requires transparency and accountability. The study recommended that the Church improve its stewardship, emphasizing the need for professional management of its physical assets and property. Furthermore, it advised that Church leadership should provide clear reports to the faithful regarding the handling of the Church's temporal goods. The study suggested that embracing transparency could enhance the Church's governance, especially in a rapidly changing world. This was a desktop study based on document analysis.

Senoga (2023) examined the impact of transparency on church leadership in Uganda, focusing on the Anglican Church of Uganda. The study, which involved 12 participants selected through purposive sampling, found that the church had a robust accountability structure in place, ensuring that resources were used appropriately for their intended purposes. Specifically, the study highlighted those systems enforcing accountability, where individuals are held responsible for their actions, are highly effective in reducing the likelihood of fraud. The study also emphasized the importance of open communication and transparent processes, making it difficult for fraudulent activities to go unnoticed and promoting ethical behavior and trust. This finding aligns with Muriithi's (2020) research, which also emphasized the role of transparency in

fostering trust and ethical conduct. Furthermore, the study found that church leaders who demonstrate strong ethical standards and integrity set a positive example, creating an environment where fraud is less likely to occur. However, since the study primarily focused on fraud prevention, it opened a conceptual gap regarding the broader implications of transparency in church leadership.

Kavila et al. (2023) investigated the impact of accountability in the management of church resources. The study which was conducted in Kenya recruited 33 study participants using purposive sampling technique. The study findings showed that a positive attitude toward managing finances – such as valuing financial responsibility and discipline – has a significant impact on an organization's overall performance. The study also demonstrated that equipping leaders and staff with the skills and expertise needed to make sound financial decisions promoted financial accountability and performance, a finding which was validated by Muriithi (2020). The study also found that when churches are open and transparent about their financial activities, it leads to better performance outcomes. This could be due to increased trust, accountability, and efficient use of resources. The study participants were recruited using purposive sampling technique, which opens a methodological gap. The study focused on the management of church resources, which is one element of church growth.

- **Physical**

Jordan (2022) explored the relationship between church building design and congregational size in a case study conducted in England. The study observed that many churches have reformed their architectural designs to align with contemporary culture, reflecting the concept of "infra-secular," where churches adopt elements of secular culture not necessarily rooted in biblical tradition. For instance, several Anglican

churches in London have been refurbished to enhance their appearance and functionality, creating more inviting spaces for members. The study highlighted that some churches have removed old relics deemed irrelevant to modern generations to appeal to younger worshippers. With the declining number of worshippers in Europe, the findings suggest that churches are innovating to retain and attract members. However, the study primarily focused on church aesthetics rather than explicitly linking architectural design to congregational growth.

Gabriel et al. (2023) examined the influence of church physical facilities on church performance in a case study conducted in the Catholic Church of Nigeria, involving 100 participants. Using observations, the study revealed that church buildings significantly impact member attraction and retention. Features such as cooling systems, as supported by Ezema et al. (2023), were found to appeal to young, middle-class congregants. Additionally, interior design elements like finishing, seating, and overall ambiance contributed to creating a welcoming environment for worshippers. The Catholic Church's unique symbols, decorations, and distinctive liturgical worship style were highlighted as factors fostering loyalty, particularly among those raised in the Catholic tradition. These elements collectively enhance members' sense of belonging and the church's overall appeal. This was a case study, where the researcher relied on personal observation, thus limiting the study.

- **Perception**

O'Brien (2020) explored the role of perception and church growth in the Catholic Church, particularly focusing on how the church managed to recover from the crisis caused by sex abuse scandals. The study, conducted in the USA, found that the scandal severely damaged the image of the clergy, making it difficult for them to effectively carry out their duties. Additionally, the church's reputation was tarnished, leading to a

significant decline in congregational size. In response, the Catholic Church implemented major policy changes aimed at promoting transparency and accountability within its clergy. These measures included the establishment of a safe platform for the public to report cases of sexual abuse, and the church's commitment to publicly condemn any such incidents. As a result of these initiatives, the church was able to regain public trust, leading to a noticeable increase in congregation size and growth.

Thiga et al. (2021) examined the role of church conflict, perception, and church growth in Pentecostal churches in Kenya, involving 84 participants selected through purposive sampling. The study found that conflicts are a significant factor in stunted church growth, as many congregants withdraw their membership due to such disputes. Additionally, conflicts often tarnish the reputation of pastors and key leaders, influencing members' perception of leadership and determining whether they choose to remain in the congregation. This finding aligns with Milenja et al. (2022), who observed that financial management conflicts frequently result in poor perceptions of the church, deterring both current and prospective members. Prospective members often evaluate a church's history, including its clergy and conflict record, before deciding to join. While the study effectively explored church perception from a conflict perspective, it raised a conceptual gap by not addressing other factors influencing church growth and perception.

- **Participation**

Zwijze-Koning and De Roest (2023) conducted a study in the Netherlands involving 513 participants to investigate church membership participation and growth. The findings revealed that congregational commitment increases when meetings address members' spiritual growth and focus on issues relevant to their lives. Additionally, members who feel valued and perceive themselves as part of a supportive, family-like

community exhibit a stronger sense of belonging and commitment. The study highlighted the negative impact of a tense and complaint-driven church atmosphere, which diminishes the sense of community and lowers member commitment. In contrast, a positive and informal atmosphere where members support one another fosters belonging and strengthens commitment. Furthermore, the structure and conduct of Sunday services were identified as significant predictors of membership growth. While the study effectively explored factors influencing membership decline and growth, it also opened a conceptual gap by leaving unexplored other potential influences on church membership dynamics.

Odion (2023) explored the impact of church participation on church growth in Nigeria using qualitative methods, including in-depth interviews and documentary analysis. The study found that membership involvement significantly drives church growth, with many churches appointing non-clergy members to key positions as a strategy to attract more people. The degree of membership involvement was linked to the governance structure, with decentralized churches showing greater motivation to engage members in missionary activities, aligning with Akande's (2021) findings. Despite women being the majority in the studied congregations, they were often relegated to fringe positions compared to men. Additionally, the study revealed that pastors strategically appoint leaders who align with their objectives to enhance organizational effectiveness. These insights highlight the dynamics of participation and leadership in fostering church growth.

Visionary Leadership

Hijjawi (2021) examined the influence of visionary leadership on organizational performance in Jordan and Palestine, using a sample of 154 participants selected through simple random sampling. Data was analysed using structural equation

modelling. The study found that entrepreneurship significantly impacts organizational excellence, reinforcing the idea that the components of entrepreneurship are distinct yet positively related. This finding was also supported by Utomo et al. (2022). It further suggested that organizations striving for excellence should not only foster entrepreneurship but also cultivate visionary leadership to enhance their outcomes. Practically, leaders with a clear, forward-thinking vision can better channel entrepreneurial efforts, aligning them with long-term organizational goals to improve overall performance. The study employed structural equation modelling to draw these conclusions.

Kadir et al. (2020) examined the role of visionary leadership in advancing organisational growth. The focus of the study was university students. The study was conducted in Nigeria and involved 220 study participants. The study found that when staff members felt empowered by their leaders, engaged in innovative behaviours, contributing to the overall creativity and progress within the organization. This finding suggests that fostering an empowering leadership style can lead to greater innovation and potentially improve institutional performance. The study also established that when leaders encouraged intellectual stimulation—by challenging staff to think critically, promoting creativity, and fostering new ideas—staff members exhibited innovative behaviours. The study additionally established that adaptive leadership, which involves flexibility, responsiveness to change, and the ability to guide staff through challenges, encourages innovation

Matisi (2020) examined the impact of visionary leadership on church growth in a study conducted among 164 respondents from Pentecostal Evangelistic Fellowship of Africa (PEFA) churches in Kenya. The findings revealed that leaders who adopted visionary leadership tended to achieve greater success in their ministries. Bishops,

likely due to their maturity and experience, were more inclined toward participatory leadership styles, as they did not perceive member involvement as a threat to their authority. In contrast, younger pastors leaned toward a more autocratic leadership approach. These contrasting styles had varying implications for youth engagement. While bishops fostered inclusivity, their limited availability often left unresolved conflicts between youth and pastors. The finding is consistent with (Chipenyu, 2021) who noted church growth should focus on sound biblical doctrine to foster membership maturity. The study relied on descriptive data analysis to draw its conclusions, leaving room for further exploration of these dynamics through more robust analytical methods.

Huma et al. (2023) investigated the role of visionary leadership in the growth of private schools. The study, conducted in Kenya with 513 participants, focused on how visionary leadership influences the implementation of change management strategies. The findings suggested that visionary leadership played a critical role in driving effective change within private schools, helping to implement strategies that led to improvement. The study concluded that visionary leadership was a key factor in explaining variations in the success of change management strategies. However, the study primarily aimed to examine the role of visionary leadership in change management rather than in organizational growth.

- **Expectancy**

Abdelwahed et al. (2023) explored the influence of employee expectancy on organizational performance in small and medium enterprises (SMEs) in Pakistan, using a sample of 356 participants. The findings underscored the importance of leadership and effective training programs in enhancing employee performance. Specifically, the study demonstrated that combining strong leadership styles with targeted training initiatives significantly boosts employee output. Furthermore, the research revealed that

leadership's influence is amplified when coupled with employee development strategies, emphasizing the synergistic relationship between leadership and training. The study also highlighted the role of individual passion and drive for success in fostering organizational performance. When collective individual efforts align to form an "organizational passion," the impact on performance becomes substantially magnified. These insights suggest that cultivating both individual and collective enthusiasm and motivation is crucial for achieving sustained success in SMEs. This research, conducted with a team of entrepreneurs, reinforces the need for integrated approaches to leadership and employee development as essential drivers of organizational growth and excellence.

Afriyie et al. (2020) examined the influence of role expectancy on organizational performance in Ghana, with a sample of 234 participants. The study found that employees who believed in their ability to succeed were more likely to take initiative, innovate, and contribute significantly to organizational growth, a finding further supported by Amakye et al. (2021). This suggests that empowering employees and fostering a culture of self-belief is more effective in driving intrapreneurial behaviour than relying solely on external incentives, such as promotions or bonuses. Additionally, the study highlighted that while outcome expectations play a complementary role, they should not be the sole focus of organizational strategies. Instead, a balanced approach that integrates intrinsic motivators with extrinsic incentives can promote a more sustainable culture of innovation and engagement. Notably, the study focused on the impact of expectancy on employee behaviour rather than directly on organizational outcomes.

- **Valence**

Bogarde et al. (2020) investigated the influence of valence on organizational performance in the United States, involving 1,102 participants. The study found that individuals respond positively to feedback that aligns their behaviour with a normative benchmark, encouraging conformity to socially acceptable standards. However, the study also revealed that control group households felt discouraged or unmotivated by comparisons to unattainable efficiency standards, which could lead to a reduction in effort toward conserving energy, a finding which was validated by Diener et al. (2020). This research aimed to determine whether feedback valence—positive or negative—influences individuals' responses and established that the framing of feedback plays a critical role in shaping behaviour.

Mwingirwa (2024) conducted a study to examine the impact of valence on organizational performance, focusing specifically on the role of salary as a motivational tool within horticultural firms in Kenya. The study involved 373 participants and found that increasing salaries significantly enhanced employees' motivation and sense of being valued, leading to greater commitment to their roles. The findings underscore the importance of a well-structured compensation system in fostering higher levels of employee engagement. Organizations that prioritize competitive and fair compensation strategies can effectively enhance engagement and improve performance. Similar findings were posted by Gabriel et al. (2021) who established that motivational tools when skilfully applied reinforced employee loyalty. The study emphasized that salary increments positively influence valence, demonstrating how financial rewards align with employees' perceived effort and value, thereby driving organizational success.

- **Instrumentality**

Osafo et al. (2021) studied the role of leaders' instrumentality on organisational performance. The study in which the researcher reviewed a range of studies to draw conclusions was conducted in the USA. The study demonstrated that leaders who placed high premium on fairness and honesty motivate their team to a higher level of performance. The study established that leaders who see trust and loyalty as essential qualities in their relationship with subordinates tend to prioritize these traits in their leadership approach. The leaders are motivated to behave ethically because they belief that acting ethically will lead to positive outcomes – specifically, earning more trust and loyalty from their subordinates. In such circumstances, this creates a cycle where leaders feel motivated to continue behaving ethically because they see it as directly contributing to the trust and loyalty they value and desire in their teams. The outcome of the study is validated by a study conducted by Xin et al. (2021). The study relied on documentary evidence to draw conclusions, as opposed to relying on primary data.

Ngeresa and Chemutai (2023) explored the relationship between instrumentality and staff organizational sustainability in Kenya, using stratified sampling techniques to recruit 105 participants. The study revealed that employee collaboration significantly influences organizational performance. When employees share their expertise and work cohesively, the collective effort leads to improved outcomes and superior results. Additionally, the study found that organizations investing in team coaching enhance effectiveness and overall performance. High team motivation was also identified as a key factor, with motivated employees being more proactive and committed, resulting in better performance. The findings further emphasized the importance of maintaining clear, consistent, and open communication channels to align team efforts and minimize

misunderstandings. However, since the study was conducted in the NGO sector, the results may not be fully applicable to other sectors, such as churches.

Teamwork

Martín-Hernández et al. (2022) investigated the role of teamwork in driving student innovation. The study, conducted in Spain, involved 142 university students. The findings emphasized that fostering a collaborative and supportive team environment, alongside promoting teamwork behaviours, is essential for encouraging innovation among university students. The study also found that demographic factors such as age and gender do not significantly affect students' ability to demonstrate innovative behaviours. These results are consistent with the findings of Kayani (2023). As a result, universities and organizations seeking to boost innovation should prioritize improving teamwork and collaboration among students, rather than focusing on demographic factors. It is important to note that this study focused on teamwork as a driver of student innovation, not organizational performance.

Jenssen (2020) investigated the influence of teamwork on church growth in Norway, relying on documentary evidence to draw conclusions. The study found that church growth is a complex phenomenon that cannot be assessed through a single approach. It highlighted the need to evaluate church growth using both the congregational size approach and the congregation quality approach. The study emphasized that effective leadership must consider both dimensions to accurately assess church growth, an assertion which is consent with the views of Taylor (2023). Additionally, the study found that it is not feasible to evaluate church growth using a linear model. Teamwork was identified as central to the church's growth, as congregations often consist of individuals with diverse gifting, both professional and

natural. Since this was a qualitative study relying on documentary evidence, it did not include quantitative data in its analysis.

Kibret et al. (2024) investigated the impact of teamwork on organizational performance in Kenya, focusing on a local church with a total of 114 participants. The study found that teamwork does not consistently lead to improved service delivery, suggesting that while it is valuable, it alone is insufficient for driving performance improvements. The study also highlighted that continuous improvement has a more significant impact on organizational outcomes than teamwork. Therefore, while teamwork plays an important role, it must be complemented by efforts to foster continuous improvement and employee empowerment. The research suggests that organizations should prioritize empowering employees by providing autonomy, resources, and support, as these factors are more strongly associated with enhanced service delivery and overall performance.

- **Task**

Laysa et al. (2023) investigated the impact of task management on organizational performance in a study conducted in India, with 73 participants. The findings revealed that effective task management is a crucial predictor of organizational performance, as organizations that actively monitor and track their projects tend to achieve higher levels of success. Additionally, the study highlighted the importance of staff training in enhancing employees' skills, which, in turn, enables them to perform their roles more effectively. These findings are consistent with those of Al Aina and Atan (2020). While the study aimed to explore the relationship between staff training and organizational performance, it suggests that the scope was broader, and the findings may not have fully captured the specific impact of task management on organizational performance alone.

Osewe and Gindicha (2021) investigated the impact of skill up on organisational performance. The study was conducted in Kenya and a total of 2684 study participants were recruited from the Kenyan judiciary. The study established that as employees receive appropriate, relevant, and sufficient training, they become more satisfied with their jobs, a finding which is supported by Murtiningsih (2020). The study also established that when employees feel their specific development needs are being addressed, they are more likely to feel satisfied in their roles. Again, the study also clarified that employee's satisfaction is enhanced when they receive training which directly impact on their jobs. Training that directly supports an employee's work is highly valued and linked to greater satisfaction. From this study, it can be surmised that organisations need to conduct a thorough analysis of training needs before implementing training programs is an effective strategy for improving employee satisfaction.

- **Input**

Salcinovic et al. (2022) conducted a systematic review of literature to examine the impact of employee input on organizational performance. The study, carried out in Australia, synthesized findings from 46 articles to draw conclusions. It established that team input significantly influences organizational performance, with leadership style playing a critical role in shaping the organizational performance climate. The review highlighted that supportive leadership and colleague collaboration are essential for refining individual contributions, affirming employees, and enhancing their performance, a finding which was affirmed by Hu et al. (2021). Effective communication across organizational levels was found to clarify how individual inputs contribute to overall goals. Additionally, feedback mechanisms were shown to foster accountability, consolidate team efforts, and optimize outcomes. The study focused on

the corporate context, which limits the applicability of its findings to non-corporate settings, such as churches.

Godbles and Amaluwa (2022) examined the impact of employee input on organizational performance in a study conducted in Nigeria, involving 253 university staff members. The findings revealed that fostering social integration—such as encouraging collaboration, effective communication, and a sense of belonging—significantly enhanced staff effectiveness. The study also highlighted the critical role of effective team leadership in driving staff performance, a conclusion supported by Ezeanolue and Ezeanyim (2020) in the context of organizational decision-making processes. Additionally, relational competence among employees was identified as a key factor in achieving optimal performance. Clear and achievable goals were shown to maximize staff productivity, further enhancing overall effectiveness. However, the study's context of university staff, bound by contractual obligations and operating within structured group dynamics, contrasts with the context of churches. In churches, volunteerism is primarily motivated by leaders' inspiration rather than formal employment contracts, which may limit the direct applicability of these findings to faith-based organizations.

- **Trust**

Salanova et al. (2021) explored the impact of trust on organizational performance in a study conducted in Spain, involving 171 participants. The study highlighted the importance of both vertical (trust between employees and management) and horizontal (trust among colleagues) trust as key drivers of organizational success. It found that healthy organizational practices and adequate team resources are critical for fostering trust and improving performance. Additionally, the study revealed that larger organizations face challenges in maintaining trust, which can negatively affect

individual and team performance. One of the key findings was that trust serves not only as a beneficial outcome but also as a crucial mediator between resources provided by the organization and the actual performance outcomes. This implies that for organizations to achieve optimal performance, they must ensure that both the necessary resources and a solid foundation of trust are in place. The study findings were validated by Abbas et al. (2020). The study emphasizes that fostering trust at both the organizational and team levels is essential for maximizing overall performance. The study's conceptual focus on both vertical and horizontal trust in relation to organizational performance opens a conceptual gap by highlighting the need for further exploration of how these two forms of trust interact and contribute to organizational success.

Kipkosgei et al. (2020b) examined the impact of employee trust on organizational performance in Kenya, involving 255 participants. The study highlighted that trust is a crucial factor in fostering a supportive work culture and driving organizational success. It also found that building trust enhances both knowledge sharing and the quality of interpersonal relationships within teams, which are essential for achieving organizational goals. Furthermore, the study demonstrated that the presence of effective technological tools supports communication and collaboration, making the impact of trust on team dynamics even stronger, a finding which was validated by Mburu et al. (2020). As a result, organizations should prioritize cultivating trust while also investing in technology to maximize team effectiveness and knowledge sharing. The study introduced technology as a mediator between trust-building and organizational performance. However, since the research was conducted with public sector employees, the findings may not be directly applicable to church settings.

Church growth

Church growth continues to be a central topic of interest in studies in the wake of changing religious dynamics, secularization trends, and current socio-economic challenges (Vermeer & Scheepers, 2020). Empirical studies conducted over recent years have sought to identify measurable factors that influence the growth of churches, with a focus on leadership styles, congregational involvement and strategic planning (Vermeer & Scheepers, 2020).

Muthuku et al. (2023) examined the role of transformational leadership on church expansion and found that visionary and relational leadership practices had a statistically significant positive effect on membership retention and ministry involvement. The study concluded that transformational leadership is a significant driver of church growth. Leaders who model integrity, inspire a shared vision, and invest in the personal and spiritual development of their members are more likely to lead growing and vibrant churches (Muthuku et al., 2023).

A study by Mwanzwii and Kising'u (2022) examined the relationship between different pastoral leadership styles and church growth in Mombasa County, Kenya. Using a quantitative research design, the researchers surveyed 107 senior pastors from 160 randomly selected churches. The aim was to determine how leadership behaviors—specifically transformational, servant, ethical, and strategic leadership—influence church growth outcomes such as increased membership, spiritual development, and organizational effectiveness. The findings revealed that the four leadership styles had a strong, positive, and statistically significant correlation with church growth (Mwanzwii & Kising'u, 2022). Among them, transformational

leadership stood out as a particularly influential factor. Pastors who articulated a compelling vision, inspired followers, and encouraged innovation were more likely to lead growing congregations. Servant leadership—which emphasizes humility, mentoring, and prioritizing the needs of others—also had a significant impact, suggesting that selfless leadership fosters a more engaged and loyal membership (Mwanzwii & Kising'u, 2022). Additionally, the study highlighted the importance of ethical leadership, where pastors who model integrity, fairness, and consistency contribute to the trust and stability necessary for sustainable church development (Mwanzwii & Kising'u, 2022). Strategic leadership, which involves setting clear goals, planning systematically, and aligning resources with vision, was also identified as a strong predictor of church growth (Mwanzwii & Kising'u, 2022).

Personal Characteristics

- **Age**

Khan et al. (2020) investigated the role of age as a moderator between leadership and organizational performance in a study conducted in Pakistan, involving 250 university employees. The study revealed that older employees experienced less job stress and had lower turnover intentions, suggesting that they may be better equipped to handle workplace stress or have more stable career trajectories. This insight implies that organizations could leverage the experience and coping strategies of older employees by assigning them mentoring roles or greater responsibilities in managing stressful situations. Additionally, the study found that age was positively associated with job satisfaction, though the relationship was not strong. This implies that job satisfaction among older employees may depend more on other factors, such as the work environment, roles, or personal circumstances, rather than solely on age. The study also highlighted that employees who perceived the workplace as politically charged or

unfair were more likely to experience stress and contemplate leaving the organization. This emphasizes the need for organizations to create a fair and equitable work environment to reduce stress and turnover intentions, even if workplace politics do not directly impact overall job satisfaction. The study's focus on age as a moderator between the internal organizational environment and organizational performance in the corporate sector suggests that the findings may not directly apply to the church context.

Khetjenkarn and Agmapisarn (2020) explored the role of age as a moderating variable in the relationship between employees' emotional well-being and organizational performance. Conducted in Thailand, the study surveyed 509 participants from the tourism industry. The research found that employees who engage in surface acting—such as faking emotions or masking their true feelings to meet job expectations—tend to experience higher levels of burnout. This emotional strain, caused by the constant management of emotions, often leads to exhaustion and detachment. Moreover, surface acting negatively affects job satisfaction, as employees may feel inauthentic or unfulfilled, which reduces their overall satisfaction with work. The study also revealed that age plays a crucial role in how employees manage emotional demands at work. Older employees were found to handle emotional labor through deep acting more effectively than their younger counterparts, leading to lower levels of burnout. This finding aligns with the research of Li et al. (2021). The study conceptualized age as a moderator in the relationship between emotional health and organizational performance.

Aderibigbe et al. (2020) investigated the impact of age on employee performance, conducting the study in Nigeria with 1,532 participants. The study found that employees with more work experience reported higher levels of occupational stress compared to those with less experience. This finding contrasts with Xie et al. (2021),

who discovered that younger employees, particularly females, experienced higher levels of stress. This discrepancy may suggest that as employees advance in their careers, they are exposed to increasing job pressures, higher responsibilities, or burnout, which could contribute to heightened stress levels. The study also found that educational qualifications directly impact occupational stress, with employees of different educational backgrounds experiencing stress in distinct ways. These findings imply that organizations should consider both experience and education when designing stress management interventions or creating work environments aimed at reducing stress. The study conceptualized age as having a direct effect on organizational performance, rather than acting as a moderating variable.

- **Gender**

Ali et al. (2020) investigated gender as a moderator between innovation and organizational performance. The study, conducted in Pakistan, recruited 650 participants from small and medium-sized enterprises (SMEs). The findings revealed that as employees gained more experience or improved their performance, their business outcomes were positively impacted by enhanced teamwork and communication. The study highlighted significant gender differences in how men and women utilize job crafting strategies—such as team collaboration, role crafting, and communication—which in turn affected business performance. This emphasizes the need for gender-sensitive strategies in organizational management. This finding aligns with the work of Qadir et al. (2023), who observed that gender influences the management strategies adopted, which are reflected in organizational performance. The study was conceptualized to explore age as a moderating variable between innovation and corporate organizational performance, rather than within the church context.

Hupkau and Petrongolo (2020) investigated the impact of gender on organizational performance in the context of the COVID-19 pandemic. The study, conducted in the United Kingdom, involved 8,362 participants from the corporate sector. The findings revealed that gender did not have a direct impact on organizational performance, a finding which is consistent with Kundi and Badar (2021). Additionally, the study found that the pandemic affected the employability of both genders equally. Gender was not conceptualized as a moderating variable between leadership and organizational performance, and the study was framed within the corporate sector rather than the church context, which is the focus of the present study.

- **Level of Education**

De Matos et al. (2022) explored the role of educational attainment as a precondition for organizational performance. The study, conducted in Portugal, involved 394 participants, including college and university lecturers and students. The findings revealed that while human capital had a marginally positive influence on the performance of lecturers, the impact was less pronounced than anticipated. The authors attributed this outcome to the fact that Portugal was recovering from an economic recession at the time of the study. These findings contrast with those of Niedlich et al. (2021), who found that educational attainment was a strong predictor of organizational performance. Furthermore, the study highlighted the critical role of structural capital—encompassing robust organizational systems, efficient processes, institutional knowledge repositories, and effective infrastructure—in enhancing the ability of institutions to achieve their objectives. Conducted in a university setting, the study introduces a contextual gap, as its implications may differ from those in non-academic organizational environments.

Omotayo et al. (2020) examined the influence of educational attainment on organizational performance in Nigeria, using a sample of 417 participants. The study emphasized that employees' educational qualifications play a crucial role in organizational success. It demonstrated that relevant educational attainment provides employees with the necessary skills and knowledge to perform tasks effectively, enhancing both individual and team productivity. Furthermore, the study found that organizations could achieve improved performance by investing in employee education, certifications, and training programs. Aligning recruitment strategies with organizational goals by prioritizing relevant educational qualifications was identified as a pathway to achieving better outcomes. This highlights the strategic importance of cultivating a well-educated workforce to drive business objectives. The findings of Omotayo et al. (2020) were corroborated by Supramaniam and Singaravelloo (2021), further emphasizing that educational attainment serves as a tool for diversifying employee quality, which significantly influences organizational performance.

- **Income**

The Tabak et al. (2021) study provides valuable insights into how income levels influence family functioning, and the social expectations placed on children, particularly in relation to education. The study found that families in Turkey often associated financial well-being with their children's educational success, viewing it as a pathway out of poverty. This expectation reflects a broader societal value placed on education as the key to economic mobility. The study's finding is consistent with Field's (In families where income was lower, there was likely a greater emphasis on educational attainment, as it was seen as the primary way for children to break free from financial constraints. In terms of methodology**,** the study's use of convenience sampling

in a specific geographical area provides valuable insights but also introduces limitations in generalizability.

Charity et al. (2021) examined the relationship between income level and family stability in Nigeria, finding that income significantly predicts family functioning. The study also highlighted the crucial role of education in improving families' economic positions, suggesting that families invest in the education of younger members as a means of achieving social mobility and enhancing their long-term economic stability. Families with more educated household members are more likely to experience higher income levels, which in turn positively affects their internal dynamics and overall family functioning. The research also found that higher-income families tend to have better relationships within the household and are more engaged with the broader community, as financial security allows them to focus on fostering positive family interactions and participating in societal activities. In terms of community involvement, families with higher income and educational attainment are more likely to actively participate in church activities and community initiatives. This participation can provide spiritual and social benefits, further strengthening family stability. Conversely, families with lower incomes may struggle to engage fully in church life, as financial challenges often limit their ability to contribute to or attend community activities. The finding was supported by Dhingra, S., & Pingali, P. L. (2021). These findings are significant for understanding how family income and education intersect with adolescent psychosocial well-being, suggesting that financial security can improve not only family functioning but also adolescents' emotional health and social integration. These dynamics suggest that churches could play a pivotal role in supporting families, particularly those in lower-income brackets.

Research Gap

The literature reviewed exposed knowledge gaps as far as the variables are concerned. As far as trust in leadership is concerned, while much of the existing literature focuses on trust and leadership dynamics within business or governmental contexts by Mahdi & Nassar, (2021) and Men et al. (2021) these findings may not directly apply to churches, where the focus is on spiritual growth, volunteer-based teams, and mission-driven goals. Few studies have explored how church leaders' communication styles, ethical behaviour, and transparency influence member satisfaction, retention, and active engagement in church ministries, areas critical for the church's success. Additionally, while trust and integrity are well-documented as key to organizational performance in corporate settings, there is limited research on how these elements specifically impact church teamwork, collaboration, and spiritual outcomes.

The research on church growth and organizational dynamics highlights several key gaps, particularly in understanding how leadership, transparency, accountability, and participation influence church performance. For example, Hutt and Polikoff (2020) and Melo et al. (2020b) emphasized the importance of accountability in improving organizational outcomes, with findings pointing to its role in fostering responsibility, enhancing productivity, and preventing fraud. However, while these studies focus on the corporate sector, they do not fully address how these principles apply within the church context, where the balance of spiritual and administrative responsibilities complicates these dynamics. Ovando (2020) and Senoga (2023) also underscored the importance of transparency in the church, particularly in light of scandals and financial mismanagement, yet both studies raise gaps by primarily focusing on fraud prevention without considering broader impacts on church growth or member engagement.

Additionally, studies such as Jordan (2022) and Gabriel et al. (2023) explored how physical church facilities and design impact congregational size and member retention. However, these studies focus on aesthetics and infrastructure without linking these factors to specific growth strategies or theological considerations that might influence church performance. Similarly, Thiga et al. (2021) and O'Brien (2020) revealed how conflicts and perceptions impact church membership but leave gaps in understanding how leadership transparency and involvement can mediate these effects. The role of member participation, as explored by Zwijze-Koning and De Roest (2023) and Odion (2023), further highlights the importance of fostering a supportive community to strengthen commitment. However, both studies primarily focus on governance and participation in broader terms, neglecting the direct correlation between active engagement and church growth in the African context, where cultural and social dynamics play a significant role.

The studies reviewed underscore the importance of leadership, employee expectations, teamwork, and task management in shaping organizational performance, though they often focus on specific sectors, regions, or types of leadership. For instance, studies like those of Hijjawi (2021) and Kadir et al. (2020) highlight the role of visionary leadership in driving innovation and organizational growth, with findings suggesting that empowering leadership styles can foster creativity and progress. Similarly, research on employee expectancy (Afriyie et al., 2020) demonstrates that empowering employees with a belief in their potential is crucial for organizational success. However, these studies tend to focus on certain industries, such as education or SMEs, potentially limiting the generalizability of their findings to other sectors, particularly those outside of the corporate world, like churches or NGOs. Furthermore, while the studies point to the importance of clear leadership and teamwork for fostering

innovation and organizational growth, few offer robust analytical frameworks or methodologies that could address the complexities of different leadership styles in varying organizational contexts.

There is also a notable gap in research that explores how these leadership principles interact within specific contexts, such as churches or community organizations, where leadership styles may differ significantly from corporate environments. For example, the studies by Huma et al. (2023) and Matisi (2020) focus on the role of visionary leadership in private schools and churches but offer limited insights into how these dynamics affect organizational performance beyond institutional growth. Moreover, the gap in the application of expectancy theory and other motivational frameworks in non-corporate settings, such as religious institutions, suggests the need for more context-specific studies that can integrate various organizational factors like employee satisfaction, task management, and leadership into a holistic model of organizational performance. Therefore, future research should aim to fill this gap by focusing on diverse organizational contexts and employing mixed methods approaches that can provide deeper insights into the complexities of leadership, teamwork, and performance outcomes.

The studies reviewed highlight the importance of teamwork, task management, input, and trust in driving organizational performance, though their findings are often context-dependent, limiting their broader applicability. Martín-Hernández et al. (2022) and Jenssen (2020) emphasize that teamwork, while essential for innovation and church growth, does not operate in isolation. For instance, Jenssen (2020) notes that church growth requires a multi-dimensional approach that combines both congregational size and quality, with teamwork playing a central role in harnessing diverse skills and gifts. Similarly, Kibret et al. (2024) found that teamwork alone is insufficient for improving

organizational performance; continuous improvement and employee empowerment are crucial complementary factors. These insights suggest that while teamwork is foundational, organizations must consider other variables—such as leadership, skill development, and empowerment—to foster sustained performance.

Task management and employee input are also key drivers of organizational success. Studies by Laysa et al. (2023) and Osewe and Gindicha (2021) demonstrate that effective task management, alongside targeted staff training, significantly improves organizational performance, especially when the training aligns with employees' roles. This is consistent with Salcinovic et al. (2022), who found that employee input, when nurtured by supportive leadership and collaborative practices, can enhance performance outcomes. However, the applicability of these findings is often constrained by the specific contexts of the studies—such as universities or the public sector. For example, Godbles and Amaluwa (2022) found that fostering social integration and relational competence enhanced university staff performance, but the findings may not directly transfer to faith-based organizations like churches, where volunteerism and leadership inspiration play a more prominent role. Similarly, Kipkosgei et al. (2020b) highlighted that trust, particularly in technology-mediated environments, improves team dynamics, yet the findings may not be fully applicable to churches, where interpersonal trust is often more critical than technological tools. These studies collectively underline the complex interplay between teamwork, trust, and task management, suggesting that organizations must adopt a holistic approach to optimize performance.

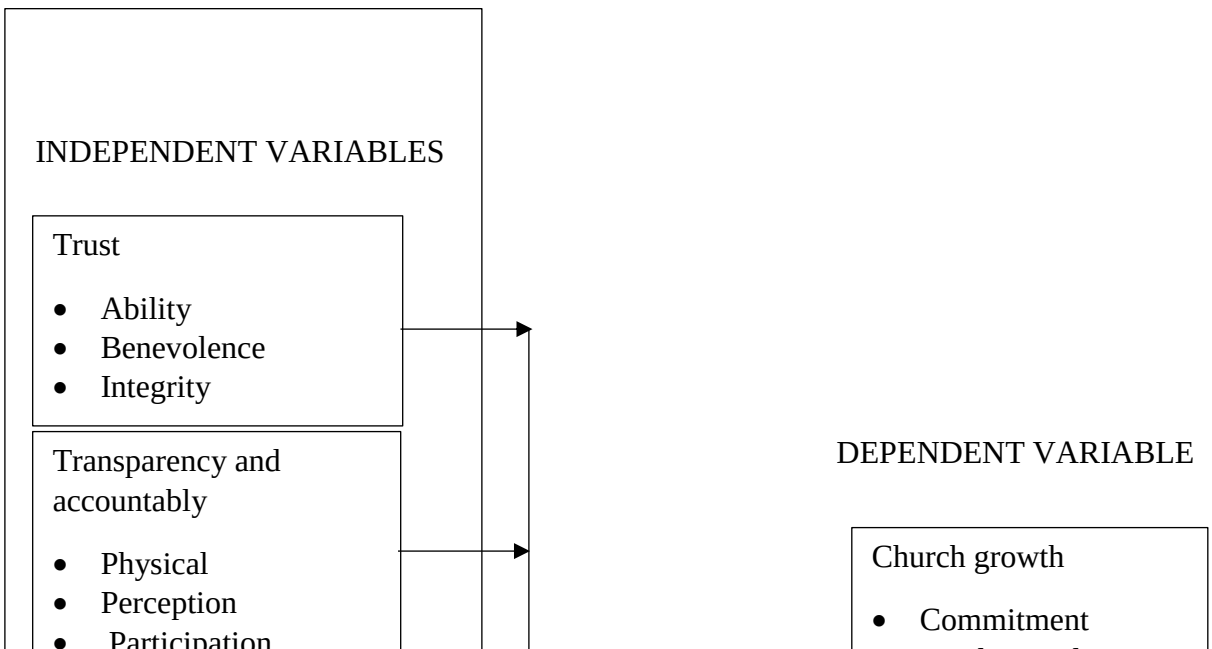
Personal characteristics such as age, gender, education, and income significantly influence organizational and family dynamics. Studies show that age often moderates job stress and performance, with older employees demonstrating better emotional resilience and job satisfaction (Khan et al., 2020; Khetjenkarn &

Agmapisarn, 2020). Gender differences in job crafting strategies impact organizational outcomes, highlighting the importance of tailored management approaches (Ali et al., 2020). Education plays a crucial role in performance, with higher educational attainment enhancing skills and productivity (Omotayo et al., 2020). Additionally, income affects family stability, with higher-income families experiencing better relationships and community involvement, including active church participation (Charity et al., 2021). These findings suggest that personal characteristics shape both individual and collective outcomes, underscoring the need for context-specific strategies in organizations and family-oriented environments, including churches.

Conceptual Framework

The conceptual framework illustrates the relationship between the independent variables and the dependent variable, showing how they influence one another (MacMillan & Schumacher, 2020). It serves as a visual representation that summarizes the key elements of the study and guides the entire research process **(**Harrison & Mehta, 2021). This framework enables the researcher to clearly demonstrate the core components of the study to the readers (Foss & Lindenberg, 2020).

Figure 1 Conceptual Framework



MODERATING VARIABLE

Source; Researcher (2025)

Figure 1 outlines the independent variables in the study, which include trust in church leadership, transparency and accountability, visionary leadership, and teamwork. Each of these variables is further broken down into specific dimensions to provide a more nuanced understanding of their impact on church growth. Trust in church leadership is divided into ability, benevolence, and integrity, reflecting the competence, goodwill, and ethical standards of the leaders. Transparency and accountability are further categorized into physical, perception, and participation, addressing the visibility, clarity, and involvement in leadership decisions. Visionary leadership is subdivided into expectancy, valence, and instrumentality, focusing on the leader's ability to inspire belief in the vision, make it appealing, and provide the

necessary resources to achieve it. Lastly, teamwork is broken down into task, input, and trust, highlighting the roles, contributions, and mutual confidence among team members. These variables and their dimensions collectively influence church growth, providing a comprehensive framework for understanding the dynamics at play.

Chapter Summary

The chapter has covered empirical literature review of this study. The Chapter has also covered the research gaps that are addressed in this study. Finally, this chapter has covered the theoretical and conceptual framework where the relationship between the independent and dependent variables have been discussed.

Chapter Three: Research Methodology

Introduction

This chapter presents the methodology that was used in the study. The chapter particularly discusses the research design, target population and sampling design, data collection instruments and procedure. The chapter ends with description of data analysis and ethical considerations.

Research Philosophy

Research involves addressing specific questions, and the approach adopted is shaped by paradigms, philosophical assumptions, and distinct methods. A researcher's

approach is influenced by their worldview, which encompasses their beliefs and assumptions about the nature of reality and how it can be understood (Johnson & Onwuegbuzie, 2020; Mertens, 2020). Research philosophy serves as the foundation of the research process, guiding the generation of reliable knowledge about the research subject (Gray, 2021). It underpins key decisions, including the choice of research strategy, problem formulation, and data collection, processing, and analysis (Bazeley, 2021). Research paradigms are made up of four core elements: axiology, ontology, epistemology, and methodology (Alale & Malau-Aduli, 2023; Flick, 2020b). These elements play a critical role in shaping the design and execution of research, requiring researchers to carefully consider the paradigms within which their work is situated before designing their study (Teddlie & Tashakkori, 2020).

This study was interested in analysing the data that was obtained from the field in order to use the results in inferring meaning to a larger population instead of just describing or explaining it. The study narrowed down to epistemology. Key epistemological approaches in research are positivism, interpretivism and pragmatism (Sol & Heng, 2022). Positivism is an epistemological approach to research that concerns itself with observable facts based on scientific methods. Positivism infers that there are facts about the external world to be discovered, and our knowledge is based on our sensory experience, which can only be measured by means of observation and experiment: the empirical/scientific inquiry (Sol & Heng).

This study was anchored in the positivism paradigm, as the researcher relied on objective observations of the participants sampled for the research. Additionally, the study aimed to generalize the findings to a larger population, which aligns with the principles of positivism that emphasize empirical data and the application of scientific methods to uncover objective truths (Creswell, 2021; Mertens, 2020).

Research Design

A research design provides an appropriate framework for a study. A very significant decision in research design process is the choice to be made regarding research approach since it determines how relevant information for a study will be obtained (Johnson & Onwuegbuzie, 2020). It is a plan on how one undergoes the answering of research questions. The purpose of a research design is therefore to facilitate the evidence obtained and answer unambiguous research (Thakur, 2020).

This study adopted a descriptive survey design in seeking to establish how authentic leadership impacts church growth in Embu County. This approach assumes that problems can be solved, and practices improved through observation, analysis and description. Descriptive research seeks to describe the distribution of variables, without regard to any causal or other hypothesis (Creswell, 2021; Babbie, 2020). Descriptive survey design was therefore used for the study since the target population is diverse. The respondents were drawn from different denominations in Kirimari and Mbeti Wards in Manyatta Sub County in Embu County. This allowed the researcher to collect data from the target population by administering questionnaires, which captured different aspects of church leadership in the various churches.

The study used quantitative and qualitative data. The advantage of using both approaches is that it takes the best of both approaches while trying to minimize the drawbacks of one approach. Qualitative research brings out the description of participants' feelings, opinions and experiences and interpret the meanings of their actions (Creswell, 2021). Unlike qualitative approach, which uses less sample size, quantitative findings are likely to be generalized to a whole population or a sub-population (Babbie, 2020). They involve the larger sample which is randomly selected.

This study answered questions concerning the relationships among measured variables with the purpose of explaining and predicting phenomena.

Qualitative techniques were used to give a better understanding and a more insightful interpretation of the general results (Babbie, 2020). This enhanced internal validity of the study. This helped overcome the challenges of intrinsic bias which are common in single method, single observer studies. The importance of using a mixed method approach in this study is that both quantitative and qualitative data will supplement each other.

Target Population

The target population is the specific, conceptually bounded group of potential participants to whom the researcher may have access that represents the nature of the population of interest (Casteel & Bridier, 2021). This study was undertaken in Embu County. The target population was the church members and leaders of churches of different denominations in Embu County, Manyatta Sub County; Kirimari and Mbeti North Wards. The churches are Deliverance Churches, Restoration End time Churches, Triumph Churches, FGCK Embu, Winners Chapel and Great Gospel Visioners (GGV). From each church, the target was the lead pastor, leaders of local church council and members who have been part of the church for at least two years. Thirty-five Pentecostal churches were selected in Embu County for this study as in table 2 below. Studying all the Pentecostal churches in Embu County would not yield the required credible results besides being uneconomical due to the fact that the churches are spread across the county.

Sample Size and Sampling Procedure

Sampling techniques is the selection of a subset of the population of interest in order to produce miniature cross section (Turner, 2020). The researcher used purposeful

sampling technique. Purposive sampling is where the researcher selects only those subjects that satisfy the objectives of the study based on the researcher's conviction. Purposive sampling is where the researcher relies on his discretion to choose participants from the study population (Obilor, 2023). The choice of purposeful sampling was informed by the need to guide the selection of the respondents since the target population has variants such as leadership rank, age and duration of membership in the church. It is important to ensure that data is collected from members that have been in a church for a long time; at least two years to ensure accurate response. It was equally important to target the leaders (the lead pastors) of the various churches in order to get a sense of the leadership styles and administration structures on the ground since these are facts which only they can provide. Table1 above shows that the total number of churches is 35. The sample size from each church was determined using the Krejcie and Morgan Sampling Method; where the researcher adjusts the tabulated value based on the size of the population, using the following formula:

$$S = X^2NP(1-P) \div d^2(N-1)X^2P(1-P)$$

Where S = the required sample size.

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N = the population size.

P = the population proportion (assumed to be .50 since this provide the maximum size.

d = the degree of accuracy expressed as a proportion (.5).

Source: Bukhari (2021)

A table for determining sample size for a given population for easy reference is as shown below:

Table 1

Table for determining sample size from a given population

Table for Determining Sample Size from a Given Population					
N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368

Source: Bukhari (2021)

Using the above table, the total sample population of participants chosen was 387 respondents where the population size $N = 7620$.

Table 2

Sampling Frame of the Population

Church	Population	Sample Size	Percentage of population
Deliverance Church Blue-Valley	1500	75	5
Deliverance Church Kangaru	100	5	5
Deliverance Church Majimbo	200	10	5
Deliverance Church Karurina	120	6	5
Deliverance Church Gachoka	70	4	5
Deliverance Church Kathangari	50	3	5
Deliverance Church Airstrip	80	4	5
Deliverance Church Manyatta	100	5	5
Restoration Church Embu	200	10	5
Restoration Church Karurina	80	4	5
Restoration Church Gachoka	80	4	5
Restoration Church Manyatta	40	2	5
Triumph Church	500	25	5
Winners Chapel Church	200	10	5
Great Gospel Visioners	300	15	5
FGCK Embu Town	1200	60	5
FGCK Kangaru	150	8	5
FGCK Gakwegori	100	5	5
FGCK Mutunduri	180	9	5
FGCK Majimbo	220	11	5
FGCK Muthatari	240	12	5
FGCK Police Line	150	8	5
FGCK Karurina	100	5	5
FGCK Kamiu	200	10	5
FGCK Iveche	120	6	5
FGCK Manyatta	200	10	5
FGCK Kirigi	100	5	5
FGCK Kathangari	80	4	5
FGCK Njukiri	110	6	5
FGCK Kathita	60	3	5
FGCK Kibugu	140	7	5
FGCK Itabua	150	8	5
FGCK Gatondo	150	8	5
FGCK Don Bosco	150	8	5
FGCK Irangi	200	10	5
TOTAL	7620	387	5

Source: District Documentation Information Center (DDIC) Embu (2022)

Data Collection Methods

In this study, both primary and secondary data was collected from respondents since the two sources are meant to reinforce each other. Quantitative methods, on one hand deals with quantifying and analysing variables in order to get results using specific statistical techniques to answer questions like who?, how much?, what?, where?, when?, how many?, and how (Mohajan, 2020). Qualitative methods on the other hand put emphasis on quality rather than entities that can be measured in terms of quantity, amount, intensity or frequency. Qualitative methods are more appropriate for determining why something is observed (or not), assessing complex multi-component interventions, and focusing on intervention improvement (Busetto et al., 2020).

This section explains how data was collected, processed, analysed and reported. Questionnaires and interviews were the main instruments of data collection (See Appendix F and Appendix G). The researcher conducted a one-on-one interview with six interviewees; the lead pastors from the churches involved in the study, one from each denomination, who holds the highest position in the denomination. The questionnaires were grouped together to address specific objectives of the study, targeting all the 387 respondents as identified from the churches targeted. This is because the researcher's aim was to gather as much information as possible about perception on church growth. Data on information such as gender, age and education were obtained.

For quantitative data, a questionnaire was used to gather information on various issues with targeted respondents related to Authentic Leadership. The researcher administered the questionnaires to the leaders and members of the identified churches. Research assistants assisted the researcher in distributing and interpreting the questionnaires to those members who had a challenge in doing so.

The respondents' participation was measured using questions addressing availability, sustainability, accessibility and utilization of the church facilities (infrastructure) on church growth in general. A five-point Likert Scale ranging from Strongly Disagree (1) to Strongly Agree (5) was used to construct the questionnaires. The Likert scale is an interval scale assuming that two consecutive points are reflected within equal distance in variation (Heo et al., 2022). Likert Scale questions are the most frequently used rating scale to test a respondent's perception or attitude concerning matters under investigation. On one extreme of the Likert scale is favourable perception while on the other extreme is unfavourable perception towards an aspect of interest. The Likert scale is a widely accepted tool in social science research, including church growth and leadership studies, due to its effectiveness in measuring subjective attitudes, beliefs, and perceptions (Joshi et al., 2015).

For qualitative data, a key informant schedule was used in interviewing thirty-six church leaders on authentic leadership issues on church growth in their locality. The church leaders were interviewed on a one-on-one basis. The church leaders interviewed were selected on the basis of the highest rank in administration in the two wards under study. This enabled the researcher to get an objective view of the overall church's administrative structures and leadership styles in general.

Data Collection Procedures

A study permit from National Commission for Science, Technology and Innovation (NACOSTI) was obtained through the Pan African Christian University to allow collection of data from the respondents. Research assistants administered the questionnaires to ensure that the questions were understood. This helped the respondents understand the questions and minimize the risk of collecting incomplete and wrong information. The researcher selected subjects from the three categories of

the sample population. The subjects involved in the pre-test were encouraged to make comments and suggestions concerning instructions, clarity and relevance of the questions. This enabled the researcher to test for the reliability and validity of the data collection instruments.

Validity of Instruments

Validity refers to the extent to which a measurement tool accurately measures what it is intended to measure (Creswell, 2021). It ensures that the data collected are both meaningful and relevant to the research objectives. Validity played a crucial role in assessing the appropriateness of the questions and the reliability of the data to be gathered. To enhance the validity of the questionnaire, the researcher sought feedback from supervisors who reviewed the draft questionnaire. Their observations and suggestions were instrumental in refining the questionnaire to improve its clarity, relevance, and alignment with the study's objectives. This iterative process ensured that the final version of the questionnaire was both robust and effective for data collection.

Operationalization and Measurement of Study Variables

Measures to be adopted have been used and validated by other researchers such as shown in

Table 3

Operationalization and Measurement of Study Variables

Category	Variable	Operationalization	Measurement	Scale of Measurement
Dependent Variable	Church Growth	Quantitive increase in membership, finances,structures	• Commitment • Funding and sustenance • Social amenities • Administration	String
	Trust	Dependability	• Ability	String

Independent Variable			• Benevolence • Integrity	
	Transparency and Accountability	The implicit or explicit expectation that one may be called on to justify one's beliefs, feelings, and actions to others	• Physical • Perception • Participation	String
	Visionary Leadership	A picture of the future	• Expectancy • Valence • Instrumentality	String
	Teamwork	A cooperative process that allows ordinary people to achieve extraordinary results	• Task • Input • Trust	String
Moderating Variable	Personal Characteristics	Unique traits and qualities that define an individual's personality, behavior, and interactions	• Age • Gender • Education • Income	String

Source: Researcher (2025)

Pilot Test

A pilot test is a preliminary small-scale study conducted to test research instruments, allowing the researcher to assess their effectiveness before full-scale data collection begins (Creswell & Creswell, 2018). During this phase, the researcher typically collects data, cleans and codes it, and enters it into a statistical software program such as SPSS for analysis. One of the key reliability tests performed during a pilot test is the calculation of Cronbach's Alpha (α), which measures the internal consistency of a set of survey items or questionnaire scales. The Cronbach's Alpha value typically ranges from 0 to 1, with higher values indicating greater reliability.

According to Hair et al. (2019), a Cronbach's Alpha value of 0.7 or above is considered acceptable for research purposes, though values closer to 0.8 or above are preferable for ensuring strong internal consistency. The Cronbach's Alpha score helps to identify whether any individual items in the questionnaire are inconsistently measuring the same underlying construct, and it provides guidance for refining or modifying the survey items.

The results of the pilot test and the Cronbach's Alpha analysis are used to make necessary changes or improvements in the research instruments before the full-scale study begins. If the Cronbach's Alpha score is below the acceptable threshold, it may indicate the need to revise or remove poorly performing items to enhance the reliability of the final instrument (Tavakol & Dennick, 2021).

This study conducted a pilot test at Deliverance Church Gathoge, where 30 church members were sampled using a simple random sampling technique. The choice of 30 participants was deemed sufficient because research suggests that sample sizes of around 30 are generally adequate for pilot testing, allowing for reliable preliminary insights and feedback on the research instruments (Zhang, 2020). The study yielded a Cronbach's Alpha score of at least 0.7, which is considered acceptable for ensuring the internal consistency of the instruments. According to Jafari et al. (2020), a Cronbach's Alpha score of 0.7 or higher indicates that the instrument has sufficient reliability to proceed to the main study phase.

Diagnostic Tests

Normality Test

A normality test is a statistical procedure used to determine whether a dataset follows a normal distribution, also known as a Gaussian distribution (Ghasemi & Zahediasl, 2020). This assumption is critical for many parametric statistical tests, such

as regression analysis, ANOVA, and t-tests, as it ensures the validity of inferences drawn from the data (Mishra et al., 2020). In this study, the Shapiro-Wilk Test was employed due to its effectiveness, particularly for small to moderate sample sizes (Razali & Wah, 2020). The test compares the sample distribution to a normal distribution and provides a W statistic and a p-value. A p-value greater than 0.05 indicates that the data is normally distributed, while a p-value less than 0.05 suggests a deviation from normality. The results of the test are presented in tables, detailing the W statistic, p-value, and conclusions on the data's normality, guiding the choice of statistical methods for analysis.

Multicollinearity Test

Multicollinearity testing is a statistical procedure used to assess whether independent variables in a regression model are highly correlated, which can lead to distorted regression coefficients and unreliable model estimates. High multicollinearity inflates the standard errors of coefficients, making it difficult to determine the individual impact of each predictor. This test is critical to ensuring the validity and stability of regression models, particularly in studies with multiple predictors. Multicollinearity can be addressed by removing or combining variables, centering the data, or applying techniques like ridge regression or principal component analysis (Farrar & Glauber, 2020; Gujarati, 2020).

The most commonly used diagnostic tools for detecting multicollinearity include the Variance Inflation Factor (VIF) and Tolerance. A VIF greater than 10 indicates significant multicollinearity, while a Tolerance value below 0.1 suggests that multicollinearity may be problematic. By addressing multicollinearity, researchers can improve the interpretability and predictive power of their regression models (Akinwande et al., 2020). The results are displayed in a table, presenting the calculated

VIF and Tolerance values for each independent variable. If multicollinearity was detected, the study would outline appropriate strategies to address it, such as removing redundant variables, combining similar predictors, or applying advanced statistical techniques like ridge regression or principal component analysis. These steps would ensure the robustness and validity of the statistical analysis.

Heteroscedasticity Test

Heteroscedasticity is a test used to determine whether the variance of residuals (errors) is constant across all levels of the independent variables. This assumption is important because, if violated, it can lead to inefficient estimates and affect the validity of statistical inferences, especially in regression models (Gujarati & Porter, 2020). When heteroscedasticity is present, the standard errors of the regression coefficients may be biased, leading to incorrect conclusions. Solutions to address heteroscedasticity include transforming the data, using robust standard errors, or employing weighted least squares regression (Studenmund, 2020).

In this study, the heteroscedasticity test was conducted using a scatter plot of residuals versus predicted values. The scatter plot allows for visual inspection of whether the residuals exhibit constant variance (homoscedasticity) or if there are patterns that suggest heteroscedasticity (Studenmund, 2020). The predicted values on the x-axis represent the fitted values from the regression model, while the residuals on the y-axis show the difference between the observed and predicted values (Gujarati & Porter, 2020). If the spread of the residuals is uneven or shows a pattern (such as a funnel shape), this would indicate the presence of heteroscedasticity. The results were displayed in a scatter plot, with a detailed interpretation of the variance pattern and appropriate actions taken based on the findings.

Linearity Test

The linearity test ensures that the relationship between the independent variables (such as trust, transparency, visionary leadership, and teamwork) and the dependent variable (church growth) is linear (Djaballah-Djeddour & Tazerouti, 2022). A linear relationship is crucial because regression analysis assumes that changes in the dependent variable are proportionate to changes in the independent variables (Pardoe, 2020). This was checked by plotting scatter plots of the independent variables against the dependent variable. A linear relationship depicts a straight-line pattern. A visual inspection of the scatterplots indicated that the assumption of linearity of the datasets was met.

Normality Test

Normality test checks whether the datasets are normally distributed as a requirement of regression analysis. For this purpose, the Shapiro-Wilk test was performed, where a significant result ($p < 0.05$) indicates that the residuals deviate from normality (Knief & Forstmeier, 2021).

Outlier Test

Identifying and addressing outliers is crucial, as they can disproportionately affect the regression results (Nayebi, 2020). Outliers can skew the estimates and lead to misleading conclusions. Outliers were checked using boxplots which represent the interquartile range (IQR), with the horizontal line inside the box indicating the median (Starr & Goldfarb, 2020). The whiskers extend to the highest and lowest values within 1.5 times the IQR. Outliers are represented as dots outside the lower whisker, indicating extreme values towards lower end on a 5-point scale.

Data Analysis Plan

Data analysis is an important part of research which makes the result of a study effective. Data analysis is a process of collecting, transforming, cleaning, and modelling data with the goal of discovering the required information (Dibekulu (2020). Data analysis is changing the collected row data into meaningful facts and ideas to be understood either qualitatively or quantitatively. It is studying the tabulated material in order to determine inherent facts or meaning Dibekulu (2020).

Before data analysis was done, the questionnaires' responses were edited, coded, tabulated and processed using SPSS Version 26 computer program for completeness and consistency. The analysis was carried out through thematic areas reflected in the questionnaire. Data from key informants was coded using the key areas of focus in the interview schedule and analysed qualitatively. The data collected was analysed in order to transform it into useful information that was presented in graphs and tables. This study utilised descriptive and inferential statistics. Descriptive statistics allow a researcher to quantify and describe the basic characteristics of a data set. As such, descriptive statistics serve as a starting point for data analysis; allowing researchers to organize, simplify and summarize data. A data set which contains hundreds or thousands of individual data points or observations, for example, can be condensed into a series of statistics that provide useful information on the population of interest (Creswell, 2021). Descriptive statistics used were mean and standard deviation.

This study used inferential statistics for the purpose of inferring meaning to a population based on the results obtained from samples. Inferential statistics is important in a study because it helps in drawing conclusions about a large population based on the results of a small sample in a study (Dibekulu, 2020). It follows that the results

obtained from the samples of the study can be applied in all the churches identified in Embu County. The inferential analysis conducted in this study were correlation coefficient and regression analysis.

Empirical Model

Analysis of the impact of authentic leadership factors on church growth employed a regression model.

The general empirical model to be used in the study is as below:

$Y = \beta_0 + \beta X_i +$ …………………………………………………………………… (3.1)

Where: Y is the dependent variable denoting church growth

X_i is the independent variables vector,

β is coefficients to be predictable,

β_0 is the constant term,

ε is the error term.

Equation 3.1 is expanded to obtain equations 3.2 for estimating the study variables for trust, transparency and accountability, visionary leadership and teamwork respectfully as shown below:

$CG=\beta_0+\beta_1TR+\beta_2TA+\beta_3VL+\beta_4TW+\epsilon$………………………………………….. (3.2)

Where:

CG = Church Growth (Dependent Variable)

TR = Trust (Independent Variable)

TA = Transparency and Accountability (Independent Variable)

VL = Visionary Leadership (Independent Variable)

TW = Teamwork (Independent Variable)

β_0 = Intercept

$\beta_1, \beta_2 \ldots \beta_6$ = Regression coefficients

ϵ = Error term

Moderating Effect of Personal Characteristics on the Relationship between authentic leadership factors and Church growth in Embu County

The Whisman and McClelland (2005) test for the moderation effect of personal characteristics on the relationship between authentic leadership factors and church growth in Embu County was adopted in this research. The model proposes two main stages. First, personal characteristics is introduced in model 3.2 as a variable as shown below in Model 3.3

Church Growth = $\beta_0 + \beta_1 T + \beta_2 TA + \beta_3 VL + \beta_4 TW + \beta_5 PC + \epsilon$ ……*(3.3)*

Secondly, personal characteristics is introduced as a moderator as shown in equation 3.4 below:

Church Growth = $\beta_0 + \beta_1 T + \beta_2 TA + \beta_3 VL + \beta_4 T + \beta_5 PC + \beta_6 (T*PC) + \beta_7 (TA*PC) + \beta_8 (VL*PC) + \beta_9 (TW*PC) + \epsilon$

……*(3.4)*

The following states may occur given equations above,

Table 4

Moderation Decision Making Criteria

States	**Model 3.3**	**Model 3.4**	**Conclusion**
One	β_5 is significant	β_6 - β_9 are insignificant	Moderating variable is an explanatory variable
Two	β_5 is insignificant	β_6 - β_9 are significant	Moderating variable has a moderating effect

Source: Whisman and McClelland (2005)

Table 4 above shows the two possible states that may occur after introducing personal characteristics as a variable as well as a moderator. When situation one occurs, then personal characteristics is an explanatory variable rather than a moderator. If situation two occurs, then personal characteristics is a moderator.

Ethical Considerations

As a concept, research ethics refers to a complex set of values, standards and institutional schemes that help constitute and regulate scientific activity (Weinbaum et al., 2019). Informed consent of the participants was sought first whereby the researcher embraced the voluntary nature of participation. The researcher informed the respondents on the purpose of the research in the most understandable language. The researcher also assured the respondents that their participation was voluntary and free from any form of threat or coercion. Assuring voluntary participation reinforces the idea that they can withdraw at any time, which empowers them and minimizes the risk of distress or discomfort (Creswell and Creswell, 2018). The participants were given the freedom to refuse to participate or to discontinue their participation at any time during data collection. In addition, the researcher assured the respondents that all the information they provide will be strictly confidential and that their names shall not appear on the questionnaires.

Respondents were assured that the information given would be used only for the purpose of research. This assurance is central to protecting participants' rights and maintaining the integrity of the research process (Babbie, 2021). The appropriate chain of command was followed before the commencement of the data collection process. An introduction letter was first obtained from the Dean of the Graduate School of Pan Africa Christian University. Additionally, clearance was sought from the ethical review committee of PAC University. It was used as evidence that the researcher is a bona fide

postgraduate student at the University and that the study is being undertaken for academic purposes only. This introduction letter from the University was used to apply for a research permit from NACOSTI. The researcher paid a courtesy visit to the County Government Administrative Offices in Embu County to explain and seek clearance to carry out the data collection in their area and obtain a permit. The researcher informed the area chief and village elders of the intention to collect data for the research from the people in the community. The researcher used the introductory letter that was issued by the Department of Leadership at PAC University to introduce himself to the respondents. Before collecting the data, the researcher made a point of introducing himself to the lead pastors of the churches that he collected data from. In contexts where respondents may be unfamiliar with academic research, failing to introduce oneself can lead to distrust, resistance, or even misinformation. A clear introduction helps avoid these issues by clarifying the researcher's intentions and creating a safe space for engagement (Babbie, 2021).

Chapter Summary

This chapter has discussed the research philosophy and design, the population to be studied, the sample and the sampling methods. It has also covered the types of data and data collection, pre-testing, data analysis plan and ethical considerations that will be observed in the study.

Chapter Four: Results and Discussions

Introduction

This chapter constitutes the analysis, presentation, interpretation, and discussion of the study findings. The first section of the chapter presents the demographic profile of the respondents. This is followed by descriptive statistical analysis which constitutes the mean and standard deviation scores of the datasets. Diagnostic tests is then performed on the data to ensure all assumptions of inferential analysis are met. The remaining sections presents and discusses the results of correlation and regression analysis in line with the four specific objectives. This is followed by qualitative analysis of interview data using Braun and Clarke (2019) thematic analysis approach. The entire analysis and interpretation of the data is summarized at the end of the chapter.

Response Rate and Demographic Analysis

This first section of the chapter analyses the response rate as well as demographic characteristics of the respondents. These include respondents' age and gender, their level of education, period of membership, level of income, disability status, and role in the church.

Response Rate

Response rate indicates the level of engagement and participation of the target population, ensuring the data collected is representative and reliable. The response rate is presented in Table 4.

Table 5

Response Rate

Respondent category	Frequency	Percent
Responded	323	83%
Did not respond	64	17%
Total	387	100%

Source: Field Data

Table 4 shows that a high response rate of 83% was obtained. This high response rate suggests strong engagement from the target population, which enhances the reliability of the conclusions drawn from the findings, as the data is likely to be representative of the broader group being studied. This is in accord with Saunders et al. (2019) who posit that any response rate in excess of 70% is excellent for analysis. This compares favourably with a similar study in Embu County by Njiru and Warue (2019) whose investigation of factors affecting numeric growth of Pentecostal churches in the county yielded a response rate of 73%.

Age of Respondents

Age distribution of respondents is useful for identifying generational perspectives and preferences, which may influence how authentic leadership impacts church growth. Understanding age demographics also aid in tailoring leadership approaches to meet the unique needs of different age groups within the church community. The age distribution of respondents is presented in Table 5.

Table 6

Respondents' Age Bracket

Age bracket	Frequency	Percent
18-29 years	110	34.1%
30-39 years	98	30.3%
40-49 years	68	21.1%
50 years and above	47	14.6%
Total	323	100.0%

Source: Field Data

The table shows that 34.1% of respondents were in the age group of between 18-29 years, 30.3% were aged 30-39 years, 21.1% were aged 40-49 years, and 14.6%

were 50 years and above. These percentages represent the valid distribution of the sample, totalling 100% (n = 323). The age distribution indicates that the majority of respondents were relatively young, with a combined 64.4% of participants falling between the ages of 18 and 39 years, suggesting a youthful membership of the church in Embu County. This finding is consistent with demographic trends in a previous church growth study in Kenya by Wairimu (2023), implying that churches in Kenya are populated by a relatively youthful generation. The implication of this is that church leaders may be under pressure to demonstrate authentic leadership as this generational cohort is known to demand authenticity from leaders (Thomas, 2021).

Gender of Respondents

Data on gender help identify whether leadership approaches resonate differently with men and women, enabling tailored strategies to foster inclusivity and growth within the church. The gender distribution of respondents in the study on authentic leadership factors and church growth in Embu County, Kenya, is presented in Table 6.

Table 7

Gender of Respondents

Gender category	Frequency	Percent
Male	162	50.2%
Female	161	49.8%
Total	323	100.0%

Source: Field Data

The table shows that 50.2% of respondents were male and 49.8% were female. This nearly equal distribution of male and female respondents is somewhat consistent with a study by Mumbi (2023) on the success of churches in Nairobi County which put the distribution of female respondents at 50% against males at 45%, with 5%

representing missing data. This suggests a relatively balanced representation of both genders in the study, reflecting an inclusive perspective on the factors influencing church growth and authentic leadership in the study region.

Level of Education

Data on level of education helps to understand how educational attainment influences perceptions of authentic leadership and its impact on church growth. Education levels may affect respondents' leadership expectations, communication preferences, and engagement with church activities, providing insights for more effective leadership strategies. The level of education distribution of respondents is presented in Table 7.

Table 8

Distribution of Respondents by Level of Education

Level of education	Frequency	Percent
Other	18	5.6%
High School	25	7.7%
Diploma	131	40.6%
Degree	119	36.8%
Postgraduate	30	9.3%
Total	323	100.0%

Source: Field Data

The table shows that the highest distribution of respondents held a diploma (40.6%), followed by those with a degree (36.8%) and postgraduate qualifications (9.3%). Additionally, 7.7% had completed high school, while 5.6% had other forms of education. The data indicates that the majority (86.7%) had at least a diploma, suggesting that many of the respondents had higher levels of education. From the above findings, the implication is that church membership is composed of a well-educated

congregants that will most likely demand authentic leadership. The finding is in line with the study by Mumbi (2023) which found that majority of the respondents attained high levels of education ranging from diploma to post-graduate levels.

Period of Membership

Years of church membership provides insights into the respondents' level of experience, commitment, and familiarity with church activities and leadership. The distribution of respondents is presented in Table 8.

Table 9

Distribution of Respondents by Period of Members

Years of church membership	Frequency	Percent
Under 5 years	107	33.1%
5-10 years	85	26.3%
Above 10 years	131	40.6%
Total	323	100.0%

Source: Field Data

The table shows that 33.1% of respondents had been members for under 5 years, 26.3% had been members for 5-10 years, and 40.6% had been members for over 10 years. The data indicates that a significant portion of respondents (40.6%) had been church members for over 10 years, suggesting a relatively experienced group of participants, which may provide valuable insights into the long-term effects of authentic leadership on church growth. This is in line with the notion advanced by Cummings et al. (2021) that experience is a needed condition for leadership development.

Level of Income

Respondents were asked to disclose their level of income because income levels may affect people's ability to contribute to church activities, their expectations of church leadership, and their engagement with church initiatives. The income distribution of respondents is presented in Table 9.

Table 10

Distribution of Respondents by Income Level

Income level	Frequency	Percent
Below Ksh 25,000	122	37.8%
Ksh 25,000-50,000	119	36.8%
Ksh 51,000-100,000	55	17.0%
Above Ksh 100,000	27	8.4%
Total	323	100.0%

Source: Field Data

The table shows that 37.8% of respondents earned below Ksh 25,000, 36.8% earned between Ksh 25,000 and Ksh 50,000, 17.0% earned between Ksh 51,000 and Ksh 100,000, and 8.4% earned above Ksh 100,000, with the total sample comprising 323 respondents. The data indicates that a majority of respondents (74.6%) earned below Ksh 50,000, suggesting that most congregations have individuals in lower to middle income brackets. This agrees with the research by Onyango (2019) that categorize Kenya as a low to middle income country. This suggests that respondents are likely to be financially conscious, and hence demand for transparency and accountability from their church leaders.

Disability Status

Data on disability status is relevant as it ensures the study captures the perspectives and experiences of individuals with disabilities, highlighting any unique challenges or needs they may have in relation to church leadership and growth. The distribution of respondents by disability status is presented in Table 10.

Table 11

Disability Status

Response category	Frequency	Percent
No	318	98.5%
Yes	5	1.5%
Total	323	100.0%

Source: Field Data

The table shows that 98.5% of respondents reported no disability, while 1.5% reported having a disability, with the total sample comprising 323 respondents. This indicates that the vast majority of respondents did not identify as having a disability. This reflects the broader demographic trends in Kenya which, according to a status report on disability inclusion in Kenya, about 2.2% of the population constitutes persons with disability (State Department for Social Protection, 2021). Just like the demographic trends in Kenya, churches also have a small portion of persons with disabilities.

Respondents' Role in Church

Data on respondents' roles in the church is relevant because it provides insights into how different positions or responsibilities influence perceptions of authentic leadership and its impact on church growth. How respondents were distributed by their role in church is shown in Table 11.

Table 12

Respondents' Role in Church

Role in church	Frequency	Percent
Ordinary Member	148	45.8%
Leader	175	54.2%

Total	323	100.0%

Source: Field Data

The table shows that 45.8% of respondents were ordinary members, while 54.2% held leadership roles. This indicates that a majority of respondents (54.2%) were leaders within their churches, suggesting that the study predominantly engaged individuals in positions of influence, which may provide valuable insights into the relationship between authentic leadership and church growth.

Reliability Tests

Reliability refers to the extent to which measurements are consistent and repeatable across different circumstances, such as when conducted by different individuals, at different times, under varying conditions, or using alternative instruments that measure the same construct or skill. It reflects the degree to which a construct is measured dependably and consistently, yielding the same results under the same conditions (Creswell, 2021; Babbie, 2020). To ensure reliability, the researcher designed and piloted the questionnaires before their use in the main study. The pilot study was conducted at Deliverance Church Gathoge, which was not part of the study population. The purpose of the pilot test was to refine the questionnaire to minimize challenges respondents might face in answering the questions. This process allowed the researcher to check the consistency of the questions and the clarity of the language to ensure comprehensibility. Data collected during the pilot study also enabled the researcher to assess and enhance the reliability and validity of the data collection instruments used in the study as presented in Table 3.

Table 13

Reliability Statistics

Variable	Cronbach's Alpha	N of Items
Trust	.682	8
Transparency & accountability	.928	8
Visionary leadership	.899	8
Teamwork	.885	7
Commitment	.878	8
Funding	.907	7
Social amenities	.913	7

Trust had a Cronbach's alpha of .682 based on 8 items; Transparency & accountability had a Cronbach's alpha of .928 with 8 items; Visionary leadership had a Cronbach's alpha of .899, also with 8 items; Teamwork had a Cronbach's alpha of .885 based on 7 items; Commitment had a Cronbach's alpha of .878 with 8 items; Funding had a Cronbach's alpha of .907, based on 7 items; and Social amenities had a Cronbach's alpha of .913 with 7 items. The reliability scores suggests that all the variables demonstrated excellent internal consistency except Trust whose alpha coefficient was below 0.7. However, examination of Item-Total Statistics revealed that deletion of the item "I think it is important to watch the leadership closely so that it does not take advantage of people like me" would increase the Cronbach's alpha to .833. Thus, the item was deleted.

Descriptive Analysis

This section presents statistics generated for each item. These statistics provide insights into how respondents answered each item for each variable on a 5-point scale.

Descriptive Statistics for Trust Items

The descriptive statistics for the trust items in the study on the impact of the trust dimension of authentic leadership on church growth are presented in Table 12. Respondents rated trust items on a 5-point scale from 1 = strongly disagree to 5 = strongly agree.

Table 14

Descriptive Statistics for Trust Items

Trust items	Mean	Std. Deviation
Sound principles seem to guide the church leadership when making decisions	4.33	.639
Church Leadership can be relied on to keep its promises	4.32	.700
Church leadership has the ability to accomplish what it says it will do	4.29	.671
The leadership has the ability to accomplish what it says it will do	4.28	.648
Church leadership treats people like me fairly and justly	4.15	.691
Whenever the church leadership makes an important decision, I know it will be concerned about people like me	4.11	.797
I am very willing to let the church leadership make decisions for people like me	3.80	.937
Trust composite mean score	4.18	.518

Source: Field Data

The item assessing whether sound principles guide the church leadership in decision-making had a mean score of 4.33 with a standard deviation of 0.639. This suggests that respondents largely agree that the church leadership operates based on strong ethical principles, which likely fosters trust and confidence in the leadership, contributing to positive perceptions and potential church growth. This finding aligns with Zheng et al. (2022), who found that integrity and ethical principles enhance organizational alignment and team performance. It suggests that authentic leadership practice in the church fosters a strong ethical foundation, promoting trust and organizational stability.

Another item measuring the reliability of the church leadership to keep promises had a mean score of 4.32 (SD = 0.700). This indicates that respondents generally trust the leadership to fulfil its commitments, a factor that is crucial in building long-term relationships with the church members and supporting the church's growth and success. This finding agrees with Mahdi and Nassar (2021), who emphasized the role of strong

relationships and trust in mitigating risks and fostering organizational sustainability. It highlights that authentic leadership practice in the church must prioritize reliability to sustain growth and trust.

Respondents also agreed that the leadership is capable of achieving what it sets out to do, as reflected by the mean score of 4.29 (SD = 0.671) for the item assessing the leadership's ability to deliver on its promises. This suggests that the church leadership is perceived as competent, which can inspire greater involvement and engagement among church members, thereby contributing to church growth. This finding is consistent with Heyns and Rothmann (2021), who demonstrated that trust in leaders' competence enhances engagement and satisfaction. It underscores that authentic leadership in the church should prioritize delivering on promises to maintain member confidence.

The item about the leadership's ability to accomplish its goals received a mean score of 4.28 (SD = 0.648). Although slightly lower than the previous item, it still indicates strong agreement, reinforcing the perception of church leadership as competent and capable. This trust in the leadership's ability to follow through on its plans likely encourages active participation and support from the congregation. The finding aligns with Kipkosgei et al. (2020), who found that trust in leadership facilitates organizational growth through effective goal achievement. It highlights that authentic leadership practice should focus on demonstrating capability to sustain church growth.

When evaluating whether church leadership treats people fairly and justly, the mean score was 4.15 (SD = 0.691), indicating that respondents agree that they are treated with fairness and justice. Such perceptions are fundamental in building trust and a sense of belonging among church members, which can positively influence retention and growth within the church community. This is consistent with Mashilo and Kubayi

(2024), who showed that fairness in decision-making enhances trust in leadership. It suggests that authentic leadership practice must emphasize fairness to build cohesive and trusting church communities.

For the item concerning the leadership's concern for the welfare of its members when making important decisions, the mean score was 4.11 (SD = 0.797). This indicates that while there is strong agreement that the leadership considers the interests of the congregation, there is some variability in responses, suggesting that a small proportion of respondents may feel that their concerns are not always fully addressed. This finding agrees with Murage (2022), who emphasized that addressing individual needs fosters loyalty and enhances outcomes. It underscores that authentic leadership practice in the church should enhance inclusivity by prioritizing members' welfare in decision-making processes.

The item on willingness to let the church leadership make decisions for its members had the lowest mean score of 3.80 (SD = 0.937), indicating a lower level of agreement compared to the other trust items. This suggests that while many respondents are open to allowing leadership to make decisions on their behalf, there is a noticeable hesitation, implying a desire for more involvement in decision-making processes. This finding differs from Chaudhary et al. (2021), who highlighted the importance of transparency and shared decision-making in fostering trust. It suggests that authentic leadership in the church should balance decision-making authority with participatory approaches to build greater trust and acceptance.

Finally, the composite mean score for trust was 4.18 (SD = 0.518), reflecting an overall high level of trust in the church leadership. This suggests that, on average, respondents perceive the leadership as trustworthy, reliable, and competent – qualities that are essential for fostering positive relationships within the congregation and

promoting church growth. This finding supports Heyns and Rothmann (2021), who showed that trust leads to greater engagement and satisfaction. It implies that authentic leadership in the church must consistently demonstrate trustworthiness to sustain positive growth trajectories.

Descriptive Statistics for Transparency and Accountability Items

The descriptive statistics for the transparency and accountability are presented in Table 13. Respondents rated these items on a 5-point scale from 1 = strongly disagree to 5 = strongly agree. The table presents both mean and standard deviation scores for each item ranked from the highest to the lowest score.

Table 15

Descriptive Statistics Transparency and Accountability Items

Transparency and accountability items	Mean	Std. Deviation
The leadership has set up a conducive atmosphere for good relationship and team work between church co-workers and members	4.06	.874
The leadership discusses the strategic mission with church co-workers and members.	3.97	.989
Our leaders are held accountable for performance	3.96	.861
Communication channels are open among the leadership, church co-workers and members	3.95	.875
Church co-workers and members are at ease and comfortable when around other people in the church regardless of their title, position, or stature.	3.94	.868
Church co- workers and members know what is expected of them and understand their impact on other people, teams and functions	3.92	.835
Church co-workers and members problems and complaints are effectively handled	3.81	.900
The leadership encourages members to speak out frankly even when they are critical of established ideas	3.77	.942
Transparency and Accountability composite mean score	3.92	.729

Source: Field Data

The item regarding the leadership's establishment of a conducive atmosphere for good relationships and teamwork between church co-workers and members had a mean score of 4.06 (SD = 0.874). This indicates that respondents generally agree that the leadership fosters an environment that supports collaboration, which can contribute to positive dynamics within the church and potentially enhance its growth. This finding aligns with Melo et al. (2020), who highlighted that accountability and teamwork enhance organizational performance by promoting better relationships and trust among team members. This emphasizes the need for leaders to prioritize relationship-building and teamwork as foundational aspects of fostering organizational cohesion and growth.

Regarding the leadership's communication of the strategic mission with church co-workers and members, the mean score was 3.97 (SD = 0.989). This suggests that respondents moderately agree that the leadership discusses the church's strategic mission, but the relatively higher standard deviation indicates some variation in responses, possibly indicating room for improvement in how effectively the mission is communicated to all members. This finding agrees with Senoga (2023), who emphasized the role of transparent communication in building trust and ensuring clarity within church leadership.

The item on whether leaders are held accountable for performance had a mean score of 3.96 (SD = 0.861). This suggests a general agreement that church leaders are held responsible for their actions, promoting transparency and accountability within the leadership, which can contribute to stronger trust and credibility in the leadership. This finding agrees with Hutt and Polikoff (2020), who noted that accountability enhances confidence, responsibility, and productivity in organizational settings. This underscores

the role of accountability in strengthening trust and credibility while encouraging ethical behaviour among leaders.

For the item measuring the openness of communication channels among the leadership, church co-workers, and members, the mean score was 3.95 (SD = 0.875). This indicates that respondents perceive communication to be relatively open within the church, suggesting that transparent communication is valued, though some variability in responses indicates that further improvements may be needed. This finding is consistent with Senoga (2023), who found that open communication reduces fraud and builds trust in church leadership. This highlights the need to establish robust communication channels that facilitate transparency and foster a culture of openness and trust.

The item on whether church co-workers and members feel at ease regardless of their title, position, or stature had a mean score of 3.94 (SD = 0.868). This suggests that there is general comfort and equality within the church environment, which is crucial for fostering an inclusive and transparent culture that encourages open dialogue and trust among members. This finding aligns with Muriithi (2020), who emphasized the role of inclusivity in fostering trust and ethical conduct within organizations. It highlights the importance of creating an inclusive environment where all members feel valued and respected, which can encourage greater engagement and collaboration.

Respondents also agreed that church co-workers and members know what is expected of them and understand their impact on others, as reflected by the mean score of 3.92 (SD = 0.835). This suggests that there is clarity in roles and expectations within the church, which can help ensure that all members contribute effectively to the church's overall mission and growth. This finding aligns with Melo et al. (2020), who noted that accountability and role clarity enhance organizational performance. The finding

emphasizes the value of defining clear roles and expectations to ensure alignment with organizational goals and foster collective responsibility.

The item on whether church co-workers and members' problems and complaints are effectively handled had a mean score of 3.81 (SD = 0.900), suggesting that there is a moderate level of agreement that issues are addressed effectively. The higher standard deviation indicates some differences in perception, possibly reflecting occasional dissatisfaction with how complaints are managed. This finding aligns with Ovando (2020), who stressed that addressing issues transparently enhances trust in leadership. This implies the need for mechanisms to address concerns consistently and transparently to build trust and credibility among members.

Finally, the item about whether the leadership encourages members to speak out frankly, even when critical, had the lowest mean score of 3.77 (SD = 0.942). This suggests that while there is some encouragement for open expression, there may still be hesitancy or barriers to speaking out, which could limit the level of transparency within the church. This finding agrees with Thiga et al. (2021), who noted that unresolved conflicts can tarnish perceptions of leadership. This underscores the importance of fostering an environment where critical feedback is welcomed and valued to enhance transparency and trust.

The composite mean score for transparency and accountability was 3.92 (SD = 0.729) reflecting an overall moderate to strong agreement that the church leadership demonstrates transparency and accountability. This indicates a generally positive perception of leadership practices, with some variation, suggesting that while transparency and accountability are valued, there may still be areas for improvement. This finding aligns with Kavila et al. (2023), who observed that transparency in financial and organizational management fosters trust and better outcomes. For

authentic leadership practice, it highlights the importance of maintaining transparency and accountability as core leadership values to build trust and drive sustainable growth.

Descriptive Statistics for Visionary Leadership Items

The descriptive statistics for the visionary leadership items in the study on the impact of this dimension of authentic leadership on church growth are presented in Table 14. Respondents rated these items on a 5-point scale from 1 = strongly disagree to 5 = strongly agree. The table shows the mean and standard deviation scores for the items ranked from the highest to the lowest.

Table 16

Descriptive Statistics for Visionary Leadership Items

Visionary leadership Items	Mean	Std. Deviation
The leadership in my church is visionary	4.50	.576
I am always optimistic about my future in this church	4.39	.647
I am always positive regarding my role in the church.	4.36	.655
I am optimistic about the visionary leadership in the church and where the church is planning to be in future.	4.31	.704
I can think of many ways to attain my current ministry goals to achieve church objectives	4.15	.705
I feel confident presenting information to leadership, fellow church co-workers and members	4.02	.850
The church has a vision and strategic plan of action that is known by all members.	3.96	1.058
Planning for church vision and strategic plan is done in conjunction with all church members.	3.68	1.140
Visionary leadership composite score	4.17	.623

Source: Field Data

The item assessing whether the leadership in the church is visionary had a mean score of 4.50 (SD = 0.576), indicating strong agreement among respondents that the leadership demonstrates a clear and forward-thinking vision. This suggests that church members highly perceive the leadership as visionary, which is crucial for guiding the church toward growth and achieving long-term goals. This finding aligns with Hijjawi (2021), who emphasized the importance of visionary leadership in driving organizational performance and achieving long-term goals. This highlights the importance of leaders maintaining a clear and inspiring vision to guide the church's growth and foster long-term commitment from members.

The item on optimism about the future in the church had a mean score of 4.39 (SD = 0.647). This indicates that respondents are generally optimistic about their future within the church, suggesting a positive outlook on the church's direction and

leadership, which can enhance commitment and participation, ultimately fostering church growth. This finding is consistent with Kadir et al. (2020), who found that when staff members feel empowered and optimistic, they are more likely to engage in innovative behaviors and contribute to organizational success. This suggests that fostering optimism among members is crucial to encourage participation and growth within the church.

For the item regarding positivity about their role in the church, the mean score was 4.36 (SD = 0.655), reflecting strong agreement that respondents feel positive about their contributions. This indicates that members are confident and motivated in their roles, which can further support the church's vision and objectives. This finding resonates with Matisi (2020), who found that leaders who foster a positive environment and acknowledge members' contributions lead to greater engagement and success in church growth. This emphasizes the importance of encouraging and validating members' roles to build motivation and commitment to the church's mission. This finding is supported by Huma et al. (2023), who emphasized that visionary leadership plays a critical role in fostering engagement and driving growth. This suggests that a leader’s ability to communicate a clear vision is crucial in building trust and encouraging collective action toward organizational goals.

Respondents also expressed optimism about the visionary leadership in the church and its future direction, as shown by the mean score of 4.31 (SD = 0.704). This suggests that the leadership’s vision for the future resonates well with church members, promoting engagement and a collective commitment to the church’s growth and success. This finding aligns with Kadir et al. (2020), who noted that empowering leadership and promoting intellectual stimulation are key to fostering innovation and

progress. The finding highlights the need for leaders to encourage proactive thinking and problem-solving to help achieve organizational goals.

The item assessing the ability to think of ways to attain ministry goals had a mean score of 4.15 (SD = 0.705). This indicates that respondents feel capable of contributing to achieving the church's objectives, suggesting that the church leadership fosters an environment that encourages innovation and proactive thinking among its members.

The item on confidence in presenting information to leadership, fellow church co-workers, and members had a mean score of 4.02 (SD = 0.850). While respondents generally felt confident in presenting information, the higher standard deviation indicates some variability in responses, suggesting that there may be a small portion of members who feel less confident in sharing ideas or feedback. This finding aligns with the literature, which indicates that empowering individuals to express their ideas leads to greater engagement and innovation (Kadir et al., 2020). This suggests that leaders should create a safe and supportive environment where all members feel confident in contributing their ideas.

For the item about the church having a vision and strategic plan known by all members, the mean score was 3.96 (SD = 1.058). This indicates moderate agreement, suggesting that while many members are aware of the church's vision, there is some uncertainty or lack of awareness among others, pointing to a potential area for improvement in communication and strategic planning. This finding partially agrees with Matisi (2020), who found that strong communication of vision is critical for engaging members in the church's growth. This indicates the need for leaders to enhance communication and ensure that all members are well-informed and aligned with the church's strategic direction.

The item regarding the involvement of all church members in planning for the church vision and strategic plan had the lowest mean score of 3.68 (SD = 1.140). This indicates that respondents feel less confident that all members are included in the planning process, suggesting a need for more inclusive leadership practices to ensure that everyone is engaged in the church's strategic direction. This finding is consistent with Matisi (2020), who highlighted the importance of participatory leadership in fostering inclusion and engagement. This emphasizes the need for leaders to adopt more inclusive approaches that involve all members in the decision-making process.

Finally, the composite mean score for visionary leadership was 4.17 (SD = 0.623), reflecting a generally positive perception of the church leadership's ability to inspire and guide the congregation with a clear vision. This suggests that respondents believe the leadership has a strong vision for the church, although there is some variability in how these practices are experienced by all members. This finding aligns with the research by Hijjawi (2021), which found that visionary leadership is essential for organizational performance and success. For authentic leadership practice, this underscores the importance of clear and consistent communication of the church's vision to ensure alignment and engagement from all members.

Descriptive Statistics for Teamwork Items

The descriptive statistics for the teamwork items are presented in Table 15. Respondents rated these items on a 5-point scale from 1 = strongly disagree to 5 = strongly agree.

Table 17

Descriptive Statistics for Teamwork Items

Teamwork items	Mean	Std. Deviation
I always look on the bright side of things regarding my role in the church	4.36	.753

I feel confident that I can accomplish my role efficiently when I am part of a team	4.30	.705
Team work is always emphasized in running of the church and church activities	4.26	.784
The leadership offers opportunity to members to exercise their talents and profession in church activities.	4.24	.798
I am confident in my participation pertaining the roles in the teams in which I belong in this church	4.21	.762
I feel confident that church co-workers and members belonging to a team and understand their role and function	4.00	.802
Everybody's opinion counts with regard to the day to day running of the church.	3.61	1.121
Teamwork composite mean score	4.14	.636

Source: Field Data

The item assessing optimism about their role in the church had a mean score of 4.36 (SD = 0.753), indicating that respondents generally look positively upon their role within the church. This suggests that members feel engaged and motivated in their roles, which is crucial for fostering a strong sense of community and collaboration within the church. This finding agrees with the literature, which emphasizes the importance of fostering positive team dynamics to drive innovation and organizational success (Martín-Hernández et al., 2022). It also indicates that authentic leadership practices that emphasize trust and engagement contribute positively to community building.

Respondents also expressed confidence in their ability to accomplish their role efficiently when part of a team, as shown by the mean score of 4.30 (SD = 0.705). This indicates that individuals feel capable of contributing effectively when working with others, highlighting the importance of teamwork in enhancing productivity and achieving church goals. This finding aligns with the work of Jenssen (2020), which identifies teamwork as crucial for achieving organizational goals, particularly in church settings. It means that encouraging trust and collaboration within teams enhance overall effectiveness.

The item on whether teamwork is emphasized in the running of the church and its activities had a mean score of 4.26 (SD = 0.784). This suggests that respondents agree that teamwork is a key value within the church, which fosters cooperation and a collaborative environment that is vital for the church's success and growth. This finding is in agreement with Kibret et al. (2024), which highlights the importance of teamwork in driving organizational success, even if teamwork alone is not sufficient to guarantee improvements. It can be surmised that promoting a cooperative and supportive environment that enhances teamwork.

For the item regarding the leadership's provision of opportunities for members to exercise their talents and professions in church activities, the mean score was 4.24 (SD = 0.798). This reflects strong agreement that the leadership encourages members to contribute their skills, suggesting that the church fosters an environment of mutual support and development, which can enhance the overall growth and functioning of the church. This finding is consistent with Jenssen (2020), who suggests that effective leadership fosters an environment that nurtures individual gifts for collective growth. Thus, promotion of the development of followers enhance both individual and organizational performance.

The item assessing confidence in participation regarding roles in teams had a mean score of 4.21 (SD = 0.762). This indicates that respondents feel confident in their roles within teams, which reflects a positive perception of teamwork and indicates that the church leadership provides clear guidance and support for team-based activities**.** This finding supports the idea that leadership plays a key role in fostering team confidence, as suggested by Kibret et al. (2024). It means that providing support and clear guidance help foster confidence and participation in team activities.

For the item on whether church co-workers and members understand their role and function within teams, the mean score was 4.00 (SD = 0.802). This suggests that respondents generally agree that team members understand their roles, which is essential for efficient collaboration and the smooth operation of church activities. This finding aligns with the findings of Salanova et al. (2021), which stress the importance of clear communication and role understanding in enhancing organizational performance. It means that promotion of role clarity and effective communication contribute to better teamwork and overall performance.

The item about whether everyone's opinion counts in the day-to-day running of the church had the lowest mean score of 3.61 (SD = 1.121). This indicates that while there is some agreement, there is also noticeable variation, suggesting that not all respondents feel that their opinions are equally valued in decision-making processes. This may point to a need for more inclusive practices to ensure that all voices are heard. This finding is in contrast to the conclusions of Godbles and Amaluwa (2022), who highlighted the critical role of effective leadership in ensuring all employees feel valued.

The composite mean score for teamwork was 4.14 (SD = 0.636), reflecting a generally positive perception of teamwork within the church. This indicates that respondents view teamwork as an important and effective aspect of church life, though the variability in the item regarding the value of everyone's opinion suggests that there may be room for improvement in making all members feel equally involved and heard. This finding aligns with the conclusions of Martín-Hernández et al. (2022), which emphasize the importance of fostering a supportive, team-oriented environment for organizational success. Nurturing team cohesion and inclusivity enhances the effectiveness of teamwork within the church.

Descriptive Statistics for Commitment Items

The descriptive statistics for the commitment items are presented in Table 16. Respondents rated these items on a 5-point scale from 1 = strongly disagree to 5 = strongly agree.

Table 18

Descriptive Statistics for Commitment Items

Commitment items	Mean	Std. Deviation
I am proud to tell others that I am part of this church	4.65	.653
I would recommend this organization to my friends as a great church to be part of	4.59	.605
I get a feeling of accomplishment from participating in the church activities	4.41	.692
I am willing to put in a great deal of effort beyond what is normally expected in order to help the church to be successful	4.32	.760
I find that my values and the church values are very similar	4.30	.679
I understand and are aware of how my input contributes to the church mission and vision	4.26	.748
My commitment to this church goes beyond my present circumstances	4.11	.839
I would accept almost any type of assignment in order to keep giving back to this church	4.05	.909
Commitment composite mean score	4.33	.544

Source: Field Data

The item assessing pride in being part of the church had a mean score of 4.65 (SD = 0.653), indicating that respondents strongly identify with and take pride in their membership. This suggests that church members are highly committed and feel a strong sense of belonging, which is a key factor in fostering church growth, as it contributes to member retention and engagement. This finding agrees with Wahidi (2020), who noted that authenticity in leadership fosters trust and commitment. The strong sense of

belonging observed here is essential for sustaining church growth through consistent member engagement.

For the item on recommending the church to others as a great place to be part of, the mean score was 4.59 (SD = 0.605). This suggests that respondents would eagerly endorse the church to others, reflecting high levels of satisfaction and commitment. This type of advocacy is crucial for attracting new members, thus supporting the growth of the church community. This result aligns with Laguna et al. (2019), who found that authentic leadership is positively related to organizational citizenship behavior, such as promoting the organization to others. This advocacy is pivotal for enhancing the church's visibility and expanding its membership base.

Respondents also expressed a sense of accomplishment from participating in church activities, with a mean score of 4.41 (SD = 0.692). This indicates that members find personal fulfilment in their involvement, which enhances long-term commitment and further supports church growth, as individuals are more likely to remain engaged when they feel their contributions are meaningful. This finding is consistent with Duarte et al. (2021), who observed that authentic leadership promotes affective commitment, which in turn enhances organizational performance. A sense of accomplishment fosters engagement, strengthening the foundation for sustained growth.

The item on willingness to exert extra effort to ensure the church's success had a mean score of 4.32 (SD = 0.760), reflecting that respondents are willing to go above and beyond expectations to help the church succeed. This strong level of dedication is essential for fostering a culture of excellence, which is critical for the church's growth and ongoing success. This finding agrees with Leal et al. (2021), who highlighted that authentic leadership encourages extra effort among followers. The willingness to exert additional effort directly translates into greater collective progress and enhanced church

growth. For the item assessing the alignment of personal and church values, the mean score was 4.30 (SD = 0.679), suggesting that respondents feel a significant alignment between their values and those of the church. This shared sense of purpose strengthens commitment, which in turn supports the church's growth by ensuring members are invested in its mission. This aligns with Baquero (2023), who observed that authentic leadership strengthens alignment between organizational and individual values, enhancing trust and commitment. A shared vision fosters a unified effort towards church growth.

The item regarding awareness of how individual input contributes to the church's mission and vision had a mean score of 4.26 (SD = 0.748). This indicates that respondents understand the importance of their contributions and feel connected to the church's larger objectives. This clarity and sense of purpose reinforce commitment, which is vital for sustained church growth. This result is consistent with Gigol (2020), who found that authentic leaders enhance followers' sense of purpose and self-determination. Clear alignment with the church's mission ensures collective progress towards growth objectives. The item on commitment beyond current circumstances had a mean score of 4.11 (SD = 0.839), suggesting that respondents are committed to the church even in the face of changing personal circumstances. This enduring commitment is a key factor in ensuring long-term church growth, as members who are steadfast in their loyalty help stabilize and strengthen the congregation. This agrees with Leal et al. (2021), who demonstrated that authentic leadership fosters resilience and long-term commitment. Such unwavering dedication is a cornerstone for sustainable growth.

The item on willingness to accept almost any assignment to continue giving back to the church had a mean score of 4.05 (SD = 0.909). Although the score is still relatively high, the greater variability suggests that while many members are highly

committed, there may be some individuals who are less inclined to take on additional responsibilities. Ensuring that all members feel empowered to contribute will help maximize their involvement and foster growth. This finding aligns with Duarte et al. (2021), who noted that authentic leadership promotes work role performance, although variability suggests a need for tailored approaches to engagement. A higher willingness to accept roles can help unlock latent potential for growth.

Finally, the composite mean score for commitment was 4.33 (SD = 0.544), reflecting a generally high level of commitment among respondents. This strong commitment is an indicator that the church has successfully fostered a loyal and engaged membership, which is essential for sustained growth and development. This result is in line with Wahidi (2020), who observed that authentic leadership fosters organizational commitment and satisfaction. The strong composite score underscores a solid foundation for continuous church growth.

Descriptive Statistics for Funding and Sustainability Items

The descriptive statistics for the funding and sustainability items, which are key indicators of the church's capacity for sustained growth, are presented in Table 17. Respondents rated these items on a 5-point scale from 1 = strongly disagree to 5 = strongly agree.

Table 19

Descriptive Statistics for Funding and Sustainability Items

Item	Mean	Std. Deviation
Funding of projects and programs in the church is done out of free will and without any undue coercion	4.45	.747
I feel confident supporting a long-term project or program in the church.	4.37	.708
Church Programs and projects align with church mission and vision	4.36	.651

I feel confident that finances raised for projects and programs are prudently used	4.31	.742
I am confident that the church has the capacity to sustain the set church programs and projects	4.28	.664
I am confident that church programs and projects are effectively achieving their intended outcomes	4.27	.692
Finances raised for the projects and programs are specifically used for the intended purpose and not diverted to other projects	4.26	.787
Funding and Sustenance composite mean score	4.33	.572

Source: Field Data

The item assessing the voluntary nature of funding for church projects had a mean score of 4.45 (SD = 0.747), indicating that respondents feel that contributions to church programs are made freely and without pressure. This sense of autonomy in funding suggests a positive attitude toward church initiatives, which is crucial for long-term financial sustainability and the growth of church programs. This finding agrees Nga'nga (2023) and Wambua (2021) who emphasize the importance of voluntary contributions and financial sustainability for the growth of churches. It highlights that when congregants feel no pressure to give, it can foster long-term engagement and growth.

For the item on confidence in supporting long-term projects, the mean score was 4.37 (SD = 0.708). This suggests that respondents feel assured in their ability to contribute to ongoing church projects, indicating a stable level of confidence in the church's initiatives. A strong sense of confidence in supporting long-term projects is vital for ensuring that the church can maintain and expand its activities over time. This finding is consistent with the perspectives of Mwachiro and Kinyua (2022) that confidence in the church's financial management and projects contributes to sustainable growth. It suggests that church members' confidence in their church's initiatives is essential for long-term growth.

Respondents also expressed that church programs and projects align with the church's mission and vision, with a mean score of 4.36 (SD = 0.651). This alignment is important as it ensures that resources are being allocated effectively toward initiatives that support the overall goals of the church, thus fostering both sustainability and growth. This finding aligns with Njoroge and Ochieng (2024) who stress the importance of aligning church programs with the church's mission for effective resource management and growth. It shows that alignment with mission and vision is a key factor in achieving sustainable growth.

The item on the prudent use of finances for church projects had a mean score of 4.31 (SD = 0.742), suggesting that respondents have a strong level of trust in how the church manages the funds raised. Effective financial management is essential for the sustainability of church programs, as it ensures that resources are utilized efficiently to achieve the desired outcomes. This finding is consistent with Mwachiro and Kinyua (2022) who emphasizes the importance of transparency and ethical financial management for church growth. It underscores the critical role that prudent financial stewardship plays in supporting church growth and sustainability.

For the item assessing the church's capacity to sustain its programs, the mean score was 4.28 (SD = 0.664). This suggests that respondents are confident in the church's ability to maintain its programs and projects over time, a critical factor for ensuring that growth is not just achieved, but also sustained. This finding aligns with the viewpoint of Murugi (2023), which highlights the importance of sustainability in church growth. It demonstrates that confidence in a church's ability to sustain its programs is crucial for long-term success and growth.

The item on the effectiveness of church programs in achieving their intended outcomes had a mean score of 4.27 (SD = 0.692). This indicates that respondents are

confident in the church's ability to deliver successful programs, which is vital for maintaining community support and continued participation. This finding agrees with Ng'ang'a (2023) who emphasize that effective programs are essential for maintaining congregation support and ensuring long-term growth. It suggests that the church's ability to deliver impactful programs is a key driver of its growth.

The item assessing the proper allocation of funds for church projects had a mean score of 4.26 (SD = 0.787), reflecting respondents' confidence that finances are used for their intended purposes. This trust in financial stewardship is critical for sustaining long-term funding and encouraging continued support from the congregation. This finding is in line with Chimakati and Oduol (2023) who underscore the importance of ethical leadership and financial management in sustaining church programs and fostering growth. It highlights that effective financial stewardship supports long-term sustainability and growth.

The composite mean score for funding and sustainability was 4.33 (SD = 0.572), reflecting a strong level of confidence in the church's funding practices and sustainability. This suggests that respondents believe the church is effectively managing its resources to support long-term growth and success. The finding agrees with the literature, which stresses that financial sustainability is crucial for church growth (Nga'nga, 2023; Murugi, 2023). It indicates that confidence in the church's funding practices is a key factor for its continued growth and success.

Descriptive Statistics for Social Amenities Items

The descriptive statistics for the social amenities items, which contribute to the overall development and well-being of the church community, are presented in Table 18. Respondents rated these items on a 5-point scale from 1 = strongly disagree to 5 = strongly agree.

Table 20

Descriptive Statistics for Social Amenities Items

Social amenities items	Mean	Std. Deviation
The church has established social amenities for members and the society	4.15	.814
The church social amenities are more beneficial to the members/society than being income generating projects	4.10	.850
The established social amenities are specifically used for the intended purpose	4.15	.785
The church is visionary with respect to establishment of social amenities	4.24	.653
I am satisfied with the extent of social amenities establishment done by the church.	3.97	.888
Members participate in decision making on the prioritization of amenities to be established in the church	3.70	1.009
I am confident in the leadership ability to sustain and improve on existing social amenities	4.15	.733
Social Amenities composite mean score	4.06	.669

Source: Field Data

The item assessing the establishment of social amenities for members and society had a mean score of 4.15 (SD = 0.814), suggesting that respondents generally agree that the church has established meaningful social amenities. This indicates a positive view of the church's role in addressing the social needs of both members and the broader community, which can foster a sense of community engagement and support. This finding is consistent with the literature by Benyah (2021) and Johnson (2023) which highlights the importance of churches prioritizing social responsibility over financial gain to foster positive community relationships and support. It shows that churches that focus on the well-being of their members and community are likely to see growth through strengthened social bonds. This finding is aligned with Mutua (2022) who stresses that the effective use of resources is essential for churches to maintain trust

and long-term sustainability. It indicates that churches that manage their resources effectively and transparently are more likely to achieve sustainable growth.

For the item regarding the benefits of social amenities being more focused on the members and society than generating income, the mean score was 4.10 (SD = 0.850). This reflects respondents' belief that the church prioritizes the well-being of its members and the society over financial gain, which can contribute to positive perceptions of the church's values and its social responsibility, strengthening community bonds. This finding agrees with Kamau (2022) who highlights the importance of churches having a vision that aligns with community development and long-term growth. It indicates that churches with a strong, visionary approach to social amenities are likely to experience growth as they contribute to community development.

The item on whether the established social amenities are specifically used for their intended purpose had a mean score of 4.15 (SD = 0.785), suggesting that respondents trust the church to ensure that these amenities are being used effectively for their designated goals. This confidence in the proper use of resources is important for maintaining trust and ensuring the long-term sustainability of these initiatives. This finding is consistent with the perspectives of Benyah (2021) who suggests that churches need to meet the evolving needs of their communities to foster growth. It suggests that the church has made strides in establishing social amenities, albeit with room for improvement to fully meet members' expectations and enhance engagement.

For the item regarding the church's vision with respect to the establishment of social amenities, the mean score was 4.24 (SD = 0.653). This suggests that respondents perceive the church as having a forward-thinking approach in providing social amenities, aligning with the church's long-term objectives and contributing to the

development of the community. This finding is in line with the literature, which suggests that involvement in decision-making can improve community engagement and performance (Godbles & Amaluwa, 2022). It implies that increasing member involvement in decision-making could enhance engagement and support for church initiatives, contributing to church growth.

The item assessing satisfaction with the extent of social amenities established by the church had a mean score of 3.97 (SD = 0.888). While this is still relatively high, the variation in responses suggests that some respondents may feel that more could be done in terms of the church's social infrastructure. Addressing this variance could help improve overall satisfaction and engagement.

Regarding participation in decision-making for the prioritization of social amenities, the mean score was 3.70 (SD = 1.009). This indicates a moderate agreement, suggesting that not all respondents feel involved in the decision-making process for social amenities. Increasing member participation in such decisions could enhance their sense of ownership and commitment to these initiatives. This finding affirms the viewpoint of Godbles and Amaluwa (2022) that involvement in decision-making can improve community engagement and performance. It implies that increasing member involvement in decision-making could enhance engagement and support for church initiatives, contributing to church growth.

The item on confidence in the leadership's ability to sustain and improve existing social amenities had a mean score of 4.15 (SD = 0.733), reflecting respondents' confidence in the leadership's capacity to maintain and enhance the church's social infrastructure. This sense of trust in the leadership is crucial for sustaining ongoing projects and ensuring their continued success. This finding agrees with Obuba (2023) who emphasize the importance of leadership trust and competence in sustaining church

initiatives and ensuring long-term success. It suggests that confidence in leadership is a key factor for sustaining and improving social amenities, thereby contributing to the growth of the church.

The composite mean score for social amenities was 4.06 (SD = 0.669), indicating a generally positive perception of the church's efforts in establishing and maintaining social amenities. While respondents are generally satisfied, there may still be room for improvement, particularly in enhancing member involvement and addressing varying levels of satisfaction. This finding is consistent with the literature, which emphasizes the importance of addressing both the community's needs and leadership transparency for church growth (Mutua, 2022; Godbles & Amaluwa, 2022). It suggests that by improving satisfaction and involvement, the church can enhance its social impact, which in turn will support its growth and development.

Diagnostic Tests

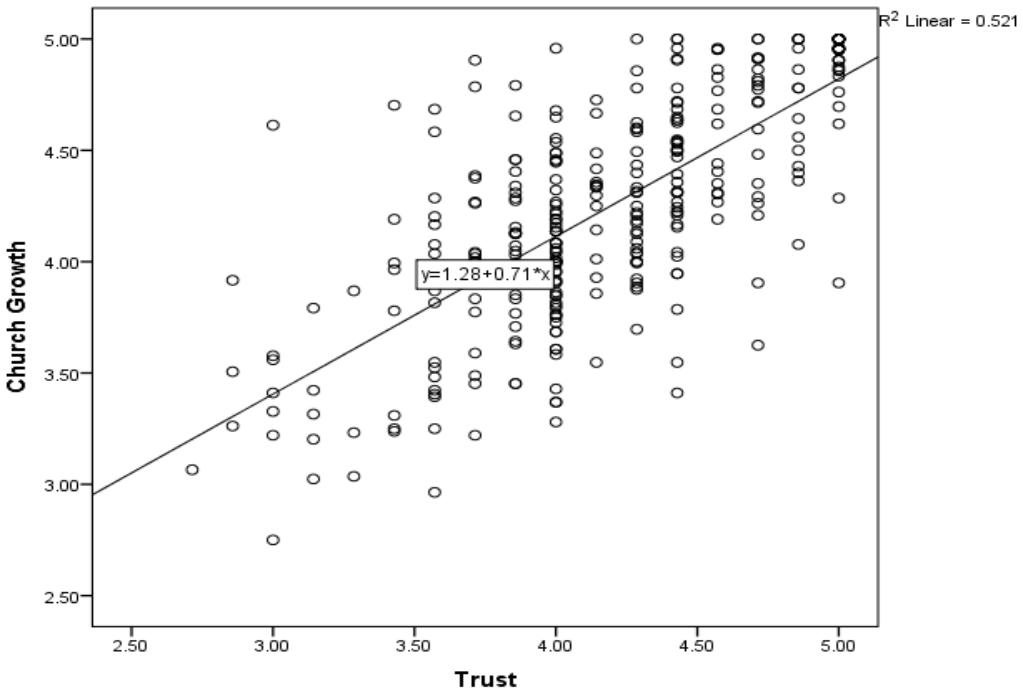
This section presents the results of diagnostic tests to assess whether the underlying assumptions of regression analysis were met. The diagnostic tests performed include: linearity, multi-colinearity, homoscedasticity, normality, and outlier tests.

Linearity Test

The linearity test ensures that the relationship between the independent variables (such as trust, transparency and accountability, visionary leadership, and teamwork) and the dependent variable (church growth) is linear (Djaballah-Djeddour & Tazerouti, 2022). A linear relationship is crucial because regression analysis assumes that changes in the dependent variable are proportionate to changes in the independent variables (Pardoe, 2020). This was checked by plotting scatter plots of the independent variables against the dependent variable. A linear relationship depicts a straight-line

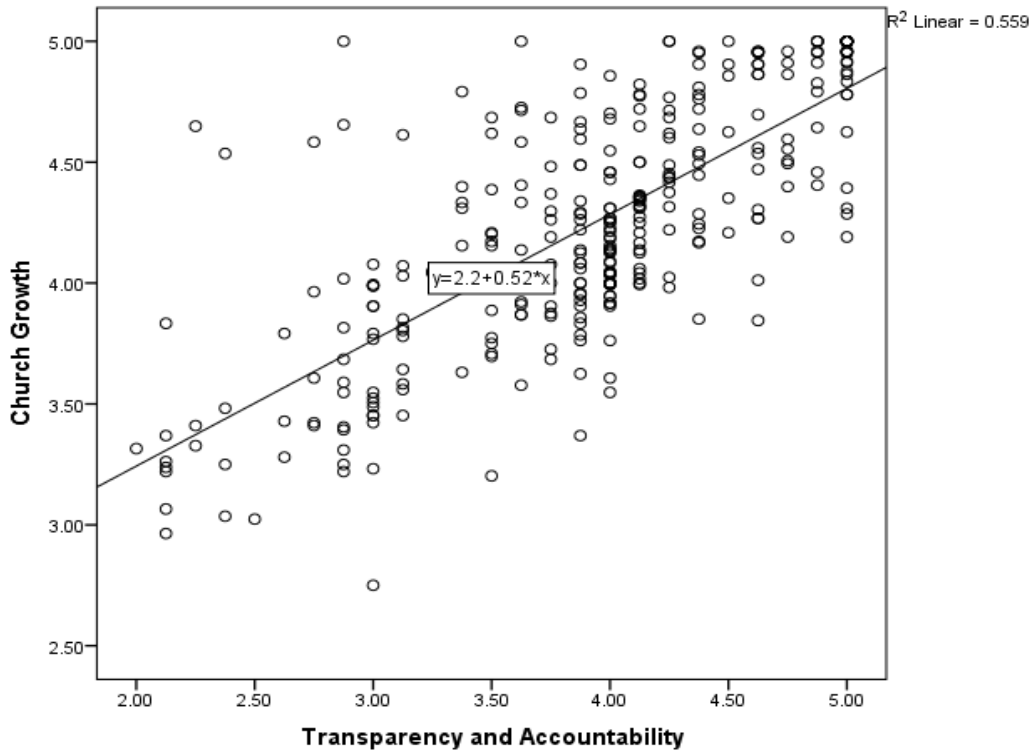
pattern. A visual inspection of the scatterplots indicated that the assumption of linearity of the datasets was met. The scatterplots are presented in Figures 2 to 5.

Figure 2 Trust and Church Growth Scatterplot



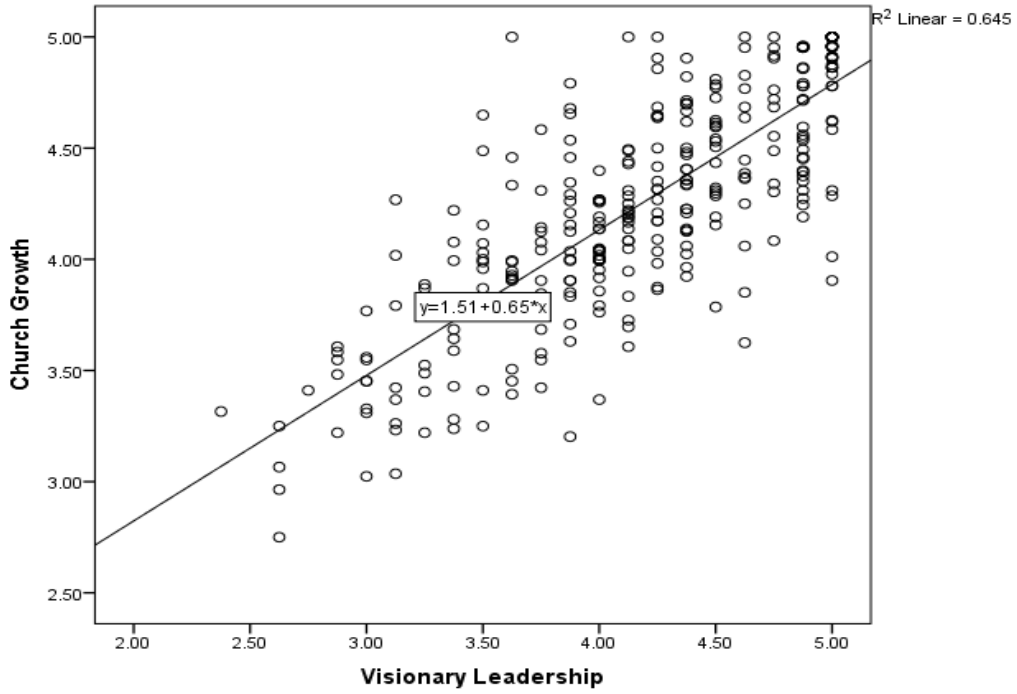
Source: Field Data

Figure 3 Transparency/Accountability and Church Growth Scatterplot



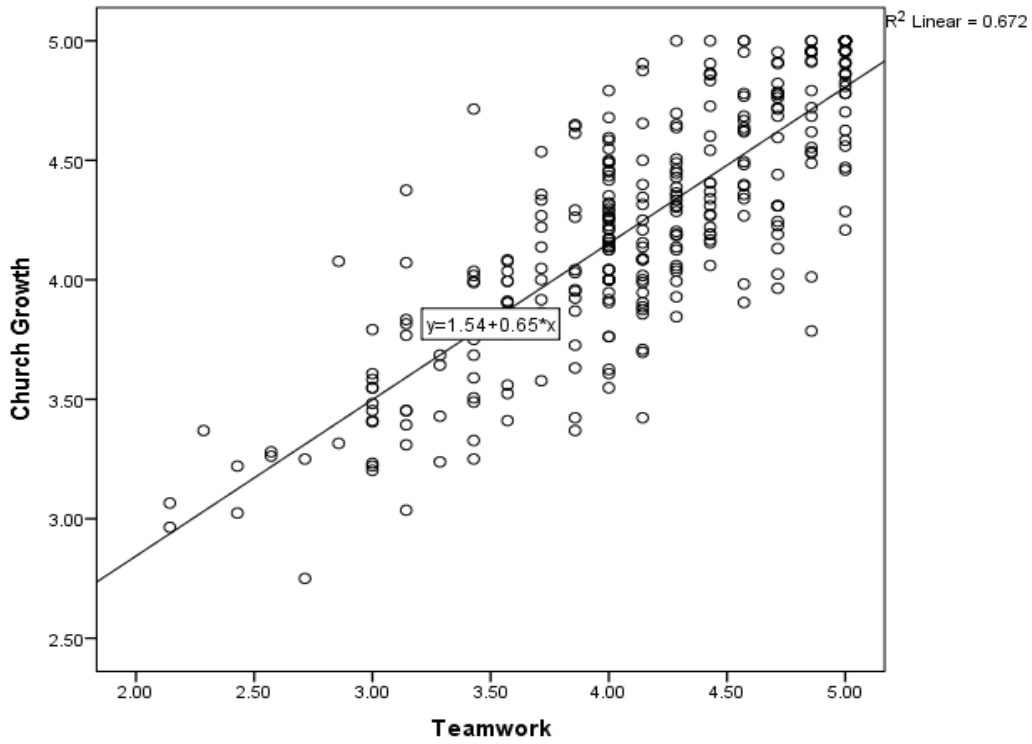
Source: Field Data

Figure 4 Visionary Leadership and Church Growth Scatterplot



Source: Field Data

Figure 5 Teamwork and Church Growth Scatterplot



Source: Field Data

Multicollinearity Test

Multicollinearity test checks whether any of the independent variables are highly correlated with each other, which could distort the regression results (Theofani & Sediyono, 2022). If multicollinearity is present, it may inflate standard errors and make it difficult to interpret the individual effects of predictors (Lindner et al., 2020). This was assessed by calculating the Variance Inflation Factor (VIF) for each independent variable. A VIF value above 10 suggests problematic multicollinearity, signalling the need for the removal or combination of certain variables (Harefa et al., 2023). A multicollinearity analysis was conducted to assess the degree of correlation among the independent variables (Trust, Transparency and Accountability, Visionary Leadership, and Teamwork) in predicting Church Growth. Table 19 presents the output.

Table 21

Multicollinnearity Test

Coefficients[a]			
		Collinearity Statistics	
Model		Tolerance	VIF
1	Trust	.479	2.087
	Transparency and Accountability	.279	3.585
	Visionary Leadership	.258	3.869
	Teamwork	.275	3.640

a. Dependent Variable: Church Growth
Source: Field Data

Tolerance values ranged from .258 to .479, and variance inflation factor (VIF) values ranged from 2.087 to 3.869. All VIF values were below the commonly accepted threshold of 10, suggesting no significant multicollinearity concerns. This means that the assumptions of no multicollinearity was met.

Normality Test

Normality test checks whether the datasets are normally distributed as a requirement of regression analysis. For this purpose, the Shapiro-Wilk test was performed, where a significant result ($p < 0.05$) indicates that the residuals deviate from normality (Knief & Forstmeier, 2021). Table 20 presents the output.

Table 22

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Trust	.107	323	.000	.963	323	.000
Transparency and Accountability	.130	323	.000	.952	323	.000
Visionary Leadership	.093	323	.000	.949	323	.000
Teamwork	.118	323	.000	.947	323	.000
Commitment	.112	323	.000	.920	323	.000
Funding and Sustenance	.142	323	.000	.906	323	.000
Social Amenities	.094	323	.000	.944	323	.000
Church Growth	.068	323	.001	.967	323	.000

Authentic Leadership	.081	323	.000	.969	323	.000

a. Lilliefors Significance Correction

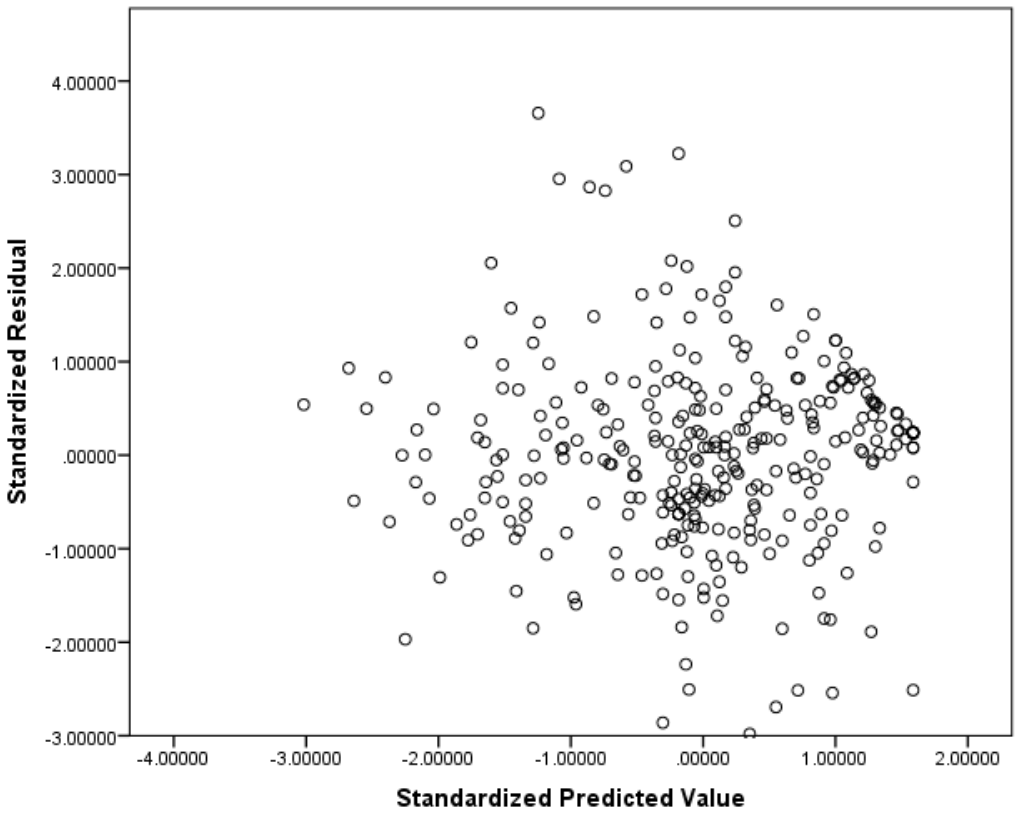
Source: Field Data

The results of the Shapiro-Wilk test for normality indicated significant deviations from normality for all variables ($p < .001$), suggesting that none of the variables followed a normal distribution. This violation of normality assumption was addressed through log-transformation so as to stabilize variance, reduce the impact of extreme values, and make the distribution closer to normal (Noel et al., 2020).

Homoscedasticity Test

The homoscedasticity test ensures that the variance of residuals is constant across all levels of the independent variables. (Purba & Kusman, 2020). If heteroscedasticity (unequal variance) exists, the regression estimates can become inefficient, and statistical tests may become invalid. A scatterplot of standardized residuals against standardized predicted values was visually inspected to assess the assumption of homoscedasticity for the relationship between servant leadership and church growth (Alita et al., 2020). The output is presented in Figure 5.

Figure 6 Scatterplot of Standardized Residuals against Standardised Predicted Values



Source: Field Data

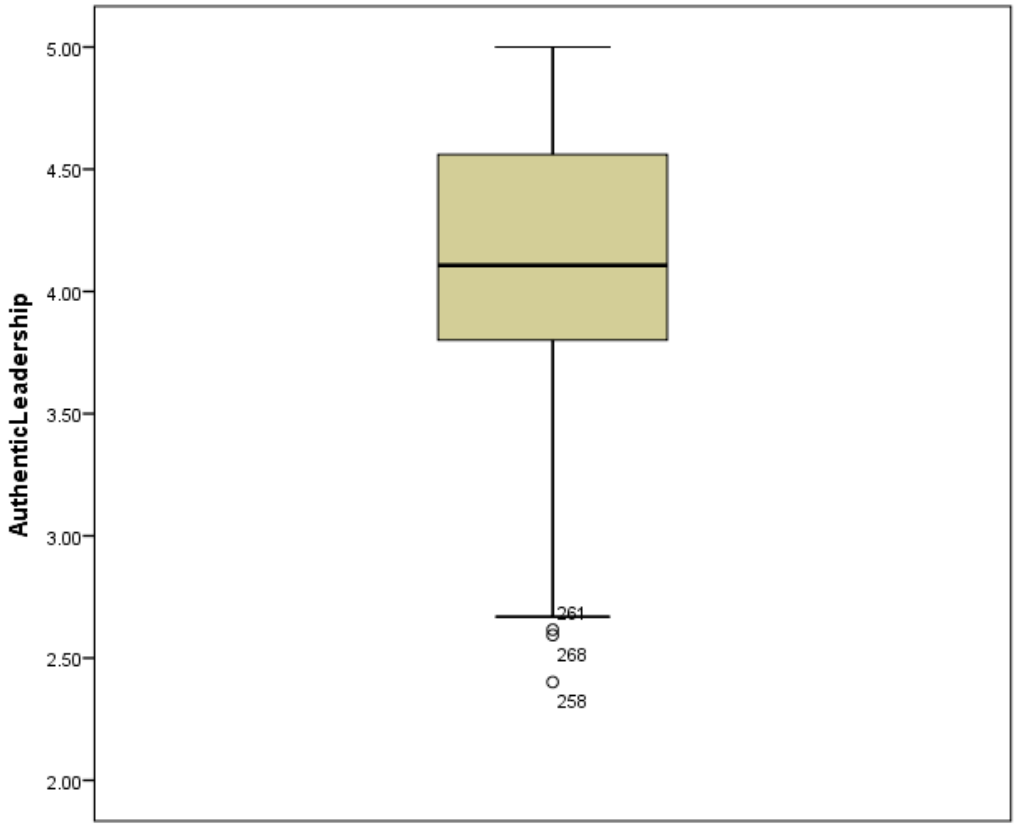
The scatterplot in Figure 5 reveals a random scatter of residuals around the horizontal axis, with no discernible patterns or systematic variance. These results indicate that the assumption of homoscedasticity was satisfied, supporting the validity of regression analysis.

Outlier Test

Identifying and addressing outliers is crucial, as they can disproportionately affect the regression results (Nayebi, 2020). Outliers can skew the estimates and lead to misleading conclusions. Outliers were checked using boxplots which represent the interquartile range (IQR), with the horizontal line inside the box indicating the median (Starr & Goldfarb, 2020). The whiskers extend to the highest and lowest values within 1.5 times the IQR. Outliers are represented as dots outside the lower whisker, indicating

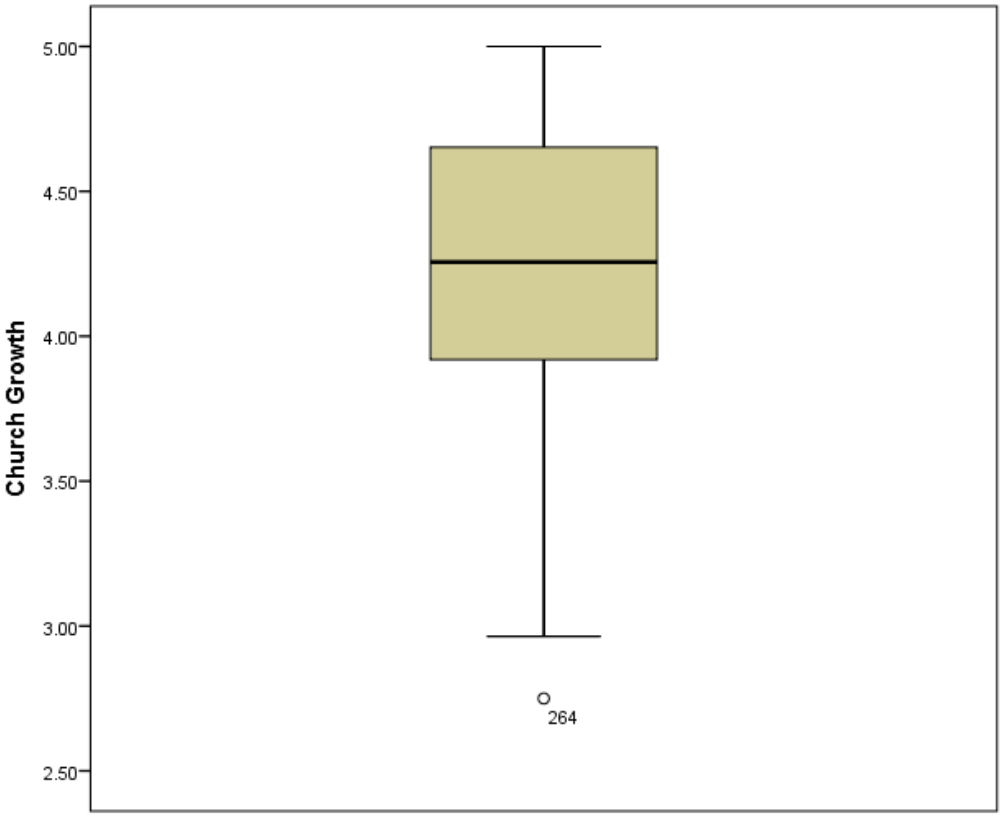
extreme values towards lower end on a 5-point scale. A visual impression of the boxplots are presented in Figure 6 and 7.

Figure 7 Boxplot of Authentic Leadership



Source: Field Data

Figure 8 Boxplot of Church Growth



Source: Field Data

Inspection of the boxplots suggest that both servant leadership scores and church growth scores exhibited outliers which are visible as dots outside the lower whisker, suggesting extreme values in both cases. This means that the assumption of no outliers was not met. This was mitigated through log-transformation using the Transform command.

Inferential Analysis

This section presents the output regression analysis to test the statistical significance of the relationship between the study variables in response to each specific objectives. Spearman's rank correlation and linear regression were applied to test the statistical significance of the coefficients at $p<.05$.

Objective 1: To establish the impact of trust on church growth in Embu County, Kenya

The first objective of the study was to establish the impact of trust on church growth in Embu County, Kenya. Table 21 presents the Pearson correlation results, examining the relationship between trust and church growth.

Table 23

Pearson Correlation between Trust and Church Growth

		Church Growth	Trust
Church Growth	Pearson Correlation	1	.722**
	Sig. (2-tailed)		.000
	N	323	323
Trust	Pearson Correlation	.722**	1
	Sig. (2-tailed)	.000	
	N	323	323

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

Source: Field Data

The analysis revealed a strong, positive correlation between trust and church growth ($r=.722$, $p<.01$. This indicates that as trust in leadership increases, perceptions of church growth also tend to increase significantly. This finding agree with authentic leadership theory as advanced by Avolio and Gardner (2020) who emphasize the role of trust as a key driver of both leadership effectiveness and organizational growth. The finding suggests that authentic leadership's focus on building trust is integral to fostering church growth, aligning with the theory's assertion that trust is foundational to positive leadership and organizational development.

The association between trust and church growth was analysed using simple linear regression, as shown in Table 22. The table presents the model summary which depicts the explanatory power of trust.

Table 24

Regression of Church Growth on Trust

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.722[a]	.521	.519	.35220

a. Predictors: (Constant), Trust

b. Dependent Variable: Church Growth

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	43.295	1	43.295	349.029	.000[b]
	Residual	39.818	321	.124		
	Total	83.112	322			

a. Dependent Variable: Church Growth

b. Predictors: (Constant), Trust

Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.282	.160		8.022	.000
	Trust	.708	.038	.722	18.682	.000

a. Dependent Variable: Church Growth

Source: Field Data

The model summary indicates that trust explains 52.1% of the variance in church growth (R^2=.521, p<.01), The ANOVA results reveal that the regression model is statistically significant, F(1,321)=349.03,p<.01, demonstrating that trust significantly predicts church growth. The coefficients table shows that trust (B=.708, p<.01) is a significant positive predictor of church growth. For every one-unit increase in trust, church growth is expected to increase by .708 units. These findings underscore the importance of trust as a key driver of church growth. This finding is consistent with Walumbwa et al. (2020) who underscores the role of authentic leadership in fostering trust and transparency within organizations, leading to improved organizational outcomes such as growth. The results reinforce that authentic leadership's commitment

to transparency and ethical behaviour plays a crucial role in promoting trust, which in turn drives church growth.

Objective 2: To determine the impact of transparency and accountability on church growth in Embu County, Kenya

The relationship between transparency and accountability and church growth was assessed using Pearson correlation, as shown in Table 23.

Table 25

Correlation between Transparency/Accountability and Church Growth

		Church Growth	Transparency and Accountability
Church Growth	Pearson Correlation	1	.747**
	Sig. (2-tailed)		.000
	N	323	323
Transparency and Accountability	Pearson Correlation	.747**	1
	Sig. (2-tailed)	.000	
	N	323	323

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

Source: Field Data

The results reveal a strong, positive relationship between transparency and accountability and church growth ($r=.747$, $p<.01$). This significant finding indicates that higher levels of transparency and accountability within church leadership are associated with increased perceptions of church growth. These results highlight the importance of fostering open communication and responsible leadership practices to drive the church's development and success. This finding agrees with the theoretical perspective of Shaw (2023), particularly emphasizing the importance of transparent communication and ethical decision-making in fostering trust and positive organizational environments. It suggests that authentic leadership, defined by transparency and accountability, plays

a critical role in stimulating church growth by enhancing trust, engagement, and responsible leadership.

Table 24 presents the output of regression analysis between transparency and accountability and church growth.

Table 26

Regression of Church Growth on Transparency and Accountability

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.747[a]	.559	.557	.33807

a. Predictors: (Constant), Transparency and Accountability
b. Dependent Variable: Church Growth

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	46.424	1	46.424	406.176	.000[b]
	Residual	36.689	321	.114		
	Total	83.112	322			

a. Dependent Variable: Church Growth
b. Predictors: (Constant), Transparency and Accountability

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.202	.103		21.361	.000
	Transparency and Accountability	.521	.026	.747	20.154	.000

a. Dependent Variable: Church Growth
Source: Field Data

The regression analysis revealed that transparency and accountability significantly predicted church growth, R^2=.559, F(1,321)=406.18, p<.01. This indicates that transparency and accountability accounted for approximately 55.9% of the variance in church growth. The standardized regression coefficient (β=.747, p<.01)) was significant, t(321)=20.15, p<.01, demonstrating a strong positive relationship between transparency and accountability and church growth.

Objective 3: To determine the visionary leadership and accountability on church growth in Embu County, Kenya

Pearson correlation was performed to establish the relationship between visionary leadership and church growth. Table 25 shows the output.

Table 27

Correlation between Visionary Leadership and Church Growth

		Church Growth	Visionary Leadership
Church Growth	Pearson Correlation	1	.803**
	Sig. (2-tailed)		.000
	N	323	323
Visionary	Pearson Correlation	.803**	1
Leadership	Sig. (2-tailed)	.000	
	N	323	323

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

Source: Field Data

The results reveal a very strong, positive relationship between visionary leadership and church growth, r=.803, p<.01. This significant finding indicates that higher levels of visionary leadership are strongly associated with increased perceptions of church growth. This finding agrees with the literature, particularly the application of expectancy theory in line with Wang (2021), as visionary leadership aligns with motivating individuals toward aspirational goals through confidence in achievable outcomes. The result affirms that expectancy theory's principles support church growth by linking leadership vision to collective motivation. It emphasizes the importance of forward-thinking and strategic leadership in fostering the church's development and long-term success.

Church growth was further regressed on visionary leadership as shown in table 26.

Table 28

Regression of Visionary Leadership on Church Growth

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	.803[a]	.645	.644	.30306

a. Predictors: (Constant), Visionary Leadership

b. Dependent Variable: Church Growth

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	53.629	1	53.629	583.888	.000[b]
	Residual	29.483	321	.092		
	Total	83.112	322			

a. Dependent Variable: Church Growth

b. Predictors: (Constant), Visionary Leadership

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.515	.114		13.259	.000
	Visionary Leadership	.654	.027	.803	24.164	.000

a. Dependent Variable: Church Growth

Source: Field Data

The model summary indicates that visionary leadership explains 64.5% of the variance in church growth (R^2=.645, p<.01). The ANOVA results demonstrate that the regression model is statistically significant, F(1,321)=583.89,p<.01, confirming that visionary leadership significantly predicts church growth. The coefficients table indicates that visionary leadership (B=.654, p<.01) is a significant positive predictor of church growth. For every one-unit increase in visionary leadership, church growth is expected to increase by .654 units. These findings emphasize the vital role of visionary leadership in driving church growth. This finding aligns with Avolio and Gardner (2020) who highlight the importance of authentic leadership in driving organizational success, including church growth, through visionary leadership. It underscores the

crucial role of leaders who possess a forward-looking vision, which inspires commitment and collective action toward the church's growth objectives.

Objective 4: To evaluate the impact of teamwork on church growth in Embu County, Kenya

The relationship between teamwork and church growth was assessed using Pearson correlation, as shown in Table 27.

Table 29

Correlation between Teamwork and Church Growth

		Church Growth	Teamwork
Church Growth	Pearson Correlation	1	.820**
	Sig. (2-tailed)		.000
	N	323	323
Teamwork	Pearson Correlation	.820**	1
	Sig. (2-tailed)	.000	
	N	323	323

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

Source: Field Data

The results reveal a very strong, positive relationship between teamwork and church growth, ($r=.820$, $p<.01$). This significant finding indicates that greater emphasis on teamwork is strongly associated with increased perceptions of church growth. It aligns with Wang and Wang (2021) who argue that fostering teamwork within organizations, including faith-based institutions, strengthens collaboration and collective growth. Authentic leadership theory supports this result by positing that fostering trust and collaboration among members contributes to environments of integrity and collective purpose, which are essential for organizational and church growth (Shaw, 2023). The finding highlights the critical role of collaboration and collective effort in driving the church's growth and success. Further regression analysis was performed between teamwork and church growth as presented in Table 28.

Table 30

Regression of Church Growth on Teamwork

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.820[a]	.672	.671	.29155

a. Predictors: (Constant), Teamwork

b. Dependent Variable: Church Growth

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	55.826	1	55.826	656.759	.000[b]
	Residual	27.286	321	.085		
	Total	83.112	322			

a. Dependent Variable: Church Growth

b. Predictors: (Constant), Teamwork

Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.536	.107		14.363	.000
	Teamwork	.654	.026	.820	25.627	.000

a. Dependent Variable: Church Growth

Source: Field Data

The model summary indicates that teamwork explains 67.2% of the variance in church growth (R^2=.672, p<.01). The ANOVA results show that the regression model is statistically significant, F(1,321)=656.76,p<.01, indicating that teamwork significantly predicts church growth. The coefficients table reveals that teamwork (B=.654, p<.01) is a significant positive predictor of church growth, with a t-statistic of 25.627. These findings highlight that an increase in teamwork corresponds to a substantial improvement in church growth, underscoring the importance of collaboration in fostering growth. The finding aligns with Tuckman's theory, which suggests that cohesive teamwork, especially during the norming and performing stages,

optimizes group outcomes, including church growth (Jones, 2020). The theory supports the role of collaborative dynamics in achieving shared goals, such as church expansion. The finding is consistent also with Gao and Sawatsky (2023) who highlight the positive relationship between teamwork and organizational success, as seen in faith-based organizations where authentic leadership fosters collective effort and engagement. It is in alignment with Expectancy theory which, according to Wibowo (2020), posits that when team members perceive their contributions as instrumental to achieving valuable outcomes, such as church growth, their motivation and performance increase, thereby enhancing organizational effectiveness.

Objective 5: To examine the moderating effect of personal characteristics on the relationship between authentic leadership factors and church growth in Embu County, Kenya

Stepwise method was used to test the moderating effect of personal characteristics on the relationship between authentic leadership factors and church growth in Embu County, Kenya. The moderated regression analysis examined the moderating effect of gender, age, level of education, and level of income on the relationship between authentic leadership and church growth.

Model 1: $CG=\beta_0+ \beta_1 AL+\varepsilon$

Table 29 presents the output of the first model which tests the direct relationship between authentic leadership and church growth.

Table 31

Regression of Church Growth on Authentic Leadership

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860[a]	.740	.739	.25948

a. Predictors: (Constant), Authentic Leadership

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	61.500	1	61.500	913.441	.000[b]
	Residual	21.612	321	.067		
	Total	83.112	322			

a. Dependent Variable: Church Growth

b. Predictors: (Constant), Authentic Leadership

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.065	.106		10.029	.000
	Authentic Leadership	.775	.026	.860	30.223	.000

a. Dependent Variable: Church Growth

Source: Field Data

The first model, which included authentic leadership as the sole predictor, showed that authentic leadership significantly predicted church growth, with R^2=.740 ($p<.01$) and a standard error of the estimate of .259. The ANOVA results for this model were statistically significant, $F(1,321)=913.441$, $p<.01$, indicating that authentic leadership strongly contributes to church growth. These findings align with both Huma et al. (2023) and Matisi (2020) who noted the transformative impact of authentic leadership on organizational outcomes, underscoring its potential to drive spiritual and numerical growth within church contexts. This highlights the importance of cultivating authentic leadership practices to inspire trust, commitment, and engagement within congregations.

Model 2: $CG=\beta_0+ \beta_1AL+ \beta_2PC +\varepsilon$

In the second model, the period of personal characteristics was added to test the main effect of personal characteristics on church growth. Table 30 presents the output.

Table 32

Regression of Church Growth on Authentic Leadership and Personal Characteristics

Model Summary[c]

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	.860[a]	.740	.739	.25948	.740	913.441	1	321	.000
2	.863[b]	.744	.743	.25765	.004	5.577	1	320	.019

a. Predictors: (Constant), Authentic Leadership
b. Predictors: (Constant), Authentic Leadership, Age of Respondents
c. Dependent Variable: Church Growth

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	61.500	1	61.500	913.441	.000[b]
	Residual	21.612	321	.067		
	Total	83.112	322			
2	Regression	61.870	2	30.935	466.021	.000[c]
	Residual	21.242	320	.066		
	Total	83.112	322			

a. Dependent Variable: Church Growth
b. Predictors: (Constant), Authentic Leadership
c. Predictors: (Constant), Authentic Leadership, Age of Respondents

Coefficients[a]

Model		Unstandardized Coefficients: B	Unstandardized Coefficients: Std. Error	Standardized Coefficients: Beta	t	Sig.
1	(Constant)	1.065	.106		10.029	.000
	Authentic Leadership	.775	.026	.860	30.223	.000
2	(Constant)	1.110	.107		10.358	.000
	Authentic Leadership	.781	.026	.867	30.520	.000
	Age of Respondents	-.032	.014	-.067	-2.362	.019

a. Dependent Variable: Church Growth

Excluded Variables[a]

Model		Beta In	T	Sig.	Partial Correlation	Collinearity Statistics Tolerance
1	Age of Respondents	-.067[b]	-2.362	.019	-.131	.990
	Gender of Respondents	.000[b]	-.011	.992	-.001	.994
	Level of Education	.027[b]	.959	.338	.054	.997
	Level of Income	-.003[b]	-.095	.925	-.005	.971

2	Gender of Respondents	-.002[c]	-.056	.956	-.003	.994
	Level of Education	.027[c]	.968	.334	.054	.997
	Level of Income	.024[c]	.790	.430	.044	.850

a. Dependent Variable: Church Growth
b. Predictors in the Model: (Constant), Authentic Leadership
c. Predictors in the Model: (Constant), Authentic Leadership, Age of Respondents
Source: Field Data

Adding the age of respondents in the second model explained an additional 0.4% of the variance, ΔR^2=.004, F(1,320)=5.58, p=.019, indicating a small but significant main effect of age. An examination of the coefficients revealed that age was a statistically significant factor, with a slight negative association with church growth (B = −.032, p = .019). Younger respondents were more likely to perceive church growth positively compared to older individuals. This finding contradicts studies by Khan et al. (2020) and Khetjenkarn and Agmapisarn (2020), which highlighted the strengths of older individuals in handling organizational stress and managing emotional labour effectively, contributing positively to organizational outcomes. In the church context, however, younger individuals may exhibit greater enthusiasm, optimism, or adaptability, which shapes their perceptions of growth more favourably. This suggests that while age plays a minor role, it may not be a dominant factor in moderating the relationship between authentic leadership and church growth.

Other personal characteristics such as gender, level of education, and level of income were not significant factors. Authentic leadership (B=.781, t=30.52, p<.001) remained a strong positive predictor of church growth, while age (B=−.032, t=−2.36, p=.019) showed a slight negative association with church growth. The finding suggests that while age had a slight negative effect – indicating younger respondents were more likely to perceive growth positively – other personal characteristics like gender, education, and income did not significantly influence perception of church growth.

Authentic leadership, however, remained the strongest positive influence on church growth.

The observation that gender did not have a significant main effect on church growth aligns with the findings of Hupkau and Petrongolo (2020), who noted that gender did not significantly influence organizational outcomes in corporate settings. In the church setting, gender may not hold as much weight in shaping perceptions, possibly due to the spiritual and inclusive nature of church leadership. Consequently, gender does not act as a moderator in the relationship between authentic leadership and church growth, suggesting that leadership effectiveness is experienced uniformly across genders within the church.

Similarly, educational attainment was found to have no significant effect on church growth. This contrasts with studies like Omotayo et al. (2020), which demonstrated a strong relationship between education and organizational success in corporate contexts. In the church context, spiritual, relational, and communal factors may hold greater importance than formal education in influencing perceptions of growth. Consequently, the findings indicate that educational attainment does not moderate the relationship between authentic leadership and church growth, emphasizing the value of spiritual engagement and relational dynamics over academic qualifications.

Income was also not a significant factor in explaining church growth. This finding is consistent with Charity et al. (2021), who observed that while income enhances family stability and community engagement, its direct influence on organizational outcomes is often less pronounced. On the other hand, the result contrasts with Dhingra and Pingali (2021), who highlighted the role of financial stability in driving community involvement and participation. In the church context,

spiritual commitment and relational bonds appear to outweigh economic considerations in shaping members' perceptions of growth. As such, income does not moderate the relationship between authentic leadership and church growth, reflecting the church's focus on inclusivity and shared spiritual values rather than financial status.

Model 3: $CG=\beta_0+ \beta_1AL+ \beta_2PC + \beta_3AL*PC +\varepsilon$

The third model added the interaction between authentic leadership and age of respondents as a personal characteristic on church growth. Table 31 presents the output of this process.

Table 33

Moderated Regression Analysis of the Effect of Personal Characteristics

Model Summary

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.860[a]	.740	.739	.25948	.740	913.441	1	321	.000
2	.863[b]	.744	.743	.25765	.004	5.577	1	320	.019
3	.863[c]	.745	.742	.25790	.000	.370	1	319	.544

a. Predictors: (Constant), Authentic Leadership

b. Predictors: (Constant), Authentic Leadership, Age of Respondents

c. Predictors: (Constant), Authentic Leadership, Age of Respondents, Interaction Term

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	61.500	1	61.500	913.441	.000[b]
	Residual	21.612	321	.067		
	Total	83.112	322			
2	Regression	61.870	2	30.935	466.021	.000[c]
	Residual	21.242	320	.066		
	Total	83.112	322			
3	Regression	61.895	3	20.632	310.192	.000[d]
	Residual	21.217	319	.067		
	Total	83.112	322			

a. Dependent Variable: Church Growth

b. Predictors: (Constant), Authentic Leadership

c. Predictors: (Constant), Authentic Leadership, Age of Respondents

d. Predictors: (Constant), Authentic Leadership, Age of Respondents, Interaction Term

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.065	.106		10.029	.000
	Authentic Leadership	.775	.026	.860	30.223	.000
2	(Constant)	1.110	.107		10.358	.000
	Authentic Leadership	.781	.026	.867	30.520	.000
	Age of Respondents	-.032	.014	-.067	-2.362	.019
3	(Constant)	.987	.229		4.309	.000
	Authentic Leadership	.811	.056	.900	14.565	.000
	Age of Respondents	.031	.105	.065	.296	.768
	Interaction Term	-.015	.025	-.140	-.608	.544

a. Dependent Variable: Church Growth

Source: Field Data

The third model, which included the interaction term between authentic leadership and age, did not significantly improve the model, ΔR^2=.000, p>.05 suggesting that age did not significantly moderate the relationship. This means that when the combination of authentic leadership and age (the interaction) was tested, it did not add any extra value to explaining church growth. Therefore, while age on its own has a small role, it does change how much authentic leadership contributes to church growth. This finding goes

contrary to studies by Ali et al. (2020) and Khan et al. (2020) which that found personal characteristics like age and gender influence organizational outcomes. The findings imply that while personal characteristics may shape individual experiences, they have limited influence on how authentic leadership affects overall church growth.

Table 34

Summary of the moderating effects of personal characteristics on the relationship between authentic leadership factors and church growth in Embu County Kenya

Analysis	Parameter	Results	Decision
Step One Equation 3.3 Personal Characteristics as an explanatory variable	Coefficient of Personal Characteristics	Insignificant coefficient of personal characteristics except age	Personal characteristics can moderate the relationship between authentic leadership factors and church growth in Embu County Kenya except age
Step Two Equation 3.4 Personal Characteristics as moderating variable	Coefficient of Personal Characteristics	Insignificant coefficient of Personal characteristics	Personal characteristics does not moderate the relationship between authentic leadership factors and church growth in Embu County Kenya

Source: Study Data (2025)

Qualitative Data Analysis

Thematic analysis of interviews conducted with overseers and pastors followed a 6-stage process prescribed by Braun and Clarke (2006). The process began with data familiarization, where the researcher immersed in the transcribed interviews, to gain a

holistic understanding (Christou, 2022). Initial codes were generated by identifying significant phrases within the text, which were then grouped into sub-themes (Liu, 2024). Inductive coding approach where codes and themes emerge directly from the data was used (Naeem et al., 2023). These themes were reviewed and refined to ensure they accurately represented the data and were distinct from one another. The final themes were named and defined to capture their essence, and a report was produced with supporting excerpts from the data to illustrate the findings. A total of 7 themes and 16 sub-themes were emergent. The 7 themes are: Teamwork, Visionary Leadership, Authentic Leader Attributes, Integrity Issues, Ethical Conflict in Leadership, Barriers to Church Growth, and Interventions for Church Growth. This section of the analysis presents the output of this process.

A descriptive analysis of the demographic profile of the interview participants is first presented as shown in Table 32. This is followed by the presentation, analysis, and discussion of emerging themes.

Table 35

Demographic Profile of Interview Participants

Demographic variable	Response	Frequency	Percent
Age	Over 50 years	29	78.4%
	40-49 years	7	18.9%
	30-39 years	1	2.7%
	Under 30 years	0	0.0%
	Total	37	100.0%
Gender	Male	33	89.2%
	Female	4	10.8%
	Total	37	100.0%
Level of education	Diploma	10	27.0%
	Degree	8	21.6%
	Undisclosed	8	21.6%
	Post Graduate	6	16.2%
	High School	5	13.5%
	Total	37	100.0%
Theological Course	Yes	24	64.9%
	No	13	35.1%

	Total	37	100.0%
Tenure as a Pastor	Under 5 years	3	8.1%
	5 – 10 years	7	18.9%
	Over 10 years	21	56.8%
	Undisclosed	6	16.2%
	Total	37	100.0%

Source: Field Data

The majority of participants (78.4%) were over 50 years old, with 18.9% aged 40–49 years, and only 2.7% aged 30–39 years. Most respondents were male (89.2%), while females made up 10.8%. Regarding education level, 27.0% held a diploma, 21.6% had a degree, and 21.6% chose not to disclose their education, 16.2% had postgraduate qualifications, and 13.5% had completed high school. Additionally, 64.9% of respondents had undertaken a theological course, while 35.1% had not. In terms of pastoral tenure, 56.8% had served for over 10 years, 18.9% for 5–10 years, 8.1% for under 5 years, and 16.2% did not disclose their tenure. This demographic composition highlights a predominantly mature, male, and experienced group of church leaders, many of whom have formal theological training.

Theme #1: Teamwork

The theme of teamwork manifested through leading by example and the practice of collaborative leadership as summarized in table 33.

Table 36

Summary of Teamwork Theme

Verbatim response	**Code**	**Sub-theme**	**Theme**
"Lead by example" (Respondent #4) "I lead from the front" (Respondent #5) "Lead from front" (Respondent #8) "Lead from the front" (Respondent #10)	Lead by example Leading from the front	Leading by example	Teamwork

Verbatim response	Code	Sub-theme	Theme
"Leading from the front" (Respondent #11) "Servant Leadership" (Respondent #16) "Servant leader. Lead by Example" (Respondent #24) "Servant leader. Mentorship/delegation" (Respondent #25) "Lead from the front" (Respondent #32)	Servant leader		
"Partially democratic, with LCC" (Respondent #6) "Consultative" (Respondent #9)	Democratic	Collaborative leadership	
"Leading as a team (Team player)" (Respondent #33)	Consultative		
"Lead with others" (Respondent #17) "Lead with others" (Respondent #23)	Lead with others		
"Transformative - shared leadership" (Respondent #13)	Shared leadership		
"Leadership by delegation, participatory and sharing of responsibilities" (Respondent #14)			
"We grow together" (Respondent #36)	Grow together		
"I involve other members - local council" (Respondent #37)	Involve others		

Source: Field Data

Sub-theme #1.1: Leading by Example

This sub-theme highlights a leadership philosophy where leaders prioritize demonstrating the behaviours, values, and actions they expect from their followers.

Many respondents emphasized leading from the front, which suggests a hands-on, visible approach to leadership. By embodying qualities such as service, humility, and commitment, leaders inspire their followers through personal example. Phrases like "lead by example" and "servant leadership" reflect this philosophy, where leaders actively engage in the work, guide with integrity, and motivate others by being role models, rather than merely directing from a distance. The following were the verbatim excerpts:

> "Servant leader. Lead by Example" (Respondent #24)
>
> "Servant leader. Mentorship/delegation" (Respondent #25)
>
> "Lead from the front" (Respondent #32)

This finding aligns with the Mahdi and Nassar (2021) who highlighted trust as a pivotal attribute in leadership, established through effective communication and role modelling. Similarly, Kipkosgei et al. (2020) emphasized the importance of relational trust and knowledge-sharing practices, which resonate with the concept of leading by example as a way to inspire trust and foster collaboration. In the context of church growth, leading by example underscores the role of authenticity in leadership. Authentic leaders in churches who visibly embody servant leadership principles inspire trust and commitment among congregants. This creates a culture where members feel motivated to emulate these behaviours, fostering spiritual growth and community cohesion.

Sub-theme #1.2: Collaborative leadership

The sub-theme of collaborative leadership focuses on collaboration, shared responsibility, and collective decision-making. Leaders embracing this approach view leadership as a shared endeavour, encouraging input and participation from others. Responses like "shared leadership" and "lead with others" emphasize inclusivity, where

the leader works alongside the team to achieve common goals. This style fosters a cooperative environment, where leadership is distributed, and everyone feels empowered to contribute to the direction and success of the group, ensuring that leadership is a collective effort rather than a top-down process. The following were verbatim extracts:

> "Transformative - shared leadership" (Respondent #13)
>
> "Leadership by delegation, participatory and sharing of responsibilities" (Respondent #14)
>
> "We grow together" (Respondent #36)
>
> "I involve other members - local council" (Respondent #38)

The findings agree with Kipkosgei et al. (2020) and Ngeresa and Chemutai (2023) whose studies show that collaboration enhances trust and performance, particularly through shared leadership models. Moreover, teamwork and participatory decision-making are central to the success of collective goals, as evidenced by Martín-Hernández et al. (2022). Collaborative leadership aligns with the principles of authentic leadership by promoting inclusivity, trust, and shared vision. In church settings, this approach can empower congregants and leaders alike, fostering a sense of ownership and accountability. By involving members in decision-making processes and delegating responsibilities, authentic leaders create an environment of shared purpose and mutual support, which are critical for sustaining church growth and enhancing community engagement. This reinforces the idea that leadership is not an individual effort but a collective journey toward shared spiritual and organizational goals.

Theme #2: Visionary Leadership

The theme of visionary leadership was apparent through two sub-themes: spiritual revelation and intentional choice.

Table 37

Summary of the Theme of Visionary Leadership

Verbatim response	Code	Sub-theme	Theme
"By choice through God's calling" (Respondent #19) "God calls individually" (Respondent #32) "By choice. It is by God's calling" (Respondent #25) "Calling" (Respondent #15) "It is by choice through God's calling. I chose to be a leader and I took the initiative" (Respondent #19) "Calling" (Respondent #40)	God's calling	Spiritual revelation	Visionary leadership
"I chose to be a pastor" (Respondent #18) "Leaders are developed by choice where their skills, abilities, and interests are recognized and opportunities are given" (Respondent #13) "I chose to lead" (Respondent #16) "By choice. I have to engage them and find if they are willing to be involved" (Respondent #8) "By Choice. My pastor intentionally developed the call in me" (Respondent #11) "I chose to be a minister" (Respondent #31) "By choice. One cannot lead by being forced" (Respondent #37) "Leaders are encouraged to lead" (Respondent #38)	Choice	Intentional choice	

Source: Field Data

Sub-theme #2.1: Spiritual revelation

Spiritual revelation sub-theme reflects the belief that leadership is often a result of divine guidance or a spiritual calling. For many, leadership is not merely a personal ambition but a response to a higher power's direction. The development of leaders is seen as part of a greater purpose, where individuals are called to serve and lead based on a sense of spiritual conviction. This view emphasizes that visionary leadership is shaped by a deep, often transformative revelation, guiding leaders to fulfil roles that align with a higher mission. Spiritual insight plays a pivotal role in providing direction and a sense of responsibility that transcends personal goals. The following were the verbatim expressions:

"By choice through God's calling" (Respondent #19)

"By choice. It is by God's calling" (Respondent #25)

"God calls individually" (Respondent #32)

This finding aligns with Matisi (2020), who emphasized the role of visionary leadership in achieving greater success in church ministries. The concept of spiritual revelation, as expressed through respondents' acknowledgment of divine guidance, supports the idea that visionary leadership is rooted in a deep sense of purpose and direction. Similarly, the transformational impact of spiritual revelation corresponds to the principles of adaptive leadership discussed by Kadir et al. (2020), where leaders' responsiveness to higher guidance fosters growth and innovation. The emphasis on spiritual revelation underscores the authenticity of leadership in a church context. Leaders driven by divine guidance are likely to exhibit congruence between their values and actions, which fosters trust among congregants. A reliance on spiritual revelation highlights the unique dimension of church leadership, where faith and divine purpose significantly influence church growth.

Sub-theme #2.2: Intentional choice

Intentional choice sub-theme focuses on the active, deliberate decision to pursue leadership, highlighting that leadership is not purely a matter of chance. Individuals who develop as leaders do so because they consciously choose to take on the responsibilities and challenges of leadership. The process involves recognizing one's abilities, seeking out opportunities for growth, and making intentional efforts to lead, whether through formal training, mentorship, or self-reflection. Leaders, in this sense, are not merely appointed or randomly selected; they are people who make a conscious choice to engage in leadership roles and commit to the responsibilities that come with them. This was evident in the following verbatim statements:

"By choice. I have to engage them and find if they are willing to be involved" (Respondent #8)

"By Choice. My pastor intentionally developed the call in me" (Respondent #11)

"I chose to lead" (Respondent #16)

"I chose to be a pastor" (Respondent #18)

This sub-theme aligns with Hijjawi (2021), who highlighted the intentional actions of leaders in channelling entrepreneurial efforts toward organizational goals. The deliberate nature of leadership choices as highlighted by respondents corresponds with the empowerment and adaptability discussed by Kadir et al. (2020). Leaders who intentionally pursue growth opportunities mirror the proactive and critical thinking behaviours observed in visionary leadership. Intentional choice demonstrates the proactive engagement of leaders in shaping their paths, a hallmark of authentic leadership. Such deliberate actions foster accountability and inspire others within the church to embrace leadership roles. The conscious commitment to leadership roles ensures that leaders are better equipped to handle challenges, strategize effectively, and

maintain a forward-looking vision, ultimately fostering a culture of resilience and innovation within the congregation.

Theme #3: Authentic Leader Attributes

Three sub-themes emerged under authentic leader attribute theme: Honesty and Transparency, Role Modelling, and Humility and Servanthood. Table 35 summarizes the results.

Table 38

Summary of Authentic Leadership Theme

Verbatim response	**Code**	**Sub-theme**	**Theme**
"Honest, faithful" (Respondent #15) "Truthful in what they do. Transparent in their doings." (Respondent #26) "Truthful and honest." (Respondent #27) "Accountable." (Respondent #29) "Open and transparent." (Respondent #31)	Honest Faithful Truthful Transparent Accountable Open	Honesty and transparency	Authentic leader attributes
"Lead by example." (Respondent #4) "Walks the talk." (Respondent #19) "One who is called of God and stands for biblical fruit." (Respondent #23) "Leads by conviction." (Respondent #28) "An authentic leader genuinely cares for others, the church, and impacts positively." (Respondent #29)	Lead by example Walk the talk Lead by conviction Genuinely care	Role modelling	

Verbatim response	Code	Sub-theme	Theme
"Faithful and humble." (Respondent #18) Humble." (Respondent #22)	Humble	Humility and servanthood	
"Serving, not being served." (Respondent #25)	Serving		
"Selfless." (Respondent #32) "Heart for service." (Respondent #37)	Selfless		

Source: Field Data

Sub-theme #3.1: Honesty and Transparency

Authentic leaders are defined by their honesty and openness in their dealings. They are transparent about their intentions, actions, and decisions, fostering trust and confidence among their followers. Such leaders are described as straightforward, truthful, and sincere, embodying integrity in both public and private actions. These qualities ensure that followers can depend on their leaders to be fair and truthful. This sub-theme was supported by the following verbatim remarks:

> "Honest, faithful" (Respondent #15)
>
> "Truthful in what they do. Transparent in their doings." (Respondent #26)
>
> "Truthful and honest." (Respondent #27)
>
> "Open and transparent." (Respondent #31)

Many pastors expressed confidence that their subordinates trust them, indicating positive relational dynamics and strong leadership credibility. These leaders perceived trust as a natural outcome of their leadership approach, demonstrating the alignment between their actions and followers' expectations. This finding aligns with Gentry and Freshman (2020) who underscore relational transparency as a key component of

authentic leadership. Similarly, Kleynhans et al. (2021) affirm that honesty and transparency enhance a leader's trustworthiness and the collective identification of followers with their leader. Honesty and transparency contribute to church growth by building trust and credibility among congregants. When leaders model openness, they create an environment where followers feel valued and secure, fostering a sense of unity and shared purpose essential for spiritual and numerical growth.

Sub-theme #3.2: Role-Modelling

Authentic leaders lead by example, embodying the behaviours and values they expect from others. They are committed to their calling, walk the talk, and are consistent in their actions and words. This sub-theme emphasizes that leadership is demonstrated through action rather than mere rhetoric, inspiring followers to emulate their leader's example.

> "Lead by example." (Respondent #4)
>
> "An authentic leader genuinely cares for others, the church, and impacts positively." (Respondent #19)
>
> "One who is called of God and stands for biblical fruit." (Respondent #33)
>
> "Leads by conviction." (Respondent #28)
>
> "Walks the talk." (Respondent #29)

This finding resonates with Gardner et al. (2021) who argue that authentic leaders influence others by embodying integrity and self-regulation, aligning their actions with their convictions. Additionally, Novitasari et al. (2020) highlights that role modelling by authentic leaders fosters high integrity and performance among followers. Role modelling in authentic leadership fosters a culture of accountability and integrity within the church. By "walking the talk," leaders inspire members to emulate Christ-

like values, which strengthens communal bonds and promotes church growth both spiritually and numerically.

Sub-theme #3.3: Humility and Servanthood

Humility and a heart for service are pivotal attributes of authentic leaders. These leaders prioritize the welfare of others over personal gain, demonstrating selflessness, patience, and a willingness to serve rather than be served. Their humility allows them to listen, learn, and adapt, ensuring they remain approachable and relatable to their followers.

> "Humble." (Respondent #22)
>
> "Serving, not being served." (Respondent #25)
>
> "Selfless." (Respondent #32)
>
> "Heart for service." (Respondent #37)

The finding is in keeping with Turcan et al. (2023) who position humility and servanthood as central to authentic leadership as they emphasize that authentic leaders prioritize the collective good over personal ambition. Additionally, Gentry and Freshman (2020) identify compassion and selflessness as virtues that underpin authentic leadership, fostering trust and respect among followers. Humility and servanthood in leadership enhance the church's ability to minister effectively to congregants' needs. Leaders who prioritize serving others embody Christ's example, strengthening their followers' faith and commitment, which contributes to spiritual maturity and church growth.

Theme #4: Integrity Issues

The theme of integrity issues was manifest through the sub-theme of breach of trust and moral oversight as reflected in Table 36.

Table 39

Summary of the Theme of Integrity Issues

Verbatim response	Code	Sub-theme	Theme
"I trusted two people/leaders with money, they stole. I no longer trust my leaders with liquid cash." (Respondent #3)	They stole	Breach of trust	Integrity issues
"Over trusting new members who turned to be not good." (Respondent #16)	Unverified information		
"Delegating duties to untrustworthy members only to realize he had a different character altogether." (Respondent #29)	Over trusting		
"I gave unverified information which created tension in churches. Lesson: Verify every information." (Respondent #30)	Untrustworthy members		
"I over trusted an assistant pastor to oversee the church while I was away not knowing that he will try to split the church." (Respondent #33)			
"I ignored advice from a congregant. I wish I listened. I have purposed to listen to everybody." (Respondent #15)	Ignored advise	Moral oversight	
"Withheld important church information from congregants." (Respondent #17)	Withheld information		
"I chased a family from the church. I felt bad about it. I regret the act of sending the family away without a good reason." (Respondent #27)	Chased a family		

Verbatim response	Code	Sub-theme	Theme
"I could not trust anybody and so I worked myself. I had to adjust to trust people to work with me." (Respondent #36)	Could not trust		
"Emphasized on church needs and realized members were overwhelmed. I chose to focus/emphasize on people." (Respondent #20)	Members overwhelmed		
"Rushed projects which stalled." (Respondent #12)	Rushed project		
"I over committed to the church in finances after failing to listen to my leaders, and because of it, we went through a very difficult moment in 2020." (Respondent #35)	Overcommitted		
"Thought my opinion was always right, e.g., ways to give support by fundraising or pledges." (Respondent #24)			

Source: Field Data

Sub-theme #4.1: Breach of Trust

Instances of breached trust were a recurring theme, with respondents reflecting on situations where their faith in others was betrayed. Leaders spoke of theft by entrusted individuals, misuse of responsibilities, and conflicts sown by members they trusted too quickly. These breaches underscored the importance of discernment in delegating responsibilities and verifying the character of those placed in positions of trust. For many leaders, these incidents were a wake-up call to establish safeguards and accountability measures to prevent future breaches. The following were the verbatim comments.

> "I trusted two people/leaders with money, they stole. I no longer trust my leaders with liquid cash." (Respondent #3)

> "Over trusting new members who turned to be not good." (Respondent #16)
>
> "Delegating duties to untrustworthy members only to realize he had a different character altogether." (Respondent #29)
>
> "I gave unverified information which created tension in churches. Lesson: Verify every information." (Respondent #30)

Some leaders expressed uncertainty or partial confidence in the trust they receive from their subordinates. Responses such as "hopefully" or "somehow" suggest an awareness of potential gaps in the leader-follower relationship, highlighting the ongoing effort required to foster trust. A notable group of respondents admitted to experiencing trust issues with their subordinates. This reflects challenges in leadership effectiveness, communication, or relational dynamics that undermine trust. For some, this has even led to disengagement or followers leaving the ministry. This finding aligns with Ortiz-Gómez et al. (2020), who assert that faith leaders are traditionally held to high moral standards and operate based on principles. However, cases of manipulation and betrayal within the Kenyan church, such as cult-like practices (Njiru & Mutuma, 2023; Omondi, 2022), highlight the erosion of trust in church leadership. Leaders who exploit vulnerabilities for personal gain (Kamau, 2020) exacerbate this issue, further emphasizing the importance of authenticity and discernment in leadership roles. These breaches highlight the need for authentic leaders to prioritize transparency, accountability, and the restoration of trust. Addressing trust deficits is critical to rebuilding effective leader-follower dynamics and fostering a stable foundation for church growth.

Sub-theme #4.2: Moral Oversight

Several respondents acknowledged personal lapses in judgment or moral oversight that led to regrets. These ranged from withholding critical information, ignoring advice, or overstepping in their authority. Leaders recognized that their own integrity plays a foundational role in setting an example for others and in ensuring harmonious church operations. These experiences highlighted the need for self-awareness and a commitment to maintaining high ethical standards in decision-making. The following were the verbatim expressions.

> "Withheld important church information from congregants."
>
> (Respondent #17)
>
> "I ignored advice from a congregant. I wish I listened. I have purposed to listen to everybody." (Respondent #15).
>
> "I chased a family from the church. I felt bad about it. I regret the act of sending the family away without a good reason." (Respondent #27).
>
> "I could not trust anybody and so I worked myself. I had to adjust to trust people to work with me." (Respondent #36).

On one hand, the acknowledgment of lapses in judgment supports Ortiz-Gómez et al. (2020) view that faith leaders are held to high moral standards. On the other hand, leaders failing to embody these standards reflect the broader decline in authenticity among some religious figures, as discussed by Kleynhans et al. (2022). For instance, cases of leaders exploiting followers for personal gain as previously observed by Kisia (2023) and Gikuyu (2021) demonstrate the negative impact of moral failures/moral oversight.

Theme #5: Ethical Conflict in Leadership

A related but distinct theme to integrity issues emerging from the thematic analysis was ethical conflict in leadership represented by three sub-themes: Financial Ethics and

Tithing Policies, and Autonomy and Hierarchical Interferences. These are summarised in Table 37.

Table 40

Summary of the Theme of Ethical Conflict in Leadership

Verbatim response	Code	Sub-theme	Theme
"Unbiblical orders from HQ demanding a 20% tithe. Make known my feelings in an appropriate forum." (Respondent #5)	Unbiblical orders	Financial ethics and tithing policies	Ethical conflict in leadership
"Excessive financial demand from seniors." (Respondent #13)	Excessive financial demands		
"Yes. Constantly demands made from HQ for funds. Emphasis should be more people-oriented." (Respondent #20)			
"The general overseer (HQ) oversteps its mandate and interferes with local church leadership. I sometimes speak openly against it in meetings." (Respondent #7)	Oversteps mandate	Autonomy and hierarchical interferences	
"Delayed ordinations. Good policies should be in place to encourage the pastor." (Respondent #28)	Delayed ordinations		
"Dictation of areas to preach on is not good. I would prefer an open space on areas to preach." (Respondent #36)	Dictation of areas to preach		

Source: Field Data

Sub-theme #5.1: Financial Ethics and Tithing Policies

One of the most pressing ethical dilemmas revolves around financial demands, particularly the mandated 20% tithe required by some church headquarters. Many

leaders perceive this policy as inconsistent with biblical teachings, creating a conflict between obeying institutional directives and maintaining personal and scriptural integrity. Leaders deal with this issue in various ways, including raising their concerns in appropriate forums or openly opposing the policy. This highlights the struggle to prioritize people-centred ministry over institutional financial obligations, which some leaders feel can burden congregants unnecessarily.

> "Unbiblical orders from HQ demanding a 20% tithe. Make known my feelings in an appropriate forum." (Respondent #5)
>
> "Excessive financial demand from seniors." (Respondent #13)
>
> "Yes. Constantly demands made from HQ for funds. Emphasis should be more people-oriented." (Respondent #20).

This finding aligns with authentic leadership theory, which emphasizes ethical decision-making and prioritizing the well-being of followers over institutional directives (Avolio & Gardner, 2020). The leaders' responses demonstrate efforts to act transparently and ethically, adhering to personal and scriptural integrity, consistent with Walumbwa et al. (2020) description of authentic leaders fostering trust and moral accountability. This conflict suggests that authentic leadership in church settings often involves navigating the tension between institutional expectations and moral responsibilities. Leaders' efforts to challenge financial policies that they perceive as unethical highlight their commitment to fostering trust and aligning their actions with biblical principles. Such authenticity can enhance congregational engagement and trust, essential for church growth, as followers are more likely to remain committed to leaders who uphold transparency and ethical practices.

Sub-theme #5.2: Autonomy and Hierarchical Interferences

Another significant area of conflict is the perceived overreach by hierarchical structures into local church operations. Leaders express frustration over directives that restrict their ability to make autonomous decisions, such as delayed ordinations, dictated sermon topics, and policies that prevent them from addressing urgent issues within their congregations. These challenges often leave leaders feeling undermined and stifled in their mission to effectively lead and serve. In response, they seek opportunities to voice their concerns, advocate for more flexible policies, and, when possible, maintain independence in their decision-making. This sub-theme underscores the need for organizational reforms that empower local leaders to operate with greater freedom and responsiveness to their congregations' needs.

> "The general overseer (HQ) oversteps its mandate and interferes with local church leadership. I sometimes speak openly against it in meetings." (Respondent #7).
>
> "Delayed ordinations. Good policies should be in place to encourage the pastor." (Respondent #28)
>
> "Dictation of areas to preach on is not good. I would prefer an open space on areas to preach." (Respondent #36)

This finding agrees with authentic leadership theory's emphasis on transparency, moral reasoning, and fostering an empowering environment for followers (Shaw, 2023). Hierarchical interferences limiting local leaders' autonomy contradict the principles of authentic leadership, which advocate for decentralized decision-making and trust-building within organizational structures (Walumbwa et al., 2020). The challenges of autonomy and hierarchical interference highlight the importance of flexibility and empowerment in authentic leadership. Restrictive policies may hinder leaders' ability

to address the unique needs of their congregations effectively, potentially stalling growth.

Theme #6: Barriers to Church Growth

Thematic analysis revealed that church growth, as seen through various indicators such as membership, physical infrastructure, mentees, and spiritual growth presents a complex picture of progress and challenges. While respondents generally reported improvements in membership, physical infrastructure varied widely, with churches seeing incremental improvements, such as renovations and the construction of permanent structures, though many still relied on temporary or semi-permanent buildings. The development of spiritual growth appeared more inconsistent, with some churches witnessing visible improvements in faith maturity, while others reported stagnation or only modest growth. The main sub-themes with respect to barriers to church growth were: lack of accountability and lack of vision as shown in Table 38.

Table 41

Summary of the Theme of Barriers to Church Growth

Verbatim response	**Code**	**Sub-theme**	**Theme**
"When the pastor lives a double life" (Respondent #6) "Poor leadership" (Respondent #19) "Uncommitted leadership" (Respondent #30) "Lack of accountability" (Respondent #32)	Double life Poor leadership Uncommitted leadership Unaccountability	Lack of accountability	Barriers to Church Growth
"Vision-less leadership" (Respondent #13) "Failure to understand and internalize God's vision and	Vision-less Lack of vision	Lack of vision	

commission by members" (Respondent #20) "Lack of vision" (Respondent #25) "When there is no teaching to help people own the vision" (Respondent #34) "Lack of knowledge by the leader" (Respondent #37)	No teaching Lack of knowledge		
"Strategic Plan does not exist. Transfers a disservice" (Respondent #2) "No strategic plan" (Respondent #3) "Have a strategic Plan" (Respondent #4) "No strategic plan" (Respondent #5) "Extension Fellowships" (Respondent #10) "There is a strategic plan" (Respondent #11)	No strategic plan		

Source: Field Data

Sub-theme #6.1 Lack of Accountability

A significant number of respondents indicated that ineffective leadership, including pastors who live double lives or fail to live according to Christian principles, is a primary reason for church stagnation. When leaders are uncommitted, fail to hold themselves accountable, or engage in behaviours that undermine trust, the church community struggles to thrive. The lack of accountability is particularly troubling, as it erodes trust between the leaders and the congregation, creating an environment of disunity. Inconsistent leadership or lack of commitment among church leaders often results in disillusioned congregants who are less likely to actively participate in church activities or support church growth. The following were the verbatim statements:

"When the pastor lives a double life" (Respondent #6)

"Poor leadership" (Respondent #19)

"Uncommitted leadership" (Respondent #30)

"Lack of accountability" (Respondent #32)

This finding resonates Hutt and Polikoff (2020) who emphasized that accountability fosters confidence and ownership, essential for group success. The evidence aligns with Melo et al. (2020), which linked accountability systems to superior organizational performance by promoting ethical behaviour and trust. The finding underscores the critical role of authentic leadership in fostering church growth. Authentic leaders who model integrity and accountability can rebuild trust, inspire unity, and create an environment conducive to spiritual and organizational flourishing.

Sub-theme #6.2: Lack of Vision

Another key theme is the absence of a clear, shared vision within the church. Respondents emphasized that churches struggle to grow when the leadership lacks a clear vision or fails to communicate it effectively to the congregation. This lack of vision often leads to disorganization and division, with church members unsure of the direction they should follow. Without a strong, unified vision, churches may focus on irrelevant issues or fail to take strategic actions toward outreach and evangelism, which are essential for growth. Additionally, leadership without vision fails to inspire members to take ownership of the mission and participate in activities that could drive church growth.

"Stop giving birth - No evangelism" (Respondent #1)

"Failure to understand and internalize God’s vision and commission by members" (Respondent #20)

"Lack of commitment by pastor and members" (Respondent #24)

"When people are not active" (Respondent #34)

This finding is consistent with Hijjawi (2021), who demonstrated that visionary leadership positively impacts organizational performance by aligning efforts with long-term goals. It highlights the necessity for authentic leaders to articulate and embody a clear vision that inspires congregants to take ownership of the church's mission. Related to this was the absence of strategic planning across many churches. While some respondents indicated that their churches had a strategic plan or were in the process of implementing one, many others reported no formal plan in place. This lack of direction and forward-thinking limits the ability of churches to set and achieve long-term goals, impacting their capacity for sustained growth. Churches that lack a strategic plan may struggle to focus efforts on critical areas like evangelism, leadership training, or community outreach, hindering their potential to grow effectively.

Theme #7: Interventions for Church Growth

Analysis of the interview data showed that respondents expressed a collective desire for change that not only addresses the structural challenges but also focuses on enhancing the spiritual growth and outreach efforts of their churches and denominations. Thematic analysis yielded recommendations for church growth that manifested in three sub-themes: Increased Autonomy and Support, Improved Transparency and Communication, Spiritual Growth and Active Participation. Table 39 summarizes these recommendations.

Table 42

Interventions of Recommendations for Church Growth

Verbatim response	Code	Sub-theme	Theme
"Small churches be supported in their initial stages" (Respondent #9) "Encourage higher level of autonomy at the local church level" (Respondent #8) "HQ should be assisting small upcoming churches" (Respondent #25) "Autonomy and self-propagation to be made more meaningful" (Respondent #22) "A more devolved approach on leadership" (Respondent #34)	Initial support Encourage autonomy Assist small churches Autonomy Devolved approach	Increased support and autonomy	Interventions for Church Growth
"More transparency especially on finance utilization" (Respondent #6) "Improved communication from top to bottom and vice versa" (Respondent #15) "Better communication." (Respondent #19) "Make it easy to open a church" (Respondent #37)	More transparency Improved communication Better communication	Improved transparency and communication	
Spiritually, members become more responsible" (Respondent #3) "Minimize the sideshows such as wealth and concentrate on the kingdom of God and His righteousness." (Respondent #12) "Develop common ministry practices which cut across all the churches. More Church members actively participating." (Respondent #15)	Become more responsible Minimize sideshows	Spiritual growth and active participation	

Verbatim response	Code	Sub-theme	Theme
"To be involved more people in the leadership" (Respondent #21) "I would like to see more active members" (Respondent #33)	Common ministry Involve people		

Source: Field Data

Sub-theme #7.1: Increased support and autonomy

A prevalent theme among the respondents is the call for more support from higher church authorities, particularly in the early stages of church development, and for greater autonomy at the local church level. Many leaders feel that empowering local churches with more freedom to make decisions and direct their ministries would foster growth and create a more dynamic, responsive community. This includes offering resources and mentorship to small or new churches and reducing the centralized control that often stifles innovation. Respondents emphasize that local churches should be able to operate more independently, allowing them to cater to their unique needs and contexts. The following were verbatim expressions:

> "Small churches be supported in their initial stages" (Respondent #9)
>
> "Encourage higher level of autonomy at the local church level" (Respondent #8)
>
> "HQ should be assisting small upcoming churches" (Respondent #25)
>
> "Autonomy and self-propagation to be made more meaningful" (Respondent #22)

These findings highlight the necessity of balancing authority with empowerment. The findings align with Matisi (2020), who argue that participatory leadership styles, particularly those fostering inclusivity and autonomy, are conducive to church growth.

Similarly, Kadir et al. (2020) found that empowering leadership styles lead to innovation and institutional progress. Leaders who foster autonomy while providing structured support demonstrate authenticity through trust and encouragement, enabling the growth of vibrant, innovative churches.

Sub-theme #7.2: Improved transparency and communication

Another significant change identified by respondents revolves around enhancing transparency, particularly in financial matters, and improving communication between various levels of leadership. Many leaders expressed frustration over a lack of openness, especially concerning how resources are managed and allocated. Transparency in these areas is seen as critical for building trust, promoting accountability, and ensuring that decisions are made in the best interest of the church community. Additionally, improved communication across leadership levels, from the top to the bottom, is seen as vital for aligning goals, sharing ideas, and addressing issues more effectively. Respondents believe that open and honest dialogue would create a stronger sense of unity and purpose within the denomination. Examples of responses are as follows:

> "More transparency especially on finance utilization" (Respondent #6)
>
> "Improved communication from top to bottom and vice versa" (Respondent #25)
>
> "Better communication." (Respondent #30)
>
> "Make it easy to open a church" (Respondent #37)

The emphasis on communication aligns with Ngeresa and Chemutai (2023), who found that open communication channels significantly improve team collaboration and performance. Authentic leaders in churches must prioritize transparency and open communication to build trust and align church objectives. By addressing resource

management concerns and fostering an inclusive dialogue, leaders can create a more cohesive and effective church environment, driving sustainable growth.

Sub-theme #7.3: Spiritual growth and active participation

Respondents also emphasized the importance of nurturing a deeper commitment to spiritual growth and encouraging more active participation among church members. Many feel that the church should be a space where members are not only consumers of services but active participants in ministry work. This would involve cultivating a culture of responsibility, where individuals are encouraged to take ownership of their faith and play an active role in evangelism, prayer, and community service. Respondents also highlighted the importance of ensuring that church members align their lives more closely with Christ-like principles, moving beyond the pursuit of material wealth and focusing on living according to biblical values. By fostering a culture of greater spiritual responsibility and involvement, respondents hope to build churches that are not only spiritually deep but also more mission-oriented and outward-focused. Some of the verbatim expressions were as follows:

> "Spiritually, members become more responsible" (Respondent #3).
>
> "Develop common ministry practices which cut across all the churches. More Church members actively participating." (Respondent #15).
>
> "Minimize the sideshows such as wealth and concentrate on the kingdom of God and His righteousness." (Respondent #22).

The findings align with Chipenyu (2021), who asserted that sound biblical doctrine is essential for fostering member maturity and church growth. Furthermore, Matisi (2020) highlighted the importance of spiritual engagement and inclusivity in leadership as key

to success in church ministries. Authentic leadership in this context entails modelling Christ-like values and fostering a culture of active participation.

Chapter Summary

This chapter has presented a detailed analysis and interpretation of both quantitative and qualitative findings. The chapter began by presenting demographic profile of the respondents. This was followed by descriptive analysis and discussion of item statistics for each variable. Various diagnostic tests were then performed on the dataset before undertaking inferential analysis. The last part of the chapter entailed thematic analysis and discussion of qualitative data. A summary of the key findings is provided in the next chapter where conclusions and recommendations are drawn.

Chapter Five: Summary of Findings, Implications, Conclusions, Recommendations, and Areas for Further Research

Introduction

The purpose of the study was to investigate the impact of authentic leadership factors on church growth and to establish whether this impact was moderated by personal characteristics. This chapter begins by summarizing the major findings for each objective. The theoretical and practical implications of the study are then discussed. Subsequently, conclusions are drawn from which recommendations are made. The chapter wraps up with identification of areas for future research.

Summary of Findings

Objective #1: To establish the impact of trust on church growth in Embu County, Kenya

The first objective of the study was to establish the impact of trust on church growth in Embu County, Kenya. The composite mean score for trust was 4.18 (SD = 0.518), reflecting an overall high level of trust in the church leadership. Correlation analysis revealed a strong, positive correlation between trust and church growth ($r=.722$, $p<.01$), indicating that as trust in leadership increases, perceptions of church growth also tend to increase significantly. Regression analysis indicated that trust explains 52.1% of the variance in church growth ($R^2=.521$, $p<.01$), demonstrating that trust significantly predicts church growth.

The theme of integrity issues however arose when trust was breached within leadership contexts. Problems such as unverified information, over-trusting untrustworthy members, and withholding advice reflected challenges in maintaining ethical standards. Breaches of trust undermined cohesion and created barriers to effective leadership. Moral oversight encompassed failures in judgment, such as rushing projects,

overcommitting, or ignoring advice. Ethical conflicts in leadership emerged when financial ethics, excessive demands, or unbiblical orders disrupted trust and alignment. Leaders who faced such challenges had to navigate complex ethical dilemmas to maintain their credibility and the faith of their communities.

Objective #2: To determine the impact of transparency and accountability on church growth in Embu County, Kenya

The second objective was to determine the impact of transparency and accountability on church growth in Embu County, Kenya**.** The composite mean score for transparency and accountability was 3.92 (SD = 0.729), reflecting an overall moderate to strong agreement that the church leadership demonstrates transparency and accountability. This indicates a generally positive perception of leadership practices, with some variation, suggesting that while transparency and accountability are valued, there may still be areas for improvement. Correlation results reveal a strong, positive relationship between transparency and accountability and church growth ($r=.747$, $p<.01$). Regression analysis revealed that transparency and accountability accounted for approximately 55.9% of the variance in church growth.

Qualitative analysis showed that honesty and transparency were identified as hallmarks of authentic leadership. Leaders in this category were accountable, open, truthful, and faithful, embodying integrity in their actions and communication. They prioritized trustworthiness and maintained a transparent approach to foster strong, genuine relationships with their teams and communities. Similarly, respondents identified transparency and communication as vital for building trust and cohesion. Leaders who prioritized these elements fostered better relationships, reduced misunderstandings, and created an environment of openness and mutual respect. However, barriers to leadership effectiveness often arose from a lack of accountability. Instances of double lives, poor

leadership practices, and unaccountability disrupted trust within the church and impeded growth. Leaders had to prioritize responsibility and consistency to uphold their integrity and inspire confidence in their teams. Leadership conflicts also often stemmed from hierarchical overreach, such as delayed ordinations or excessive control. These issues stifled autonomy and innovation, highlighting the need for a balanced approach to authority and independence in leadership.

Objective #3: To determine the impact of visionary leadership on church growth in Embu County, Kenya

The third objective of the study was to determine the impact of visionary leadership on church growth in Embu County, Kenya. The composite mean score for visionary leadership was 4.17 (SD = 0.623), reflecting a generally positive perception of the church leadership's ability to inspire and guide the congregation with a clear vision. Correlation results revealed a very strong, positive relationship between visionary leadership and church growth, $r=.803$, $p<.01$. Visionary leadership explains 64.5% of the variance in church growth ($R^2=.645$, $p<.01$).

Thematic analysis showed that visionary leadership arose from spiritual revelation and a sense of divine calling. Leaders in this category aligned their actions and decisions with a higher purpose, demonstrating intentionality in their choices. This form of leadership inspired others through a clear sense of direction rooted in spiritual insight and purpose-driven actions. However, among some the respondents, barriers to church growth included a lack of vision, accountability, and strategic planning. Leaders who failed to teach or provide direction often hindered church growth.

Objective #4: The fourth objective was to evaluate the impact of teamwork on church growth in Embu County, Kenya

The fourth objective was to evaluate the impact of teamwork on church growth in Embu County, Kenya. The composite mean score for teamwork was 4.14 (SD = 0.636), reflecting a generally positive perception of teamwork within the church. Correlation results revealed a very strong, positive relationship between teamwork and church growth, ($r=.820$, $p<.01$). Teamwork explains 67.2% of the variance in church growth ($R^2=.672$, $p<.01$).

The theme of "Leading by Example" emphasized actions that inspired teamwork and cooperation. Leaders in this category demonstrated a strong commitment to servant leadership by leading from the front and embodying democratic and consultative approaches. By involving others, fostering shared leadership, and promoting growth together, these leaders modelled behaviours that encouraged collaboration and unity within their teams. Collaborative leadership was characterized by shared decision-making and collective growth. Leaders in this category prioritized inclusivity, consultation, and teamwork, exemplifying the importance of involving others in the leadership process. Their ability to engage and empower others fostered an environment where leadership was distributed and responsibilities were shared.

Further thematic analysis indicated that role modelling was central to impactful leadership. Leaders "walked the talk" by demonstrating conviction, genuinely caring for their followers, and leading by example. This type of leadership was grounded in authenticity, where actions aligned with values, and leaders inspired others through personal commitment and integrity. In addition, humility and servanthood characterized leaders who prioritized others' needs above their own. These leaders were humble, selfless, and dedicated to serving their communities. Their approach

underscored the importance of placing service and humility at the core of effective leadership.

Objective #5: To examine the moderating effect of personal characteristics on the relationship between authentic leadership factors and church growth in Embu County, Kenya

The fifth objective was to examine the moderating effect of personal characteristics on the relationship between authentic leadership factors and church growth in Embu County, Kenya.

Linear regression analysis showed that authentic leadership significantly predicted church growth, with R^2=.740 ($p<.01$). There was a significant main effect of age on church growth, explaining an additional 0.4% of the variance. Other personal characteristics such as gender, level of education, and level of income were not significant factors. Moderated regression analysis showed that personal characteristics did not significantly moderate the relationship between authentic leadership and church growth (ΔR^2=.000, $p>.05$).

Implications

There are several theoretical implications that emanate from the findings. The study underscores the theoretical alignment between trust and authentic leadership theory in driving church growth. Trust in leadership serves as a cornerstone for fostering engagement, satisfaction, and church development. These results align with Avolio and Gardner's (2020) assertion that trust is a foundational component of authentic leadership, essential for effective leadership and organizational success. Additionally, the findings resonate with Heyns and Rothmann's (2021) work, which links trust to enhanced engagement. However, integrity challenges, such as unverified information and ethical conflicts, reveal the fragility of trust and its dependence on consistent ethical

behaviour, transparency, and sound decision-making. This reinforces the theoretical premise that authentic leadership's emphasis on trust and ethical practices is critical for sustaining positive church growth.

The study has also highlighted the critical role of transparency and accountability in fostering church growth, aligning with the principles of authentic leadership. A generally positive perception of these leadership qualities reflects their importance in building trust and promoting sustainable growth, as supported by Kavila et al. (2023), who emphasized that transparency in financial and organizational management fosters trust and improved outcomes. A strong positive relationship between transparency/accountability, and church growth underscores the necessity of open communication and ethical decision-making, resonating with Shaw's (2023) theoretical perspective. Qualitative findings further emphasize that transparency and honesty are hallmarks of authentic leadership. However, the study also identified barriers, such as unaccountability and senior leaderships' overreach, which damped trust and hindered growth.

The study resonates the salience of visionary leadership in fostering church growth, emphasizing the importance of clear and consistent communication of a church's vision to align and engage members. Respondents perceived church leadership as generally effective in inspiring and guiding the congregation, supporting findings by Hijjawi (2021) that visionary leadership is essential for organizational performance. The strong relationship between visionary leadership and church growth aligns with Wang's (2021) application of expectancy theory, suggesting that leadership vision motivates individuals toward aspirational goals by instilling confidence in achievable outcomes. This underscores the importance of forward-thinking and strategic leadership in fostering development and long-term success. Thematic analysis further revealed that

visionary leadership often stems from spiritual revelation and a sense of divine calling, inspiring others through purpose-driven actions. However, barriers such as a lack of vision, accountability, and strategic planning hindered growth, highlighting the need for intentionality and strategic focus in leadership to ensure sustained progress. These findings align with Avolio and Gardner's (2020) emphasis on authentic leadership's role in driving church growth through a forward-looking vision.

The study has underscored the pivotal role of teamwork in driving church growth, highlighting its value as a cornerstone of effective church leadership in line with authentic leadership theory. Respondents viewed teamwork positively, aligning with Martín-Hernández et al. (2022) findings that a supportive, team-oriented environment enhances organizational growth. However, variability in the perception of inclusivity suggests room for improvement in ensuring all members feel involved and valued. A strong relationship between teamwork and church growth supports arguments by Wang and Wang (2021), who emphasize that fostering collaboration strengthens collective success. The findings further validates authentic leadership theory, positing that trust, collaboration, and shared purpose are integral to organizational growth (Shaw, 2023). The results are also in line with Tuckman’s theory, as cited by Jones (2020), who reinforces that cohesive teamwork during critical stages optimizes outcome.

Generally, authentic leadership emerged in this study as a strong positive predictor of church growth, aligning with findings by Huma et al. (2023) and Matisi (2020), which emphasize its potential to inspire trust, commitment, and engagement. However, when personal characteristics were examined, only age showed a small but significant negative association with church growth, with younger respondents perceiving growth more positively than older ones. This contrasts with studies by Khan et al. (2020) and Khetjenkarn and Agmapisarn (2020), which highlighted the strengths of older

individuals in managing organizational stress and emotional labour. These differences suggest that younger individuals' enthusiasm or adaptability may shape their perceptions of growth more favourably in church contexts.

Other personal characteristics, including gender, education, and income, were not significant factors, and the interaction between authentic leadership and age did not modify authentic leadership's explanatory power. This finding contradicts Ali et al. (2020) and Khan et al. (2020), who reported that demographic factors influence organizational outcomes. The study suggests that while personal characteristics may shape individual experiences, their influence on the relationship between authentic leadership and church growth is limited. Thus, authentic leadership remains the strongest driver of church growth, affirming its relevance as a theoretical framework for leadership in the church sector.

Conclusions

The findings confirm that trust is indispensable to church growth, with leadership's integrity, reliability, and competence fostering stronger congregational relationships and engagement. Leaders who fail to uphold trust risk undermining cohesion and stalling growth, emphasizing the need for consistent transparency and ethical leadership. These reflections underscore that building and maintaining trust is not just a moral imperative but also a strategic priority for promoting church growth.

Transparency and accountability are also essential for sustainable church growth, as they foster trust, engagement, and shared responsibility. The study suggests that church leadership must prioritize openness in decision-making and financial management while addressing any gaps in accountability. This conclusion highlights the critical role of ethical leadership practices in aligning the congregation with growth objectives and sustaining a strong foundation for future expansion.

Similarly, visionary leadership is a transformative force in church growth, with leaders inspiring alignment and action through clear, purpose-driven visions. A lack of strategic direction can however hinder growth, pointing to the need for continuous vision communication and alignment across the congregation. This underscores the importance of forward-thinking leadership in achieving long-term church growth and adapting to future challenges.

Teamwork is equally fundamental to fostering growth, with collaborative leadership and inclusivity enhancing organizational cohesion and effectiveness. However, addressing the undervaluation of certain members' contributions is crucial to unlocking the full potential of teamwork. Leaders must prioritize inclusivity and shared decision-making, modelling servant leadership that strengthens unity and ensures the congregation collectively supports church growth objectives.

The zero moderating effect of personal characteristics indicates that authentic leadership transcends demographic differences, highlighting its universal applicability in driving church growth. While younger individuals may perceive growth more positively, this does not diminish the overarching importance of cultivating authentic leadership practices.

Recommendations

i) Recommendations for church leaders

Church leaders should prioritize building trust within the congregation, as trust was identified as a key factor driving church growth. Leaders should consistently demonstrate ethical behaviour, transparency, and reliability, as these qualities foster positive relationships and engagement within the church. Additionally, church leaders should focus on providing clear, visionary leadership. A strong and well-communicated

vision can inspire and guide the congregation toward shared goals, contributing to church growth.

ii) Recommendations for policymakers

Church policymakers should implement and enforce policies that promote transparency, accountability, and trust within the church. Ethical standards and transparent governance structures should be established to ensure the integrity of church leadership, which directly impacts church growth. Additionally, policymakers should support and nurture visionary leadership, ensuring that leaders are equipped to articulate and execute a clear vision for the church, guiding the congregation toward growth.

iii) Recommendations for church members

For church members, it is important to actively engage in church activities and hold leaders accountable for their actions. Transparency and accountability within the church leadership have been shown to positively influence church growth, so members should support leaders who prioritize openness and responsibility. Furthermore, members should collaborate and embrace teamwork, as collective efforts and cooperation among members are essential for the church's success and expansion.

iv) Recommendations for leadership developers

Leadership developers such as training consultants and executive coaches should prioritize and recommend the development of leaders who embody trust, transparency, and teamwork during their consultancy engagements as these qualities have been shown to be vital in driving church growth. Leadership training programs should emphasize the importance of authentic and visionary leadership, as well as the ability to foster collaboration and cooperation within the church community.

Areas for Further Research

Future studies are recommended as follows:

i) Further research should explore the concept of authentic leadership within other faith-based organizations such as church-sponsored organizations, as it was identified as a key driver of trust and growth in this study. Specifically, such studies could examine the intersection of visionary leadership and strategic planning, expanding on how strategic planning contribute to the successful implementation of a church's vision.

ii) Since the geographical scope of the study was limited to Embu County, a similar study should be conducted in other counties with a view to examine how cultural and socio-economic contexts influence the relationship between leadership practices and church growth.

iii) Future research should explore the mechanism through which authentic leadership impacts church growth. Introducing a mediator variable into the conceptual model could help clarify how authentic leadership interacts with other factors to predict church growth.

References

Abbas, A., Saud, M., Usman, I., & Ekowati, D. (2020). Servant leadership and religiosity: An indicator of employee performance in the education sector. *International Journal of Innovation Creativity and Change*, *13*(4), 391-409.

Abbass, K., Qasim, M. Z., Song, H., Murshed, M., Mahmood, H., & Younis, I. (2022). A review of the global climate change impacts, adaptation, and sustainable mitigation measures. Environmental Science and Pollution Research, 29(28), 42539-42559.

Abdelwahed, N. A. A., Soomro, B. A., & Shah, N. (2023). Predicting employee performance through transactional leadership and entrepreneur's passion among the employees of Pakistan. *Asia Pacific Management Review*, *28*(1), 60-68. https://doi.org/10.1016/j.apmrv.2022.03.001

Aderibigbe, J. K., Nwokolo, E. E., & Solomon, O. (2020). Occupational stress among some Nigerian graduate employees: The impact of work experience and education. *Cogent Psychology*, *7*(1), 1-14. https://doi.org/10.1080/23311908.2020.1802948

Adil, M. (2022). Accountability and Transparency in the Public and Private Sector. *International Journal of Humanities Education and Social Sciences*, *1*(6), 1-11.

Afriyie, N., Melyoki, L. L., & Nchimbi, M. (2020). The influence of employee self-efficacy, outcome expectation and firm resources on intrapreneurial behaviour: insight from Ghana. *Athens journal of business & economics*, *6*(4), 349-376.

Ahmed, M., & Atif, M. (2020). The role of expectancy theory in understanding employee motivation: A review of the current literature. *Global Management*

Journal for Academic & Corporate Studies, 9(1), 1-13. https://doi.org/10.1016/j.gmjacs.2020.05.001

Ahsan, H., Zia-ur-Rehman, M., & Ramay, M. I. (2022). How can leadership integrity increase managerial performance? The role of emotional intelligence: Leadership Integrity. *International Journal of Business and Management Sciences, 3*(2), 163-180.

Akande, S. A. (2021). *Conflicts in the generation and regeneration of membership in the Church of Nigeria (Anglican Communion), Ibadan* (Doctoral dissertation, University of Ibadan).

Akanle, O., Ademuson, A. O., & Shittu, O. S. (2020). Scope and limitation of study in social research. *Contemporary issues in social research, 105*, 114-124.

Akinwande, M. O., Dikko, H. G., & Samson, A. (2020). Variance inflation factor: As a condition for the inclusion of suppressor variable(s) in regression analysis. *Open Journal of Statistics, 10*(4), 13–23.

Al Aina, R., & Atan, T. (2020). The impact of implementing talent management practices on sustainable organizational performance. *Sustainability*, *12*(20), 1-21. https://doi.org/10.3390/su12208372

Alale, D., & Malau-Aduli, A. (2023). *Research paradigms and methodologies in educational research*. Journal of Educational Research, 45(3), 123-136.

Ali, F. H., Ali, M., Malik, S. Z., Hamza, M. A., & Ali, H. F. (2020). Managers' open innovation and business performance in SMEs: a moderated mediation model of job crafting and gender. *Journal of Open Innovation: Technology, Market, and Complexity*, *6*(3), 89. http://dx.doi.org/10.3390/joitmc6030089

Ali, G., & Hassan, M. (2022). The Review of Organization Change Management and Employee Performance. *Journal of Xidian University*, *16*(1), 494-506. https://doi.org/10.37896/jxu16.1/043

Ali, H., Chuanmin, S., Ahmed, M., Mahmood, A., Khayyam, M., & Tikhomirova, A. (2021). Transformational Leadership and Project Success: Serial Mediation of Team-Building and Teamwork. *Frontiers in Psychology*, 12.

Alita, D., Putra, A. D., & Darwis, D. (2021). Analysis of classic assumption test and multiple linear regression coefficient test for employee structural office recommendation. *IJCCS (Indonesian Journal of Computing and Cybernetics Systems)*, *15*(3), 295-306.

Amakye, S., Chimhutu, V., & Darkwah, E. (2022). Beyond the glass ceiling: an exploration of the experiences of female corporate organizational leaders in Ghana. *Journal of Human Behavior in the Social Environment*, *32*(7), 858-875. https://doi.org/10.1080/10911359.2021.1970073

Anderson, L. (2023). *Church resilience in modern society: Leadership and value-based adaptation*. Journal of Religious Leadership, 29(1), 50-68.

Avolio, B. J., & Gardner, W. L. (2020). Authentic leadership development: Getting to the root of positive forms of leadership. *The Leadership Quarterly*, 11(3), 315–338.

Babbie, E. (2020). *The practice of social research* (15th ed.). Cengage Learning

Banks, G. C., Fischer, T., Gooty, J., & Stock, G. (2021). Ethical leadership: Mapping the terrain for concept cleanup and a future research agenda. The Leadership Quarterly, 32(2), 101471. https://doi.org/10.1016/j.leaqua.2020.101471

Baquero, A. (2023). Authentic Leadership, Employee Work Engagement, Trust in the Leader, and Workplace Well-Being: A Moderated Mediation Model. *Psychology Research and Behaviour Management, 16,* 1403–1424.

Basu, R., & Green, M. (2020). Leadership in the 21st century: An ethical perspective. *Journal of Business Ethics*, 160(3), 521-537.

Bazeley, P. (2021). *Qualitative data analysis: Practical strategies*. SAGE Publications.

Benyah, F. (2021). Pentecostal/Charismatic Churches and the Provision of Social Services in Ghana. Transformation: An international Journal of Holistic Mission Studies, 38(1), 16-30.

Bogard, J. E., Delmas, M. A., Goldstein, N. J., & Vezich, I. S. (2020). Target, distance, and valence: Unpacking the effects of normative feedback. *Organizational Behavior and Human Decision Processes, 161*, 61-73.

Braun, V., & Clarke, V. (2019). Reflecting on reflexive thematic analysis. *Qualitative research in sport, exercise and health*, *11*(4), 589-597.

Bukhari, S. A. (2021). Sample Size Determination Using Krejcie and Morgan Table. DOI:10.13140/RG.2.2.11445.19687.

Busetto, L., Wick, W., & Gumbinger, C. (2020). How to use and assess qualitative research methods. Neurological Research and Practice, 2(14).

Casteel, A., & Bridier, N. L. (2021). Describing populations and samples in doctoral student research. *International Journal of Doctoral Studies, 16*, 339-362.

Charity, K.O. Gabriel, M.O. & Joseph, O. (2021). Rural household income: who's educational attainment counts? *Universal Publishers, 2* (1), 1-13. https://doi.org/10.37256/redr.212021599

Chaudhary, S., Dhir, A., Ferraris, A., & Bertoldi, B. (2021). Trust and reputation in family businesses: A systematic literature review of past achievements and

future promises. *Journal of Business Research, 137*, 143-161. https://doi.org/10.1016/j.jbusres.2021.07.052

Cheng, M., Liu, G., Xu, Y., & Chi, M. (2021, July). Enhancing trust between ppp partners: the role of contractual functions and information transparency. *Sage Opens*, *11* (3). 1-16.

Chimakati, F. M., & Oduol, T. (2023). Authentic Leadership, Ethical Acquisition Procedures and Establishment Performance A Case of Teachers Service Commission of Kenya. *African Journal of Emerging Issues*, *5*(8), 107-132.

Chipenyu, W. (2021). *Biblical leadership and healthy church growth: Perspectives from the Reformed Churches in South Africa* (Doctoral dissertation, North-West University (South-Africa)).

Christou, P. A. (2022). How to use thematic analysis in qualitative research. *Journal of Qualitative Research in Tourism*, *3*(2), 79-95.

Coker, D. C. (2022). A Thematic Analysis of the Structure of Delimitations in the Dissertation. *International Journal of Doctoral Studies*, *17*, 1-13.

Coleman, J. (2020). The impact of charismatic leadership in religious movements: a study of fraudulent practices and their consequences. Journal of Religious Studies, 45(2), 245-259.

Colquitt, J. A., & Baer, M. D. (2023). Foster trust through ability, benevolence, and integrity. *Principles of Organizational Behavior: The Handbook of Evidence-Based Management 3rd Edition*, 345-363. https://doi.org/10.1002/9781394320769.ch17

Crawford, J., Kelder, J. A., & Knox, M. W. (2023). What does it take to be a social entrepreneur? Authentic leaders and their effect on innovation. In *Research*

Anthology on Approaches to Social and Sustainable Entrepreneurship (pp. 1295-1317). IGI Global.

Creswell, J. W. (2021). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications.

Creswell, J. W., & Creswell, J. D. (2021). *Research design: Qualitative, quantitative, and mixed methods approach*. Sage Publications.

Creswell, J. W., & Poth, C. N. (2020). *Qualitative inquiry and research design: Choosing among five approaches* (4th ed.). SAGE Publications.

Cummings, G. G., Lee, S., Tate, K., Penconek, T., Micaroni, S. P., Paananen, T., & Chatterjee, G. E. (2021). The essentials of nursing leadership: A systematic review of factors and educational interventions influencing nursing leadership. *International journal of nursing studies*, *115*, 103842.

Cusack, C. M., & Lewis, J. R. (2020). Mass suicides and mass homicides: Collective violence and the demise of new religious movements. *The Demise of Religion, 175*, 1-34.

de Matos Pedro, E., Alves, H., & Leitão, J. (2022). In search of intangible connections: intellectual capital, performance and quality of life in higher education institutions. *Higher education*, *83*(2), 243-260. https://doi.org/10.1007/s10734-020-00653-9

Deci, E. L., & Ryan, R. M. (2020). *Intrinsic motivation and self-determination in human behavior*. Springer. This text critiques extrinsic motivation-focused theories like Expectancy Theory, emphasizing the overlooked role of intrinsic factors.

Dhingra, S., & Pingali, P. L. (2021). Effects of short birth spacing on birth-order differences in child stunting: Evidence from India. *Proceedings of the National Academy of Sciences, 118*(8), 1-8. https://doi.org/10.1073/pnas.2017834118

Di Battista, S., Pivetti, M., & Berti, C. (2020). Competence and benevolence as dimensions of trust: Lecturers' trustworthiness in the words of Italian students. *Behavioral Sciences, 10*(9), 143, 1-14. http://dx.doi.org/10.3390/bs10090143

Dibekulu, D. (2020). An Overview of Data Analysis and Interpretations in Research. International Journal of Academic Research in Education and Review, 8(1), 1-27.

Diener, E., Thapa, S., & Tay, L. (2020). Positive emotions at work. *Annual review of organizational psychology and organizational behavior, 7*(1), 451-477.

Djaballah-Djeddour, K., & Tazerouti, M. (2022). Test for linearity in non-parametric regression models. *Austrian Journal of Statistics*, *51*(1), 16-34.

Du Toit, P. L. G. (2023). *A Foreign People: Towards a Holistic Identity Theory within a Christian Context*. Stellenbosch Theological Journal, 9(1), 1–20. https://doi.org/10.17570/stj.2023.v9n1.a12

Duarte, A. P., Ribeiro, N., Semedo, A. S., & Gomes, D. R. (2021). Authentic Leadership and Improved Individual Performance: Affective Commitment and Individual Creativity's Sequential Mediation. *Frontiers in Psychology*, *12,* 1-23.

Dunaetz, D. R., & Bocock, J. (2020). Ministry Involvement of Church Staff and Volunteers: The Role of Organizational Commitment and Work Engagement. *Theology of Leadership Journal, 3*(1), 52-67.

Enoch-Stevens, T., Daramola, E. J., Jabbar, H., & Marsh, J. (2024). Accountability battle: A critical analysis of a charter renewal decision. *Urban Education*, *59*(6), 1808-1841.

Erdogan, B., & Bauer, T. N. (2020). Expectancy theory and its contemporary applications: A review of recent advancements and future directions. *Journal of Organizational Behavior*, 41(6), 505-522. https://doi.org/10.1002/job.2432

Etikan, I., Musa, S. A., & Alkassim, R. S. (2020). Comparison of convenience sampling and purposive sampling. *American Journal of Theoretical and Applied Statistics*, *5*(1), 1-4.

Everton, S. (2024). Early Christian growth: a scale-free story? Available at SSRN 4873832.

Ezeanolue, E. T., & Ezeanyim, E. E. (2020). Employee participation in decision making and organizational productivity in manufacturing firms in South-East, Nigeria. *International Journal of Innovative Development and Policy Studies*, *8*(1), 110-124.

Ezema, I. C., Ajanaku, P. A., Fulani, O. A., Johnson, O. P., & Eyo, M. U. (2023). Use of Passive Cooling Strategies in Selected Mega-Churches within Lagos-Ogun Megacity, Nigeria. Civil Engineering and Architecture, 11(6), 3779 – 3810.

Farid, T., Iqbal, S., Khan, A., Ma, J., Khattak, A., & Din, M. N. (2020). The impact of authentic leadership on organizational citizenship behaviors: the mediating role of affective- and cognitive-based trust. *Frontiers in Psychology, 11*, 1-23.

Farrar, D. E., & Glauber, R. R. (2020). Multicollinearity in regression analysis: The problem revisited. *Journal of Statistical Computation and Simulation*, *89*(7), 1245–1263.

Flick, U. (2020). *An introduction to qualitative research* (6th ed.). SAGE Publications.

Flick, U. (2020b). *An Introduction to Qualitative Research* (6th ed.). Sage Publications.

Ford, J., & Harding, N. (2017). The impossibility of the 'true self' of authentic leadership. Leadership, 7(4), 463–479.

Foss, N. J., & Lindenberg, S. (2020). *The Role of Conceptual Frameworks in Research: A General Perspective*. Strategic Management Journal, 41(3), 534-552. https://doi.org/10.1002/smj.3138

Gabriel, O. O., Anthony, I., Tunji, A., & Olanrewaju, A. O. (2023). Influence of liturgy and socio culture on the form and meaning of the architecture of Sacred Hearts Catholic Church Odogunyan, Ikorodu, Lagos, Nigeria. *Caleb University, 6* (1), 1-18. https://doi.org/10.26772/cijds-2023-06-01-14

Gao, Y., & Sawatsky, J. (2023). Motivational factors in faith-based organizations: Exploring the role of expectancy theory in faith-based educational institutions. *Journal of Faith and Organizational Studies*, 5(2), 44-60.

Gardner, W. L., Avolio, B. J., Luthans, F., May, D. R., & Walumbwa, F. O. (2021). *Authentic leadership: Theory and practice*. Journal of Management, 47(5), 1221-1245. https://doi.org/10.1177/0149206317882532

Gardner, W. L., Cogliser, C. C., Davis, K. M., & Dickens, M. P. (2020). Authentic Leadership: A Review of the Literature and Research Agenda." The Leadership Quarterly, 31(1), 101-124.

Gardner, W. L., Karam, E. P., Alvesson, M., & Einola, K. (2021). Authentic leadership theory: The case for and against. The Leadership Quarterly, 32(6), 101495.

Gathara, S. (2021). The rise of religious cults in Kenya: an analysis of the psychological and social impact on followers. Kenyan Journal of Sociology and Religious Studies, 12(4), 78-92.

Gentry, L., & Fleshman, J. W. (2020). Leadership and ethics: virtue ethics as a model for leadership development. Clinics in colon and rectal surgery, 33(4), 217–220.

Ghai, D., & Vivian, J. M. (2017). *Grassroots environmental action: people's participation in sustainable development.* Taylor & Francis Group.

Ghasemi, A., & Zahediasl, S. (2020). Normality tests for statistical analysis: A guide for non-statisticians. *International Journal of Endocrinology and Metabolism, 10*(2), 486-489.

Ghondaghsaz, N., & Engesser, S. (2021). Identification of factors and outcomes of trust in mobile supply chains. *European Journal of Management and Business Economics, 1,* 1-23.

Gigol, T. (2020). Influence of authentic leadership on unethical pro-organizational behavior: the intermediate role of work engagement. *Sustainability, 12*(3), 1182. Retrieved from https://doi.org/10.3390/su12031182

Gikuyu, K. (2021). The social and economic costs of religious manipulation in kenya: a case study of charismatic churches. *Journal of African Sociology, 29*(3), 199-211.

Godbles, E. E., & Amaluwa, N. L. (2022). Managing group dynamics and effectiveness of university staff: evidence from Nigeria. *International Journal of Organizational Leadership*, *11*(2).

Gong, Y., Huang, J. C., & Farh, J. L. (2020). Employee learning orientation and work performance: The role of leadership. *Journal of Applied Psychology*, 105(7), 803-820. https://doi.org/10.1037/apl0000459

Gray, D. E. (2021). *Doing research in the real world* (5th ed.). SAGE Publications.

Greene-Hayes, A. (2022). Black church rumour: sexual violence and black (gay) Gospel's Reverend James Cleveland. GLQ, 28(1), 115-143. https://doi.org/10.1215/10642684-9449121

Grenz, S. J., & Olson, R. E. (2020). *Who needs theology? An invitation to the study of God.* InterVarsity Press.

Gujarati, D. N. (2020). *Basic Econometrics* (5th ed.). McGraw Hill Education.

Gujarati, D. N., & Porter, D. C. (2020). *Basic econometrics* (6th ed.). McGraw-Hill Education.

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). Pearson.

Harefa, A. O., Zega, Y., & Mendrofa, R. N. (2023). The Application of the Least Squares Method to Multicollinear Data. *International Journal of Mathematics and Statistics Studies*, *11*(1), 30-39.

Harness, D., Ganesh, S., & Stohl, C. (2022). Visibility agents: organizing transparency in the digital era. *New Media & Society,* 110–122.

Harrison, C., & Mehta, K. (2021). *The Importance of Conceptual Frameworks in Leadership Research: Developing a Roadmap for Organizational Success*. Journal of Organizational Behavior, 42(6), 1-15. https://doi.org/10.1002/job.2589

Haslam, S. A., Reicher, S. D., & Platow, M. J. (2020). The new psychology of leadership: Identity, influence, and power. *Psychology Press*.

Henson, J. D., & Hemby, S. (2023). Authentic Credible Leadership. Scandinavian Journal for Leadership & Theology, 10, 514-532.

Heo, C. Y., Kim, B., Park, K., & Back, R. M. (2022). A comparison of best-worst scaling and Likert scale methods on peer-to-peer accommodation attributes. *Journal of Business Research, 148*, 368-377.

Herne, K., Lappalainen, O., Setälä, M., & Ylisalo, J. (2022). Accountability as a Warrant for Trust: An Experiment on Sanctions and Justifications in a Trust Game. Theory and Decision.

Heyns, M., & Rothmann, S. (2021). Trust profiles: associations with psychological need satisfaction, work engagement, and intention to leave. *Frontiers in Psychology, 12,* 1-13. *https://doi.org/10.3389/fpsyg.2021.563542*

Hijjawi, G. (2021). The effect of entrepreneurship on organizational excellence: The mediating role of visionary leadership. *Management Science Letters*, *11*(1), 57-66.

Hou, X., Wang, H., & Wei, L. (2021). Identity leadership in organizations: A review and future directions. *Journal of Leadership & Organizational Studies*, 28(2), 167-185.

Hu, Q., Yao, J., & Zhang, Z. X. (2021). Selecting people based on person-organisation fit: Implications for intrateam trust and team performance. *Human Resource Management Journal*, *31*(1), 293-310. https://doi.org/10.1111/1748-8583.12299

Huang, C., & Tian, S. (2021). Why not all the powerful abuse? The competitive effects of psychological distance and self-control. *Frontiers in Psychology, 12,* 1-23.

Huma, E., Nduku, E., & Mwalw'a, S. (2023). Relationship between visionary leadership and implementation of change management strategies in private secondary schools in Nairobi County. *Journal of Education*, *6*(1), 21-38. https://doi.org/10.53819/81018102t6049

Hupkau, C., & Petrongolo, B. (2020). Work, care and gender during the Covid-19 crisis. *Fiscal studies*, *41*(3), 623-651.

Hutt, E., & Polikoff, M. S. (2020). Toward a framework for public accountability in education reform. *Educational Researcher*, *49*(7), 5-9. https://doi.org/10.3102/0013189X20931246

Idris, A. M., & Manganaro, M. (2017). Relationships between psychological capital, job satisfaction, and organizational commitment in the Saudi oil and petrochemical industries. Journal of Human Behavior in the Social Environment, 27(4), 251-269.

Inayyah, F. N., & Simanjuntak, M. B. (2022). Analysis of the moral value in the novel" Imperfect" written by Meira Anastasia. LITERACY: International Scientific Journals of Social, Education, Humanities, 1(1), 26-31. https://doi.org/10.56910/literacy.v1i1.219

Isensee, C., Teuteberg, F., Griese, K. M., & Topi, C. (2020). The relationship between organizational culture, sustainability, and digitalization in SMEs: A systematic review. Journal of Cleaner Production, 275, 122944.

Islam, M. N., Furuoka, F., & Aida, I. (2020). The impact of trust in leadership on organizational transformation. *Global Business and Organizational Excellence*, *39*(4), 1-10.

Islam, M. N., Furuoka, F., & Idris, A. (2021). Mapping the relationship between transformational leadership, trust in leadership and employee championing behavior during organizational change. *Asia Pacific Management Review*, 26(2), 95-102.

Jafari, P., Gharakhani, D., & Rezaee, Z. (2020). Exploring the relationship between organizational culture and organizational performance in the Iranian service sector. *International Journal of Organizational Leadership, 9*(1), 99–112.

Jenssen, J. I. (2020). How church leadership may influence growth by applying an organizational life cycle perspective on church development. A literature study. *Scandinavian Journal for Leadership & Theology 7*, 1-26.

Johnson, D. (2023). Is It Really Working? Assessing a Church Based Non-Profit Leadership Academy to Determine Its Efficacy and Impact (Doctoral dissertation, Virginia Union University).

Johnson, P., & White, R. (2022). *Authentic leadership and church growth: A study on values and vision*. Journal of Christian Organizational Studies, 34(2), 120-140.

Johnson, R. (2022). *Effective church leadership and academic research integration*. Journal of Theological Studies, 29(1), 45-62.

Johnson, R. B., & Onwuegbuzie, A. J. (2020). *Mixed methods research: A research paradigm whose time has come*. Educational Researcher, 49(6), 365-377.

Jones, D. (2020). Tuckman's model in modern organizational behavior: A review of team development in a globalized workplace. *Journal of Business Psychology*, 35(4), 563–576.

Jordan, K. (2022). Urban churches in an infrasecular landscape: three case studies from the Anglican Diocese of London. *The Journal of Architecture*, *27*(2-3), 346-371. https://doi.org/10.1080/13602365.2022.2072933

Kadir, A. N. J., Adebayo, T. A., & Olumide, S. A. (2020). Visionary leadership and staff innovative behaviour in public colleges of education in Kwara State, Nigeria. *International Journal of Education, 12*(2), 63-72.

Kalu, J. (2021). Leadership and church growth stagnation: A critical analysis. *Journal of Religious Leadership, 15*(2), 45-60.

Kamau, J. (2022). Credible–authentic leadership principles. *European Journal of Business and Management Research, 7*(5), 6-10.

Kamau, W. (2020). Charismatic leadership and the exploitation of faithful: a study of manipulative religious practices in Kenya. Journal of African Religious Ethics, 15(2), 112-126.

Kavila, T. M., Mwalwa, M., & Karanja, J. (2023). Influence of financial accountability on organizational performance: a case study of Ndolo DCC Church. *Journal of Sociology, Psychology and Religious, 3*(1), 19-34.

Kayani, B. N. (2023). Impact of organisational culture on organisational commitment: evidence from Pakistan. *Journal of Accounting, Business and Management (JABM), 30*(1), 86-96. http://dx.doi.org/10.38193/IJRCMS.2021.3302

Kensing, F., & Madsen, H. (2020). Generating visions: future workshops and metaphorical. In Design at work (pp. 155-168). CRC Press.

Khan, I. T., Kaewsaeng-on, R. Zia, H.M. Ahmed, S. & Khan, Z.A. (2020). Perceived organizational politics and age, interactive effects on job outcomes. *Sage Open, 1*, 1-10. https://doi.org/10.1177/2158244020936989

Khetjenkarn, S., & Agmapisarn, C. (2020). The effects of emotional labour on the outcomes of the job and the organization: Do the differences in age and the manager's emotional intelligence have any impact in the hotel business? *European Journal of Tourism Research, 25*, 2504-2504.

Kibret, A. T., Gitonga, N., & Kibirango, M. (2024). The relationship between teamwork and service delivery in the West Kenya Union Conference of The Seventh-Day Adventist Church. *Journal of African Interdisciplinary Studies, 8*(7), 38-53.

Kingsley, U. O. (2021). Teamwork and project execution: a survey of extant literature. *The International Journal of Business Management, 9*(5), 328-337.

Kipkosgei, F., Kang, S. W., & Choi, S. B. (2020). A team-level study of the relationship between knowledge sharing and trust in Kenya: Moderating role of collaborative technology. *Sustainability*, *12*(4), 1615.

Kipkosgei, F., Son, S. Y., & Kang, S. W. (2020b). Coworker trust and knowledge sharing among public sector employees in Kenya. *International journal of environmental research and public health*, *17*(6), 1-17. http://dx.doi.org/10.3390/ijerph17062009

Kisia, A. (2023, July 19). *Senate committee investigating Shakahola deaths meets ODPP. Retrieved from The Star*: https://www.the-star.co.ke/news/realtime/2023-07-19-senate-committee-investigating-shakahola-deaths-meets-odpp/

Kleynhans, D. J., Heyns, M. M., & Stander, M. W. (2021). Authentic leadership and follower trust in the leader: The effect of precariousness. *SA Journal of Industrial Psychology, 47*(1), 1-10. https://doi.org/10.4102/sajip.v47i0.1904

Kleynhans, D.J. Heyns, M.M. Stander, M.W. & de Beer, L.T. (2022). Authentic leadership, trust (in the leader), and flourishing: does precariousness matter? Front. Psychol. 13, 1-13. https://doi.org/10.3389/fpsyg.2022.798759

Knief, U., & Forstmeier, W. (2021). Violating the normality assumption may be the lesser of two evils. *Behavior Research Methods*, *53*(6), 2576-2590.

Kobia, M., & Njiru, A. (2020). *Regulation of religious organizations in Kenya: Challenges and implications for church growth*. Journal of Religious Studies, 45(3), 112-130. https://doi.org/10.1016/j.jrs.2020.07.002

Kuipers, B. (2022). Trust and cooperation. *Frontiers in Robotic and AI, 9*, 1-18. https://doi.org/10.3389/frobt.2022.676767

Kumar, K., Kumari, R., Poonia, A., & Kumar, R. (2021). Factors influencing corporate sustainability disclosure practices: empirical evidence from Indian National Stock Exchange. *Journal of Financial Reporting and Accounting*, *21*(2), 300-321.

Kundi, Y. M., & Badar, K. (2021). Interpersonal conflict and counterproductive work behavior: the moderating roles of emotional intelligence and gender. *International Journal of Conflict Management*, *32*(3), 514-534.

Kwadzo, M. (2021). Factors determining individuals' participation in volunteer work: A study of the Cape Coast Metropolis in the Central Region of Ghana. *Heliyon, 7*(8). https://doi.org/10.1016/j.heliyon.2021.e07772

Laguna, M., Walachowska, K., Gorgievski-Duijvesteijn, M. J., & Moriano, J. A. (2019). Authentic Leadership and Employees' Innovative Behaviour: A Multilevel Investigation in Three Countries. International Journal of Environmental Research and Public Health, 16(21), 4201.

Laysa, K.R. Soumya, K.R. & Modoor, R. (2023). Effect of training and development in attaining organizational goal. *Journal of Emerging Technologies and Innovative Research, 10,* (11), 365-376.

Leal, S., Salomón, J. O., & Rivera-Camino, J. (2021). Impact of Authentic Leadership on Work Engagement and Organizational Citizenship Behavior: The Meditating Role of Motivation for Work. *International Journal of Economics and Business Administration, 9*(3), 3-31.

Li, Y., Gong, Y., Burmeister, A., Wang, M., Alterman, V., Alonso, A., & Robinson, S. (2021). Leveraging age diversity for organizational performance: An intellectual capital perspective. *Journal of applied psychology*, *106*(1), 71.

Liu, W. (2024). The cognitive basis of thematic analysis. *International Journal of Research & Method in Education*, *47*(3), 277-287.

Luthfi, A., Norawati, S., Zulher, Z., & Basem, Z. (2022). The effect of supervision, work motivation, and interpersonal communication on employee performance and organizational commitment as variables intervening. *IJEBD (International Journal of Entrepreneurship and Business Development)*, *5*(1), 92-104.

Lux, A. K., Roberts, M. S., & Weaver, M. T. (2023). *The "great leader" myth and its impact on organizational leadership: An empirical critique*. Leadership Quarterly, 34(2), 211-226. https://doi.org/10.1016/j.leaqua.2023.101251

Machado, C. F., & Davim, J. P. (2023). *Industry 5.0: Creative and Innovative Organizations*. Springer Nature.

Mahdi, O. R., & Nassar, I. A. (2021). The business model of sustainable competitive advantage through strategic leadership capabilities and knowledge management processes to overcome COVID-19 pandemic. *Sustainability*, *13*(17), 1-18. https://doi.org/10.3390/su13179891

Mansoor, M. (2021). Citizens' trust in government as a function of good governance and government agency's provision of quality information on social media during COVID-19. *Government Information Quarterly*, *38*(4), 22-45. https://doi.org/10.1016/j.giq.2021.101597

Martín-Hernández, P., Gil-Lacruz, M., Tesán-Tesán, A. C., Pérez-Nebra, A. R., Azkue-Beteta, J. L., & Rodrigo-Estevan, M. L. (2022). The moderating role of teamwork engagement and teambuilding on the effect of teamwork competence

as a predictor of innovation behaviors among university students. *International Journal of Environmental Research and Public Health, 19*(19), 1-16. https://doi.org/10.3390/ijerph191912047

Mashilo, B., & Kubayi, A. (2024). Antecedents and consequences of South African female athletes' trust in the coach. *Frontiers in Sports and Active Living, 6*, 14-42.

Massi, M. (2023). Authenticity: A Polemical concept. In from art to marketing: the relevance of authenticity to contemporary consumer culture (pp. 1-13). Cham: Springer International Publishing.

Matisi, M. N. (2020). Effects of leadership styles in Pentecostal evangelistic fellowship of Africa on growth and development. *International Journal of Recent Innovations in Academic Research*, *4*(2), 55-64.

Mburu, B., Koome, P., & Gichuhi, D. (2020). Influence of employer-employee relationships on service quality in the hospitality industry in Nakuru County, Kenya. *International Journal of Research in Business and Social Science (2147-4478)*, *9*(5), 166-171.

Melo, P. N., & Pereira, M. (2020). The Relationship between leadership and accountability: A review and synthesis of the research. Journal of Entrepreneurship Education, 23(6).

Melo, P. N., Martins, A., & Pereira, M. (2020b). The relationship between Leadership and Accountability: A review and synthesis of the research. *Journal of Entrepreneurship Education*, 23(6), 1-10.

Men, L. R., Qin, Y. S., & Jin, J. (2021). Fostering employee trust via effective supervisory communication during the covid-19 pandemic: through the lens of

motivating language theory. *International Journal of Business Communication, 59*(3). https://doi.org/10.1177/23294884211020491

Mertens, D. M. (2020). *Research and evaluation in education and psychology: Integrating diversity with quantitative, qualitative, and mixed methods* (5th ed.). SAGE Publications.

Meyer, J. P., & Maltin, E. R. (2020). Employee commitment and well-being: A critical review, theoretical framework, and research agenda. *Journal of Organizational Behavior, 41*(1), 84-98.

Middleton, K. (2023). Another Way: Sustaining the Health and Longevity of Black Urban Churches Through a Co-vocational Framework (Doctoral dissertation, Drew University).

Milenja, A. L., Wepukhulu, R., & Matisi, M. (2022). Influence of financial demands by the clergy on the attitude of the congregants among the Protestant Churches in Nairobi County, Kenya. *IRJ Journals, 6* (6), 1-9.

Miner, M., & Bickerton, G. (2020). A new model of Christian leadership: insights from the job demands–resources model and trinitarian theology. *Journal of Psychology and Theology*, *48*(4), 276-291. https://doi.org/10.1177/0091647120908010

Mishra, P., Pandey, C. M., Singh, U., Gupta, A., Sahu, C., & Keshri, A. (2020). Descriptive statistics and normality tests for statistical data. *Annals of Cardiac Anaesthesia, 23*(1), 50-54.

Mohajan, H. K. (2020). Quantitative research: A successful investigation in natural and social sciences. *Journal of Economic Development, Environment and People*, *9*(4), 50-79.

Mugenda, O., & Mugenda, A. (2020). *Research methods: Quantitative and qualitative approaches*. African Centre for Technology Studies Press.

Mumbi, K. H. (2023). *Influence of corporate governance on success of churches in Nairobi, Kenya.* (Unpublished Thesis, United States International University – Africa).

Munyao, P. M., & Kamau, F. (2021). The role of government regulation in preventing exploitation within religious institutions in Kenya. *International Journal of Public Policy and Governance*, *15*(2), 75-89. https://doi.org/10.1007/s10803-021-01489-2

Murage, S. W. (2022). Transformational leadership and performance of public universities in Kenya. *American Journal of Humanities and Social Sciences Research*, *6*(2), 160-168.

Muriithi, R. (2020). *Governance and performance of church-based organizations in Kenya a case study of Presbyterian church of East Africa Kikuyu hospital* (Doctoral dissertation, UoN).

Murtiningsih, R. S. (2020). The Impact of Compensation, Training &Development, and Organizational Culture on Job Satisfaction and employee Retention. *Indonesian Management and Accounting Research, 19*(1), 33-50.

Mutia, P. M., K'Aol, G. O., & Katuse, P. (2023). Setting the Strategic Direction and its Influence on Church Growth in Kenya. International Journal of Humanities and Social Sciences, 32-41.

Mutua, E., & Gikonyo, D. (2020). *Government oversight and the operational autonomy of churches in Kenya: A legal perspective*. *East African Journal of Social Sciences, 34*(1), 24-38. https://doi.org/10.1080/0305502515

Mutua, R. (2022). Churches, social development, and public policy in Kenya. *Journal of Religious and Social Development, 11*(4), 134-149.

Mwachiro, S., & Kinyua, A. (2022). The role of leadership authenticity in church growth: A case study of Kenyan churches. *Journal of Leadership and Religious Studies, 34*(2), 112-130.

Mwangi, P., & Otieno, L. (2022). Prosperity gospel and its impact on church sustainability. *African Journal of Theology, 34*(1), 78-95.

Mwaura, J. (2021). Religious sects and their implications for social welfare in Kenya. Journal of African Studies, 18(3), 99-112.

Mwaura, P. K., Waiganjo, M., & Gitahi, N. (2019). Influence of Volunteer Leaders' Competence on Church Performance: Evidence from the Presbyterian Church of East Africa Nakuru East Presbytery, Kenya. International Journal of Managerial Studies and Research, 7(11), 52-66.

Mwingirwa, M. K., Okello, D. J., Otinga, H. N., & Kitonga, D. (2024). Effect of compensation system on employee engagement in fairtrade horticultural firms in Kenya. *ESI Preprints, 30*, 242-242. https://doi.org/10.19044/esipreprint.6.2024.p242

Naeem, M., Ozuem, W., Howell, K., & Ranfagni, S. (2023). A step-by-step process of thematic analysis to develop a conceptual model in qualitative research. *International Journal of Qualitative Methods, 22*, 16094069231205789.

Nanda, S., Papathanasiou, D., & Zandoná, M. A. (2023). Team dynamics and development: A review of Tuckman's model in educational and organizational settings. *International Journal of Organizational Development*, 8(2), 75-92.

Nartova-Bochaver, S. K., Bayramyan, R. M., Chulyukin, K. S., & Yerofeyevaa, V. G. (2021). What It Means to Be Oneself: The Everyday Ideas of Authenticity among Primary School Children and Adolescents in Russia. Psychology in Russia, 14(3), 3-21.

Nayebi, H. (2020). *Advanced statistics for testing assumed casual relationships* (Vol. 65). Springer International Publishing.

Ndegwa, R. (2022). Spiritual abuse and the vulnerability of congregants in evangelical churches in Kenya. African Journal of Church and Society, 19(4), 140-154.

Ndeke, C. M. (2023). *Collaborative Business Strategy and Performance of Kenya Industrial Estates* (Doctoral dissertation, University of Nairobi).

Ng'ang'a, K.W.R. (2023). *The influence of stakeholders on church growth in Kenya: a case of Presbyterian Church of East Africa in Mililani South Presbytery, Nairobi*. (Masters Thesis, Africa Nazarene University).

Nga'nga, R. (2023). Church growth and leadership dynamics in Embu County, Kenya: An empirical analysis. *African Journal of Church Leadership, 21*(4), 50-68.

Ngeresa, J. O., & Chemutai, P. (2023). Team Leadership and Organizational Performance of Non-Governmental Agricultural Organizations in Kenya. *Journal of Human Resource & Leadership, 7*(5), 118-132. https://doi.org/10.53819/81018102t2259

Nguyen, T. N., et al. (2020). *Expectancy theory and its application in organizational performance.* Journal of Business Research, 119, 183-195.

Niedlich, S., Kallfaß, A., Pohle, S., & Bormann, I. (2021). A comprehensive view of trust in education: Conclusions from a systematic literature review. *Review of Education*, *9*(1), 124-158. https://doi.org/10.1002/rev3.3239

Nikolić, G., Kvasic, S. G., & Grbic, L. (2022). The Development of Authentic Leadership Theory. PAR International Scientific and Professional Conference "High Impact Leadership".

Njiru, G., & Mutuma, J. (2023). When faith turns fatal: the impact of extreme religious practices in Kenyan churches. International Journal of Religion and Society, 10(1), 43-56.

Njiru, J., & Karanja, P. (2020). The role of government in regulating religious organizations in Kenya. East African Journal of Governance, 16(2), 57-74.

Njiru, S., & Warue, B. (2019). Factors affecting numerical growth of Pentecostal churches in Embu west Sub-county. *The University Journal*, *1*(3), 189-210.

Njoroge, W., & Ochieng, S. (2024). Enhancing sustainable growth in churches through servant leadership: Evidence from Kenya. *International Journal of Church Development, 27*(1), 75-94.

Noel, D. D., Justin, K. G. A., Alphonse, A. K., Désiré, L. H., Dramane, D., Nafan, D., & Malerba, G. (2021). Normality assessment of several quantitative data transformation procedures. *Biostat. Biom. Open Access J, 10*, 51-65.

Northouse, P. (2018). Leadership: Theory and Practice (8th ed.). Thousand Oaks, CA: Sage Publications.

Novitasari, D., Siswanto, E., Purwanto, A., & Fahmi, K. (2020). Authentic leadership and innovation: what is the role of psychological capital? *International Journal of Social and Management Studies*, *1*(1), 1-21.

Nyabuto, C. (2020). The lifespan of prosperity gospel churches: An empirical study. Journal of *Ecclesiastical Studies, 2*7(3), 112-130.

O'Brien, P. M. (2020). Transparency as a means to rebuild trust within the Church: a case study in how Catholic dioceses and eparchies in the United States have

responded to the clergy sex abuse crisis. *Church, Communication and Culture, 5*(3), 456-483. https://doi.org/10.1080/23753234.2020.1827962

Obilor, E. I. (2023). Convenience and Purposive Sampling Techniques: Are they the Same? International Journal of Innovative Social & Science Education Research, 11(1), 1-7.

Obuba, M. O. (2023). Evaluating the Moral Components of Authentic Leadership on Employees' Productivity. A Literature Review. Open Journal of Leadership, 12(1), 89-115.

Odion, O. E. (2023). *The Pentecostal Phenomenon: An Examination of Factors Contributing to the Growth, Expansion, and Influence of Pentecostal Churches in Nigeria from 1998 to 2018* (Doctoral dissertation, Alphacrucis University College (Australia).

Omondi, P. (2022). Deceptive practices in African evangelical churches: exploring the ethics of religious leadership in Kenya. Journal of African Christianity, 18(2), 233-247.

Omotayo, O., Anthonia, A., Hezekiah, F., Odunayo, S., Opeyemi, O., & Odion, E. I. (2020). Diversity management and organisational performance in deposit money banks in Nigeria. *Cogent Business & Management, 7*(1), 1-14. https://doi.org/10.1080/23311975.2020.1836751

Onyango, E. O. (2019). *Exploring health and wellbeing in a low-to-middle income country: A case study of Kenya* (Doctoral dissertation, University of Waterloo).

Ortiz-Gómez, M., Ariza-Montes, A., & Molina-Sánchez, H. (2020). Servant leadership in a social religious organization: An analysis of work engagement, authenticity, and spirituality at work. *International Journal of Environmental Research and Public Health, 17*(22), 8542. https://doi.org/10.3390/ijerph17228542

Osafo, E., Paros, A., & Yawson, R. M. (2021). Valence–instrumentality–expectancy model of motivation as an alternative model for examining ethical leadership behaviors. *Sage Open*, *11*(2),1-13. https://doi.org/10.1177/21582440211021896

Osewe, J. O., & Gindicha, J. Y. (2021). Effect of training and development on employee satisfaction: a case of the judiciary of Kenya: a case of the judiciary of Kenya. *European Journal of Humanities and Social Sciences*, *1*(3), 661-67. http://dx.doi.org/10.24018/ejsocial.2021.1.3.50

Ossai, E. C. (2021). *Relationship between leadership style and innovation performance in small-to-medium-scale enterprises in Nigeria*. (Doctoral Studies, Dissertations, Walden University).

Ovando, C. M. (2020). What kind of transparency for the Church? Proposing operational transparency for processes, solutions and decisions in the Catholic Church. *Church, Communication and Culture, 5*(2), 210-234. https://doi.org/10.1080/23753234.2020.1767508

Overman, S., & Schillemans, T. (2021). Toward a Public Administration Theory of Felt Accountability. *Public Administration Review*, *82*(1), 12-22.

Palinkas, L. A., Horwitz, S. M., Green, C. A., Wisdom, J. P., Duan, N., & Hoagwood, K. (2020). Purposeful sampling for qualitative data collection and analysis in mixed method implementation research. *Administration and Policy in Mental Health and Mental Health Services Research*, *42*(5), 533-544.

Pardoe, I. (2020). *Applied regression modeling*. John Wiley & Sons.

Parham, C. (2021). The Negotiation Tactics of Nelson Mandela. Global Tides, 15(8), 1-21.

Patnaik, R., & Mohanty, A. (2019). Am I Clear: Communicate for Group Effectiveness. The Readers Paradise.

Ponterotto, J. G. (2020). *Qualitative Research Methods for the Social Sciences* (5th ed.). Pearson Education.

Purba, K. & Kusman, S. (2020). The effects analysis of transformational leadership, work motivation and compensation on employee performance in PT. Sago Nauli. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences, 3*(3), 1606-1617.

Psychogios, A., & Dimitriadis, N. (2021). Brain-adjusted relational leadership: a social-constructed consciousness approach to leader-follower interaction. *Frontiers in Psychology, 12,* 1-20.

Qadir, Romal, and Aisha Bibi. Gender-based comparison between emotional labor strategies and teachers' job satisfaction at university level. *Journal of Social Sciences Review* 3.1 (2023): 433-443. https://doi.org/10.54183/jssr.v3i1.180

Razali, N. M., & Wah, Y. B. (2020). Power comparisons of Shapiro-Wilk, Kolmogorov-Smirnov, Lilliefors, and Anderson-Darling tests. *Journal of Statistical Modeling and Analytics, 2*(1), 21-33.

Ridwan, M., Mulyani, S. R., & Ali, H. (2020). Improving employee performance through perceived organizational support, organizational commitment and organizational citizenship behavior. *Systematic Reviews in Pharmacy, 11*(12).

Salanova, M., Acosta-Antognoni, H., Llorens, S., & Le Blanc, P. (2021). We trust you! A multilevel-multireferent model based on organizational trust to explain performance. *International Journal of Environmental Research and Public Health, 18*(8), 4241. https://doi.org/10.3390/ijerph18084241

Salcinovic, B., Drew, M., Dijkstra, P., Waddington, G., & Serpell, B. G. (2022). Factors influencing team performance: what can support teams in high-performance sport learn from other industries? A systematic scoping review. *Sports Medicine-Open*, *8*(1), 25. https://doi.org/10.1186/s40798-021-00406-7

Saunders, M. N. K., Lewis, P., & Thornhill, A. (2019). *Research methods for business students* (8th ed.). Pearson Education. https://doi.org/10.1292208791

Senoga, W. A. (2023). The effect of accountability, transparency, and integrity of church leaders on fraud prevention in the management of church funds. *International Journal of Research and Innovation in Social Science*, *7*(1), 1388-1409.

Shaw, P. (2023). Authentic leadership: A theoretical framework. *Journal of Leadership Studies*, 12(4), 233-249.

Sikolia, E. (2019, March 5). *Police probe 'prophet' Owuor over ksh.1.5b property tussle.* Retrieved from Citizen Digital: https://www.citizen.digital/news/self-proclaimed-prophet-david-owuor-at-the-center-of-ksh-1-5b-property-tussle-234367

Škrinjarić, B. (2022). Competence-based approaches in organizational and individual context. Humanities and Social Sciences Communications, 9(28).

Smet, A. D. (2022, August 17). *What is leadership? Retrieved from Mckinsey and Company:* https://www.mckinsey.com/featured-insights/mckinsey-explainers/what-is-leadership

Smith, C., & Denton, M. (2021). The influence of religious fraud on faith communities: lessons from recent scandals. *Journal of Sociology and Religion*, *80*(4), 537-550.

Smith, D. (2021). *Cultural shifts and the challenges for religious institutions*. International Review of Religion and Society, 19(3), 85-100.

Smith, J. L., & Adams, K. R. (2020). Church Finance: Financial Planning and Management for Congregations. Baker Academic.

Smith, J., Johnson, L., & Adams, P. (2020). Authentic leadership and organizational success in religious institutions: A comparative study. *Journal of Organizational Behavior, 45*(3), 233-248.

Smith, T. (2023). *The impact of theological research on academic programs*. Journal of Religious Education, 37(2), 100-115

Söderlund, M. (2023). Moderator variables in consumer research: A call for caution. *Journal of retailing and consumer services*, *73*, 1-10. https://doi.org/10.1016/j.jretconser.2023.103352

Sol, K., & Heng, K. (2022). Understanding epistemology and its key approaches in research. *Cambodia Journal of Educational Research,* 80-99.

Starr, E., & Goldfarb, B. (2020). Binned scatterplots: A simple tool to make research easier and better. *Strategic Management Journal*, *41*(12), 2261-2274.

State Department of Social Protection (2021). *Status Report on Disability Inclusion in Kenya 2021*. https://www.socialprotection.go.ke/sites/default/files/Downloads/STATUS-REPORT-ON-DISABILITY-INCLUSION-IN-KENYA-2021.pdf

Steffens, N. K., Wolyniec, N., Okimoto, T. G., Mols, F., Haslam, S. A., & Kay, A. A. (2021). Knowing me, knowing us: Personal and collective self-awareness enhances authentic leadership and leader endorsement. *The Leadership Quarterly*, *32*(6), 101498. https://doi.org/10.1016/j.leaqua.2021.101498

Stiers, D., Larner, J., Kenny, J., Breitenstein, S., Vallée-Dubois, F., & Lewis-Beck, M. (2021). Candidate Authenticity: 'To Thine Own Self Be True'. *Political Behavior, 43*, 1181–1204.

Studenmund, A. H. (2020). *Using econometrics: A practical guide* (7th ed.). Pearson.

Supramaniam, S., & Singaravelloo, K. (2021). Impact of emotional intelligence on organisational performance: An analysis in the Malaysian Public Administration. *Administrative Sciences*, *11*(3), 76. https://doi.org/10.1080/14778238.2020.1787802

Svare, H., Gausdal, A. H., & Möllering, G. (2020). The function of ability, benevolence, and integrity-based trust in innovation networks. *Industry and Innovation, 27*(6), 585-604. https://doi.org/10.1080/13662716.2019.1632695

Tabak, Y.B. (2021). Education expectations and income level of families: an assessment within the framework of human capabilities approach. *Kuram ve Uygulamada Eğitim Yönetimi 27* (1), 985-1004.

Taherdoost, H. (2022). What are different research approaches? Comprehensive Review of Qualitative, quantitative, and mixed method research, their applications, types, and limitations. *Journal of Management Science & Engineering Research*, *5*(1), 53-63.

Tarus, D. (2022). The Church and Ethnopolitical Conflict in Kenya: 1982-2013. *The Journal of Social Encounters*, 26-43.

Tavakol, M., & Dennick, R. (2021). *Making sense of Cronbach's alpha.* International Journal of Medical Education, 2, 53–55.

Taylor Jr, F. L. (2023). Book Review: Doing church as a team: The miracle of teamwork and how it transforms churches. by Wayne Cordeiro. *Christian Education Journal, 1*, 1-13. https://doi.org/10.1177/07398913231203975b

Taylor, B., & Johnson, C. (2022). Ready to Lead: Essential Questions for Empowering Black Leadership in the Multiethnic Church. WestBow Press.

Teddlie, C., & Tashakkori, A. (2020). *Foundations of mixed methods research: Integrating quantitative and qualitative approaches in the social and behavioral sciences* (2nd ed.). SAGE Publications.

Thakur, H. K. (2021). Research Design. In Research Methodology in Social Sciences (p. 175). New Delhi: Corvette.

Thiga, J. M., Pam, G. D., & Nkansah-Obrempong, J. (2021). The Effect of Church Conflict on the Growth of Pentecostal Churches in Kenya: A Case Study of Selected Churches in Nairobi. *European Scientific Journal, ESJ*, *17*(16), 22-39. https://doi.org/10.19044/esj.2021.v17n16p22

Thinane, J. S. (2021). Misuse of religious titles by self-proclaimed spiritual leaders: Prophets, apostles, and popes in South Africa. *Pharos Journal of Theology*, *102*, 1-13. https://forsa.org.za/why-we-cannot-regulate-religion-part-1/

Thomas, V. (2021). *Engagement of millennials: Understanding the decline within Greater Hartford area churches* (Doctoral dissertation, Liberty University).

Turcan, R. V., Reilly, J. E., Jørgensen, K. M., Taran, Y., & Bujac, A. I. (2023). The Emerald Handbook of Authentic Leadership. Emerald Group Publishing.

Turner, D. P. (2020). Sampling Methods in Research Design. American Headache Soceity, 60(1), 8-12.

Usmani, F. (2022, November 20). Leadership Styles: Definition, Meaning, & Types of Leadership Styles. Retrieved from PM Study Circle: https://pmstudycircle.com/leadership-styles/

Utomo, W. A., Udin, U. D. I. N., & Haryono, S. (2022). Visionary leadership and employee quality in the public service sector. *International Journal of Applied Economics, Finance and Accounting*, *12*(2), 31-37.

Van Eerde, W., & Thierry, H. (2020). *Expectancy Theory in practice: Insights and limitations. In* The Handbook of Employee Motivation.

Verhaagen, D. (2022). *How white evangelicals think: The psychology of white conservative Christians*. Wipf and Stock Publishers.

Wahidi, R. (2020). Innovation and authentic leadership of Islamic university lectures in faculty pharmacy faculty: what is the role of psychological capital? *Systematic Reviews in Pharmacy (Sys Rev Pharm.), 11*(8), 383-393.

Wairimu, E. W. (2023). *Church and its role in advancing holistic development: A case of selected PCEA churches in Dagoretti South Constituency in Nairobi County, Kenya*. (Unpublished Thesis). Daystar University.

Walumbwa, F. O., Avolio, B. J., & Zhu, W. (2020). How authentic leadership fosters positive employee outcomes: The role of trust and ethical climate. *Journal of Business Ethics*, 89(1), 43-56.

Wambua, E. (2021). Challenges in church growth: Leadership-related factors in Kenyan churches. *Journal of African Church Growth, 1*7(1), 45-60.

Wang, X., & Wang, H. (2021). *Authentic leadership in church settings: Exploring its impact on church growth and congregational well-being*. Journal of Religious Leadership, 20(1), 45-63. https://doi.org/10.1177/0149206317882532

Wang, X., et al. (2021). *Integrating expectancy theory in leadership practices.* Organizational Psychology Quarterly, 33(2), 45-67.

Weinbaum, C., Landree, E., & Marjory S. B. (2019). *Ethics in scientific research. Santa Monica*: RAND Corporation.

Wibowo, S. (2020). Linking motivation and performance using expectancy theory: A case in education management. *International Journal of Educational Leadership, 12*(3), 102-116.

Xie, X., Huang, C., Cheung, S. P., Zhou, Y., & Fang, J. (2021). Job demands and resources, burnout, and psychological distress of social workers in China: moderation effects of gender and age. *Frontiers in Psychology, 12,* 1-10. https://doi.org/10.3389/fpsyg.2021.741563

Xin, X., Cai, W., Gao, X., & Liu, T. (2021). Will job crafters stay or leave? The roles of organizational instrumentality and inclusive leadership. *Frontiers in Psychology, 12*,1-13. https://doi.org/10.3389/fpsyg.2021.743828

Yang, C., et al. (2021). Leadership and motivation in the post-pandemic era: Insights from expectancy theory. *Management Science Review, 58*(4), 76-91.

Zaghdoudi, K. (2024). *Race, politics, and religion: a critical discourse analysis of sermons by Reverend Jim Jones (1976-77).* (Master's thesis, University of Manouba).

Zasa, F. P., & Buganza, T. (2023). Developing a shared vision: strong teams have the power. *Journal of Business Strategy, 44*(6), 415-425.

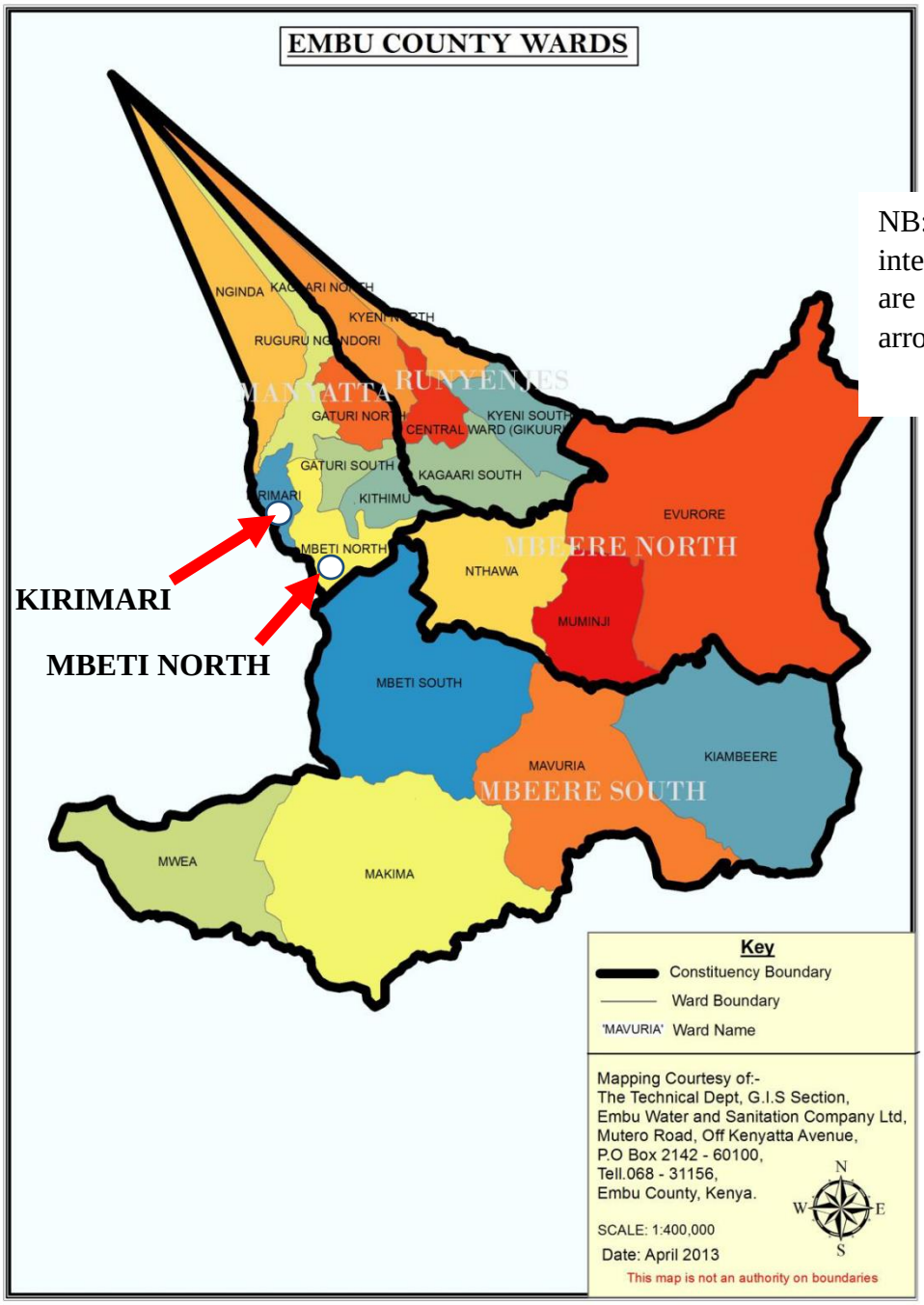
Zhang, Y. (2020). Exploring the reliability and validity of research instruments in pilot testing. *International Journal of Research and Methodology, 5*(2), 29–35.

Zheng, Y., Epitropaki, O., Graham, L., & Caveney, N. (2022). Ethical leadership and ethical voice: The mediating mechanisms of value internalization and integrity identity. *Journal of Management, 48*(4), 973-1002. https://doi.org/10.3389/fspor.2024.1490897

Zwijze-Koning, K., & De Roest, H. P. (2023). Auditing Congregational Health: Exploring Members' Well-Being in the Church and Commitment to the Congregation. *Religions*, *14*(10), 1-16. https://doi.org/10.3390/rel14101236

APPENDIX A

Embu County Wards



NB: The areas of interest in our study are as shown by the arrows

APPENDIX B

Individual Introduction to Conduct Research

Rev. Stephen Njoroge Kamau,
P.O. Box 2555-60100, Embu
stephen.kamau@students.pacuniversity.ac.ke

25th May 2023

TO WHOM IT MAY CONCERN,

Dear Sir/Madam,

Greetings. My name is Rev. Stephen Njoroge Kamau, a PHD student at Pan African Christian University and a Pastor of a local church in Embu (Deliverance Church Blue-Valley, Embu). I am at the final stage of the programme and I am preparing to collect data to enable me to finalize on my dissertation. The dissertation title is, "THE IMPACT OF AUTHENTIC LEADERSHIP FACTORS ON CHURCH GROWTH IN EMBU COUNTY".

The purpose of this research is to gather information on church growth and development and/or leadership. By this letter, you are kindly requested to offer the necessary help in as far as responding to the questions is concerned.

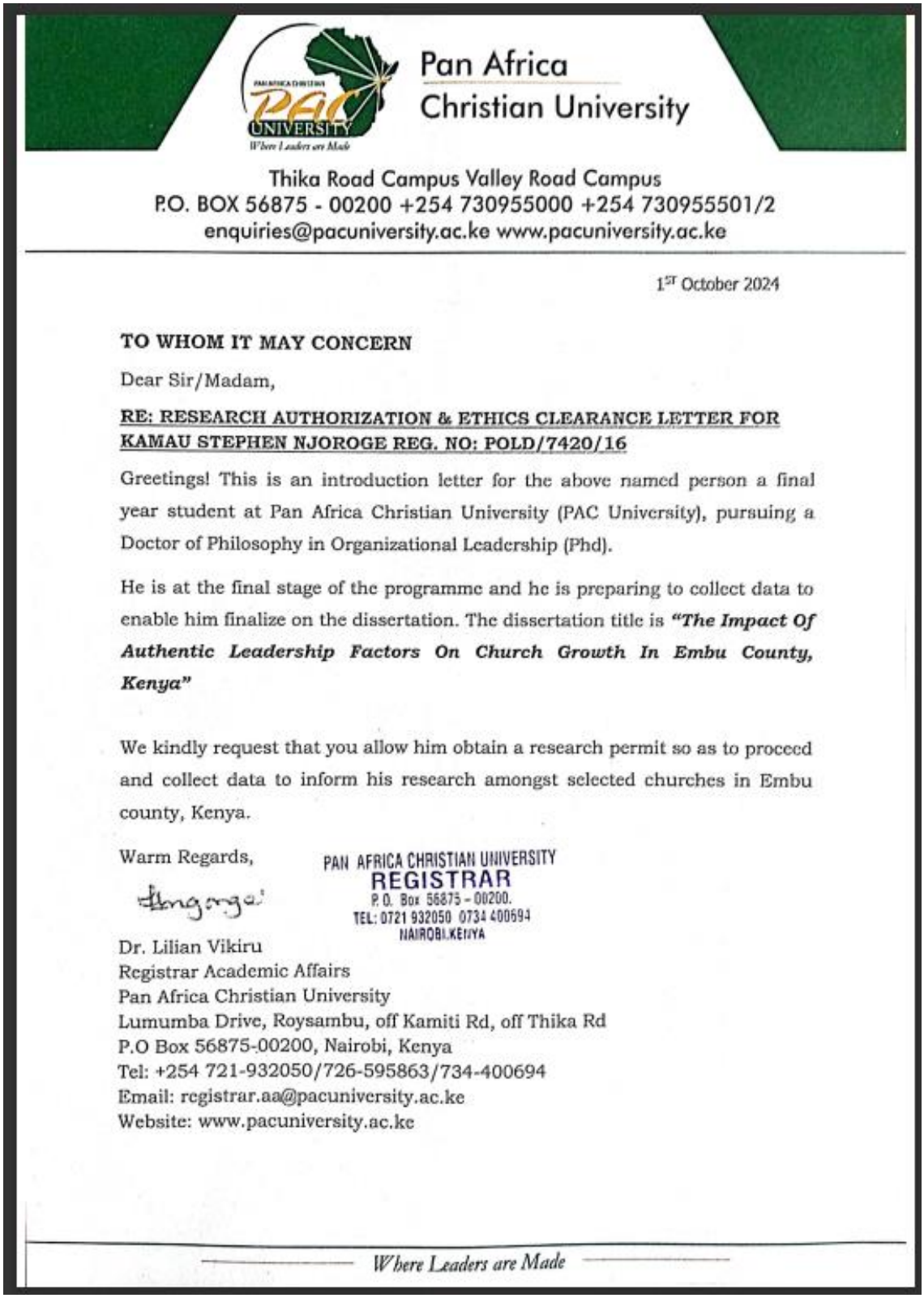
In case of any doubt, do not hesitate to call the number below.

Regards,

Rev. Stephen Njoroge,
Mobile No: 0722 566 480

APPENDIX C

Research Authorization and Ethics Clearance Letter



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

1ST October 2024

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION & ETHICS CLEARANCE LETTER FOR KAMAU STEPHEN NJOROGE REG. NO: POLD/7420/16

Greetings! This is an introduction letter for the above named person a final year student at Pan Africa Christian University (PAC University), pursuing a Doctor of Philosophy in Organizational Leadership (Phd).

He is at the final stage of the programme and he is preparing to collect data to enable him finalize on the dissertation. The dissertation title is ***"The Impact Of Authentic Leadership Factors On Church Growth In Embu County, Kenya"***

We kindly request that you allow him obtain a research permit so as to proceed and collect data to inform his research amongst selected churches in Embu county, Kenya.

Warm Regards,

PAN AFRICA CHRISTIAN UNIVERSITY
REGISTRAR
P. O. Box 56875 - 00200.
TEL: 0721 932050 0734 400694
NAIROBI,KENYA

Dr. Lilian Vikiru
Registrar Academic Affairs
Pan Africa Christian University
Lumumba Drive, Roysambu, off Kamiti Rd, off Thika Rd
P.O Box 56875-00200, Nairobi, Kenya
Tel: +254 721-932050/726-595863/734-400694
Email: registrar.aa@pacuniversity.ac.ke
Website: www.pacuniversity.ac.ke

Where Leaders are Made

APPENDIX D

Nacosti Research License

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **128781**

Date of Issue: **24/October/2024**

RESEARCH LICENSE



This is to Certify that Rev.. STEPHEN KAMAU NJOROGE 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 Embu on the topic: THE IMPACT OF AUTHENTIC LEADERSHIP FACTORS ON CHURCH GROWTH IN EMBU COUNTY, KENYA for the period ending : 24/October/2025.

License No: **NACOSTI/P/24/41422**

128781

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

APPENDIX E

County Research Authorization Letter

OFFICE OF THE PRESIDENT
MINISTRY OF INTERIOR AND NATIONAL ADMINITRATION

County Commissioner
Embu County
P.O. Box 3 - 60100
EMBU.

Email: ccembu@gmail.com
When replying please quote ref and date

Ref. No. EMBU.CC/ADM/3/37 VOL.IV /77 **28th October, 2024**

Deputy County Commissioners
EMBU COUNTY.

RESEARCH AUTHORIZATION

Please be informed that **Stephen Kamau Njoroge** of **Pan Africa Christian University** license **No. NACOSTI/P.24/41422** has been authorized to carry out research in your Sub County for the period ending 24th October 2025.

The Research is based on **"The Impact of Authentic Leadership Factors on Church Growth in Embu County, Kenya".**

Kindly accord her the necessary assistance.

KIRIMBA NYAMBU
FOR: COUNTY COMMISSIONER
EMBU COUNTY.

Copy to: **Stephen Kamau Njoroge**
Pan African Christian University

APPENDIX F

Questionniare for Church Members

The purpose of this questionnaire is to gather information from you on the Impact of Authentic Leadership on Church Growth in Embu County. Complete the questions as guided. Your name and that of your institution are not necessary. The information you provide will be treated in confidence and will be for research purpose only.

SECTION A: GENERAL INFORMATION

1. Indicate your age bracket? (Tick where applicable)
   18-25 years () 25-30 years ( ) 30-35 years ( ) 35-40 years ( ) over 40 years ( )

2. State your gender (Tick where Applicable) Male ( ) female ( )

3. Please indicate your highest level of education. (Tick where applicable)
   Graduate ( ) College diploma ( ) High school ( ) other ( )

4. For how many years have you been a member of this Church?
   Below 5 years ( ) 5-10 years ( ) Over 10 years ( )

5. What's your level of income? Below Middle Class ( ) Middle Class ( ) Upper Middle Class ( )
6. Indicate if you have a special need (e.g. blind, deaf or any other)
   ……

SECTION B: TRUST IN CHURCH LEADERSHIP

Please tick where applicable using the following marking scale:
1= Strongly Disagree 2=Somehow Disagree 3=Somehow Agree 4=Agree 5=Strongly Agree

		1	2	3	4	5
1.	Church Leadership can be relied on to keep its promises					
2.	Whenever the church leadership makes an important decision, I know it will be concerned about people like me					
3.	Church leadership has the ability to accomplish what it says it will do					
4.	I am very willing to let the church leadership make decisions for people like me					

5.	Sound principles seem to guide the church leadership when making decisions					
6.	Church leadership treats people like me fairly and justly					
7.	The leadership has the ability to accomplish what it says it will do					

SECTION C: LEVELS OF COMMITTMENT AMONG CHURCH MEMBERS

Please tick where applicable using the following marking scale:
1= Strongly Disagree 2=Somehow Disagree 3=Somehow Agree 4=Agree 5=Strongly Agree

		1	2	3	4	5
1.	I am willing to put in a great deal of effort beyond that normally expected in order to help the church to be successful					
2.	I would accept almost any type of assignment in order to keep giving back for this church.					
3.	I am proud to tell others that I am part of this church					
4.	I find that my values and the church's values are very similar.					
5.	It would take very little change in my present circumstances to cause me to leave this church					
6.	I would talk up this organization to my friends as a great church to be part of.					
7.	I understand and aware how my input contributes to the church mission and vision					
8.	I get a feeling of accomplishment from participating in the church activities					

SECTION D: TRANSPARENCY AND ACCOUNTABILITY
Please evaluate the degree of your agreement with the following statements. Use a scale of 1-5 where:
1= Strongly Disagree; 2=Somehow Disagree; 3=Somehow Agree; 4=Agree and 5=Strongly Agree

		1	2	3	4	5
1.	The leadership discusses the strategic mission with church workers/members.					
2.	Communication channels are very open here among management and church workers/members					
3.	The Leadership encourages members to speak out frankly even when they are critical of well-established ideas					
4.	The Leadership have setup a conducive atmosphere for good relationship and teamwork between church workers/members					

5.	Church workers/members problems and complaints are effectively handled					
6.	Church workers/members are at ease and comfortable when around other people in the church - regardless of their title, position, or stature.					
7.	Church workers/members know what's expected of them and understand their impact on other people, teams and functions					
8.	Our leaders are held accountable for performance					

SECTION E: FUNDING AND SUSTAINANCE OF CHURCH PROGRAMS AND PROJECTS

Please evaluate the degree of your agreement with the following statements. Use a scale of 1-5 where:

1= Strongly Disagree 2=Somehow Disagree 3=Somehow Agree 4=Agree 5=Strongly Agree

		1	2	3	4	5
1.	I feel confident supporting a long-term project or program in the church.					
2.	Funding of projects and programs in the church is done out of free will and without any undue coercion.					
3.	Finances raised for the projects and programs are specifically used for the intended purpose and not diverted to other uses					
4.	I'm optimistic about what will happen to me in the future as it pertains to my role in this church					
5.	I feel confident presenting information to leadership and fellow church workers/members					
6.	I can think of many ways to reach my current ministry goals in achieving church objectives					
7.	I always look on the bright side of things regarding my role in the church.					

F: VISIONARY LEADERSHIP

Please evaluate the degree of your agreement with the following statements. Use a scale of 1-5 where:

1= Strongly Disagree 2=Somehow Disagree 3=Somehow Agree 4=Agree 5=Strongly Agree

		1	2	3	4	5
1.	The leadership in my church is visionary					
2.	The church has a vision and strategic plan of action that is known by all members.					
3.	Planning for church vision and strategic plan is done in conjunction with all church members.					
4.	I'm optimistic about the visionary leadership in the church and where the church is planning to be in future.					
5.	I feel confident presenting information to leadership and fellow church workers/members					
6.	I can think of many ways to reach my current ministry goals in achieving church objectives					
7.	I always look on the bright side of things regarding my role in the church.					
8.	I'm always optimistic about my future in this church.					

G: ESTABLISHMENT OF SOCIAL AMENITIES

Please evaluate the degree of your agreement with the following statements. Use a scale of 1-5 where:

1= Strongly Disagree 2=Somehow Disagree 3=Somehow Agree 4=Agree 5=Strongly Agree

		1	2	3	4	5
1.	The church has established social amenities for members and the society					
2.	The church social amenities are more beneficial to the members/society than income generating project to the church					
3.	Finances raised for the projects and programs are specifically used for the intended purpose and not diverted to other uses					
4.	The church is forward looking with respect to establishment of social amenities					
5.	I am satisfied with the extent of social amenities establishment done by the church.					
6.	Members participate in decision on priority programs to be established in the church					
7.	I always look on the bright side of things regarding my role in the church in establishment of social amenities.					

H: TEAMWORK IN THE DAY-TO-DAY RUNNING OF THE CHURCH

Please evaluate the degree of your agreement with the following statements. Use a scale of 1-5 where:

1= Strongly Disagree 2=Somehow Disagree 3=Somehow Agree 4=Agree 5=Strongly Agree

		1	2	3	4	5
1.	Teamwork is always stressed in running of the church and church activities.					
2.	The leadership offers opportunity to members to exercise their talents and profession in church activities.					
3.	Everybody's opinions count in the church with regard to the day to day running of the church.					
4.	I'm optimistic about what will happen to me in the future as it pertains to my role in this church					
5.	I feel confident presenting information to leadership and fellow church workers/members					
6.	I can think of many ways to reach my current ministry goals in achieving church objectives					
7.	I always look on the bright side of things regarding my role in the church.					
8.	I'm always optimistic about my future in this church.					

APPENDIX G

Leaders Interview Schedule

1. As an overseer in your region, what is your primary responsibility?

- -
- - - - -

2. What is your leadership philosophy (what is your leadership style)?

- - -- - - - - - - - - - - - - - - - - -- - - - - - - - - - - - - - - - - - - -- - - - - - - - - - - -
- - - - -

3. Give your opinion on how leaders are developed. Is it by choice or chance? What was it in your own case?

- -
- - - - - - -- - - - - - - - - - - - - - - - - - -- - - - - - - - - - - - - - - - - - - -- - - - - - -
- - - - - - - - - -

4. Can you identify an instance where you were dissatisfied with your leadership and you thought you had to revise your leadership style?

- -
- - - - - - -- - - - - - - - - - - - - - - - - - -- - - - - - - - - - - - - - - - - - - -- - - - - - -
- - - - - - - - - -

5. In your opinion, who is an authentic leader? Describe the attributes of an authentic leader.

- -
- - - - - - -- - - - - - - - - - - - - - - - - - -- - - - - - - - - - - - - - - - - - - -- - - - - - -
- - - - - - - - - -

6. Are there times when you find that your ethical values are in conflict with those of your church? If so, how do you deal with it?

- -
- - - - - - -- - - - - - - - - - - - - - - - - - -- - - - - - - - - - - - - - - - - - - -- - - - - - -
- - - - - - - - - -

7. How did you come about to be the overseer in the region?

- -
- - - - - - -- - - - - - - - - - - - - - - - - - -- - - - - - - - - - - - - - - - - - - -- - - - - - -
- - - - - - - - - -

8. Do all pastors under you trust you as a leader?

- - -- - - - - - - - - - - - - - - - - -- - - - - - - - - - - - - - - - - - - -- - - - - - - - - - - -
- - - - -

9. How do you measure the success of the pastors under you?

- - -- - - - - - - - - - - - - - - - - -- - - - - - - - - - - - - - - - - - - -- - - - - - - - - - - -
- - - - -

10. As a leader, what kind of changes would you like to bring in your church and denomination at large?
- - -- - - - - - - - - - - - - - - - - -- - - - - - - - - - - - - - - - - - -- - - - - - - - - - - - - - - -
11. From your observation, what is the main reason why churches fail?
- - -- - - - - - - - - - - - - - - - - -- - - - - - - - - - - - - - - - - - -- - - - - - - - - - - - - - - -
12. Has your church complied with the relevant government regulation?
- -

APPENDIX H

Budget

ACTIVITY	TOTAL
Stationery for research work	50,000
Travelling for the researcher	50,000
Travelling for research assistants	15,000
Travelling and Accommodations Costs for the researcher Consultations with Supervisors	65,000
Calling Costs and Internet	45,000
Remuneration for research assistants	265,000
Binding Services	15,000
Photocopy and Printing	15,000
Research Proposal Editing	45,000
Proof reading of research proposal	15,000
Data analysis	85,000
TOTAL	**665,000**