

SERVANT LEADERSHIP, INTERNAL ENVIRONMENT AND PERFORMANCE  
OF THE FULL GOSPEL CHURCHES OF KENYA, MERU REGION

BY

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## DECLARATION

This dissertation is my original work and has never been presented in any other University for the award of a degree.

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## DEDICATION

This work is dedicated to my father, the late Mzee Paul M'mbogori Nkundi, area manager Kiamiogo sub-location, Kibirichia location, Meru County from 1965 to 2010. He was my mentor, friend, a visionary leader and great disciplinarian. He taught me the value of hard work, the need for impartiality and honesty when arbitrating cases. Hardly could he finish a paragraph without using a Meru proverb. This was of great value to the community. His great deeds are still living today. To my two grandchildren: Mutugi and Kendi, to whom the future belongs. May God illuminate their paths as they carry on their great grandfather's dream.

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## ABSTRACT

This study was carried out to examine the influence of servant leadership on an organization's performance. The study sought to determine and establish the influence of servant leadership of the internal environment on servant leadership on the performance of the Full Gospel Churches of Kenya in Meru region. The study was informed by servant leadership, contingency, stewardship and institutional theories. The study used a descriptive cross-sectional survey research design using quantitative approach. The population of the study included all the leaders from the Full Gospel Churches of Kenya within the Meru region found in the Church constitution as at 1<sup>st</sup> April 2018. A stratified random sampling was applied on the study population and arrived at a sample size of 97 respondents. Primary data was collected using questionnaires which were administered to the study population. Data analysis was done descriptively and inferentially. Data presentation was done using figures and tables. The study found out that servant leadership had ( $p < 0.05$ ) had a significant effect on the performance of the Full Gospel Churches of Kenya in Meru region. The Internal environment ( $p < 0.05$ ) has a significant effect on servant leadership of the Full Gospel Churches of Kenya in Meru region. Internal environment and servant leadership ( $p < 0.05$ ) had a significant effect on organizational performance. The study concludes that servant leadership and internal environment have a significant effect on performance of the Full Gospel Churches of Kenya in Meru region. The study recommends that all Churches in Kenya should consider embracing servant leadership and improve on their internal environment in order to strengthen and improve on their performance.

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## ABBREVIATIONS AND ACRONYMS

AIM	:	Africa Inland Mission
CCA	:	Canonical Correlation Analysis
CEO	:	Chief Executive Officer
CRS	:	Catholic Relief Services
FFFM	:	Finnish Free Foreign Mission
FGCK	:	Full Gospel Churches of Kenya
FPM	:	Finnish Pentecostal Movement
HR	:	Human Resources
IMA	:	International Missionary Assemblies
IT	:	Information Technology
KPLC	:	Kenya Power and Lighting Company
NEC	:	National Executive Council
NGO	:	Non – Governmental Organization
NPC	:	National Pastoral Council
NSE	:	Nairobi Securities Exchange
PAG	:	Pentecostal Assemblies of God
PAOC	:	Pentecostal Assemblies of Canada
PEFA	:	Pentecostal Evangelistic Fellowship of East Africa
SPSS	:	Statistical Package for Social Sciences
VIF	:	Variance of Inflation

## DEFINITION OF TERMS

*Internal Environment* : It describes the forces that surround the organization from within and have direct influence on activities undertaken (Willmot et al., 2014).

*Meru*: It is the headquarters of the Meru County and the sixth largest urban centre in the country.

*Organizational Performance*: It is the realization of set goals and objectives of an organization within a stated time frame. Performance of an organization can be measured in financial and non-financial (Pearce & Robinson, 2011).

*Servant Leadership*: A set of practice as well as philosophy that strive to ensure that excellent organizations are established while individuals are developed (Erhart, 2004).

*The Contingency Theory*: It refers to an argument that there is no one way of managing that is most effective (Fiedler, 1964).

*The Institutional Theory*: This is a set of principles that focuses on an analysis of the social dimensions of the firm (Thomas et al., 2007).

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## CHAPTER ONE : INTRODUCTION AND BACKGROUND TO THE STUDY

### Background to the Study

Leadership is an essential tool in many organizations today. It plays a key role in directing all other resources. There has not been a single way of describing what this phenomenon is even though it is believed to have started as early as 12 B.C. Currently, there are different perspectives on leadership as espoused by different scholars. While all the other perspectives might be equally important, the heart of the study was to get an exact link and connection between servant leadership, internal environment and how they influence organizational performance. This is based on the assumption that servant leadership positively influences organizational performance. Servant leadership is a quality that is highly sought after today and valued greatly (Northouse, 2016). Globally, organizations are seeking people who could lead their organizations effectively (Komives, 2016). It is believed that these people are like strategic assets to the firm.

Any leader is charged with the responsibility of developing a vision that outlines how the firm realizes its future goals and objectives. By focusing on future, a vision is aligned to the overall strategies undertaken by an organization. Leadership helps in communicating an institution's overall strategic direction with the aim of realizing the formulated objectives. The role of leadership in an organization revolves around ensuring that a given strategic direction and goal remains the focus and no deviations are reported.



Leadership is a complicated process. It tells the way people relate with each other. It is based on many things including the level of trust, emotion, commitment, a sense of shared vision and direction (Spears & Lawrence, 2016).

Leadership has many styles to choose from when considering which leadership style to adapt that would best work for his/her organization (Kort, 2008). These cover transactional, transformational, servant leadership, democratic and charismatic leadership styles. Leadership approaches may differ depending on the orientation of an organization (Lapointe & Vandenberghe, 2018). For example, leadership in a profit making organization may not be the same as the leadership in an organization meant for charity or simply not for generating profits. Similarly, leadership in such charity and other organizations not geared towards making profits may still differ (Lee, Lee & Seo, 2015). This is because nonprofit organizations come by a variety of names. Often, they are called third sector, charitable, voluntary or even firms in the social set up (Collins, Collins & Porras, 2005).

Different situations call for different leadership styles (Hoch et al., 2018). Studies have shown that most church leaders given an opportunity to choose between ministry and management would choose ministry because they feel that visiting the sick and homes of their congregants gives them satisfaction and makes them look more spiritual (Seto & Sarros, 2016). Simplicity is a situation where an individual is fully aware of God's presence and his divine manifestation (Sipe & Frick, 2015). The key issues and challenges in management can offer an important opportunity for spiritual growth (Chiniare & Bentein, 2016). Church leaders are stewards of the grace of God (Gitari, 2005). Stewards are individuals that an employer has entrusted authority of managing a given household or property on their behalf (Winston & Fields, 2015).

Church leaders irrespective of whether they have received appointment, were elected or got appointed by themselves, have the responsibility of being stewards as far as the resources of the Lord are concerned.

The number of administrative activities has increased in churches (Deconick, Moss & Deconick, 2018). This is a balance in stewardship which calls for effective and adequate leadership (Liden, Zhao & Henderson, 2008). God has made stewardship a key of Christian life. It follows that church leaders being stewards need to have some management skills if they are to be good managers of God's properties. Church management is a stewardship responsibility .Stewardship is wide. It includes management of properties and finances (Shawchuck &Heuser, 1996).

Accountability and proper management of public finances is commonly referred to as stewardship. The term stewardship has been used to represent financial obligation on the side of donors (Pollock, 1995). This was brought about by lack of accountability of funds donated or received from the congregation. Leadership should be responsible, accountable to God and his people (Coleman, 1969). Closely related to the practice of the acceptable most partnered leadership style is the question of financial management in whatever institution one is talking about. It been pointed out that many African institutions including the church are in a crisis ridden due to the failure to address and manage financial challenges facing them. Key administrative duties and activities in most churches are not being conducted as per the established procedures and methods. The main reason being the fact that majority of the churches are so used to secular life and businesses (Van – Dierendonck & Patterson, 2015).

Most of the church leaders are not motivated to seek for proper and effective procedures. They are ignorant regarding most business activities and practices. One of the widely ignored aspects is the internal control environment that helps in safeguarding church assets. This study is grounded on four theories namely: the institutional theory which was developed by Meyer & Rowan (1977).

It was advanced by DiMaggio & Powell (1983); Contingency Theory (Fiedler, 1964); Servant Leadership Theory (Greenleaf, 1970, 1972, 1977) and the Stewardship Theory.

The institutional and contingency theories inform this study on the context and environment of an organization. The servant leadership theory informs this study, based on the whole concept of the servant leadership model. In the social context, an organization is viewed and regarded as comprising of various institutions that are governed by structures, practices and rules that result into a number of actions (Lloyd-Walker & Walker, 2011). From the contingency theory, there exists no one effective way of managing firm operations. The proper way of managing organizational operations largely depends on the present work environment that the firm operates (Fiedler, 1964). This means that what may work for one organization may not be fit for another in a different work setting. The study is largely founded on the servant leadership theory. This theory was first introduced into leadership studies by Greenleaf (1977).

In the stewardship theory, servant leaders in the church context are perceived to be stewards. Being stewards, church leaders are encouraged to carry out their operations with diligence and honesty for the benefit of an organization (Donaldson

& David, 1991). How effective a leader is influenced by the internal conditions and surroundings in an organization (Panaccio et al., 2015).

A supportive internal environment would make leaders to realize the full potential and thus improve on organizational performance (Yeh, 2017).

In the church context, conducive internal factors may encourage servant leaders to put in more efforts in increasing the number of new members joining the church while retaining the existing ones. These are some of the various measures of performance in the church context (Mutia, 2016).

### Organizational Leadership

Servant leadership is how an individual influences and is influenced concerning the operationalization of a given task (Giambatista, 2004). Leadership is important in combining resources and the organizational workforce. Leadership is concerned with the attainment of set goals and objectives. Leaders influence other individuals to attain set goals. They are also influenced by their followers (Mitonga – Monga, Coetzee & Colliers, 2012).

Good leadership contributes to the success of an organization (Mehra et al., 2006). Good leadership requires thinking out of the box concerning the organizational mission and vision. This ensures that they are clear and visible to all (Drucker, 1955). The relationship between, the leader, the follower and the quality of performance is determined by the leadership style applied in any given circumstance (Nelson & Quick, 2006). There are various leadership styles that are applicable in different situations and circumstances.

Common leadership styles in an organization include transactional, situational and transformational leadership. In transformational leadership style, followers have a high level of trust of their leaders. They treat them with more respect and loyalty.

This motivates the leader to put in more effort to achieve more than their expectation, to exceed their expectations (Bass, 1996; Katz & Kahn, 1978). Transformational leadership motivates followers to attain the targeted organizational goals and objectives.

Transformative leaders have the potential and capability to put their self first for the purpose of attaining the stated objectives. Through the transformational leadership style, there is a possibility for creation and support for necessary change in an organization. Transformational leaders are able to empower their own subjects. They express passion in their activities. Leaders and their followers interact freely. A high level of creativity characterizes transformational leadership. It is also futuristic. It looks into the future of the organization.

In relationship to managing employees, situational leadership is critical. It enhances unity and support between the leader and the subject (Sandage & Watson, 2001). It is geared towards establishing a balance between an effective style of leadership and the respective level of development for different people in an institutional setting. Transactional leadership is focused on having different people within the organization carry out different activities for the achievement of overall goals in an organization (Boehnke et al., 2003). Transformational leadership is characterised by discipline. It endeavours to bring about harmony in operations (Lussier & Achua, 2015).

Transactional leaders strive to ensure that strategies are consistently implemented in an organization (Birasnav, 2014). They use reward systems and punishment in an effort to promote performance. If an employee performs well they are promoted or given any other incentive. Similarly, if they go contrary to the organization then they are punished.

This brings about the link between leaders and followers in the context of exchanging economic transactions. Servant leadership is another style of leadership. The leader invests in the well being and development of the subjects for realization of set organizational goals and objectives (House & Aditya, 1997). Servant leadership operates on the notion that traditional leadership styles are not sufficient for managing individuals in the dynamic business environment today (Winston & Fields, 2015). This study focused on the concept of servant leadership. Leadership is investigated by many researchers. It has many definitions (Horner, 1997).

Leadership can be defined as an individual process affecting other people or groups in order to achieve the organization's goals and objectives. Leaders implement their knowledge, skills and experiences (Aldholay et al., 2018; Ameen & Ahmad, 2013). The existence of leadership affects organizational performance. Leadership plays a key role on organizational performance. Effectiveness and efficiency are two key terms that support this. A good leader instils confidence and support among different individuals in an organization (Mostashari, 2009).

This goes a long way to helping an organization realize the set goals and objectives in an efficient manner. Leadership influences change in an organization (Rost, 1993).

Leadership motivates and coordinates various activities and tasks in an organization for realization of the stated objectives. Leadership is found across various levels of positions in an organization. It does not merely confine to senior positions (Bass, 1996). Leaders get things done. There exists a difference in the definition of leadership regarding the role played by leaders in real life situations. Leadership is the ability to impress the will of the leader on those led.

The leader is also able to encourage the followers to obey, respect the laid down rules, be loyal to the organization and cooperate with others (Kort, 2008). Leadership influences the relationship between leaders and followers (Rost, 1993). Leaders intend real changes that reflect their mutual purposes. Leaders have followers willing and ready to action as directed. Leadership makes businesses. It also establishes and builds strong and sustainable organizations. Effective leadership plays an important role in training firms for success. Leaders share their own values; inspire a new sense of feelings and ideas in the organization (Rafferty, Jimmieson & Armenekis, 2013).

Management and leadership in an organization are different. Unlike management, leadership covers one's ability to visualize, communicate goals and other expected outcomes for the organization. Through leadership, an individual is able to inspire people and individuals to work together as a team for the realization of the common good (Aldholay et al., 2018).

### Servant Leadership

Servant leadership ensures that other individuals including employees in an organization are developed and their wellbeing is considered.

This helps attain the goals and objectives of the firm (House & Aditya, 1997). Servant leadership is established on the desire to genuinely serve others for realization of the common goal. It is founded on the notion that self-interest results in collective development of employees in an organization. In servant leadership, the ideas of participatory environment, team work and quality issues are well factored in.

Servant leaders are driven by the need to add value and bring about change in the way activities and operations in an organization are carried out (Boehnke et al., 2003). Servant leadership is characterized by humility. The leader is not boastful of their talents, experiences or achievement (Chiniara & Bentein, 2018). Humility will be able to attract the people and draw them in. They can easily learn from others and will not be afraid to ask for help or clarity. Other characteristics of servant leadership are to allow others to shine and their needs to precede yours (Asag – Gau & Van Dierendock, 2011).

At times it might mean that the leader stands in the background, allows the followers to take center stage and shine in the knowledge, training and experiences passed down from them. The Bible talks of forgiveness and letting the past be gone. Servant leaders should exhibit such virtues. They should be accountable, take responsibility for their actions, empower others and be authentic (Harju, Schaufeli & Hakanen, 2018). Servant leadership begins with the natural feeling of serving. The conscience brings that person to the aspiration to lead (Greenleaf, 1970). Servant leadership is when one prioritizes the betterment of their followers over self-interests thereby pushing for better follower development (Hart & Fields, 2007). Leadership to people is when a leader demonstrates strong moral behaviour towards their followers. It is more of behaviour rather than a trait (Northouse, 2016).



A servant leader has some specific attributes including effective communication skills, problem solving ability and decision making capability. Effective communication starts by listening to followers. Problem solving skills help a servant leader support followers in dealing with complex and diverse personal problems that they face.

Leaders are usually presented with complex situations that require sound decision making. To effectively make sound decisions, servant leaders should have excellent judgment skills (Awino, 2011). Servant leaders have a strong commitment of helping every individual in the firm to realize personal and professional growth. This is achieved by ensuring that their followers are effectively mentored. Mentorship of followers by servant leaders is achieved by developing their skills set, showing personal and individual interest in the activities of employees, recognition and ensuring that are active in decision making processes.

Besides developing other employees in an organization, servant leaders play an important role in community development. A community is a group of people who share common interests. Servant leaders take up the responsibility of actively managing individuals in an organization (Northouse, 2016). Trust in the leaders increases the chances of job satisfaction which lead to improved workings and productivity. Whenever employees or junior staff can trust their leaders to have their best interests at heart, then they can concentrate on performing their job, handling their duties and responsibilities. This eventually results in increased work output. An effective can be trusted to handle the position that they are placed in. They can handle power and not allow it to corrupt them while taking care of all people under them (Northouse, 2016).

There are various approaches under which a scholar may examine servant leadership from the scholarship perspectives and the Biblical teachings which anchor on the life of Jesus Christ who is believed to be the basis of servant leadership. Through the Bible, the key attributes and elements of servant leadership are well brought out.

The Biblical example of being a servant leader, the message and communication of servant love is well exemplified by Jesus Christ. The ultimate communication of self-giving love in the Biblical context is the cross (Philippians 2:1-11).

In the New Testament, the term authority covers servant hood and power. All these are well exemplified by Jesus Christ by ruling with power beyond the 'authorities, dominion and power (Ephesians 1:21). Similarly, the role played by parenting can be well explained by a combination of power and servant hood. In their interaction with children, it is believed that parents have authority which includes power and authority. At the same time, good parents show love symbolized in servant love to their children. The authority is established in their love. A clear understanding of servant love, power and authority helps in clearly understanding the role of leadership as far as organizational performance is concerned (Matthew 20:25-28). From the New Testament, those in a position of authority are reminded to be conscious on the way they use their power and authority.

There is punishment for those who use their position of authority for their own gain at the expense of the public. They have a place in hell for their punishment. We all learn to use the power and position of authority not to be boastful or gain personal

wealth but to reach out to others and help all those in need. It is the Christian duty to care for the less fortunate amongst the society especially the orphans and widows who live with us. It is important that leaders get to understand that various power positions may have an influence on the balance of power. Leaders are required to seriously take up their call and responsibility in excising their power as servants of those with authority and power.

Servant leadership is the only way that Christians can reveal the true character of Jesus Christ. If leaders will allow some of the challenges that the leadership of the church faces and fail to exercise their power, then they might not be following the approach in which Jesus used to exemplify the true servant leadership. John 13:14 talks of servant love.

Jesus washed his disciples' feet. He called on them to do the same to one another. The book of Ephesians 5: 1- 2 talks of Paul calling believers to imitate God. In the church of Christ, there must be a difference between its leadership and that of the Gentiles. Servant leadership strives to ensure that there is love between the leader and followers. The leader must be willing to sacrifice for his/her followers and be humble enough to gain their trust and confidence. The servant Paul shared that the church must be imitators of the leaders. The leaders must follow in the footsteps of Christ himself.

### Internal Environment

Internal environment describes those activities, events and conditions that are within the firm which influence operations (Cleveland, Kalamas & Laroche, 2012). Internal environment is a key element found in the organizations.

It includes the management team and the current employees. There are some factors with an influence on the firm as a whole. Other factors have only an influence on the management (Hitt, Ireland & Hoskisson, 2011). The philosophical or management style adopted in an organization directly influences how activities are carried out. It is the basic operational condition that the leadership of an organization works in.

It could include people that are being led, their cultural practises, beliefs and even traditions. The component of an organization's internal leadership has unlimited set of elements within its boundaries. These can be grouped into three categories: Micro, aggregation and task environments (Murimbuka & Urban, 2013).

The micro environment is the cultural context within which an organization operates (Erramilli, 1992). The key components of a cultural environment include the symbols, values and belief systems. The whole environment is inclusive of the associations, interest groups and constituencies operating within a micro environment. The task environment is that portion within an organization that influences making decisions and the competitiveness of the organization (Becker et al., 2016). This section of an organization could be referred to as the centre nerve since it is involved in coming up with organizational goals and then following them up to ensure that they are achieved. In a church setting this part of internal environment could include: the lay leaders, deacons, overseers and the church secretary.

The internal environment of an organization is a broad concept since it includes all the organizational material and human resource. They are in the control of the organization.

They can be manipulated with the aim of achieving strategic objectives and goals (Zinovieva et al., 2016). Some of the aspects are contained in the internal environment. This study seeks to establish their influence on the concept of servant leadership FGCK performance. They include: Culture, leaders' educational levels, gender parity, career advancement, transition and financial management practices in Meru region. Culture is the general way of how people live and their various customs. It impacts on leadership in two broad ways: ethnocentrism and prejudice.

Ethnocentrism is where people place their different groups as key in their observations (Stubbs & Higgins, 2014). Individuals tend to pay more consideration and value to their own specific values and attitudes as compared to those of their groups.

Prejudice is a largely fixed mentality and attitude. It regards other people based on data that is not justified. Education could be looked at as the basic acquisition of knowledge by an individual. It could either be formal or informal. Leaders may be educated or uneducated. Assumptions have always been that education has an influence on how leadership is conducted. This study seeks to look at how the levels of education may be able to influence servant leadership in the FGCK Meru region.

On the gender question, there still remain mythological thoughts that women cannot rule. This study will find out the role of gender in influencing servant leadership. Career progression means moving from position to another in a place of work. This is a phenomenon that continues presenting different challenges in different organizations.

Transition is quitting a place of work after your term of service has expired. This study will establish how these variables manifest themselves in the FGCK leadership in Meru Region.

### Organizational Performance

Defining and predicting organizational performance remains a complex task and a research objective in management (Pearce & Robinson, 2011). Performance is the integration of three broad dimensions of efficiency, effectiveness and adaptability in the delivery of organizational results.

Performance ensures that an organization contributes to its mission and remains alert to the needs of its stakeholders (Hambrick & Mason, 1984). Performance is the strife to outdo an organization's competitors in an effort to satisfy its stakeholders (Porter, 1987). Performance relates to how the entire organization successfully undertakes specific functions to achieve the desired outcomes or results as measured against its pre defined targets.

Conceptualization and operationalization of organizational performance in church leadership is somehow elusive. Many people look at the financial outcomes of an organization as the key determinant of its success. They argue that churches are not supposed to be for profit. From literature review, organizational outcomes measured in financial figures and ratios have been widely used to measure how effective the resources have been utilized to generate stakeholders' value (Ongeti, 2014).

Firm performance comprises of numerous complicated criteria which covers profitability, innovativeness, productivity, effectiveness and efficiency measures (Sink & Tuttle, 1993). Measurements of organizational performance beyond financial indicators are still in its formative stages (Hubbard, 2009). This remains the key challenge to measuring performance in the church today. There is a rich variety of performance initiatives and debates taking place within the church sector. Profit and not for profit indicators that could be used to operationalize performance include: infrastructure, membership numbers, financial independence, efficiencies in operations and followers' satisfaction (Mugambi, 2009). Organizational performance cannot be divorced from its driving forces.

This construct has become a recurrent empirical research theme with scholars and practitioners tirelessly endeavouring to establish its predictor variables and measurements (Grant, 2003). Organizations in the same environment have demonstrated varying performance, with some being more successful than the others. Indeed, the variability in the performance of organizations in the same industry and environment is partially attributed to the style of leadership used. Organizational performance covers clearly established deliverables that are measured against some set objectives (Noruzy et al., 2013).

Two key items of the firm are covered by performance: financial and non financial measures including returns on assets and equity, performance of products, market share and returns that shareholders receive (Garcia – Morales et al., 2012). As a term, efficiency is so broad covering the operations, plan and finances of the firm. A number of firms have currently relied on the balance score card to measure and determine their performance.

This is a tool that allows for tracking and measurement of performance using a number of dimensions (García-Morales et al., 2012). Some of these measures include returns from shareholders, employee stewardship and the level of customer service. Organization performance measures how well the firm attains the targeted goals and objectives. The goals or targets that the firm needs to accomplish are made up of objective and subjective measures (Karim & Arif-Uz-Zaman, 2013). Firms are constantly focusing on customer service with some initiatives of ensuring that customers get services that match their expectations if not exceeding. This is done in a bid to ensure that more and more new customers are attracted to the organization. Other firms have put in place customer care departments responsible for addressing the issues and concerns of their customers (Singh, 2003). All these set of activities are collectively recognised as customer service. Customer service is a set of behaviour undertaken by an organization as it interacts with different clients (Delaney & Huselid, 1996). A customer care may also refer to a desk or an individual that is established with the view of providing general help or assistance to customers of the organization (Delaney & Huselid, 1996). Understanding and putting into perception the organizational performance for a church as an organization is elusive. There are a number of challenges and difficulties encountered in assessment of staff in the church setting.

These challenges are brought about because of structures, overlapping roles and the nature of various church missions. All these issues create inconsistency in staff and congregation assessment (Singh, 2003). In some cases, organized committees that possess limited expertise in aspects related to management of congregations and their capabilities often carry out assessment for the local



congregation. In other cases, congregations are assessed in the local rural settings by senior members in structure who carry out the performance assessment processes. For local churches this may not be possible because of geographical challenges making it difficult for the local leadership to consistently serve them. At the same time, a number of leaders and the members of the church believe that it is hard to measure and evaluate performance. It involves voluntary environment, strong passion and desire for respect, love and compassion. In most cases, church leaders strive not to be judgmental in some way during evaluation of an individual (Vardiman, Houghton & Jinkerson, 2007). Other religious leaders also have a feeling that it is not okay to evaluate the people or the church as a whole on the basis of its spiritual but not secular activities.

Some leaders in the church firmly hold that it is only God who is able to appraise the ministry (Malphurs, 1999). It is this concern and fear that performance assessment has been widely ignored among most local church institutions. Webster (1992) vividly describes the challenges related with taking of a secular style in leading the church. It illustrates more clearly on the objections to evaluating performance and other management practices. "It is not directly stated from God that we should continually evaluate and assess how we progress. We are told to remain loving, regularly study, meditate on his word and leave the rest to him. From him, we shall get a fruit.

God is aware that if we regularly assess and measure our success, we are likely deviate our focus on his will. This may also bring about the conflict of interest were we motivated to meeting our own achievements and vision. Our day to day lives should be guided by the spirit and the word of God, but not simply by our own human

measures and standards of success. The vision for greatness and prosperity of the word is always at loggerheads with God's ways. This is only relevant to mentors of 'managed change' whose ears have largely turned to their methodologies as opposed to being fixed to their maker". There are various scholarship discussions on how organizational performance could be carried out in profit generating and charitable organizations. Firm performance encompasses a number of indicators including efficiency, effectiveness, innovation and productive capacity (Sink & Tuttle, 1993). Measurements of organizational performance beyond financial indicators are still in their formative stages. They might not be carried out easily (Hubbard, 2009). This remains the key challenge to measuring performance in the church today. This statement does not carry a lot of water.

Scholars like Ongeti (2014) came up with other approaches to measure performance in organizations that are not for profit. He posits that efficiency, effectiveness and relevance of the firm in the society could be instrumental for such an exercise. There is a rich variety of performance initiatives and debates taking place within the church sector (Mugambi, 2009). This study identifies with the parameters measuring performance in Mugambi's argument since they overwhelmingly reflect on aspects that can be referred to as developmental. They are aspects that an individual or organization might look at and indeed claim that they are progressing.

This study then contends that efficiency in a church could be the way programs are run, influences that the church leadership has on its followers, financial independence and relevance of the church in the society. This study is in concurrent with Lenz (1981) and Grant (2003) who believe that organizational performance cannot be divorced from its driving forces.

This construct has become a recurrent empirical research theme, with scholars and practitioners tirelessly endeavouring to establish its predictor variables and measurements.

While this study agrees that the operating environment cannot be similar to all organizations, it poses that there are organizations that are in the same environment yet have demonstrated varying performance. Some are more successful than the others. Indeed, the variability in the performance of organizations in the same industry and environment can be partially accredited to the leadership style employed by the leaders. At the staff individual level, assessment and measurement of performance has received significant attention among scholars across the world. This is because of the significant growth and development of performance assessment as an area.

Most not - for - profit firms are continually focusing on internal management and inspection of public issues. In the strategic management school of thought, the term organizational performance is used in reference to a particular level of efficiency and effectiveness. In practice, these measures are more complicated compared to the expectations. Efficiency compares the resources (inputs) against products (outputs) of the firms. Whenever more output is achieved relative to inputs, the situation is deemed to be efficient. Efficiency largely depends on the level of productivity in an organization (Delery & Gupta, 2016). The term effectiveness is linked to realization of the stated goals and objectives. An efficient system is one that uses the available resources to attain the set goals.

## The Full Gospel Churches of Kenya (FGCK)

The existence of the FGCK has a long history. The modern church in Africa was brought about by missionaries from different missions across the globe. The Africa Inland Mission (AIM) is recorded in history as having been one of the earliest missions begun in Kenya. It was then followed by the Pentecostal assemblies of God (PAG) which was begun in 1910 by Kenyan Christians. It was subsequently supported by the Pentecostal Assemblies of Canada (PAOC) (Jerkku, 2012). The Pentecostal Evangelistic fellowship of East Africa (PEFA) is recorded to have been founded in 1962. This united the International Missionary Assemblies which were founded in 1963 and the Elim Missionary Assemblies which were founded in 1942. American Evangelist the late T. L. Osborn founded PEFA (Adongo, 2015). The East African Revival Fellowship which started in Rwanda earlier reached Kenya in 1937 (Jerkku, 2012).

Many other denominations including the Presbyterians, Baptists and Salvation Army followed suit. Although FFFM worked for some time with PAOC, they got to a time when they wanted to work on their own. This required them to have their own charter which they applied for in 1952 and subsequently got in 1953. This application coincided with the purchase of the Koru property (Toivio, 1966). After its establishment, the missions sought out more missionaries who helped expand its faith across Kenya where they met new challenges including polygamy, clitoridectomy, early forced marriages and eating blood among many others (Jerkku, 2012). FFFM's rapid expansion in Kenya was brought about by its reliance on the Holy Spirit and its leading which was the most remarkable characteristic of the FFFM missions (Jerkku, 2012).

The FFFM missionaries came to Kenya at a transitional time where a large number of Kenyans were yearning for freedom. Since no one knew what awaited them, the zealous missionaries worked hard to reach out to a large number of Kenyans (Cheruiyot & Kosgei, 2000). There were new Christian groups who evangelized in outlying areas. Opposition from the Catholic missionaries did not hinder people from accepting Christ wherever the gospel was preached (Oyugi, 2000). The rapid expansion of the church meant that people came from different tribes in Kenya hence the need to change the name and structure of the organization to accommodate Kenyan names which were desired for the organization. Lauri Pesu suggested that the name be changed to “Full Gospel Churches of Kenya” (FGCK) (Soderlund, 2018). This was accepted unanimously although it did not mean that everything was going to change to Kenyan.

On March 2, 1962, FGCK was exempted from registration under certificate no. 1151 which meant that no one else would use that name in Kenya as a society. This was the origin of the name Full Gospel Churches of Kenya. Although it uses this name, it still operates under the FFFM only that now under the management of the nationals. Presently, it is estimated that FGCK has 700,000 members. Its leadership is structured in the following manner: the Pastoral Council and the executive council at the National level (NEC). NEC members include overseer, secretary and the treasurer. FGCK is categorised into 11 key regions, 75 districts and 545 churches at the local level.

It has about 5,000 branches except in North Eastern part (The FGCK constitution, 2015). The FGCK in Meru region is led by a regional overseer who plays the roles of a senior pastor in one of the local churches.

He oversees 64 local churches in the region where he also doubles as a member. Directly under him are district overseers who are in charge of five local churches.

The region comprises the following districts under an overseer: Imenti West, Imenti North, Igembe North, Tigania East, Nyambene North, Meru South and Meru West. The rapid growth and expansion of FGCK calls for the need to strengthen the leadership in place of better performance. Unlike the past when FGCK were operating on a small scale, the increased expansion of the branch network has resulted into an increase in internal aspects including management which is now a challenge unless leadership is strengthened. Poor leadership in such a rapidly grown church would adversely affect outcomes. It is against this backbone that the study focused on determining how servant leadership and internal environment has an influence on the performance of FGCK in Meru Region.

### Problem Statement

Literature from numerous scholars around the globe provides evidence that servant leadership and internal environment jointly have an influence on some indicators of performance aspects within organizations (Jerkku, 2012; Tomigolung, 2015; Baykal, Zehir & Kole, 2018 & Mkalama, 2014). Ilies, Morgeson & Nahrgang (2005) and Hussain & Ali (2012) analysed how servant leadership influenced the job performance of the followers.

They established that servant leadership influences positively on the ability of followers to perform their jobs effectively (job performance). Walumbwa, Hartnell & Oke (2010) assessed the servant leadership on organizational loyalty.

The mediating variable was spirituality at work. The major finding was that servant leadership has positive and significant influence on organizational loyalty. This study looked at organizational citizenship behaviour. The PAOC which had established base in the Western parts of Kenya organized for the Kenyan entry permits for the first FFFM missionaries in 1917. The FFFM had degenerated from the FPM. The first missionaries of FPM went to the field without an organized institution behind them. Their support was irregular and hence the formation of FFFM. The first FFFM missionaries in Kenya were two sisters namely Alma and Eava Raatikainen and Paavo Kusmin and his wife Vieno who began their work in 1949. The arrival of these missionaries was the introductory journey to the formation of FGCK. Before this formation, the FFFM laid foundation which included planting the first church in Oluso in South Nyanza in 1950. This work was done by Mzee Hezron Ouko and missionary Paavo Kusmin. Later they rented out some other premises at Koru since they could not buy land then (Jerkku, 2012).

Many studies have been done on organizational performance focusing on multinationals, making profit and recession. Tomigolung (2015) examined how servant leadership influences employee performance using a case of Regional Government Office in Minahasa region. The study established that servant leadership greatly influences how employees perform. The study focused on how employees perform generally. It not specifically on how organizations perform.

Methodologically, the study focused on descriptive analysis and thus ignored the inferential analysis. Baykal, Zehir & Kole (2018) did a study on servant leadership and how it influences performance of the firm, innovation and empowerment of employees in Turkey. It was shown that servant leadership greatly and positively influenced innovativeness and organizational performance.

This study was done outside Kenya. Hence, a contextual gap. In Kenya, studies have mostly been undertaken on publicly quoted companies or firms listed in the stock markets (Letting, 2011; Machuki & Aosa, 2011), large manufacturing companies (Awino, 2011; Murgor, 2014) and state corporations (Odundo, 2011; Mkalama, 2014; Ongeti, 2014). Small and Medium Enterprises (SMEs), public and private, profit and non-profit making organizations have received little attention. There is limited literature on non - profit making organizations, particularly churches.

This study sought to look at how servant leadership and the joint influence of servant and internal environment would influence a non - profit organization. These studies largely focus on the external environment. The internal environment has a major role to play on the performance of many organizations. In another local study in Kenya, Mutia (2016) looked at strategic leadership and how it influences church growth. The study established that strategic leadership influences church growth positively.

The study also focused on strategic leadership, which differs from servant leadership. The context was similar. The study was done among churches although with focus on different concepts. Other studies like Tomigolung (2015) focused on employee performance and not specifically on organizational performance leading to conceptual gaps.

To fill these gaps, the current study sought for answers to the research questions below:

- (i) What is the effect of servant leadership and the internal environment on the performance of the FGCK in Meru region?
- (ii) How does servant leadership influence the performance of the FGCK in Meru region?



(iii)How does internal environment affect servant leadership at the FGCK in Meru region?

(iv)How does servant leadership and the internal environment influence the performance of the FGCK in Meru region?

### Study Objectives

#### General Objective

The general objective of this study was to establish the influence of servant leadership and the internal environment on the performance of FGCK in Meru region.

#### Specific Objectives

- 1) To determine the influence of servant leadership on the performance of the FGCK in Meru region.
- 2) To determine the influence of internal environment on servant leadership at the FGCK in Meru region.
- 3) To determine how servant leadership and the internal environment influence the performance of the FGCK in Meru region.

### Hypotheses

H<sub>01</sub>: Servant leadership has no major effect on performance of the FGCK in Meru region.

H<sub>02</sub>: Internal environment has no significant effect on servant leadership at the FGCK in Meru region.

H<sub>03</sub>: Servant leadership and internal environment have no major joint influence on performance of the FGCK in Meru region.

### Significance of the Study

This research was expected to have three major contributions. The findings of this study will contribute to the growth of literature on the effect of servant leadership, internal environment on performance FGCK churches in Meru region. This study was underpinned by the servant leadership theory underpinnings. Literature that jointly relates servant leadership, internal environment, performance of organizations and particularly churches in Kenya is scarce. This study developed a conceptual framework which questioned the existing concepts in the theory by confirming or rejecting them. The study would be referred to while making policies concerning leadership and environment in the church and other organizations.

Policy makers in churches, religious institutions and even Government agencies would be assisted to make enabling policies. This would ensure efficient leadership and enabling environment that would enable different organizations across the globe achieve their goals and objectives. It would lay a foundation for a universal conceptual approach on servant leadership, internal environment and performance. Managers would use this study as a guiding tool that would help them come up with the best approaches in creating an enabling environment for their organizations.

Moreover, this study would be able to provide a practical guidance for selecting leadership practices and moderating the environment that would ensure organizations perform optimally.

## Scope of the Study

The study focused on servant leadership, internal environment and organizational performance.

Specifically, the study sought to find out how servant leadership influences performance, how the internal environment influences servant leadership and the joint influence of servant leadership and the internal environment on how an organization performs. The study was done in the FGCK in Meru Region. Meru region was selected for the study because all the FGCKs there are led by a regional overseer who plays the role of a senior pastor. This was important in coordination of the data collection exercise from the field. Primary data was used for the study. It was collected by the use of questionnaires. Data collection was done in March 2019. The population comprised of the FGCK in Meru region as per the regional overseers' report of 2017.

While there exists other styles of leadership, this study sought to examine servant leadership. This was informed on the concept that servant leadership is amongst the newest leadership styles. There existed little literature that linked it directly to organizational performance. In addition, there exist other challenges that could affect an organization's performance. For example the external environment. This study focused on the internal environment as one of the aspects in which leadership operates yet has attracted little scholarly attraction.

## Limitations in the Study

Finances and the time allocated were some of the limitations that would hamper the success of this study. Meru region is vast in nature with different terrain. Collecting data from the sample respondents was not easy. The researcher intended to use respondents from the local centres who knew the area well and might not find it difficult traversing through the county. This made it affordable and time saving.

The study was also not able to get honest responses from all the respondents owing to the nature of the research. Some respondents would not want to appear like they were the causes of failures in the church. Some respondents wanted to show that they were servant leaders yet they were not. This might not give the true position of the church leadership on the research questions. To avoid this, the questionnaire was distributed to three different levels of the church: The Bishops, pastors and deacons. Using this approach, the study was able to check on dishonest responses.

## Study Organization

The study was organized in five chapters. They all focused on Servant Leadership, Internal environment and Performance of the Church. Chapter one covered the study background; statement of the problem; objectives of the study; hypotheses; research questions; justification and significance of the study; scope, limitations and organization of the study. Chapter two dealt with literature review based on available information on leadership, theoretical and the conceptual framework. Chapter three focused on research methodology. Chapter four focused on actual data collection and analysis. Chapter five brought out a summary of findings, recommendations and conclusion.

## Summary of the Chapter

This chapter has provided the background of the study. The manifestations of the concepts of the study are discussed briefly. These concepts are: servant leadership demographics, the internal environment and how an organization performs. The context of the study, FGCK, is discussed. A discussion of the research problem follows. The chapter elaborates on conceptual, contextual and methodological gaps that the study intended to fill. The study's main objective was to establish the influence of servant leadership on organizational performance. The study had three specific objectives which form its basis. The hypotheses and value of the study are discussed. This includes the contributions that the study was expected to make to theory, policy and managerial practice. Chapter two presents literature review along with the conceptual, theoretical and empirical spheres as guided by the hypothesized relationships between and among variables.

## CHAPTER TWO : LITERATURE REVIEW

### Introduction

This chapter analyses past literature in the area of servant leadership, internal environment and organizational performance. This chapter reviews relevant and related theories the study and how they link leadership, internal environment and organizational performance. Past empirical studies are reviewed to show knowledge and research gaps that the current study sought to fill. The conceptual framework that shows the study variables and how they were utilized is also provided.

This exercise was important since it helped expose various research gaps which are summarized and tabulated. At the end, a conceptual framework is extracted diagramming the relationship of variables as conceptualized by the study and hypotheses stated. The sub sections that follow present detailed description of these aspects.

### Theoretical Underpinnings

Theoretical underpinnings are also called theoretical framework or review. They are a set of theories that help in explain a certain observable trend on behaviour. They critically examine the relevant theories by considering the proponents, general arguments and the relevance of the theory to the study. The study was informed by the institutional, servant leadership and the stewardship theories. They are well elaborated in the following sections.

## Servant Leadership Theory

Servant leadership originated from the works of Robert Greenleaf (1970 & 1977). Greenleaf's work could not be used as a theory but a leadership approach. Liden et al. (2014) developed models that had parameters that display the virtues and shape of the behaviours of servant leaders. The model by Liden et al. (2014) was adopted to guide this study. It is guided by three key things: current conditions, servant leadership and its results. While all the other models are considered useful to servant leadership studies, this study adopts this model because it appreciates the concept of an environment in which servant leadership occurs. Existing conditions affect the servant leadership process. These conditions are: organizational context, culture of the organization, characteristics of a leader and how the followers receive the leader. These conditions are part of all the conditions that may affect servant leadership. On context and culture, Liden, Zhao & Henderson (2008) argue that leadership does not just exist on its own. Instead, it does within an organizational context defined by a particular culture.

How each of these aspects manifests itself influences how individuals bring out their servant leadership attributes. Organizational context could be looked at as what an organization is participating and how it is participating in reference to time. For example, servant leadership could not be practiced in a non - profit organization the same way it is practiced in a profit making organization since these two organizations are built on two different norms at that particular time (Northouse, 2016). While one is built on a competitive norm, the other one is built on a caring norm.

The dimensions of culture would also influence servant leadership (Aosa, Machuki & Letting, 2014). For instance, an organization culture characterised by low power distance with equal distribution of powers, servant leadership may pose a number of issues and challenges. The other existing condition is leadership attributes. This is where leadership qualities and the leader's nature influence the servant leadership process. In this case, individuals bring their traits and ideas about leading to leadership situations (Auma, 2014).

Some servant leaders may be driven by a sense of higher calling (Aosa et al., 2014). Still, others may be strongly motivated to lead. On existing conditions is how followers receive a leader. Do all followers yearn for servant leadership? Liden et al. (2008) state that the answer may be no. Some of the followers may equate servant leadership with micro management. They say that they do not want to be micro managed. They want freedom to go about their business. The servant leader's behaviours is the middle component of leadership. It identifies seven distinct behaviours among leaders which are the basis of the servant leadership process. These comprise emotional healing, identifying the needs of followers first, conceptualization, working together with followers to ensure that they grow to become successful, carrying oneself in an ethical manner, empowering followers and improving the welfare of the general community. In conceptualization, leaders know their organization well. That is its purposes, complexities and mission (Avolio, Walumbwa & Weber, 2009). Through this capacity, servant leaders are able to figure out through complex issues and problems to establish if everything is working out well as planned. Emotional healing includes the ability of the leader to express sensitivity on personal issues and concern of others in an organization.



This involves being able to recognize problems faced by other people or followers and expressing the willingness to spare sometime to attend to them until they are solved. For example, such leaders normally take part of their valuable time to listen to followers who are grieved and even giving them hope that all is not lost. A servant leader puts followers first. It involves use of words and actions to inform the followers that the leader has their interests at heart (Lukoschek et al., 2018).

Offering support to others for growth and success is where leaders know the professional, personal goals and aspirations of their followers. They give them all the required support in full realization of this. Servant leadership involves giving a priority to development and growth of careers of their followers within an organization through monitoring the subjects while ensuring they have all the required support (Lukoschek et al., 2018). Being ethical has to do with ensuring that right actions are conducted in the right manner.

Servant leaders try as much as they can not to compromise with their ethical values and principles. This is meant to ensure that they realize success in all their partaking in an organization. Some examples of ethical principles and values include openness, honesty and fairness. It is through empowerment that leaders are able to share and distribute power among subjects and followers in an organization (Avolio et al., 2009). Through empowerment, leaders are able to build and grow the level of confidence of their subordinates. This is because the subjects are given an opportunity of working out on key issues and challenges (Suriyankietkaew, 2016). Outcome is another aspect of the model. From the theory, the outcomes of servant leadership include followers' performance, their growth, the level of performance of an organization as a whole and the social influence.

With respect to performance of followers and their growth, the theory argues that self-actualization is less than the expected outcomes of followers in an organization. This has an implication. When leaders have nurtured and modelled followers they achieve growth, realize their maximum potential and capability. The other result of servant leadership would influence performance of the followers regarding realization of the assigned duties and responsibilities in an organization (Liden et al., 2015). The other anticipated outcome lies from the fact that followers may turn out to become servant leaders (Nwachukwu et al., 2017). Organizational performance and citizen behaviour of employees in an organization are directly related to servant leadership. Servant leadership is key in enhancement of team effectiveness. Church members will be able to share confidence. The other important effect from servant leadership is that it has a positive influence on the general co-existence of the community. This is evidenced through the value created by the practice on followers in churches.

Any church that is direct and governed by the teachings of Christ cannot ignore the role played by this theory (Hu et al., 2015). Jesus Christ confirmed and proved to us who a servant leader is by washing his disciples' feet. His initial mission and activities aimed at ensuring that the gospel gets to other parts of the world. Although Jesus is recognized as a servant leader by most churches, they do not practice true servant hood as it is supposed. The servant leadership theory has relevant implications to the church today in a number of ways. It is important that leaders of the church recognize and value people for all were created by God. This can be done by ensuring that they address the views and concerns of the congregation actively.

It is through people that the Holy Spirit gets to guide the church, how the various operations and activities should be carried out. Church leaders should seek to develop people rather than push programs on them.

Effective leadership in churches begins with individuals as opposed to starting by programs. The product from churches is how people have been developed and modelled into responsible adults. The church in itself is a product. Leaders in churches should have the ability to build trust and inspire others to realize the goals. Inspiring people to follow and have big dreams in itself is not sufficient. Individuals follow what their leaders do and not the dreams that they are told to follow. It can also be inferred from this theory that church leaders should be visionary individuals who are able to envisage the future with some degree of clarity and certainty. The church should not just be considered as a mere building where a congregation meets to worship. There is a deeper meaning attached to this where it should be viewed as God's divine picture. Church leaders have a responsibility of ensuring that they directly pass the vision of God to the congregation. More so, the two words 'servant' and 'leadership' are conjoined but they seem to be in conflict. To be a servant or a leader, this study contends that such conflicts could be the reason as to why the servant leadership definition has not been unanimously agreed upon and is without a single definition. Some of the concepts in servant leadership which anchor on support, fostering and consideration toward organization members seem to be too ambiguous. Measurement scales might not be verifiable. If future researches shall be able to come up with measurement scales and reconstruction that can help, verify models by extracting the elements the theory will be more useful in the field of academia and improvement in the leadership of organizations.

This theory was helpful in guiding the study to look for some of the mechanisms that explain how servant leadership works. It was from this point that the study was able to draw some of the attributes of servant leadership. Whenever leaders commit to putting the interests of their followers' interests first by being honest with them and treating them with fairness, servant hood is exemplified. The study concurs with Gergen (2006) views which state that the theory is not able to state the core measurements of servant leadership. It focuses on putting followers first. While this was found to be commendable on one hand, on the other hand, it is likely to conflict with other leadership principles especially those related to setting of goals and vision determination.

### Institutional Theory

The institutional theory was advanced by DiMaggio & Powell in 1983 and Meyer & Rowan in 1977. This theoretical framework is key in analysis of the social issues and concerns in organizations. An organization is considered as a system with some form of rules and regulations that guide how the day to day operations are carried out (Burch, 2007). This theory gives consideration on processes where structures and systems including norms, rules and schemes are fully established as guidelines of the day to day operations in an organization (Napoli, 2014).

An organization comprises of social systems and structures with some level of resilience. Organizations are important in explaining the social world (Gergen, 2006). According to this theory, institutions are not found everywhere but only found in some given social dimensions and contexts. Institutions are founded on pillars that make the structure and determine the organizational behaviour. They are regulative, normative and cognitive.

These pillars provide stability and determine organizational performance. The regulative pillar deals with rules, rewards and sanctions within an organization (Burch, 2007).

Norms are guidelines and standards that provide how people in an organization behave through an established system of values (Njoroge et al., 2016). Cognition covers social aspects that guide choices in an organizational context. This argument might not be able to work in all the organizations. For example, while it might work in a not-for-profit healthcare setting it might not work in a religious one although both organizations belong to the same category. This is because in a healthcare setting there could be rules and rewards that employees must adhere to while in churches and religious institutions followers consider them as free to attend centres where performance will largely depend on the kind of leadership style. There are various means and mechanisms through which organizational values are transmitted in an organization for instance routines, relational and symbolic systems (Njoroge et al., 2016).

Symbolic systems could be a wide range of aspects within an organization including how members of an organization attach meaning to various instruments. Relational systems mean how members of an organization relate with one another regardless of position or age. An organization is a group that has norms, rules, understandings, and perhaps most importantly routines (Napoli, 2014). As much as institutions could be symbols of stability, they need to take into account the dynamics in their surroundings. The change could be incremental and discontinuous. This means that the conditions of institutions whether successful or not are not static (Dimaggio & Powell, 1991). That is why it became important for this study to look at other aspects within an institution that could affect their conditions.

Institutional theory postulates that the internal surroundings in an organization are of greater importance since they influence and determine formulation of organizational structures (Burch, 2007). This theory was instrumental in this study. It helped the study to be able to bring out the manifestations within an organization that may be able to influence servant leadership.

### Contingency Theory

This theory was postulated by Fiedler in his 1964. It attempts to explain the effectiveness of an organization. Effectiveness has a broader meaning in scope. It covers measures like profitability (Yeung & Ennew, 2000), the level of satisfaction of the customers (Ittner & Larcker, 1998). It can also be combined with profit and non profit indicators (Kaplan & Norton, 2005). Effectiveness can generally be used to refer to how well an organization performs (Donaldson, 2001). The theory has widely been adopted in explaining some events in management research (Langfield-Smith, 2008).

The theory focuses on establishing interrelationship between the structures in the organization and the contingency factors in improvement of performance (Donaldson, 2001). The theorists in contingency theory posit that surroundings and the environmental forces are seen as key contingent factors that determine and influence the success of an organization (Donaldson, 2001; Langfield-Smith, 2008). The performances of organizations depend on how they adapt in their environment. Leaders are key agents in organizations. The approach in which an organization uses to maintain its performance depends on its leader. It is a leader's responsibility to guide an organization through any environmental fit.

According to this theory, an organization is deemed to be efficient where there is alignment of key features and characteristics with contingent factors that are relevant to any given event (Donaldson, 2001; Langfield-Smith, 1997).

An organization that aligns its structures to the existing contingencies through strategic process enjoys higher performance (Njoroge et al., 2016). The contingency theory explains how servant leadership would lead to strategic decision making in order to fit the environment context. This theory argues that an organization does not exist and operate in isolation but rather interacts with the forces within its environment. The theory indicates that only firms that are able to adapt to environmental changes can effectively survive (Morgan, 1980). One of these systems within an organization is the financial reporting. Contingency theory has been useful in explaining variations in organizational structures and how these influence performance. It has been argued that the design of firm is contingent on a number of the degree of uncertainty that is within the environment and the relative size of the firm in the industry ((Thomas, 1991; Fisher, 1998).

Literature indicates that contingency theory may play a key role as far the design of management reporting and accounting systems is concerned (Morgan, 1980). It is believed that any change in the environment may bring about discrepancies in financial reporting systems adopted by an organization (Thomas, 1991). The choices and actions of management in an organization largely depend on a number of constraints in the firm. Each of these factors can be classified and believed to fall into the following categories: social attributes and factors, organizational factors and the user features (Fisher, 1998). Servant leadership is summarized below.

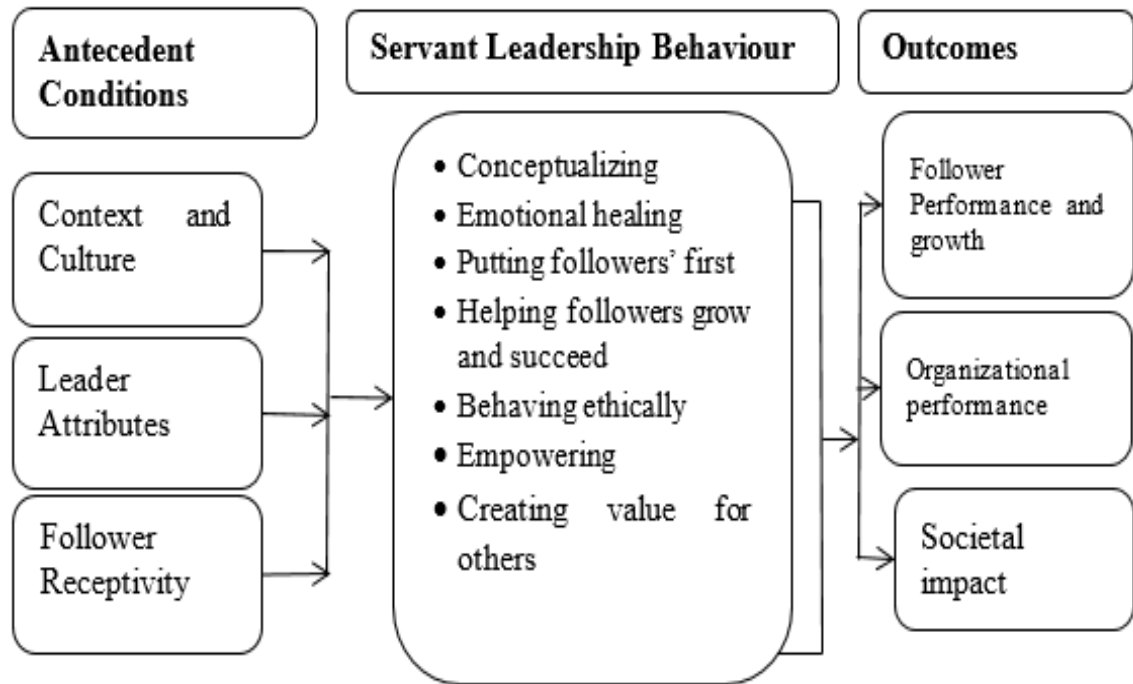


Figure 2.1: Theoretical Framework Model

Source: Liden et al. (2014)

### Stewardship Theory

It was developed by Donaldson & Davis (1991). Its origin is in the fields of Sociology and Psychology. According to Donaldson & Davis, the management team of an organization has high levels of motivation goals. Stewards are those entrusted with managing the organization. They are the firm executives and managers who work on behalf of the shareholders. They are supposed to perform organizational activities and operations with integrity and due diligence to benefit an organization. Their role is very important. They protect and maximize the wealth of shareholders through ensuring that the organization continues to be profitable. By doing this, they are able to invest what the shareholders have entrusted them. They should make sure that the shareholders get a return on their investments (Subramanian, 2009).



The concentration of the stewardship theory to senior management who act as stewards of different stakeholders' with interests in the organization as opposed to the individualism approach taken by the agency theory. The stewardship theory states that stewards are happy when the organization achieves its goals. Organizational management should be free to carry out the duties for better performance of the firm. At the same time, leaders should be motivated to act in the best interest of their principals (Donaldson & Davis, 1991).

The theory exemplifies the organizational structure. It highlights the role played by senior management as far as maximization of the shareholders' wealth is concerned. Great management in an organization results into minimization of monitoring. It also helps on saving by controlling costs (Donaldson & Davis, 1991). Top leadership should make decisions that ensure that their reputation is protected (Davis et al., 1997). Directors and senior management should ensure that their careers are well managed so as to be perceived as sound and proper stewards (Fama, 1980). The model of stewardship has been very relevant in advanced economies like Japan. The stewardship theory indicates the need for togetherness.

This is in the role played by the chairman and CEO of an organization (Donaldson & Davis, 1991). This theory shows the importance of having an organizational culture that enlightens church leaders encouraging them to be transparent in their actions while handling church resources like finances. An organization should develop and implement its vision for increased revenue generation and growth. Stewardship theory is based on the assumption that managers are stewards. Their behaviour is in line with the objectives of the firm's principals (Boyd, 1995). The theory considers various ways that an organization can motivate managers that show more loyalty to the firm.

An organization should have structures that enhance teamwork for increased efficiency and effectiveness. The theory is based on the notion where the relationship between managers of the firm is considered at a single time frame. The theory fails to reflect on motivation. Agents may be forced to deviate from the agent to the steward position (Fama, 1980). The theory assumes that there exists no conflict of interest between the owners and managers. The theory also assumes that governance aims at finding best mechanisms and structures for proper and effective coordination of activities.

The theory opines that the challenge of executive control does not exist. It means that the management of an organization should be held responsible for their choices and actions (Donaldson, 1990). The theory is based on the fact that emerging out as a steward is due to a rational process, where an individual is believed to evaluate the advantages and disadvantages of a given position against another. Organizational management is deeply convicted that it is in the shareholders' interests. When stewards are effective they are able to achieve career growth and development (Boyd, 1995). A steward is an employee who acts in the best interest of a firm. They protect and increase the shareholders' wealth through improved firm's performance. They have been entrusted to act on behalf of owners to safeguard their interests. The stewardship theory is keen on senior managements' role to the interests of other stakeholders within an organization (Davis et al., 1997). When an organization achieves success, stewards achieve personal satisfaction. Stewardship theory recognizes the significance of structures that equip stewards with what it takes to perform satisfactorily and maximize the available resources. Stewards create a relationship based on confidence (Donaldson & Davis, 1991).

The stewardship theory places emphasis on the independence of the management in making decisions that are in the best interest of the organization. Stewards are in the management team. The stewardship theory shows the importance of having an organizational culture that improves church leaders encouraging them to be transparent in their actions. Through coaching and its structure, this culture will enable Pentecostal churches meet their objectives and targets (Donaldson & Davis, 1991).

### Empirical Literature Review

Empirical literature helps in acknowledgement of other scholars' contribution to the subject at hand and how their studies together with knowledge inform the current study. It helps in providing direction to the current study by identifying the scope covered, methodologies adopted with the aim of identifying existing research gaps that the current study needs to look at.

### Servant Leadership and Organizational Performance

Connecting servant leadership to organizational performance is somehow complicated. Servant leadership focuses primarily on leader behaviours. From inception, there have been debates as to whether servant leadership enhances better organizational results. Greenleaf (1977), who is considered the father of servant leadership studies developed the model to servant leadership. He did not clearly state its advantages over the other leadership styles. He did not connect servant leadership to organizational performance (Reinke, 2004). This argument has led to several views on servant leadership and organizational performance.

Initially, studies by scholars like Hur & Strickland (2015) indicated that there was no major influence of servant leadership on organizational performance. Grant states that between servant leadership and organizational performance are not directly related. These scholars agree that servant leadership has a direct influence on some aspects of the organization. These include job satisfaction and loyalty. Any servant leader has to be effective. Cobb, McClintock & Miller (2016) in their investigative study on mindfulness and spirituality for development of the youths, they repeat the recommendation for a varied approach to the assessment of leader effectiveness in church organizations. In their recent study, they asked pastors and authority figures in the church to identify how they measure their own effectiveness. Leaders are charged with the task of moving an institution forward efficiently and effectively. Strategic leadership is a key element in the church's ability to accomplish its core mission effectively. Lapointe & Vandenberghe (2018) in their study examined the relationship that could link servant leadership to commitment that people can have with the organization. The study covered the behaviour of people as per the type and method adopted by the leadership within the said organization or institution. The study findings showed that servant leadership was characterised by having commitment exhibited through affective, normative and perceived sacrifices. On the study variables affective commitment positively impacted the behaviour of the employees which led to increased performance at an individual and the entire organizational level. Normative commitment negatively impacted on the relationship to antisocial behaviours. Graham (1991) and Van Dierendonck, Nuijten & Heeren (2009) gave varied opinions on who constitutes an ideal leader in an organization. According to them, such an individual leverages on his/her power and control to ensure that followers are motivated in undertaking a given action for realization of the firm goals.

The servant leadership theory emphasizes on the need to listen, appreciate others and ensure that staff are empowered. This is an important factor influencing realization of the goals in most firms. Good leadership is where right decisions are made by leaders. There is also high level of commitment and motivation from employees (Van Dierendonck, et al., 2009). Firms are looking out for leaders who involve people in all the activities and operations while ensuring that power is used in the most ethical way possible. In organizations where leaders serve their individuals in the best way possible, there is a tendency of greater satisfaction, commitment and increased performance among different staff (Spears, 2010). In literature relating to leadership, the model leader is described as a person who uses their power and influence to motivate followers to realize organizational goals and turn the organizational vision into reality. This was noted in a study that links servant leadership to organizational performance done by De Waal & Sivro (2012). The study noted found out that the relationship between servant leadership and organizational performance are directly related. Servant leadership was important in improving the high performance in organizations. This was characterised by cutting operational costs, little or minimised wastage of resources, increased production levels and efficient operations levels. The study could not directly link the concept of servant leadership to organizational performance. The effect of servant leadership was inconsistent within these organizations and their rate of performance. A study done by Brohi et al. (2018) evaluated the effect of servant leadership on attitude and behavioral results for staff in Pakistan. The study adopted an exploratory research design in which a survey based on a questionnaire was performed and answers from 255 educators were gathered. For data analysis, a structural equation approach was used.

The results indicated that leaders who demonstrate serving behavior, have ethical conduct, assist subordinates grow and succeed and improve nature serving in supporters promote higher dedication to work, boost management confidence , employee organizational loyalty and happiness at work. The study recommended the adoption of suitable training programs in organizations to assist their executives in acquiring behaviors of servant leadership. Such programs should concentrate on promoting their staff to meet their required empowerment, development and dignified needs.

According to Zeinabadi, Yasini & Mirhadian (2016) while investigating on servant leadership and its effect on the behaviour of individuals in the organization , the study looked at a servant leader as a person whom people listen to, can rely on for emotional support, giving them clear instructions for guidance and direction on their personal and work life. A servant leader has the ability to empathize with the situation and circumstances that the followers are going through. He/ she should be a pillar of support and hope to the weary ones while offering to shoulder their burden. In terms of the spiritual role, the servant leader is visionary.

The study also realised that leadership that can sustain an organization for many future days should be holistic. This covers spiritual, physical, mental and social development of the followers. At the same time Vatankhah, Gorbanian & Gorbanian (2014) in the study on the adopted leadership style and how it impacts the spiritual wellbeing of staff capacity and their management aspect in Tehran, noting that when the leaders adopt a servant leadership role, they increase the commitment of the staff and other followers by setting a good example that can be imitated by others.

In any case when the servant leaders enhance the growth and development of the junior staff beneath them, they increase their commitment levels, raise their hopes and faith in spiritual terms. Then they can work harder and give out higher outputs. Hussain & Ali (2012) studied how servant leadership impacted on the job performance of followers in Indonesia. The research recognized that the very core and soul of organizational management is leadership. Since ancient times, management has been critical since leadership is not the personality trait of an individual. It is the interaction of management characteristics with followers' requirements, attitudes and behaviors. The study employed descriptive research design that gathered information from 400 engineering staff in a defense organization. Data was gathered using questionnaires. It was analyzed by SPSS to get the Confirmatory Factor Analysis. Reliability Analysis and Structural Equation Model was used to analyze the information and test hypotheses. The results indicated that the management of servants increases the followers' work efficiency. The research suggested adoption of fresh leadership methods in engineering / technical management and getting rid of the status quo.

Zeinabadi et al. (2016) studied how servant leadership influenced organizational citizenship behavior among organizations engaged in training medical practitioners in Rasht. The study discussed that in tourism institutions where labor was required, human beings were in conflict. Effective leadership determines how human resources display more organizational citizenship behavior and increasing performance. In today's dynamic world especially in the area of management, feelings and needs of human resources are now more regarded.

Traditional leadership approaches are becoming insufficient for improving human resources motivation and morale. Modern leadership approaches are required. The servant leaders gave a new meaning and viewpoint to leadership approach and their attitudes to employees.

This was by: Listening to them, caring about their needs and requests, valuing their personal development, showing them agape love, trusting in them, being modest and devoted to them. Serving employees is of great importance. A descriptive design was adopted and a questionnaire distributed to 260 employees working in hotels in Gaziantep. Mean and frequencies analyzed data. Study findings revealed that employees in the organization will show more loyalty to the organizations if they perceive that they are cared for by the leader, gives them opportunities to develop themselves, gets information from and trusts them. Charles (2015) investigated the impact of servant leadership on leadership satisfaction in Haiti. The research addressed that having satisfaction with the leader is important for the organization to achieve its goals. Such satisfaction depends on many factors including the connection between the leader and the followers. Followers demonstrate satisfaction with leaders thought to be good and efficient. To judge the goodness of leaders, they use efficiency, behavior and intentions.

Leaders who make service their main objective, who appear to be showing unconditional commitment, who seem to be extremely worried about supporters and seeking to empower their followers are more likely to benefit from their approval and recognition. They are regarded as servant leaders. How servant leadership affects the followers, the leaders trust and their attitudes, this study was investigated by Chan & Mak (2014). The study found out that trust in the leaders increased the chances of job satisfaction. This led to improved workings and productivity.



Servant leadership has a positive effect on followers' trust in their leader and job satisfaction. This was stronger for short term staff than that of long serving staff. They embraced a cross sectional research design where information was gathered from 123 staff operating in five organizations in Northern Haiti. This study used questionnaires.

The findings revealed that servant leadership is important to an organization. It emphasizes the employees' welfare rather than the leader's glorification. The concern of servant leaders for their staff is to increase their confidence, allegiance and fulfillment. Despite servant leadership focusing on staff management, it has advantages to the organization indirectly. It contributes to the employee welfare. This culture has the ability to attract and maintain skilled employees. Baykal, Zehir & Kole (2018) explored how servant leadership impacted gratitude, empowerment and performance as a result of innovation in Turkey. The research recognized that the style of servant is different from self interest in human behavior. The servant leader is concerned with serving other individuals (Greenleaf, 2014). He varies significantly from any other leader who is first and foremost a leader and whom serving his supporters will be secondary (Greenleaf, 2014). Servant leaders' actions and behaviors often amount to more than just their desire to serve others. Being in service to other individuals results mostly from the spiritual ideas and modesty of rulers.

Unlike other leadership styles, servant leaders are not so much concerned with hierarchy. They promote the required climate for growth, development and trust that motivates supporters to reciprocate by showing high performance rates. Servant leaders do a good job at promoting their supporters in discovering their objectives and inspiring them towards it. In addition, servant leaders are excellent and reliable problem solvers according to favorable organizational scholarship.

They are skilled to take input and closely weigh alternatives. They are great at knowing what is happening around them. They have a high level of consciousness and are excellent communicators (Nash, 2016). Servant leadership is authentic. Servant leaders understand themselves. They are true to themselves, willing to practice integrity in leading.

They are also responsible and consistent. In addition, they create relationships with their followers based on low power distance rates. They are understanding, trustworthy and care for others. Servant leaders participate in the organization as equal partners with others. Servant leadership is defined as a covenant based connection that can be explained as an intensely private and friendly bond nourished by shared values, reciprocal trust and intimate mutual concern. The strength of the ties that bind all members under servant leadership results in a relationship that cannot be broken readily (Liden et al., 2014). This powerful bond between the leader and his supporters will result in beneficial emotions, especially empathy towards each other and the followers. Muhtasom et al. (2015) evaluated how servant leadership and organizational citizenship influenced organizational culture and employee performance at three star hotels in Makassar. The research recognized that servant leadership is best suited to implementing service excellence culture (service culture) and service performance of service staff; particularly in hotel management is servant leadership.

Hotel executives varying from low management (supervisor), mid-level management (Departmental Head) and top management (General Manager) must all have a serving soul. Servant management is the idea implemented by ethical management. This servant leadership model fundamentally serves others as the first priority, i.e. service to staff, clients and community.

The study embraced a case study research design targeting three star hotels in Makassar. The questionnaire data were evaluated using the Structural Equation Model. The research findings discovered that direct servant leadership was beneficial but insignificant on organizational culture. Some executives used a leadership style that is less applicable to the culture of great service as a value contract created to build a culture of a three star hotel organization.

The research suggested that management should strive to enhance the application of servant leadership by all three star hotel executives in Makassar in order to strengthen the development of a powerful organizational culture. A study on servant leadership was carried out by Wang, Xu & Liu (2018). They studied servant leadership as a driver of staff service performance. The research recognized that servant leadership style emphasizes serving others in encouraging service efficiency for frontline staff. The study embraced a descriptive survey research design. This study targeted 92 supervisors and 568 frontline staff across 92 big banking company sub branches. The collected data was analyzed using descriptive statistics. The results indicated that servant leadership by high level executives promoted service efficiency of staff through its impact on servant leadership. The research also discovered that this trickledown effect was greater when their subordinates viewed their supervisors as symbolizing the organization.

Liden et al. (2014) investigated servant leadership, its service culture and impact on individual and unit efficiency. The study discussed that the servant leadership style first emphasizes the function of a leader as a "servant" and second as a "leader." In other words, servant leadership encourages guiding philosophy by serving. Servant leaders position the requirements of their supporters ahead of their own requirements.

They consider it a priority to assist followers in attaining their complete potential. A servant leader truly cares for supporters and promotes supporters to help one another. The results suggested that the servant leadership demonstrated by shop executives is positively linked to a service culture in their shops. This is probably because staff are modeling the conduct of their executives, becoming helpful and supportive.

Subsequently, the service culture is discovered to predict better shop and job performance, increased creativity, greater customer service quality and reduced turnover intention. Service culture is also discovered to predict a greater level of employee identification with their shops. This has a beneficial impact on many of the above mentioned advantages. The research suggested that organizations embrace servant leadership to promote a culture of service in the organization and improve the identification of staff with the organization. Olesia, Namusonge & Iravo (2014) assessed how servant leadership visions on organizational commitment in Kenyan state corporations. The study acknowledged that successful organizations are those whose managers go out of their way to ensure that employees are committed to their organizations by exhibiting servant leadership. Committed employees usually exhibit the most positive work attitudes and performance. Servant leadership focuses mainly on peoples' development. It is characterized by the interest to serve and empower employees. According to Brohiet al. (2018), this leadership style includes knowledge and practice of management of placing the followers above the interests of the leader. A servant leader is dedicated to his/her followers. He/she serves their requirements predominantly. Servant leaders go beyond being self-centered by serving others and helping them develop personally and professionally.

Rather than leading to private gain, positional authority or glorified status, the servant leader is concerned about serving others. McCann, Graves & Cox (2014) did a study servant leadership, employee satisfaction and organizational performance in Kenya's rural community clinics. The research acknowledged that servant leadership in today's healthcare environments offers a distinctive avenue through which to evaluate leadership behaviors; the connection to employee satisfaction and patient satisfaction measures.

This particular study embraced a descriptive survey research design in which 219 surveys were conducted from 10 community clinics located in Kenya's rural areas. The research used descriptive statistics to analyze the data gathered. The research discovered a strong link between servant leadership and employees' satisfaction. Additionally, servant leadership has an important connection between inherent satisfactions. It improves employee satisfaction. The recommendations were that today's healthcare managers are subjected to customers' needs, organizations' constraints and requests. These leaders must exercise efficient servant leadership. Hospital administrators should exercise servant leadership style to get maximum production from their staff. Other studies by Washington, Sutton & Field (2006); Covey (2006) show that servant leadership leads indirectly to better organizational performance. They argue that when there is a change in the employees' attitude towards an organization then definitely the employees would give more to the organization. There are always direct proportions between the input and output. The more the input, the more the output and vice versa. Mccuddy & Cavin (2008) analyzed the link between servant leadership practices and effective leadership behaviour in an organization. They established that servant leadership greatly influences on effective leadership of an organization.

In this study, leadership effectiveness was defined in terms of accomplishment of activities within prescribed time frames. Carder (2012) revealed that through servant leadership, a culture of visionary leaders can be developed that drive success of the firm. Hoveida, Salari & Asemi (2011) noted that an increase in the level of organizational commitment is linked with an increase in servant leadership. Carder (2012) also established that career commitment and satisfaction are positively linked to organizational performance.

Sun & Wang (2009) in their study focused on a single style of servant leadership. It was established that servant leadership influences firm performance. Baykal, Zehir & Kole (2018) did a study on servant leadership and how it influences the performance of the firm, innovation and empowerment of employees in Turkey. This study revealed that servant leadership has positive and significant influence on innovativeness and performance of an organization. Sarker (2011) looked at the role played by HR practices on firms' performance where a positive and significant relationship was identified. Related studies were carried out by Hülshager et al. (2013) who studied major factors resulting into increased level of job satisfaction. They noted that this influenced how firms performed. The study further pointed out that servant leadership was significant when it comes to firm performance. Literature review indicates that servant leadership and organizational performance are related either directly or indirectly. From this literature, the current study establishes that servant leadership has either led to change in attitude among the employees which then led to improved organizational performance or that servant leadership led to employees' commitment towards an organization. These studies set a departing point. This study would want to question the how servant leadership directly influences organizational performance.

The case here being the church, a not for profit organization. Walumbwa et al. (2010) looked at how servant leadership influences citizenship behaviour. The study revealed that servant leadership greatly influences organizational performance. This relationship is mediated by service climate and self-efficacy. Liden et al. (2014) looked at servant leadership and the serving culture; how it influences individual and unit performance. Leadership is an effective and successful tool of accomplishing tasks within a leader's objective goals. Servant leadership and leader effectiveness are related.

Organization wise, leadership is important role in establishing and transmitting the general direction of the firm to all staff. This helps understand who a true and genuine leader is. Leadership is very important in service excellence. Sendjaya & Cooper (2011) indicated that servant leadership shows the character strength of the leader. Leadership styles are important in driving the members into success include participation and support. These help increase the overall organizational performance. Servant leadership has a positive influence when it comes to management quality. Today, most organizations seek for people who are centred with leadership skills to help improve organizational performance. Choudhary, Akhtar & Zaheer (2013) investigated the impact of transformational and servant leadership on organizational performance. Servant leadership incorporates many dimensional constructs that make unique attributes at the individual level in building community citizenship behaviours, organizational commitment and performance. An organization must be able and willing to adopt so as to maintain a competitive edge and improve all the processes geared towards the organization. Hence leadership becomes a key component for achieving the outcomes. Biblically, servant leadership is well espoused by Jesus Christ. He exhorted us that anybody who wants to be a leader must first be a servant.

## Internal Environment and Organizational Performance

The internal environment of an organization consists of internal components in the organization. They include current staff, management and organizational culture. Organizational culture defines the workers' behaviour. It is the culture, diversity and structure (Donaldson & Davis, 1991). Mwau (2016) explored the impact of organizational culture on KPLCs performance. Organizational culture makes a difference in organizational performance.

It is widely viewed as a main element of sustainable competitiveness and efficiency of organizations. A descriptive survey research design was adopted. A representative of 250 employees was used. Descriptive statistics were used for analysis.

It found that organizational culture should be supportive and consistent with planned policies and the daily work of staff in order to enhance organizational performance and promote their general wellbeing. The study suggested that all organizations should make greater attempts so as to have a strong organizational culture. Culture is a very strategic instrument in order to achieve a sustainable competitive advantage besides promotion of training and learning for staff in order to get fresh modifications. Ayiik (2016) researched on the impact of organizational culture on the performance of CRS in South Sudan. In the study, organizational culture was acknowledged as an important factor in evaluating organizations in different situations. It is very significant in establishing competitive advantage. Competitive advantage impacts how an organization performs. The study employed an exploratory research design. Interviewing was collected primary data targeting 21 employees, national and international at CRS South Sudan in Juba and Bor offices.



For data analysis, the study employed content analysis. The findings revealed that organizational culture, with all its aspects, is connected with organizational performance. The results highlighted the following factors/strategies: Operational excellence, strong mission and vision, accountability, staff development, partnership and cross-sectoral integration, global brand management and strategic leadership as the main determinants in developing a strong organizational culture. The study recommended that there is need for the management to ensure that all employees at CRS gain deeper knowledge in organizational culture and how it drives the overall organizational performance.

This will guarantee that the organization's desires and needs that require an elite organizational culture portrayed by the standards, desires and ethos of CRS do not simply stay in paper but reflected through execution by the staff. Kawiti (2017) shares that the organizational internal factors cover aspects like the structure, leadership styles adopted by the firm, cultural and value systems incorporated and use of technology. The study findings revealed that the internal environment within the firm impacts how the firm achieves its objectives. The formulated strategy will result in increased organizational performance. The findings showed that organizational structure holds the control and decision making powers within the firm. Eventually it positively impacts the ability of the firm to reduce instances of not for profit performance. The study also found out that the leadership style in place at the firm affects the how the organization performs. It has the capacity and ability to motivate the employees, guide and direct them to do their assigned tasks and duties which when collected together improve the overall organizational performance. Organizational culture influences the behaviour of employees.

It encourages good work ethics and influences the interaction between one person and others; one team and others such that they can create cohesion and synergy. Whenever workers are heading in the same direction and supporting each other, there will be an increase in morale and outputs. On the last variable on information technology, the study revealed that using advanced and modern technology reduces workload, leads to accuracy, cuts expenditure in terms of man hours and enhances the quality of work output. Advanced information technology is one of the key contributors to success at the workplace. It also improves communication between teams. Utilization of information technology is common place. It has been adopted in many organizations, business ventures and enterprises (Abdi, 2018).

There was a high percentage increase in variation of the organizational performance as a result of accessing internet services and using technology to monitor all activities of the firm. The study looked at another internal factor which is the organizational structure. It increased internal control, eased the decision making process and effectively allocated the resources to all areas of the firm as per need basis, availability and quality of resources. The structure was used to ensure a smooth functioning of the departments of the organization so that each person would know who to report to and raise issues in case of any arising situations. The performance of a firm improved by more than sixty percent as a result of adopting a sound organisational structure. Another aspect of internal factors which organizations use to improve their performance is employee skill. This covers their past experiences while handling different tasks, the trainings that they have received which increases their working efficiency and the inherent talents that they have. The employees and their skill sets are the foundation that holds the organization together.

As such, the factors have realised improved organizational performance. The last variable was how big the firm was. The firm size is a factor of organizational resources, financial, non-financial and human capital, assets and market share, number of customer base and sales rating of the firm. These internal factors positively impacted firm performance. There have been phenomenal changes in management of operations within organizational settings (Maina, 2016). This has been ascribed to fresh aggressive market place rivalry alongside increasing varied staff in many organizations. The complexity of the company setting also compelled organizations to search for more effective leadership approaches. As a consequence, a focus on organizational culture is gaining excellent significance in the business sector.

The study embraced descriptive statistics to analyse the data gathered. There is a favourable connection between organizational culture and performance. The research on organizational culture that determined how things were done, staff were like minded, held comparable views and values, organizations were driven by values of consistency, adaptability and an efficient communication system, staff had a feeling of identity that enhanced their dedication to the job. Firms had obviously identified a job ethic. It was suggested that organizational culture should be improved in Kenya's firms as it affects organizational efficiency and performance. Alshura & Assuli (2017) investigated how performance excellence could be achieved by the internal environment in the institution of learning in public universities in Jordan. The internal environment placed emphasis on culture, structure and resources as one of the items that could give them advantage since the market is rapidly changing and there is high competition.

These would enhance the performance of the public institutions viewed in terms of quality of the teaching fraternity and the teaching methods employed; quality and variety of the academic programs on offer; market driven programs as per the current needs of the environment. Performance was seen as the quality of the research and development programs done by the students. The study concluded that the internal organizational environment within the public universities positively and significantly affected the performance. Diversity is the difference in cultural and social aspects among people that live together. Diversity being able to recognize, understand, accept value and celebrate differences that exist between people from various backgrounds (Greene, 2017). These differences could be in terms of age, mental ability and ethnicity. Aosa et al. (2014) looked at variety and how a firm performed using a case of listed companies at the NSE. To gather data, a total of 40 firms were studied using questionnaires as tools.

It was established that having a diverse board has no influence on performance of the firm. Munjuri & Maina (2013) studied on work diversity management and employee performance. As a social responsibility, since many of the beneficiaries of diversity practices come from "disadvantaged" groups of individuals in our societies, there is definitely a good reason to regard work diversity as an exercise in good corporate accountability. People can be the "break" they need to earn a living and fulfill their dreams by diversifying the workforce (Selveraj, 2005). As an economic payback, many groups of individuals excluded from the workplace are subsequently dependent on the social service program that is backed by taxes. Companies diversifying their workforce will clearly have a separate competitive benefit over those that do not (Trittin & Schoeneborn, 2017).

It is also evident that the biggest advantages of the diversity of the workforce will be experienced not by the businesses that have learned to hire individuals despite their differences, but by the businesses that have learned to employ individuals because of them. Kundu & Mor (2017) investigated on labour force mixture and how an organization performs: a case study of the IT sector in India. The research addressed that workplace diversity could help reduce court cases. It could also increase marketing possibilities, recruitment, creativity and image of the company. Although in the workplace employees are interdependent, productivity can be increased by respecting individual differences. Primary data based on 402 participants was gathered through a questionnaire and analyzed using descriptive statistics. Results showed that staff favourably recognized diversity and diversity management regardless of their diverse backgrounds. There were few differences among employees on perceptions concerning the valuation of the diversity methods employed. This was based on their various backgrounds.

Employees' perception of promoting gender diversity was favourably linked to perceived organizational performance. Hur & Strickland (2015) conducted a study on diversity management practices as an extensive method in which everyone can create a working atmosphere. A competent director should concentrate on personal consciousness when generating a successful varied workforce. Their private biases need to be known to both executives and colleagues. Organizations need to enhance a learning environment. A one day training session will not alter the habits of individuals (Bulut & Culha, 2010). Having a competitive advantage, improving job productivity and respecting diversity will be of benefit to the workplace. Diversity management benefits partners by establishing a fair and secure atmosphere in which everyone has access to possibilities and difficulties (Bingham et al., 2013).

The organizational culture in place has great potential to influence how employees perform in any particular organization. Culture in this situation is collective human behaviours that are part of an organization. Culture is a manner of perceiving, thinking and feeling to fresh organizational members (Aier, 2014). Hogan & Coote (2014) explored how organizational culture affected organizational performance in Pakistan. This study embraced a mixed research design and content analysis. It was discovered that organizational culture affects a variety of organizational processes, employees and their performance. This also defines the distinct cultural dimensions. The study showed that that if the worker is engaged and has the same standards and value as the organization's, the efficiency can be increased towards the general objectives of the organisation. The study recommended managers to create the organization's powerful culture. Auma (2014) studied on the effects organizational culture components on worker performance: a case of Moran E.A Publishers.

The study recognized that although an organization may have its own distinctive culture, there are varied and sometimes conflicting cultures coexisting in bigger organizations owing to the distinct features of the leadership team as witnessed in the Kenyan publishing sector. Organizational culture influences how individuals and organizations communicate with each other, customers and stakeholders. A descriptive research design was used for the study. The study showed that organization culture enhanced the performance of employees as there are the set targets each employee must reach thereby enhancing the organization performance. The study recommended that organizations insist on aspects of commitment and how they can improve performance of employees.

Aspects such as hard work, self-motivation and dedication should be emphasized. They influence how employees perform.

Kiiru (2017) evaluated how organizational culture influences hospital performance in Nairobi, Kenya. The study acknowledged that the nature of culture is important for those working in the organization and its customers. Culture seems to differ from organization to organization. It is argued that it impacts efficiency. It needs to be controlled and altered as required. Culture is derived from the concept of cultivation. It has grown to cover issues of diversity in human beings. From the results, a majority of participants agreed that different elements of their performance such as employee satisfaction, quality of their services, income development and general performance are positively influenced by organizational values, staff attitudes towards the job and cultural characteristics. The recommendations were that organizational culture development programs should be introduced at all levels of organizations to assist staff create a stronger knowledge of the significance of organizational culture and promote a cohesive organizational culture.

An organization's surrounding is made up of internal and external forces that influence the operations of the company. It is important that the management of an organization is made aware of these forces for proper management. A number of business organizations have had to fall due to environmental forces. Any decision undertaken in an organization should be done with due diligence while paying attention to these forces. Improving the work environment in an organization is associated with reduction in number of complaints and legal suits. There exists a connection between people management and firm performance. Environment is an important component in an organization. It ensures that individuals perform their duties and responsibilities to the maximum of their abilities.

There are a number of factors included in the firm's internal environment. Some of the internal forces of the environment include location, relative size of the firm, conditions at the work place, jobs, their nature, rules and regulations that guide internal operations. Organizational environment is made up of elements and forces surrounding the firm. They are either internal or external. These forces of the environment have direct influence on firm performance (Bryant, Jones & Widener, 2004). The firm environment is divided into three key areas and categories; external forces; external specific environment. External forces are a group of elements and forces within the external arena which have an influence on how the external operations of the firm are conducted. The external specific environment comprises of a number of elements that directly impact on the firm. It covers various stakeholders for instance the customers, suppliers and distributing agencies (Sanjuq, 2013). The other environmental component comprises of a combination factors and forces from the internal arena that have an influence on how various activities and operations of the firm are carried out.

#### Servant Leadership, Internal Environment and Organizational Performance

This section examines how the identified aspects of the internal environment may influence the concept of servant leadership. Walumbwa et al. (2011) looked at servant leadership and its influence in citizen behaviour of employees. In their study, service climate is the equivalent of internal environment in the current study. The study contends that the term internal environment is broad and cannot be exclusively researched in one study. It identifies some of the aspects under it that are discussed in the following sub headings.



## Culture

Antecedent conditions are the internal environment in which servant leadership is offered from (Northouse, 2016). Northouse categorizes these conditions into three: context and culture, leader attributes and follower respectability. He observes that the nature of context influences servant leadership depending on how it manifests itself. For example, in healthcare and NGOs, caring as a culture is widely embraced. Since this study focuses on a non - profit organization it was not interested in looking at how servant leadership varies between the other two different contexts but how the context within the non-profit set up might influence servant leadership on performance of the FGCK Kenya within Meru region.

The study intended to establish how culture, educational levels of the leaders, gender parity, career advancement, transition and financial management practices may influence servant leadership in the FGCK Kenya in Meru region (Northouse, 2016). In an organization, culture may manifest itself in different ways. Northouse identifies two concepts (ethnocentrism and prejudice).

These may be key to influencing servant leadership. Ethnocentrism refers to the behaviour where people place their groups at the observation centre. In ethnocentrism, people belonging in a given culture subjectively evaluate the other culture from other people (Sanjuq, 2013). Ethnocentrism is the tendency to believe that the way of doing things are sound and effective (Valmohammadi & Roshanzamir, 2015). This type of culture has an influence on servant leadership. It may mean that individuals do not fully understand the views of other individuals.

If one culture attaches more value on performance at an individual level, it may be hard for such an individual to fully comprehend other individuals that place a lot of emphasis on collectivism.

Prejudice is described as a case where there exists unjustified generalization leading to resistance to change (Ponterotto & Perderson, 1993). It may manifest itself in race, gender, age, sexual orientation and educational backgrounds among others. Prejudice is self-oriented. It is not other oriented (Northouse, 2016). Prejudice makes people to achieve balance for themselves at the expense of the others. It also inhibits understanding by creating a screen that filters and screens our ability to see multiple aspects of other people. It may be witnessed from a two-tier point: at the leader's and the followers' level. At the leader's level, it could be directed towards a leader or a leader's culture. At the followers' level, a leader may come across followers representing numerous groups with differences in terms of culture which define their beliefs.

Culture is the values and beliefs that a given group of people have adopted. Culture plays an important role in ensuring there is a difference between one organization and another (Valmohammadi & Roshanzamir, 2015). Through organizational culture, people are able to work in teams so as to realize the formulated strategic objectives and goals. Team work contributes to the culture of the firm.

High performance of the organization requires adoption of an efficient cultural system that ensures employees are involved in the decision making process (Popadak, 2013). Reputation and firm culture are important assets in an organization. They are intangible assets which help the firm gain competitive advantage (Guiso et al., 2015). Core values are part of the organizational culture of the firm. They are considered as ways through which operations of the firm are carried out.

All firms should have in place a system of values which are taught to all staff. Sharing common systems and processes is seen as a step towards improvement in firm performance. Culture is linked with the available code of conduct in an organization. It covers the various attitudes that employees may have at the work place while providing solutions to inherent challenges that an organization may be suffering from (Graham et. al., 2017).

Hogan & Coote (2014) investigated on organizational culture, innovation and performance. It was revealed that organizational culture plays a critical role in strategy implementation. Culture gives an organization a sense of identity. It determines the beliefs, values, norms and language. The culture of an organization is affected by the nature of business that it is conducting and the management style used (Bortolotti, Boscari & Danese, 2015). Highly organized teams are preferred by people from cultures who regard relationships in terms of hierarchy. People from societies who see group interactions want teamwork to be the standard. Individuals from societies who emphasize the person feel comfortable with volunteer and casual teams. Mixing these kinds of culture can have a major effect on an organization (Epstein, Santo & Guillemin, 2015). Belias & Koustelios (2014) conducted a study on organizational culture and job satisfaction. The study findings revealed that the organizational culture preference of staff is likely to be influenced by demographic features, particularly gender.

It can be endorsed that measuring and evaluating the organizational culture of an institution in conjunction with the demographic and individual features of its staff can lead to useful findings in order to promote job satisfaction. Peters (2011) discovers that the key variables in the culture of an organization include its history, community and the individuals who lead and work for it.

Effective management requires knowledge of organizational culture. If they know their organization's culture, leaders and executives will be better positioned to execute strategy and attain their objectives.

Helms & Mills (2017) did a study on rules, sense making, formative contexts and discourse in the gendering of organizational culture. In strategic management, one of the main problems appears to be more cultural and behavioural in nature, including the effect of bad inclusion of activity, a reduced sense of ownership and commitment. There is a division of "thinkers" and "doers" in organizations that embrace the cultural model that emphasizes a lower level of employee involvement in strategic leadership. The culture of an organization seeks to handle strategy through the whole company through the infusion of corporate culture. An organization's culture is its personality and character. It consists of shared values, views and hypotheses as to how individuals should act and communicate; how choices should be made and how job operations should be carried out (Wiewiora et al., 2013). Saad, Mat & Awadh (2013) investigated on the impact of organizational culture on employee performance. It is often hard to define precisely what drives a specific culture. It is simpler to observe its impacts, for instance, a tiny informal software company's culture may be quite distinct from that of a big economic corporation and again different from that of a hospital or college. Strategies that are incompatible with organizational culture are likely to encounter opposition. They will be harder or even impossible to enforce.

Strategies that are consistent with it will be simpler to enforce and more likely to be successful. It is also essential to know an organization's current culture when it comes to implementing changes.

New entrants can take years to completely comprehend and absorb the culture. This can occur comparatively quickly – the extent to which the organization has a good 'on-boarding' strategy will be crucial here. An influx of fresh staff, particularly at senior levels, can change the current culture in certain conditions. It should also be acknowledged in practice that while an organization may have a culture of "summary"–widely defining how things should be accomplished and what is acceptable, subsidiary cultures may arise on the basis of job positions or other allegiances (Jacobs et. al., 2013). Zhu & Engels (2014) investigated on organizational culture and instructional innovations in higher education. Culture is inevitably experienced and subjectively interpreted by individuals in the context of their own views and their organizational viewpoint-some aspects may be more relevant to some people than others based on their positions. Organizational culture distinguishes the extraordinarily successful businesses from the rest. It can be a competitive, powerful advantage. Organizational culture is always distinct, but the big winners consistently make culture a priority for the organizations (Stein & Castanotto, 2017).

## Gender

The concept of gender and leadership draws interesting debates among scholars today. Gender gaps in leadership are worldwide (Hoyt, 2010). Women continue being underrepresented in upper managerial levels even though they have made substantive contributions to the growth and development of organizations. There are various advancements on why there are gaps between men and women in leadership position in the society presently.

Women have low level of investment in human capital, exposure and experience as compared to their male counterparts (Carli & Eagly, 2011).

Gender is the male and female classification of people in different contexts (Kuzara e. al., 2018).

## Education

Education can be considered as the training that an individual goes through in order to be competent in a particular field. It can be categorised into two forms: formal education and informal. Formal education involves the participant attending classroom for training under structured formats. Informal education does not involve structured systems of training. The participants learn through experiences or observations. There have been many discussions on the role of education in leadership. Intellectual capital is a key resource in promotion of economic development of nations (Liu & Huang, 2005). During this time of globalization, the modern business is mainly driven by the intellectual and human capital. This can help organizations establish and maintain their competitive advantage (McCuddy & Cavin, 2008).

There are some scholars who believe that education is not really necessary for an organization to perform effectively. Osuola (2002) believes that in African culture, experience takes priority for leadership positions in different organizations and not education. The FGCK Meru region has leaders with different levels of education. This study found out that education is a key factor in the internal environment. It significantly influences how the church performs. Training is described as a process of ensuring that the behaviour of employees in an organization is modified and aligned to the general goals of the firm. Training is very important in an organization. It ensures that the employees' skills are matched with the changes in the environmental conditions (Armstrong, 2002).

Training aims at ensuring that employees are able to work and carry out their respective duties and responsibilities in a way that is proper and efficient. Training improves and raises the capability of employees in an organization to perform their respective duties and responsibilities (Vella, 2000). It comprises of programs that are structured for improving the way employees perform in an organization by ensuring that their skills and experience are continually updated to match the changing business environment (Cohen, 1988). The church, just like other organizations must manage its financial resources so as to be able to perform and accomplish its missions, run its programs and projects. The core mandate of the church is for spiritualism, but this cannot be fully achieved without finances (Thompson, 1981). It is revealed that church leaders are often under qualified in financial matters. This can be rectified with adequate training of servants and all members in the church. Trained church servants have effective skills to manage congregations. Training passes relevant knowledge, skills and competencies after teaching or practically. It improves the ability of a leader to effectively performance duties (Vella, 2000).

It is a process that entails acquisition of concepts, knowledge and skills besides rules which affect performance of employees (Ogundele, Akingbade & Akinlabi, 2012). It is through training that the learning abilities of leaders in an organization are enhanced. This ensures that employees are equipped with relevant competencies and skills that are required for various activities and operations (Rusinovci, 2015). As a program, training ensures that employees are well versed with specific skills required of them to effectively carry out their various duties and responsibilities. Coordination of training programs in an organization can be done through a number of ways, in formal or informal programs, planed or unplanned.

Training of employees ensures that they have relevant skills sets and experience required in the ever changing business environment. Training of employees helps them know how to complete given tasks and activities (Tahir et. al., 2014). Training is highly appreciated and welcomed in most organizations. This is the best way of ensuring that employees improve on their productivity which is represented by an improvement in organizational performance. The development of an individual calls for concentrated efforts equip one with theoretical and conceptual knowledge (Ackerman, 2019). The fast paced environmental conditions and setting call for proper training and staff development programs. This is important. It ensures employees skills are matched with the changes in the environment. Training is the best way of raising productivity and thus performance of an organization that strives to remain competitive. Training ensures that employees have been equipped with relevant skills and experience that is important for them to effectively carry out an analysis of the problems that are inherent to an organization while trying to improve on the performance of the organization (Cho, Yi & Choi, 2016). It should not be conducted as one time activity and event but should be carried out periodically.

In their commitment to raising the level of performance of their organization, sufficient budget should be set aside for training employees. Training should receive recognition in strategic plans of the firm. It influences the level of knowledge that employees may have in the firm. It is the best way of increasing motivation and raising the productive abilities of employees (Tahir et al., 2014). Training for Christian leaders and servants is mostly patterned after academic, business, military and government models. This resulted into a secular way of development and establishment of churches.



Secular leadership training models help in informing and supplementing the training of Christian leaders, although they don't contravene the Biblical values and principles. One of the best patterns for training Christian leaders is that proposed by Jesus to train the 12 disciples. This model is widely published in the gospels (Lomsadze, Burns & Borodovsky, 2014). There are four foundations of this model which include: ensuring that spiritual leaders have been called, the feature that distinguishes a leader who is spiritual, the key competencies of any spiritual leader and the commission of the spiritual leader. Leadership puts authority and decisions into actions (Marron & Cunniff, 2014). Top leaders in an organization must portray certain skills for the organization to achieve growth. Leadership is used to describe the level of team work that exists between managers and firm executives so as to ensure that the firm's operations are carried out as properly as possible. Efficient and result oriented leaders are deemed to be strong. They play an important role in realization of higher returns in an organization. The firm's board needs to be as visionary as possible so that there is awareness on where the firm is heading. The executives, directors and top managers must have a vision of where to go. They must pull their followers to help in achieving a specific vision. This is only made possible if the leaders are good in communication in formulating concrete plans (Lussier & Achua, 2015). Leadership is generally considered as the action plans, actions and directives that govern how the firm is managed or how the firm activities are carried out. The leaders' actions should be of motivation to staff at the lower level for realization of the set goals and objectives (Ciulla, 2014). Larsson & Vinberg (2010) indicated that carrying out factor analysis of behaviour of leader's results into two key factors: structured and relationship oriented leaders.

According to the behavioural school of thought, the key focus is not merely on key personalities of leaders but on the specific actions that they readily take up as far as performance of the organization is concerned (House & Aditya, 1997). There are two critical contributions of the behavioural school of thought in literature of leadership; identifying the key behaviour of leaders and a clear comprehension of the dynamics of these leadership behaviours (Larsson & Vinberg, 2010). The theory argues that the style of the leader influences organizational performance. The focus of this behavioural leadership school of thought is on behaviour and actions of leaders that can easily be observed (Northouse, 2016). To some people, the link between various behaviours of leaders and their group members is seen as reciprocal.

Theories modelled on this style explain how leaders mix work and relationship behaviour to motivate employees (Northouse, 2016). Researches administered 150 questionnaires to multiple samples of employees. They ran the data through factor analysis in order to determine whether it could be interpreted through fewer items called factors. Their analysis led to two dimensions, or factors of leadership styles: consideration and initiating structure. The result was the Leader Behaviour Description Questionnaire (LBDQ). Researchers at Ohio State worked on the LBDQ.

The University of Michigan researchers studied leadership behaviour, particularly the effects of leader behaviour in small groups (Northouse, 2016). Research identified employee and production oriented leader behaviour. A study was carried out on leadership styles by Sosik, Avolio & Kahai (1997) among the group and their influence on the level of effectiveness in groups. It was revealed that the adopted style of leadership is key in shaping and influencing team effectiveness.

Duemer et. al. (2004) offered the following as features of an effective leader: People skills, an ability to effectively manage the group members in teams, proper management of time and expertise. Interpersonal skills are important in group performance. The level of expertise as measured by the knowledge that an individual possess as it regards a given item is important factor when it comes to team effectiveness. Such a skill plays a key role in solving issues and challenges within groups (Northouse, 2016). In either case, the style approach allows leaders to reflect on how their behaviour meets the needs of their subordinates. This demonstrates a great benefit to the style approach.

Indeed, the leader's style approach provides a useful heuristic: a broad understanding of the complexity leadership affords. Literature does not adequately demonstrate how leaders' styles are related to follower performance (Northouse, 2016). Although the link between leader style and follower performance is not exactly clear, leaders who show more consideration toward followers often have more satisfied subordinates (Portugal & Yukl, 1994). If this finding is to be substantiated, then the study should establish that democracy in an organization is an important factor that shape and determine an autocratic leader. Chemers (2014) analysed the training of Christian leaders by combining Christian looking features of a leader with key competencies to be possessed by leaders. According to the author, leadership is a calling from God to serve with his strong inward and outward character. Such leaders have core competencies like articulation of visions, direction of resources and energies, strategy formulation and being accountable for actions. Emphasis should be placed on call of God as leaders rather than the key competencies possessed. It is only after a true calling from God that the skills of a leader gain spiritual worth.

The church leadership needs to be trained and educated on proper running of church activities. This will equip them with financial knowledge to properly manage available financial resources. It is of value to train the church leadership and management staff in a planned and systematic manner so as to help them perform their work effectively and be able manage church finances. In extension, the church council should also be trained. It should have the right people to discuss, debate and make decisions about the administration and management of the church finances and all its programs (Church & Silzer, 2014).

Training is also important to the church leaders as they are faced with a challenge of ensuring the steady flow of funds for financing and supporting programs in an organization. The finances of any church are an important aspect. Most of the church leaders lack adequate training on how to handle them. Church ministers should not focus solely on money. They should have an understanding that without the finances the church programs and projects cannot proceed. The pastors and church leadership should also have a grip of the church budget and management of finances to avoid debts and stalling of projects. The main pastor should also encourage transparency and accountability of funds and proper stewardship of money and other church resources. Some studies have been done to expound on training and its effect on management in organizations. Cephas (2013) investigated the effectiveness of several training mechanisms in promotion of sales revenue among telecommunication firms in Kenya. The study shows that some organizations, Airtel Kenya being one of them, resorted to invest its resources for training their employees. This was because of the perceived benefits. These were increase in morale which results in increased productivity thus leading to the bottom line: profit. Its findings showed that training and organizational characteristics are critical factors for financial performance.

Mutua (2013) did a study on the factors that negatively affected management of financial resources within Kitui Central Sub – County, Kitui County. The findings show that training the principals of the secondary schools on finance influenced financial management to a large extent. Other factors leading to effective financial management are the length of experiences the principals had on handling finances, the principals' educational level and support from the schools' board of governors and educational offices. In most of the African churches, church leaders are appointed on calling or how good they preach and teach the word of God. Very little emphasis is made on financial management skills . Leung (2001) calls for induction courses and support to the church leaders. A good leader is one who is fully equipped to run the church operations effectively.

### Transition

Transition means organizational change. It involves shifting positions in leadership and even exiting the organization where the retirement date is due. Change is a necessary step in any organization that wishes to remain competitive. There are several changes in organizations as shaped by the forces of globalization, rapid advancement in technologies and innovation, demographic features and change in professionalism (Solansky, 2014). While it has been found out that organizational change is healthy to an organization's success, there are many organizations which still grapple with the idea. Some organizations have a tradition of ownership. Change or transition cannot be easily effected (Hubber, 1990). This study looks at the tradition of ownership to be family or families related to each other taking church ownership or even the question of leaders who do not want to relinquish their leadership positions when they reach their retirement age.

Change is a phenomenon that occurs across all forms of life. What differs is how people react and respond towards it. It can either be planned or random. It may also be negative or positive (Drucker, 1955). All organizations at one point in time have faced change in either one or two of their aspects of operations. The manner in which an organization reacts towards changes will determine its competitive position in the industry. For survival and improvement in their performance, firms need to quickly adopt and invest in new systems and technologies which is part of the change process. In fact, the changing technological landscape has influenced how the operations of the firm are conducted which is the major step in achievement of the set objectives and goals in an organization (Ward, 2016). Change management is simply considered as coming up with completely new and modified ways of carrying out operations and activities in an organization (Benn & Dunphy, 2013). Within an organizational context, change management recognizes the systems, processes and individuals. All these aim at improving organizational performance. Change is an important factor for any organization striving to improve on its performance. It is the only phenomenon that remains constant in life (Cormier, Nurius & Osborn, 2016).

The emergence and growth of new economic systems has resulted into numerous viable opportunities at the private and public sector level. Change is the only way that firms are able to modify or adjust to the existing turbulences in the environment. The desire survive in an industry has meant that firms must continually adapt to new changes in the area of leadership, operations, systems and processes within the business entity. Change in operations among firms has resulted into a shift in roles and responsibilities of employees while ensuring that the level of service delivery is improved.

The processes at the work have also shifted with key focus on customers as important elements of firm performance and competitiveness (Benn et al., 2014). One of the most tricky and difficult thing for an organization is how to properly and effectively adopt change. This argument is supported by Nickols (2016), who said that about 70% of the change initiatives are not productive. They fail. It is hard for an organization to readily accept change. Firms always strive to maintain a status quo. This situation is even worse when there is no proper communication of the change initiative especially to all the relevant stakeholders. Communication is critical aspect in relationship to change implementation in an organization. Successful implementation of change management initiatives require that an organization invests in adequate channels of communication so that employees are made aware of the anticipated changes. Globally, the organizations have embarked on changes and adjustments to enable these institutions continue with their daily operations, thrive and succeed. With globalization, many of the developed countries have shifted from doing business in an analogue format. They have embraced digitization. In the USA, the financial sector has adopted digitization in its change management so as to remain operational and gain profitability (Pirainen, 2018).

In Belgium, Rogiest, Segers & Van Witteloostuijn (2015) studied on the impact of climate, communication and participation on commitment to change. They showed that commitment to change by the employees was only affected through adopting quality communication. An open and participatory climate positively affected employees' commitment to implement the changes. Clear communication and participation in the change process led to the success of change management. Regionally in Ghana, Osei-Bonsu (2014), studied the impact of change management on employees' job satisfaction.

This study was done in the banking sector. The study revealed that most change processes implemented in the banks were done without staff involvement. This led to lack of ownership of the new processes. They were satisfied with changes and had positive attitudes to the changes. This was a little diminished because they were not fully involved. Lack of their input and participation in the change committee negatively affected the implementation process. It is paramount to involve employees and gain their perspectives. Any organizational changes would have a direct and indirect impact on their personal lives and work.

Several scholars have formulated different models and theories signifying the importance of change management in an organization. Of these models is the Lewin's Change Management Model formulated by Lewin in 1951. This model is commonly referred to as the planned approach to organizational change. It suggests that two groups of forces determine a particular set of behavior that include those striving for change in an organization and those wishing to maintain a status quo. When these two forces are equal, the current behavior is maintained hence no change. To result into change, an organization should either push the forces demanding for change while reducing those standing for the status quo. This change process according to Lewin is comprised of three stages: unfreeze, change and refreeze.

During unfreezing, an organization is prepared on the need for change. This helps to break the status quo that would otherwise be held by employees in readiness to change. The essence of freezing is to stabilize an organization at the implemented change. Building on the work of Lewin (1951), Benn & Dunphy (2013), established the contingency model of change. The model suggests need for an organization to change its strategies in response to a rapidly changing business environment.



This model is based on evidence that organizational performance is based on situational variables. Since there are no two similar organizations, it means that every organization faces unique situational variables in its operations. The model suggests formulation and application of various change and leadership styles in response to situational variables. The Kotter's model of change also referred to as the emergent approach to organizational change. It was also formulated in response to assumptions of the Lewin change model. Rather than originating from top down, this model views change as being driven from bottom up. It emphasizes that change is open-ended and continuous. It requires an organization to adapt to new circumstances (Burnes, 2011). According to the model, change in an organization should occur rapidly such that senior initiators of change are not able to effectively identify, plan and implement the required organizational changes. Mintzberg & Quinn's model of change was formulated by Quinn and Mintzberg & James (1991). The model suggested four factors playing a significant role in determination of the degree to which an organization implements change. These factors include: size and age of an organization, technical systems, the environmental conditions that an organization operates in and the nature of influence and control exerted upon and within an organization from its various resources.

ADKAR Change Model by Hiatt (2006) means Awareness, Desire, Knowledge Ability and Reinforcement. This model assesses inclination of staff at each stage enabling managers develop plans for inducing willingness to accept change. The two principles guiding this model are that successful change happens when individuals have also changed and that it occurs to people and an organization as a whole. Hence, change in an organization can only occur when staff have accepted change by going through ADKAR stages.

The Anderson & Anderson model of change formulated by Anderson (2001) is a comprehensive model designed for addressing all forms of change within an organization. The model is made up three areas that require change in an organization: content (technical and organizational areas requiring change); people (cultural, behavioral and mindset required for delivering proposed change) and the process (action required for planning, designing and implementation of proposed change). According to this model, all these three steps need to be conducted in a unified and integrated manner in order to realize change in an organization.

### Leadership Overview

Different scholars have advanced varied definitions of the word leadership. Leadership is influence (Northouse, 2016). Leadership entails influencing individuals and groups within an organization (Bass & Bass, 2009). A leader's primary goal is to influence others with an intention of achieving common goals for the organization, be it profit making or non-profit making. Everything rises and falls on leadership (Maxwell, 2004). For any organization to achieve its set performance targets, it must have the right leadership. Leadership is considered as a process where an individual uses his/her competences to influence others in carrying out a given task. It is working and accomplishment of goals and objectives through people (Bass & Bass, 2009). Change in the focus of leadership has resulted into progression and development of the leadership theory. Leadership plays an important role in addressing issues and conflicts that are founded in the values and ideals of different people in an organization (Bass & Bass, 2009). Early researches undertaken on leadership concentrated largely on the psychological aspects of leaders and leadership positions having inherent characteristics or traits (Cerit, 2009).

In broad terms, organizational leadership is the ability of an individual to guide and control the actions of other individuals so as to buy their loyalty. This helps an organization achieve its goals and objectives (Pearce & Conger, 2002). Leadership is described as the process or ability of individuals to influence other individuals in realization of set goals and objectives. It combines the qualities and attributes of individuals, their different abilities and competencies for instance knowledge and vision. This helps in creation of a shared sense of future while ensuring that the firm performs better. Leadership is viewed as the step where people are influenced to ensure that things are carried out as per the established standards and guidelines. It is a complicated process that involves the process, actors who cover the followers, the leaders and expected outcomes. Leadership is considered as comprising of three key items and elements: ensuring that there is a clear direction, making sure that people are aligned to the activities of the firm and ensuring that employees are motivated to perform their activities (Theoharis, 2009). Thus, a leader has the responsibility of developing a vision that shapes the future of an organization. Leadership is not merely a position or person built rather, a process through which an individual works in people to realize the goals (Lambert, 2002). There is a lot of literature on leadership. This has emerged into a number of strategies, principles, models and theories for exploring on leadership (Pearce & Conger, 2002). There are a number of theories that have focused on leadership as an area and how it influences the firm to perform and remain competitive in its environment. Leadership's role in organization performance is important these days. The study of leadership has had a sizeable number of researchers in the last four or so decades (King, 2000). In another study, Lambert (2002) is of the view that leadership plays an important when it comes to excellence, success of an organization and overall performance.

Schein (2010) found out that leadership was required to support primary management practices in organizations. This is important in regard to this study. Organizational leadership may influence the management and running of various affairs that directly influence performance (King, 2002). Leadership can be defined as a person's important quality, a crucial attribute to an organization or a main source of achievement for an efficient team. In this way, management occupies its room in distinct areas and in several aspects proves to be essential. In a management sector, a leader's function is very crucial in bringing the organization to achievement or failure. Belias & Koustelios (2014) discussed "Management does stuff right; leadership does the correct stuff." There are two types of leadership: Transformation and Transactional (Hamstra et al., 2014). They briefly explained a transformative leader as one who has a strong vision and dedication to achievement, motivates and promotes his supporters to improve their job capacity. A transactional leader operates in a task oriented manner. There is no space for rigid private feelings. Today, due to the expansion of the workforce, it is essential to understand distinct leadership styles and the reality behind them. Different styles enable one to handle changes reasonably in any board or leadership order.

Leadership style is a fundamental concern about the exhibition of representatives. Leadership directs a group's exercises to advance. Various hypotheses and applications used in driving multiple workforce meetings, especially distinctive age gatherings, must be investigated. The application includes the characteristics or models used to estimate leadership styles and processes. Leadership is guidance or assistance techniques that are fundamentally concerned with how people make the meanings compatible, impart and live by them forever. It is essential to rehearse some critical leadership esteems to make a leadership style viable.

An association's leadership method is impressively mind boggling due to individuals ' exclusive norms in terms of their distinct requirements, levels of cooperation or vitality, wishes, encounters and creative advances across different views. The gathering contrasts realize different perspectives, putting in a leadership style exceptionally exclusive requirements and challenges (Sy, Horton & Riggio, 2018). The leadership style is responsive; whereby the leader has needs and the adherents have their own needs with the desire that each gathering address different issues. In many cases, the leadership style is shortened because these necessities require quantifiable elements or variables to fulfill wishes. A charismatic leader has a strong commitment to an exceptional style of departure for instance to upgrade holiness. Because of the amazing and recommendable character that he/she depicts, this individual is a legend. The leader has an individual appeal trademark or leadership features, which efficiently distinguishes him/her from others. This performance of the person transmits to the leader some kind of therapy or observation equivalent to the therapy given to the superhuman or exceptional creatures (Ackerman, 2019). The leader provides an impression of the presence of some exceptional characteristics or forces distant from ordinary people (Meret, 2015). Consequently, because of the unusual features, the person appreciates treatment of a brave status as a leader. Extreme judgment on the presence of these attractive features in individual needs has been acknowledged from a moral or tasteful point of view and is normally detached. Charismatic leadership in association includes the ability to focus or distinct complicated plans into smaller units that are easier for others to obtain. This is a remarkable ability to delineate multifaceted nature using images, images, stories, representations or analogies (Savacem et al., 2017).

Additionally, the leadership style includes the ability to recognize the existence of problems and hazards.

Such a leader is continually keen to link a few discussions along these lines. Similarly, good faith is a charismatic leader's feature since he/she is continuously prepared for battle shows as they usually draw on a specific character. Even without assurance of accuracy and achievement, charismatic leaders have unique characteristics that help them to inspire acceptance and confidence among individuals (Gebert, Heinitz & Buengeler, 2016). Due to the ability to facilitate change, connect new executions, motivate recharges and heavy armament specialists unprecedented exhibitions from other authoritative individuals, the leaders are the brave women/saints of the organizations or association. Different characteristics connect the charismatic leadership style with the transformative technique of command. They affect the ability to gathering people or nature, ability to go out on a limb, see and precise outcomes. The principal interest lies in the main comparison between the two leadership styles (Grabo et al., 2017). A charismatic leader emphasizes accountability and commitment to people, just like those of gathering people without the need for anything to evolve. The goals of the attractive leader depend on inspiration and vision.

Leaders are worried about others, yet their demands are the first to be the basic issue. Their qualities are critical and well-meaning plans later brought up to the entire organization or association. Initially, three kinds of leadership styles agreed on the word masteries, courses or specialist because of the social recognition differences. The charismatic style had a family or religious premise. The medieval or necessary customary arrangement of leadership involved a patriarchal character.

The bureaucratic or legal kind of leadership mostly managed modernized law that supports organizational grouping based on the code. The charismatic nature of leadership is evident in the original idea of predominance (Banks et al., 2017).

The attractive leadership depicts someone of a kind features that make it different from other leadership styles, such as the ability to express a firm's vision, being touched by the world's inclination especially the needs of the earth and individuals, the ability to break and the commitment of some activists to related practices. Today, individuals have agreed to a normal for misrepresentation charismatic kind of leadership as a result of the impression that the leadership procedure creates on desires for execution. Although Adolf Hitler could sensibly qualify as charismatic leaders just as Mahatma Gandhi could, today, the legislative method sees a charismatic leader as one who fills the earth with vitality and encourages remarks without the need to familiarize himself with the exchange behind such exhibitions. Motivation for others prevents some leaders ' negative validations (Sacavém et al., 2017). The leader is actively encouraging others by urging them to follow the steps. Others are working to move the charismatic leader. At the stage of obtaining accomplishment, there is motivation to work brighter. The board is one of the most significant uses of seductive leadership, especially in the troublesome conditions when the company or association needs real changes. During the board's emergency, charismatic leaders create excellent arrangements (Sy et al., 2018). The leader should have a dedication to coherent duty line assessment approach and have dream plan support systems. It is also the ability to communicate the goals of scheduled dreams or association. This needs inspiring and robust arguments from the leaders. There is requirement for subordinate trust ability through upgraded responsibility. Employees need to help with the goals set by the leader.

There is a call for something beyond the leading organization. The leader requires enhancing simplicity and showing the suitability of the goals by heading for broken and upgraded selflessness without preservationist aptitude.

In conclusion, the leader must focus on achieving the objectives or vision set by ensuring distinct components of excellent examples, reinforcing and skill strategies among the subordinates (Banks et al., 2017). The undertakings ' consequences are moderately solid with unchallenged power over their leader's subordinate dutifulness. The style is increasingly helpful during troublesome occasions and encounters as a consequence of the ability to offer appropriate turnaround point. Given the probability of the right vision of the leader or other logical skills, it is conceivable to regard the structure as very strong. The framework that connects with the charismatic style of leadership becomes animated, clear and honorable. The charismatic style of leadership is gradually valuable during the current activity as it merits the danger of including a leader. Such ventures probably require strong vitality. The requirement for a charismatic leader involves qualified leaders along these lines.

The charismatic qualities are exceptional, yet a leader can gain the vast majority of features such as self-assurance or relational skills that include practical vocabulary. Certainty can be transferred to the subordinate from the leader (Ackerman, 2019). At the point where the framework is made up of extremely solid degrees of organizations that lack legitimate designation, a work group made up of weak individuals has a social affair tendency. It is also extremely rare to find leaders with these charismatic abilities and characteristics. For example, the unusual circumstance of the presence of exceptional cases could be the main driver of narcissism viewpoints, inhumanity towards others and lack of reality on the endeavors.



At the stage where a leader within the meeting environment does not have some conflicting objective of views, they need accountability. The charm worth empowers them to grow well-meaning plans on others to achieve organizational change.

Terrible goals can deceive others. The leaders' unpredictability may shake the seductive arrangement of governance. Gathering people in the attractive style of leadership, see accomplishment in a close association with the leader along these lines end up depending entirely on the leader. Finally, the leader is the basic incentive to advance the meeting in such a manner that unexpected progress will likely reduce the meeting or cause a loss of eagerness (Meret, 2015). Leadership appears to be a widespread variable for the efficient implementation of the strategy in all these frameworks created for the execution of the strategy. Strategic leadership was recognized as a main driver for the execution of the strategy. Its absence was likewise recognized as a barrier to strategy execution (Banks et al., 2017). Effective, strategic leadership enables creation of organizational objectives and then drives efficiency to guarantee that the objectives are met. Strategic officials look forward to setting the organization's instructions in time. Their energy is improved by scanning and handling their environment's critical industries (Grabo et al., 2017).

In USA, Ackerman (2019), states that for the future of their organization, strategic leaders make and communicate choices. They formulate the objectives and strategies of the organization, create organizational structures, procedures, controls and core competencies, handle various constituencies, select important managers, train the next generation of managers, provide direction with regard to organizational objectives, retain an efficient organizational culture, retain a system of ethical principles and serve as repressors.

Strategic leadership should be able to deal with complexities and uncertainties which are key in sustaining and improving the performance of an organization (Lewis, Andriopoulos & Smith, 2014). Kamuzinzi (2016) believes that in Rwanda that the idea of strategic leadership may become the most suitable idea in the 21st century to embrace stronger value driven culture in the public sector.

Public sector leadership tends to face major difficulties that are brought about by use of excess rules and too many bureaucracies, HR practices that focus more performance on employees' performance, lack of innovative capability and ability. Njagi & Kombo (2014) distinguish strategy into its three dimensions: process, content and context. The Strategy process is concerned with the question of how, who is involved and when the necessary activities of formulation, implementation and control take place. The process is not rigid. It can be reevaluated. Internal and external factors change with some components being more critical than others, given the feedback loop structure of the process and its dynamic nature. Strategy content is concerned with the what of a strategy. It is the product of a strategy process (Abok, 2014). D'Innocenzo, Mathieu & Kukenberger (2016) did a research on meta-analysis of different forms of shared leadership to team performance relations.

Leadership teams are charged with the fiduciary responsibility of supplying a company with the sole duty of protecting the interests of the organization's shareholders. Strategy choice and execution style describe organizational efficiency, affected to a big extent by the organization's management features and specifically its strategic leadership (Dal Bo & Frechette, 2019). For a business to handle superior performance, efficient strategic management should be in place.

The business would not be able to attain or maintain competitive advantage and thus restricting superior performance. Leadership teams ensure that there is strategy formation which involves matching the strengths and weaknesses of a firm (Summer, Howell & Hadley, 2016).

Grabo et al. (2017) did a research on leadership team coaching: Developing collective transformational leadership. A strategic leader takes action. He/she wisely considers the alternatives available and positions the company for development. This style of management is by nature self-motivated.

In decision making, a strategic leader shines and upholds flexibility, reasons strategically and initiates changes that will help the organization stand out in the future. He/she understands when to take scheduled hazards to support the company's goals. Strategic executives always draw up a plan to set organizational rules. Team leadership functions as a link in a fresh pattern of strategic leadership between management effectiveness and organizational achievement (Zacher & Rosing, 2015). Mahembe & Engelbrecht (2014) carried a study on how servant leadership, organizational citizenship behavior and team effectiveness related with each other. Team leadership method is a top down approach. It is vision driven. It starts with the leader as a change agent to diagnose the scenario and then decide which of the several methods to use to accomplish stuff in attaining focused output.

Barnett & Weidenfeller (2016) ascertain that the strategic leadership teams of many organizations and scientists are gradually becoming the focus of attention. Leadership connects an organization's present and future. It also motivates staff to create a bond with future objectives. Good leadership team focuses on developing better management skills and delivering the organization's purpose effectively.

Team leadership also includes other workers in the organization's crucial decision making (Mathieu et al., 2015). Organizations attain their present goals more competently through strategic management abilities that link performance at work to valued advantages. They also ensure that staff have the resources to execute a task. Sun, Xu & Shang (2014) did a research on transformational leadership, team climate and performance within the NPD team. Leadership team encourages staff, builds a feeling of direction and determination for staff and a desire for change.

Leadership teams play a useful part in encouraging staff to fight towards a compelling future vision by embracing and symbolizing the organization's values (Aga, Noordehaven & Vallejo, 2016). In many circumstances, leaders can encourage followers by: Motivating staff, promoting team work with rewards and bonuses and offering clear career development. In order to enhance job performance, staff should be motivated to encourage them to work. Good leadership teams in an organization should promote innovation from employees. It should also avoid criticizing them publicly for their mistakes. Leaders should act as examples by applying organizational rules to other members. This will portray high standards of ethical conduct (Zacher et al., 2014). Wang, Kim & Lee (2016) conducted a study on cognitive diversity and team creativity: Effects of team intrinsic motivation and transformational leadership. Team leadership is a basic necessity in any society that needs progress.

Good team leadership should comprise leaders who are smart enough to examine issues from the correct view and make the correct choices at the right time for the organization's benefit. The leaders should develop personal relationships and maintain them with their followers. They must have confidence in their ability to lead others. They must also be willing to meet the needs of every situation by adopting appropriate leadership styles.

The teams should have the ability to look at things from other points of view and capacity to appreciate others. Team leaders need to be responsible for achieving organizational objectives so that they can be a living instance in front of staff. They need to be conscious of their strengths and weaknesses in relation to their subordinates. They need to understand how others see them as leaders (Lee, Lee & Seo, 2015). Leadership has emerged as an important tool of ensuring that the firm performs better and efficiently.

Being decision makers, leaders have the role of making decisions on the amount of assets to acquire which are required for the daily operations and activities of the firm. Organizational leadership is also responsible for decisions regarding allocation of resources and maximization of the value of firm shareholders. Leaders have been recognized as critical instruments for the firm wishing to compete in an increasingly unstable business environment (Rowe, 2001). Many studies indicate that the transformative leadership style is positively connected with the outcomes in an organization (Lee et al., 2015). At the same time, numerous studies, for instance Rowe (2001), indicate that the transformational leadership style has great influence on firm effectiveness. It is through transformative leadership that employees are inspired to realize their respective duties and responsibilities.

Zhu & Engels (2014) did a study to find out the influence of the transformational leadership style and firm performance in Singapore. The study found out that organizational leadership and firm performance were related. They go hand in hand.

Kieu (2010) placed emphasis on the transformational leadership style and its link to organizational performance. According to the study, there was a link between the transformational style of leadership and firm performance.

The study was done in the telecommunication sector. A total of 51 firms were covered. Data was gathered using questionnaires. The study found out that organizational leadership is important for a firm to perform well and be sustainable. Based on the contingency theory, no single theory exists for exploring and describing leadership behaviour in an organization. Based on the discussion, a number of methods are in place for exploring and describing a number of leadership styles and behaviour in an organization. Because every firm is established on the basis of unique competences, leaders have a challenge of managing employees.

Thus, a number of approaches should be considered in order to handle circumstances arising as it regards productive capacities of employees. At the same time, it is worthwhile to note that sound leadership is paramount for an organization striving to survive in its environment. Thus, proper and effective leadership is a prerequisite for improved performance of the firm. Strang (2005) is of the view that leadership behaviour can be used on modifying the actions of employees in an organization. He failed to establish any link between transformative style of leadership and how the firm performs in terms of staff satisfaction, level of effectiveness and productive abilities. Transformational leadership helps followers perform their activities and tasks in an effective manner. The increased forces of globalization require that attention is paid on the role played by leadership as it regards firm performance (Behery, 2008).

Leadership has an important role to play in an organization concerning strategies and goals. Through leadership, an organization is able to identify and formulate sound strategies that guide the operations of the firm while improving on performance. How effective a leader is usually determined by factors such as revenues generated by the firm, market share and profits.

These measures can be realized when an organization has sound and adequate leadership mechanisms in place. Leadership influences firm performance in regard to market share (Svensson & Wood, 2005). Management has a significant influence on how effectively an organization carries out the activities. Leadership is a key factor influencing performance of the firm as reflected in the degree of effectiveness (Andersen, 2006). Literature indicates that leadership and management of an organization have a positive contribution towards the level of effectiveness in an organization (Mott, 1972). Leadership has an important role to play in reinforcing and influencing organizational performance (Fiedler, 1964). Leadership is linked with the way firms realize their formulated goals and objectives (Bernis & Nanus, 1985). Leadership has direct influence on firm performance in terms of productive capacity and employees' innovative abilities of employees. The distinguishing factor between small and large firm is their willingness to invest in leadership as explained by economies of scale (Haakinsson et al., 2007). Leadership has significant influence on firm performance. This is seen through increased innovative abilities (Scott & Bruce, 1994). Unlike small firms, larger firms have access to huge capital outlays, can access skilled and competent leaders which results into greater performance. Firms have invested in organizational learning efforts and mechanism resulting into more innovative abilities, a channel of sharing of information and knowledge capabilities and thus performance (Tiwana, 2001). Knowledge sharing among employees is the first step towards increased innovation and firm performance (Subramanian, 2009). It is only through sharing of information and knowledge that organizations are said to be innovative. This is the first step for the firm striving to be competitive and innovative within its industry. This describes efforts by the management team to ensure that new knowledge is generated, communicated and used in an organization.

This goes a long way to improving processes and systems (Connelly & Kelloway, 2003). Knowledge sharing in an organization improves firm performance. It makes employees to be more innovative and productive. It also ensures that employees have been equipped with the required competencies and skills which are part and parcel of their day to day operations and activities. Knowledge sharing has also been associated with possibility of the firm developing and expanding its branch network across the country (Anson, 2001). Transformative leaders are at the forefront in sharing important information. Transformational leadership involves the power, traits and behavior of leaders.

It is recognized as the mixture of the common leadership styles embraced by organizations. One can recognize the transformational style of leadership on the basis of how it impacts on followers/subjects for instance the degree of trust, respect, motivation and loyalty and admiration. The transformational style of leadership has a number of challenges which affect the ability of the firm to perform better (Subramanian, 2009). Inspiring others to achieve results is the core aim of transformation leadership in an organization (Xirasagar, 2008). This helps in motivating and inspiring people to even achieve more and more results than expected. Thus, it is through transformational leadership that an organization is able to reconcile the forces that conflict with each other, make relevant and informed decisions which drive the overall firm performance.

Transformational leadership also allows the leadership process to take place. This is despite the nature of association being mutually respectful rather than hierarchical. The leader's focus is on using inspirational motivation and intellectual stimulation to drive superior performance, rather than a command and control approach (Xirasagar, 2008).



Boerner et al. (2007) in their evaluation came to a conclusion that the transformational style leadership has direct and significant influence on firm performance. This link is mediated by a number of factors like training of employees, systems of compensating and appraising employees. Transformational leadership helps raise followers in the firm by effectively ensuring that they are well motivated to realize their duties and responsibilities. Transformative leaders help in aligning the goals and objective at the individual and organizational level (Bass & Bass, 2009). Without alignment of these goals, the situation may be described as conflict of interest. Conflict of interest is unhelpful when it comes to organizational performance.

It ensures that followers are properly mentored, coached and supported in order to perform better. Through transformational leadership, leaders are better placed to achieve results beyond their normal expectations. Transformational leadership is key regarding the level and quality of performance of the followers in an organization (Boerner et al., 2007). The level of effectiveness in firm operations is influenced by the available climate of culture and the prevailing style of leadership . A number of studies indicate that some specific forms of culture have an influence on how the firm performs. Having in place transformative leaders is important in driving performance of an organization. The type and leadership style in an organization influences the prevailing culture within the firm.

When there is lack of transformational style of leadership which is key in influencing more people to participate in decision making, the firm will not be able to implement efficient and sound cultural practices. An effective culture is one which is aligned with the transformational leadership style that any form of organization may be practicing.

The key features of such a type of culture include teamwork and unity among employees as espoused in team work ability. This type of significantly influences the level of creativity of employees in an organization. The available norms which different people hold in an organization shape the organizational culture (Xenikou & Simosi, 2006). At the same time, efficiency is deemed to be a product of efforts to develop employees and the need for self-actualization. All these result into a pool of resources that are a reflection of the employees within the firm. Transformational style of leadership helps in ensuring that people are effectively motivated to achieve the results of an organization. It plays an important role in making employees to achieve more results than expected (Bass, 1985).

The culture and leadership of an organization all have a joint connection with how the firm performs (Ogbona & Harris, 2000). It gets to a point when the culture of the people who are supportive influences firm performance. The transformational style of leadership is a process where an organization sets the pace for being committed towards realization of its goals and objectives. A participatory style of leadership is one where there is decisions are made jointly or people have a shared a responsibility as they make decisions that impacts on how the firm carries out its activities and operations (Somech, 2006). Leaders who are transformative in nature have the ability to ensure that followers have been stimulated to exceed their expectations.

The realization of the firm goals is broadly defined and recognized as performance. Through the transformative style of leadership, followers are empowered in order to ensure that the abilities are increased. It is widely acknowledged that the style of leadership where leaders give followers autonomy is linked with increased productive capacities (Somech et. al., 2006).

Participative leaders seek to allow juniors and followers to innovate. This requires that employees are left to work independently while focusing on realization of their duties and responsibilities hence firm performance (West, 2002).

At the same time, giving employees the freedom of speech is the best way of allowing flow and exchange of information which is considered as strategic resources which the firm leverages on to gain competitive positioning and thus performance. The directive style of leadership ensures that employees are challenged to attain greater level of performance. The exchange and flow of information within team members is key in improvement of the level of productivity of employees (Somech et al., 2006). Another study conducted in Russia indicated that firms with high level of innovation are linked with transactional and transformational leadership styles.

Transformational leadership thrives more in firms that encourage employees to be creative, innovative and cultivate risk taking behaviour among staff. Firms that have excess rigidity and punishment for actions of employees have limited chances for success of transformational leadership organizations with strong desire and support for innovative activities among employees are ideal for transformative style of leadership. Such firms are associated with greater and improved levels of performance in terms of employees. The strategic actions and practices of the firm have direct influence on performance of the organization as a whole. It is of the view that there exists positive connection between transformational leadership on the extra energies and efforts that employees have put in place in ensuring that goals are attained (Elenkov, 2008).

## Organizational Performance

Organizational performance is the level that the organization meets the goals as formulated covering a given time horizon (Illo, 2012). Determination and evaluation of firm performance is a process that is complicated. It is established and measured as how an organization achieves its goals and objectives (Elenkov, 2008). An organization can measure its performance using for profit and not for profit indicators. Some of these measures include the level of satisfaction of customers, utilization of resources, profitability and efficiency. It has been acknowledged by literature that firm sustainability is linked with the amount and level of profits that it generates from its operations (Ongore & Kusa, 2013). Profitability of the firm is the product of how the firm is able to generate positive returns from its operations (Podder, 2012). Customers are key to any firm that seeks to remain competitive in its environment. Customers who are not contented will have an influence on sales generated.

This is because the amount of generated revenues largely depends on sales volume which is derived from the customer demand. Satisfied clients are key in driving repetitive purchases in the organization (Berry, Davis & Wilmet, 2015). The amount of complaints raised and handled by an organization can be used to measure whether customers are satisfied with the services and products of the organization or not. This means that an increase in complaints in the firm is directly linked with an increase in level of customer dissatisfaction.

At the same time, the more the number of loyal customers and clients a firm has, the higher the level of their satisfaction.

The number of hours an organization takes to serve the customer predicts whether they would be satisfied with the service and the organization or not. All these activities are generally referred to as customer care services. Firms that seek to have superior performance usually strive to ensure that resources in place are optimally and effectively utilized for realization of goals. Firms with improved performance are ones where there is strong resistance of the external environmental shocks. This helps in contributing towards a stable economy and the country (Ongore & Kusa, 2013).

Organizational performance covers actions aimed at ensuring that sound goals have been created, the progress of the firm is well monitored and control mechanisms have been installed to detect inconsistencies and deviations between planned and actual deliverables. This is key in ensuring that the firm attains effectiveness and efficiency in all the operations and activities carried out (Khrawish, 2011). Performance is concerned with effectiveness and efficiency (Akkermans & Van – Oorschot, 2018). No consensus exists on appropriate measures and standards of performance in the firm (Scott & Bruce, 1994).

Performance management is an important step in any firm that wishes to remain competitive and survive. Determining firm performance helps in establishing whether the organization is efficient and effective or not. It is one way through which an organization can be able to adapt to its environment (Khrawish, 2011). Numerous systems and mechanisms have been devised for determining how the firm performs. In its simplest, firm performance is reflected in the attainment of goals and objectives in a feasible way (Berry, et. al., 2015).

It is a measure that significantly predicts how effective and efficient an organization conducts the operations and activities in a way that generates values and revenues to shareholders through effective use of assets and equities.

To realize performance, an organization should put in place adequate practices to advocate for efficient and sound corporate governance mechanisms, improved systems of internal control and sound decisions made by qualified and professional employees (Khrawish, 2011). Determination of firm performance helps the firms to come up with survival measures and competitive positioning in the industry.

Learning and growth is one of the perspectives of firm performance under the balance scorecard. This perspective lays the foundation for the other remaining three BSC dimensions (Akkermans & Van-Oorschot, 2018). The results from the other three perspectives influence the ability of the firm to train and develop employees. A clear understanding of the dynamics of these perspectives is an important step in helping the firm to realize or attain its goals and responsibilities in the most feasible way. All efforts to improve internal processes and systems in the firm result into an improvement in general performance of the firm as a whole (Gibbons & Kaplan, 2015).

Firm success is pegged on how the resources in place are managed and controlled. Having some knowledge on how funds are attracted and utilized is an important step shaping and influencing firm performance (Vij & Bedi, 2016). One common and adverse mistake that firms commit is putting a lot of emphasis on the financial dimension of the BSC at the expense of other perspectives. Firms fail to understand that customers out there are looking for firms that offer products of higher quality as compared to competitors in an industry.

## Summary of Previous Studies and Knowledge Gaps

The literature review identified gaps in the relationship of variables of the study. The gaps are conceptual, contextual and methodological domains. Conceptual gaps include those identified in literature regarding the relationship between concepts under study. The contextual gaps are related to FCGK Kenya. Methodological gaps include those gaps in the population under study, research design and data analysis.

Table 2.1 summarizes the key gaps identified.

Table 2.1: Summary of Knowledge Gaps

Researcher (s)	Study	Methodology	Key Findings	Knowledge Gaps	Focus of Current Study
Baykal, Zehir and Kole (2018)	Servant Leadership and Firm Performance , Innovation and Empowerment of employees in Turkey	Cross-sectional survey	A positive relationship exists between servant leadership and the success of a project	Contextual The research was based in Turkey. Conceptual The study focused on empowerment of employees.	The current study was based in Kenya. It concentrated on how servant leadership and the internal environment and how both can influence organization

Researcher (s)	Study	Methodology	Key Findings	Knowledge Gaps	Focus of Current Study
					performance
Tomigolung (2015)	How servant leadership influences employee performance. A case of Regional Government Office in Minahasa region was used	Longitudinal study focusing on nurses in Acute healthcare settings in Phoenix USA	Servant Leadership actions strongly influence the organizations performance	Conceptual : focused on how servant leadership influences employee performance	The current study was on the influence of on servant leadership internal environment and how both can influence organizational performance
Gibbons & Kaplan (2015)	Servant Leadership and employee loyalty relationship	Cross-sectional survey	There was a relationship between servant leadership and job satisfaction There was also correlation	Conceptual and contextual The concept of the study was how Servant Leadership influenced the	The study was on how servant leadership influences the organization The study was based



Researcher (s)	Study	Methodology	Key Findings	Knowledge Gaps	Focus of Current Study
			of job satisfaction and organizational performance	employees The study was based in Gouzhaou China	in Meru, Kenya
Walumbwa, Hartnell & Oke (2011)	How servant leadership influences employee attitudes and organization citizen behaviour	Cross-sectional survey	Respect to the authority and effectiveness These showed the relationship between the servant leader and organization citizen behaviour They have an influence on organizational performance	Conceptual The study determined how servant leadership influences the behaviour of citizens and how this impacts an organization	The current study centred on how servant leadership influences the performance of the organization  It also sought to examine the influence of the internal environment on servant

Researcher (s)	Study	Methodology	Key Findings	Knowledge Gaps	Focus of Current Study
					leadership and their joint effects on the church performance
Melchar, David & Bosco (2010)	How to attain high organizational performance through servant leadership	Systematic Literature Review (SLR)	There was an increase in the performance of companies that used servant leadership styles	The methodical approach	The current study was empirical
McCuddy & Cavin (2008)	How servant leadership relates to effectiveness	Cross-sectional survey	Servant and leadership effectiveness are related	The context of the study was different. It was carried out in the USA	The current study focused on the FGCK in Meru region
Ololube (2006)	How teachers' job satisfaction and	Cross-sectional survey	Servant leadership and organization	The study was done in Nigeria	The study was done in Kenya

Researcher (s)	Study	Methodology	Key Findings	Knowledge Gaps	Focus of Current Study
	motivation influences school effectiveness		nal performanc e had a positive relationship		

While several studies have been carried out on how servant leadership influences organizational performance, the role of how internal environment influences organizational performance has not been given any attention. This is according to the reviewed literature. Moreover, most of these studies have been on how servant leadership behaviour and the citizens' or employees' or the follower's behaviours are related. These variables have not been contextualized on the FGCK. This study plays an important role in addressing these gaps.

### Conceptual Framework

The literature that there is need to do a study that shows the relationship between servant leadership and organizational performance, the moderating influence being the internal environment. This research seeks to fill that gap. The relationship between the variables is shown in Figure 2.1. These are the influences of servant leadership on church performance, how the internal environment influences servant leadership and the joint influence of servant leadership and the internal environment on the performance of the church.

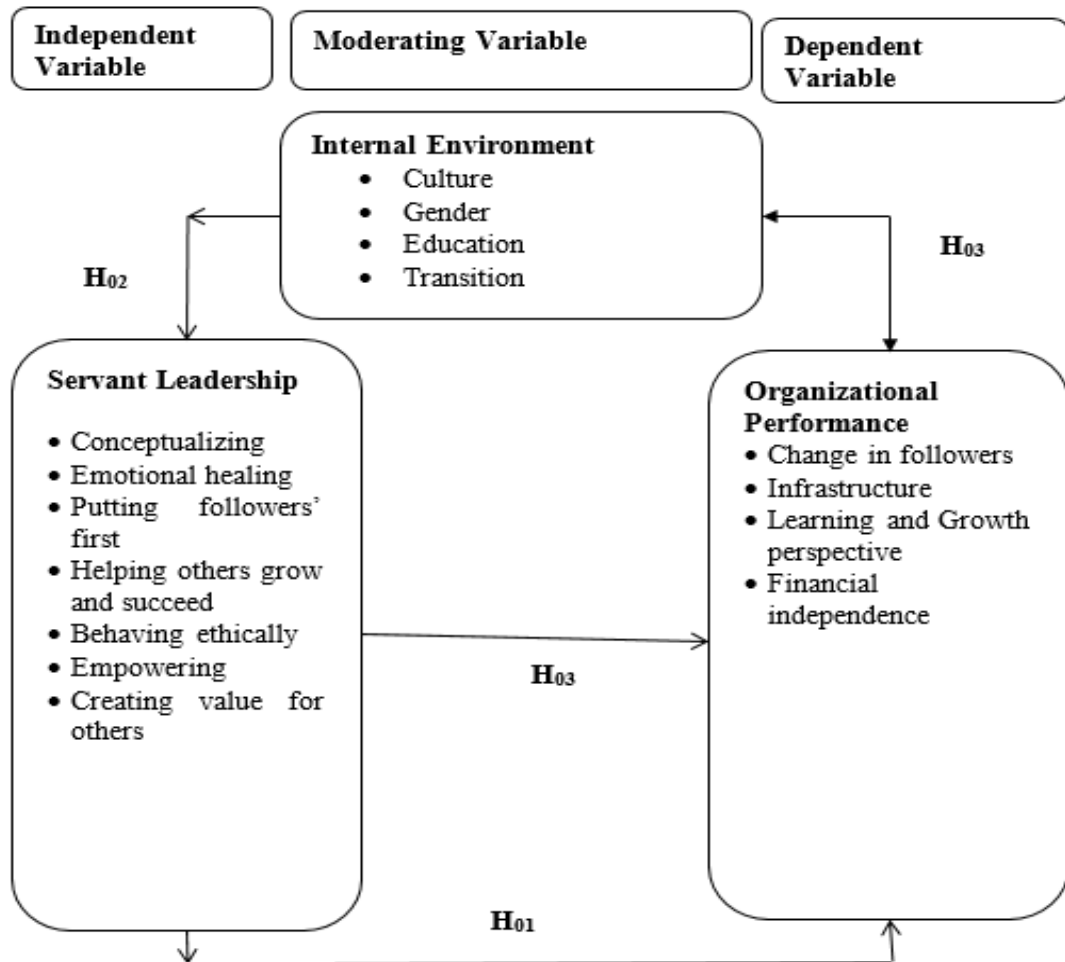


Figure 2.2: Conceptual Framework

Source: Author (2018)

## CHAPTER THREE : RESEARCH METHODOLOGY

### Introduction

This chapter presents the research methodology that was used. The chapter gives a description on the study's philosophical orientation, research design, the targeted population, sampling procedures, data collection methods, validity, reliability, methods of data analysis and ethical considerations.

### Research Philosophy

Philosophy is concerned with looking for knowledge. In research, philosophy has two main branches: Ontology and Epistemology. These two perspectives inform how people come to know what they know. Ontology deals with the overall nature of things and identifies what exists. Ontology relates with questions in regard to the type of firms in existence, the criteria used to group these firms, the differences and similarities of members within various sub groups (Saunders, Lewis & Thorhill, 2009).

Epistemology studies human knowledge, explaining its origin, possibility, nature and scope (Saunders, Lewis & Thorhill, 2009). Epistemology and empirical research revolve around two philosophical scopes: phenomenology (qualitative) and positivism (quantitative). Phenomenology is a philosophy aimed at evidencing the foundation of knowledge. In this philosophy, reality and the observer are not separate entities. Reality does not begin from an established theory (Cervero, 2018). There must be an inquiry process in order to understand a social problem. This inquiry is based on enquiry.

Positivism philosophy is a scientific objective approach of hypotheses testing with the intent of either rejecting or failing to reject the null hypotheses (Mugenda & Mugenda, 2003). It is based on objective methods that allow for the operationalization of concepts generalization of results and replicability (Cooper & Schindler, 2011). Methods employed by such research are objective, impartial and value free (free from human values and beliefs). This philosophy seeks to explain and predict relationships between variables and beliefs. The focus of a study should be on that which is observable (Yin, 2017).

This study adopted the positivism philosophy of research. The study location study was expansive. There was limited time. Financial constraints were eminent. In addition, the researcher was independent of the study. The research outcome was only determined by empirical testing of variables that were subject to statistical analysis (Mugenda & Mugenda, 2003). In order to empirically how the variables were related, there was need to test the formulated hypotheses and then generalize the findings.

### Research Design

A research design guides the study. It determines the way one collects and analyses data (Creswell & Creswell, 2017). A research design guides the entire process of achieving research objectives (Yin, 2017). This study adopted a cross sectional descriptive research design. A cross sectional descriptive research design shows phenomena in its original state. It answers How? Why? What? and When? (Cooper & Schindler, 2011). A descriptive cross sectional a survey design gathers facts, gets relevant and accurate information concerning how the phenomenon is currently.

Where possible, it draws possible conclusions from the facts that are gotten (Yin, 2017). This design was suitable. It offered the opportunity to collect data across different churches in the region and then test their relationship. It was important to select this design because of the vast nature of Meru region. The churches are scattered in different locations. Getting the respondents across the region would only been easier using this design.

### Target Population

The word population is used to refer to all items and elements which are line with some established threshold of the study. Population is the total whole that has the possibility of being studied (Cooper & Schindler, 2011). Target population refers to the individuals that qualify to be studied (Borg & Gall, 2007). The population targeted for this study was all the leaders of FGCK within Meru region as per regional overseers' report of 2017. The study made a stratified sample of four according to the church categories where a few leaders were selected from each stratum randomly. This made up a population of 154. Since this population was still too big it was again subjected to a random selection where the study finally came up with a population of 97. This is as shown in Table 3.1.

Table 3.1: Number of Respondents in the Strata and Expected Sample

Church category	Population	No. to be sampled	No. of respondents
Regions/ county	14	9	6
District/ sub county	96	50	30
Local church assembly	85	60	35
Church branch	50	35	26
Total	245	154	97

Source: Regional Overseers' Report (2017)

## The Sampling Technique and Sample Size

Sampling is the process where units (that include organizations and individuals) are carefully selected or drawn from the population that can easily be accessed. Sampling is an important step in the generalization of the study findings. The study sampling was carried out using random stratified and convenience sampling techniques. For convenience in the study, the Bishop was selected to fill in one of the questionnaires. Sample size is used to describe units collected from universe which provide a representation of the population under study (Kothari, 2004). A sample is the entire population of interest that the study seeks to focus on (Yin, 2017). Sample selection is the process generally referred to as sampling. It is through sampling that representative units are selected for inclusion in the study. Sampling helps in generalizing the study findings to the entire interested population (Saunders et al., 2009). Its main advantages are: cost, speed, accuracy and quality of the data. The used census and all 97 respondents formed the size of the sample. Census is ideal when the population is less than 200 items (Yin, 2007).

## The Instruments of Data Collection

The study data was gathered from primary sources using questionnaires. A questionnaire is instrument that helps in probing and soliciting responses from the participants in the study regarding a given subject of consideration. A questionnaire has several types and categories: close, opened ended and a hybrid of these two. The role of close ended questionnaires is to come up with statistics in any study. These types of research tools are designed to follow a certain prescribed format. They are entered directly into the computer system.



Open ended questionnaires are mostly applicable in studies of qualitative nature. These types of questionnaires are designed in such a way that they do not have boxes where respondents can appropriately indicate their responses. Respondents are free to air out their different views and concerns on each question raised (Kothari, 2004).

Since opinions were the ones required in open ended questionnaires, few research instruments were distributed and issued out to the study respondents. Most studies choose to combine close and open ended questions. This is an important step in ensuring that in depth information is sought and collected from the respondents. A number of questionnaires start by having in place several close ended questions that are formulated with areas for respondents to indicate or mark their responses. At the last phases, open ended questions are brought in that seeks to collect data on a large scale.

#### Data Collection Procedure

The process of collecting data covers and includes coordinated efforts to precisely and systematically get all the relevant and required study information (Burns & Grove, 2003). The collected information should seek to solve the formulated research problems of the study. There are two common methods that can be used to gather data: primary and secondary means.

The study used primary data whose collection was carried out with the help of questionnaires. Primary data is original. It has not been collected before (Kothari, 2004). In this study, each respondent got an opportunity to fill a questionnaire. Two research assistants were hired to assist in administering and following up on the questionnaires using well-spaced phone calls.

## Operationalization of the Study Variables

The study variables servant leadership, internal environment and organizational performance. They were operationalized using survey questions aimed at identifying their presence in the study context. The financial performance in an organization is measured on profitability. Non-financial performance can be measured using sustainable balance score card indicators. Table 3.2 shows the operationalization of the study variables.

Table 3.2: Operationalization of Study Variables

Variable (nature)	Operationalization indicator(s)	Measurement	Question naire item	Supporting literature
Servant leadership (independent variable)	<ul style="list-style-type: none"> <li>• Conceptualizing</li> <li>• Emotional healing</li> <li>• Putting followers first</li> <li>• Helping others grow and succeed</li> <li>• Behaving ethically</li> <li>• Empowering</li> <li>• Creating value for others</li> </ul>	Ratio: 5-point Likert type scale	Section 2	Baykal, Zehir and Kole (2018)
Internal environment (Moderating variable)	<ul style="list-style-type: none"> <li>• Culture</li> <li>• Gender</li> <li>• Education</li> <li>• Transition</li> </ul>	Ratio: 5-point Likert type scale	Section 3	Meuser (2014)
Organisational performance	<ul style="list-style-type: none"> <li>• Increase in followers</li> <li>• Infrastructure</li> <li>• Financial independence</li> </ul>	Ratio: 5-point Likert type scale	Section 4	Melchar, David & Bosco Susan (2010)

Source: Author (2019)

## Pilot Study

The instruments of the study were piloted before the final roll out. This was meant to ensure that they were accurate and appropriate to the study. All these are summed as reliability and validity. Piloting of the study makes it possible for the study to establish whether respondents would be able to handle the instruments with ease (Yin, 2017).

Pilot testing is meant to identify key issues and challenges that are likely to be encountered in the study so that appropriate corrective and remedy mechanisms are sought in advance before the final roll out of the study (Cooper & Schindler, 2011). Pilot testing is an adequate and necessary step in establishing of determining whether the study instruments are reliable and (Sekaran, 2006). Determination and selection of respondents to be used in carrying out pilot testing is pegged on costs and time available for the study besides the overall costs (Creswell & Creswell, 2017). About 10 respondents can be enough for piloting the study instruments. Participants in the pilot testing should not be necessarily selected on a statistical basis (Cooper & Schindler, 2011). A pilot test was conducted among 10 respondents drawn from FGCK. Respondents for the pilot test were not included in the final study. This was done to avoid biasness. Pilot testing helped in establishing the readability of the document, identifying items required to measure the concepts and ensured that questions covered all areas under study.

## Reliability Test

Reliability determines the repeatability, stability or consistency of the study findings (Creswell & Creswell, 2017).

Reliability is mostly measured using Cronbach Alpha coefficient where the value 0.7 is the threshold (Cronbach, 1951). If the computed values are above 0.7, it is concluded that the study instruments are reliable (Sekaran, 2006). The questionnaires from the pilot test were coded into SPSS. Thereafter, the values of Cronbach Alpha coefficients were computed from SPSS whose interpretation helped in determining whether the instruments were reliable or not.

Interpreting the Cronbach Alpha Coefficient, a threshold value of 0.7 was used. Table 3.3 shows the findings on reliability.

Table 3.3: Reliability Test

Variable	Number of Items	Cronbach Alpha
Servant leadership practices	18	0.794
Internal environment	19	0.811
Organizational Performance	18	0.719

The study found out that the servant leadership practices had 0.794 Cronbach Alpha, internal environment had a Cronbach Alpha coefficient 0.811. Organizational performance had 0.719 Cronbach Alpha. All the Cronbach Alpha Coefficients were above 0.7. This showed that the study instruments used were reliable.

### Validity Test

Validity measures or indicates whether the instruments of the study evaluate what they are actually designed for (Bryman & Cramer, 1997). Validity is defined as the degree which explanations of a given event agree with what is real in the world (McNeish, 2018). In this study, content and construct measures were used. They established whether the instruments were valid.

On construct validity, several sections of the instruments aimed at ensuring that every objective is covered in detail. Instruments review established the relationship between the items on the tools and the study conceptual framework. For content validity, the supervisor from PAC University helped in review and modification of the study instruments. Two faculty members at PAC University evaluated the items in terms of relevance and whether they were meaningful, clear and loaded of offensive content. The questionnaire was also distributed among 10 church leaders. They were randomly selected.

They were asked to comment on the length of the questionnaire. The questionnaires were shared among fellow researchers for comments and contributions. At the end of the validity process, all invalid items were deleted such that only valid ones were retained.

### Data Processing and Analysis

Data processing is a detailed process that entails data cleaning, sorting and coding into relevant statistical software. Data analysis extracts meaning from the raw data collected by the study. Data analysis is reasoning out an understanding of the collected data. It helps in extracting patterns and trends in the data. It also helps one to make inferences and deductions being informed by the objectives of interest in the study (Zikmund & Babin, 2010). To establish the data pattern, the analysis was informed and guided by the study objectives. Data analysis was done with the help of means, standard deviations and regression. The interpretation of the significance level was undertaken at 5% level of significance. The adopted model is shown below:

$$Y = \beta_0 + \beta_1 X_1 Z + \emptyset \dots \dots \dots (i)$$

Where:

Y = Organization Performance

X<sub>1</sub> = Servant leadership

Ø is the error term. It is assumed to be normally distributed with mean zero and constant variance.

Equation II below was used in estimating the effect of internal environment on FGCK.

$$Y = \beta_0 + \beta_1 X_1 Z + \emptyset \dots \dots \dots (ii)$$

Where:

Y = Servant leadership

X<sub>1</sub> = Internal Environment

Ø is the term error. It is assumed to be normally distributed with mean zero and constant variance.

Equation III below was used in predicting the servant leadership joint leadership and the internal environment on the performance of FGCK.

$$Y = \beta_0 + \beta_1 X_1 Z + \beta_2 X_2 Z + \emptyset \dots \dots \dots (iii)$$

Where:

Y = Organization Performance

X<sub>1</sub> = Servant leadership

X<sub>2</sub> = Internal environment

Ø is the term error. It is assumed to be normally distributed with mean zero and constant variance.

Table 3.4 is a summary of how each hypothesis was tested.

Table 3.4: Summary of hypotheses, the analytical methods and the interpretation of results

Hypotheses	Analytical methods	Interpretation of results
H <sub>01</sub> : Servant leadership has no significant effect on performance of the Full Gospel Churches of Kenya in Meru region.	Bivariate and partial correlations using the following variables $P_1 = \delta + \beta_{11}X_{11} + \beta_{12}X_{12} + \beta_{13}X_{13} + \beta_{14}X_{14} + \beta_{15}X_{15} + e_1$  Where $p_1$ =org. performance= constant, $\beta_{11}$ to $\beta_{15}$ = coefficients $X_{11}$ = comm skills, $X_{12}$ =Emotional healing, $X_{13}$ =growth, $X_{14}$ =community building, $X_{15}$ = Stewardshipness, $e_1$ = error term. Coefficient correlation (r)	F-Significance of overall model  R- Strength of the relationship between SL and OP variables  R <sup>2</sup> - Extent to which variations in OP indicators are explained by SL
H <sub>02</sub> : The internal environment has no significant effect on servant leadership of the Full Gospel Churches of Kenya in Meru region	Structural equation model with performance as dependent variable: $P_6 = \alpha + \beta_{61} + \beta_{62}X_{62} + e_6$ . Where, $P_6$ = Org. Performance, $\alpha$ = Constant, $\beta_{61}$ & $\beta_{62}$ = Coefficient, $X_{61}$ & $X_{62}$ = SL Indices, PLUS IE forces: $e_6$ =Error term. Coefficient Correlation (r)	F-Significance of overall model  R- Strength of the relationship between SL and OP variables  R <sup>2</sup> - Extent to which variations in OP indicators are explained by SL and IE
H <sub>03</sub> : Both servant leadership and internal environment have no significant joint influence on performance of the Full Gospel	Structural equation model with performance as dependent variable: $P = \alpha + (\text{SL Indices}) + (\text{IE Indices}) + e_6$ =Error term. Stepwise Regression Model	F-Significance of overall model  R- Strength of the relationship between SL and OP variables

Source: Author (2018)

## Diagnostic Tests

They were done to make sure that the assumptions of the regression were not in violation. Specifically, for the study, they were: the normality test, multicollinearity test, autocorrelation and heteroscedasticity test.

The normality test ensures that the data set is normally distributed or not. This test was done using skewness and Kurtosis. Multicollinearity is where at least one study variable is highly correlated with another. Multicollinearity was tested using Variance of Inflation Factor (VIF). Autocorrelation is said to occur when there is correlation within a time horizon or point. Durbin Watson statistics tested for autocorrelation in the study. Heteroscedasticity how the spread of this error term over the range of the measured value is variable. It is also called residual (Baum & Lewbel, 2018). Scatter Plots were used in testing for heteroscedasticity.

## Ethical Considerations

Ethics is the code of conduct that guides the study. A number of steps were undertaken as ethical consideration in the study. The respondents were not asked to write their names on the questionnaires. This was done to enhance confidentiality and to ensure that they continue relating well with their fellow leaders in the church. The researcher did not share the information collected with other church leaders or followers but kept the records for the academic purposes with which this project is aimed at. The researcher also did not coerce the respondents into giving responses. They participated voluntarily. The researcher did not engage in uncouth approaches in order to collect information from the field other than the rightful procedures.



## CHAPTER FOUR :DATA ANALYSIS, PRESENTATION AND INTERPRETATION

### Introduction

Once data had been gathered, it was first cleaned through sorting and removing incomplete questionnaires. After cleaning, the data was entered into SPSS in readiness for analysis. For analysis, descriptive statistics were commanded in the SPSS. These included frequencies and percentage for the general information. Standard deviations and means were used for the Likert type of questions. To test for the hypotheses, make relevant inferences and deductions, regression analysis was used. Findings presentation used Frequency Distribution Tables and Figures including graphs and pie charts.

### The Response Rate

Response rate determines the overall reliability of the findings from the study (Yüksel, 2017). Different scholars have provided various threshold of determining whether the response rate is reliable enough (Funkhouser et. al., 2017). There seems to be a consensus among scholars that response rates of over 70% are deemed sufficient (Petrovčič, Petrič & Manfreda, 2016). For the the study, the response rate was determined using the number of completely filled questionnaires. They were determined and divided against the total questionnaires issued. From the 97 questionnaires, 74 of them were filled completely and returned to the researcher. This gave a response rate of 76%. This was in line with Bernard (2017). He states that a response rate of 50% and above is enough.

Glazer et. al. (2018) argue that response rates of over 70% are good for findings analysis and presentation. The findings are as indicated in Figure 4.1.

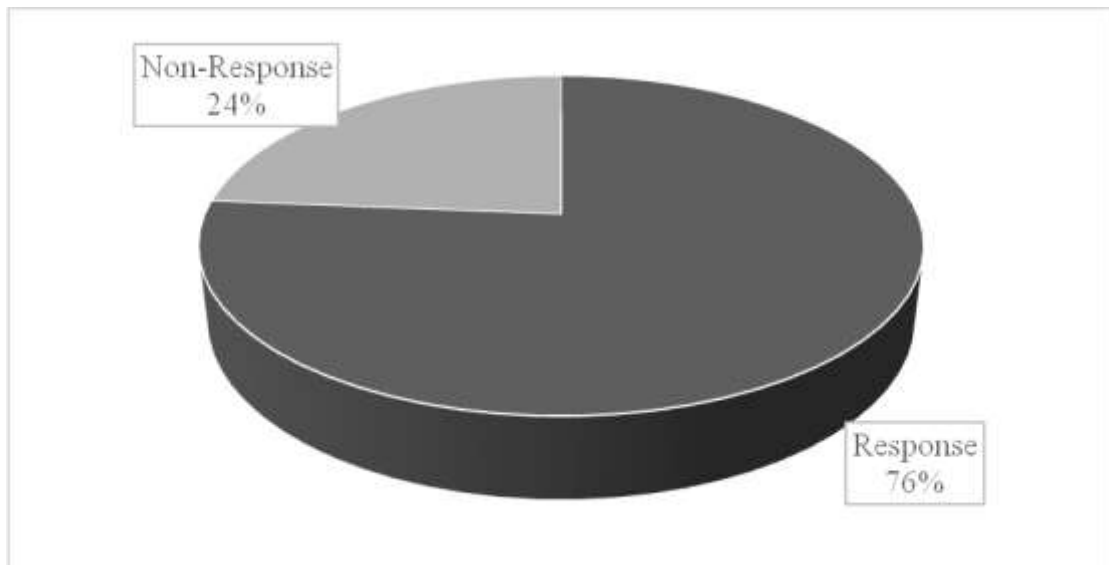


Figure 4.1: Response Rate  
Source: Research Data (2019)

#### Demographic Information

To have a clear understanding of the respondents, the researcher sought to collect their demographic information. Demographic information provides the basis to the study by clearly understanding the respondents. In this regard, the study collected information on the year of church establishment, current position, length in leadership position, number of church employees, attendants, church sitting capacity, annual budget and the services offered by the church. The findings on these aspects of the demographic information are reported in subsequent sections.

#### Year of Church Establishment

On the year that the respective churches were established, most of the mother churches were established in 1964.

The responses further indicated that majority of the churches were established early 1980s. Majority of the churches have been there for a long time, an indication that reliable data would be sought.

Current Position

Information related to the leadership position in the church by the respondents is shown in Figure 4.2.

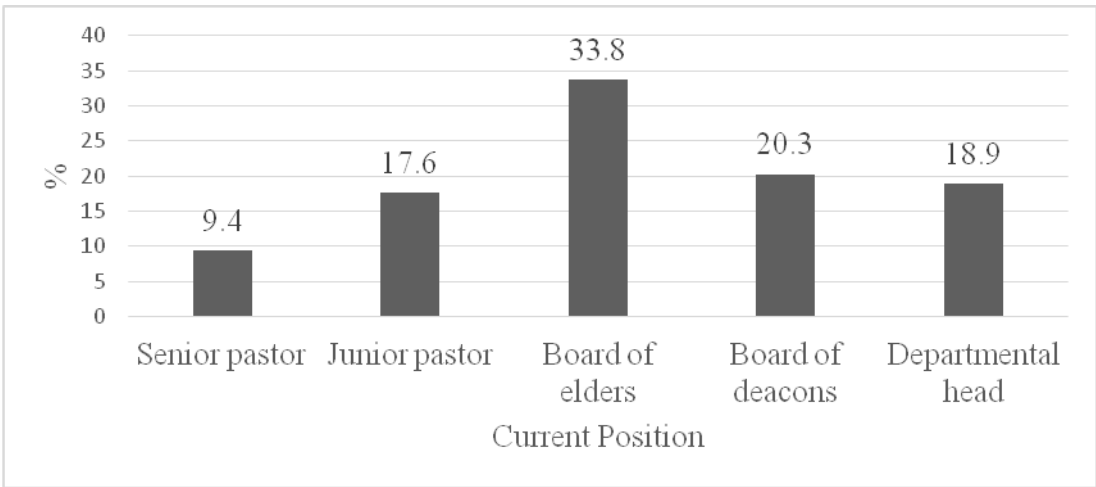


Figure 4.2: Current Position  
Source: Research Data (2019)

Majority of the respondents, 33.8% were board of elders. They were followed by 20.3% who were board of deacons. The departmental heads were 18.9%. The junior pastors were 17.6% and the senior pastors were 9.4%. The findings show that data was collected from the entire cadre in the church management circle. The respondents were deemed conversant with the performance of the church due to servant leadership and internal environment an indication that relevant data was sought.

### Length of Leadership Position

Data on the length of service that the respondents had served as leaders in their church is indicated in Figure 4.3 below.

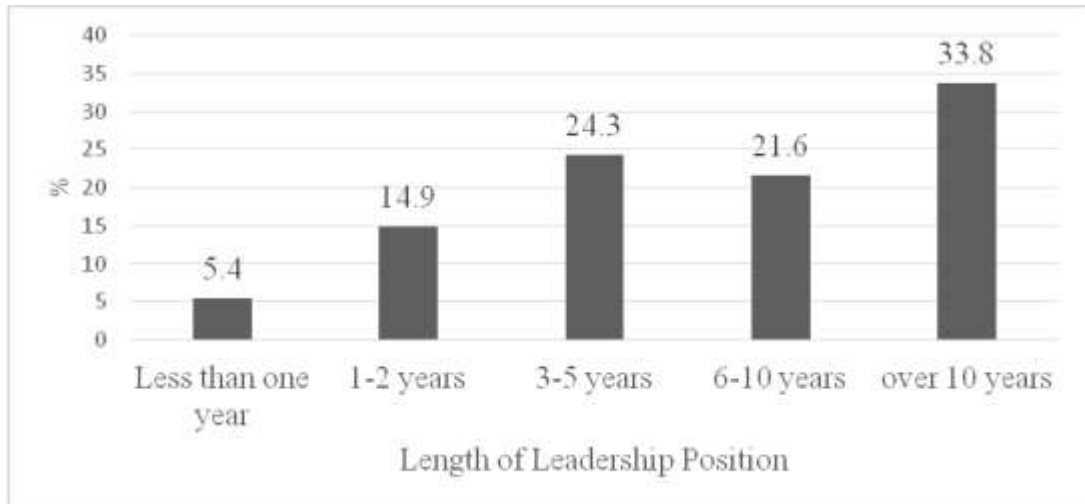


Figure 4.3: Length of Leadership Position

Source: Research Data (2019)

The findings show that 33.8% of the respondents had been in leadership for over 10 years, followed by 24.3% who responded at 3-5 years, 21.6% indicated 6-10 years, 14.9 indicated 1-2 years and 5.4% indicated less than one year. Since majority of the respondents had worked at FGCK for a long time, it can be deduced that they were better placed to respond to research questions on leadership and internal environment in their church and their influence on performance.

### Number of Church Employees

Research findings on the number of church employees for each of the establishments studied is indicated in Figure 4.4.

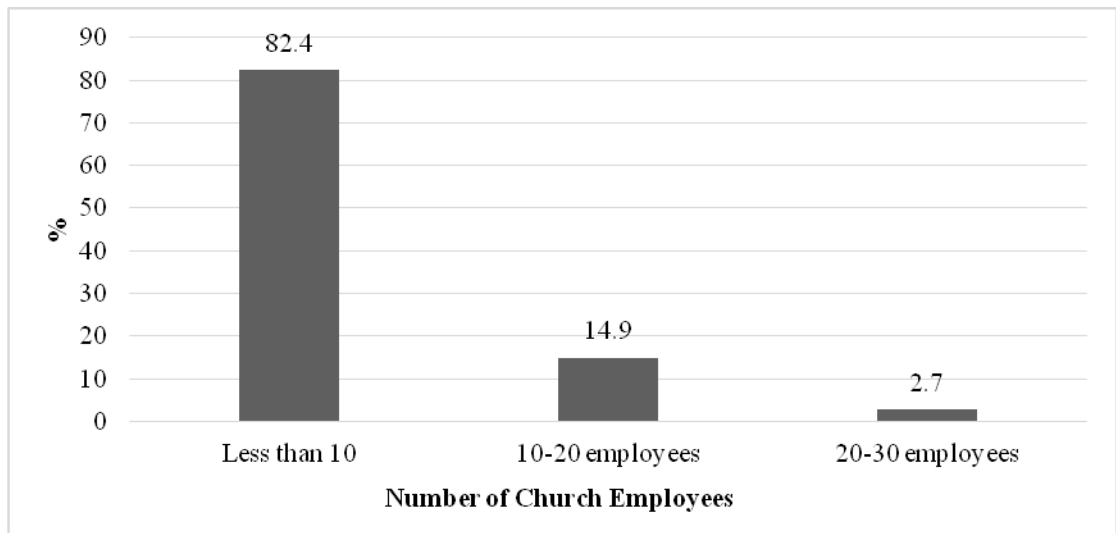


Figure 4.4: Number of Church Employees  
Source: Research Data (2019)

Majority of the churches, 82.4% had less than 10 employees. They were followed by 14.9% who had 10-20 employees and 2.7% had 20-30 employees. Majority of the churches had less staff.

#### Number of Attendants

Information related to the number of attendants in the respective churches is indicated in Figure 4.5.

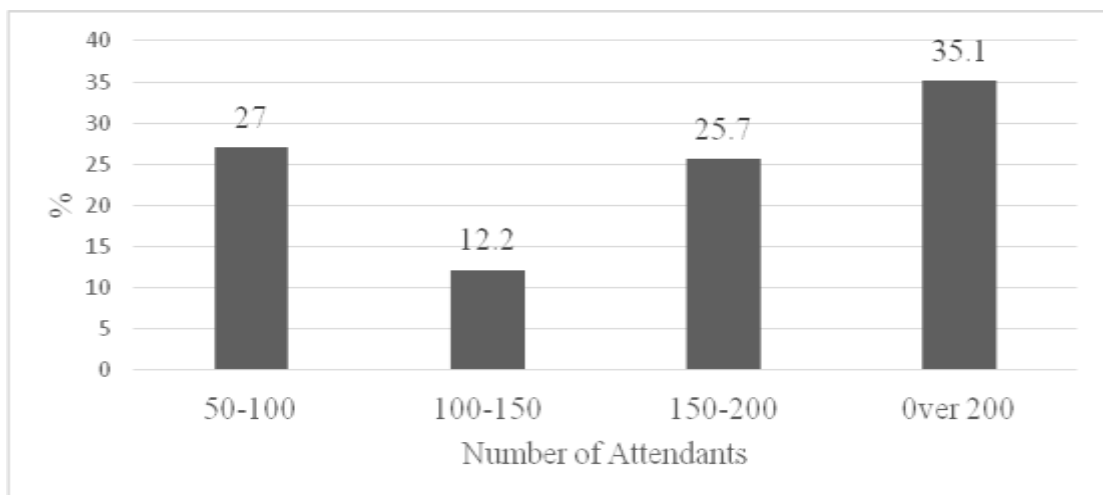


Figure 4.5: Number of Attendants  
Source: Research Data (2019)

The findings show that 35.1% of the respondents had more than 200 attendants, followed by 27% who had 50-100 attendants, 25.7% had 150-200 attendants and 12.2% had 100-150 attendants. Most of the studied churches had grown in size. This is in terms of the number of congregants. This calls for the need to embrace servant leadership.

Church Sitting Capacity

Results on the church sitting capacity for the churches sampled is shown in Figure 4.6.

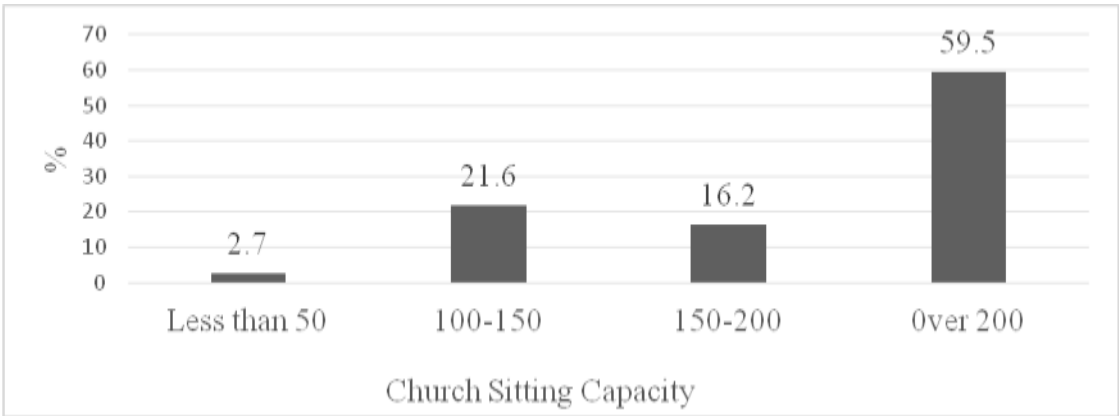


Figure 4.6: Church Sitting Capacity  
Source: Research Data (2019)

Majority of the respondents, 59.5% had over 200 sitting capacity, followed by 21.6% who had 100-150 sitting capacity, 16.2% had 150-200 and 2.7% had less than 50 sitting capacity. Most of the churches had more than 100 sitting capacity. This calls for the need of servant leadership.

Annual Budget (Thousands)

The results relating to church annual budgets for the various churches that participated in this study are indicated in Figure 4.7.

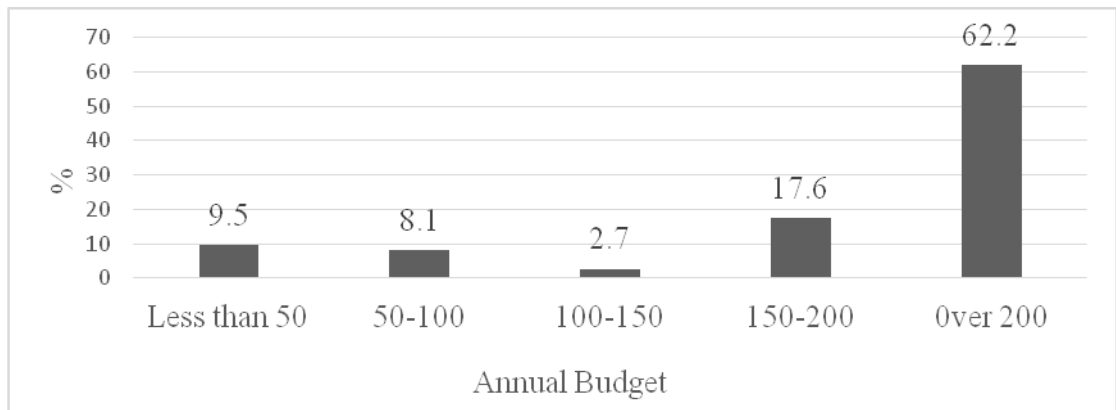


Figure 4.7: Annual Budget (Thousands)

Source: Research Data (2019)

Majority of the respondents 62.2% had a budget of over Kshs. 200, 000.00, 17.6% had a budget of Kshs. 150,000.00- Kshs. 200,000.00, 9.5% had a budget of less than Kshs. 50,000, 8.1% had a budget of Kshs. 50,000- Kshs. 100,000 and lastly, 2.7% had a budget of Kshs. 100,000.00- Kshs. 150,000.00. The above trend in annual budget can be interpreted in terms of the many churches located in the rural areas where congregants have low incomes for supporting church activities. There are also other well established churches whose budgets extend beyond Kshs. 200,000.00. Such churches are mainly located in urban centres where majority of the members are employed getting regular sources of income.

### Additional Services Apart from Spiritual Nourishment

Results related to the number of services offered in the respective churches served is shown in Figure 4.8.

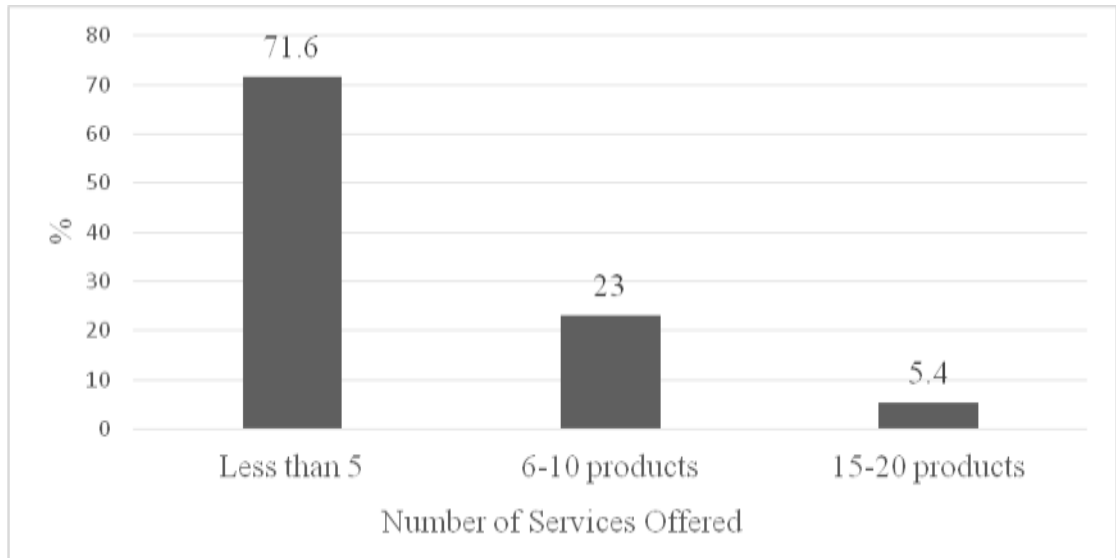


Figure 4.8: Number of Services Offered in the Church

Source: Research Data (2019)

For majority of the respondents, 71.6% churches had less than five products and services that they offered, 23% indicated 6-10 products and services while 5.4% indicated 15-20 products and services. This shows that the studied churches not only offered spiritual nourishment services to congregants. They also had other additional services and products. In other words, there is diversity of services that FGCK offer their members.

### Servant Leadership Practices

The study's first objective was to evaluate the influence of servant leadership on FGCK performance. According to Graham (1991); Van Dierendonck et. al. (2009), the 'Ideal leader uses the power at their disposal and influence to motivate



followers in order to realize organizational goals and thereby turn the organization into a reality. Servant leadership theory stresses on the importance of believing in your followers (Bass & Avolio 1994; Van Dierendonck et al., 2009).

Good leadership' makes the right decisions, builds commitment and mobilizes employees (Ilies et. al., 2005). Trust in the leaders increased the chances of job satisfaction which led to improved workings and their productivity (Chan & Mak, 2014). Organizations with servant leaders have responsive employees (Alaerts, 1999).

In achieving this objective, the study formulated statements on servant leadership. The respondents were asked to indicate to what extent they agreed with the statements. A five-point Likert scale formulated these statements as follows: 1=strongly disagree and 5=strongly agree. Several studies have made use of the Likert scale in interpretation of means. Chege & Gakobu (2017) analysed the influence of leadership styles of performance. Njoroge et. al. (2016), assessed whether external environment influenced organizational performance. Likert scale interpretation was used. Brohi et al. (2018), evaluated the effect of servant leadership on attitude and behavioural results. When this Likert scale is put on a scale of continuity, the values of means below 3.5 indicate either neutrality or disagreement while values of means above 3.5 show agreement among the respondents. The study findings are indicated in Table 4.1.

Table 4.1: Servant Leadership Practices

	N	Mean	Std. Dev	CV %
<b>Conceptualization</b>				
The leaders in the church comprehend the organizations mission vision and goals thoroughly	74	3.718	.906	24.4
The leaders in the church pursue the mission of the church with eager and understanding	74	3.891	.918	23.6
The leaders in the church communicate a clear vision of the church to its followers	74	3.894	1.204	30.9
<b>Putting Flowers First</b>				
Leaders take time to talk to followers on a personal level	74	3.856	.811	21.0
The leaders sacrifice their own interests to meet the followers needs	74	3.794	.623	16.4
The leaders care about the personal well-being of the followers	74	3.581	.811	22.6
The leaders care about the followers' success than their own	74	3.135	.926	29.5
<b>Helping others grow and succeed</b>				
The leaders provide the support required and resources needed to help workers meet their needs	74	3.392	1.031	30.4
The leaders are interested in making sure the followers reach their career goals	74	3.541	.847	23.9
The leaders provide the followers with work experiences that enable them to develop new skills	74	2.527	.968	38.3
<b>Behaving Ethically</b>				
The leaders would not compromise ethical principals in order to meet success	74	3.756	1.402	37.3
The leaders value honesty more than the monies and gifts they receive in the church	74	3.865	1.306	33.8
<b>Empowering</b>				
The leaders give the followers the freedom to handle difficult situations in the way they feel is best	74	3.229	1.211	37.5
The leaders encourage the followers to handle important work decisions on their own	74	3.636	1.438	39.5
The leaders give the followers the responsibility to make important decisions about their own job	74	3.905	1.262	32.3
<b>Creating values for others</b>				
The leaders encourage the followers to volunteer in the community	74	3.811	1.042	27.3
The leaders allow the followers to make important decisions without necessarily consulting them	74	3.315	.890	26.8

Source: Research Data (2019)

The findings in table 4.1 above indicate that the respondents were in agreement on various statements on servant leadership (most of the mean values are above 3.5) and how it influences performance.

This shows that most FGCK embrace servant leadership. This probably influences their performance. The finding is reinforced by Harju et al. (2018) & Abok (2014). They agree that servant leadership has a direct influence on some aspects of the organization, for example job satisfaction and loyalty. De Waal & Sivro (2012) study shared that servant leadership and organizational performance have a direct positive relationship. McCuddy & Cavin (2008) found out that servant leadership and leadership effectiveness are related.

Melchar & Bouco (2010) found that the servant leaders can develop this culture to their followers. They are able to increase employees loyalty . This is by offering a better service attitude which inspires customer loyalty. Zeinabadi et al. (2016), while investigating the study on servant leadership and the effect that it has on individual behaviour in the organization and the role of spiritual lives sharing that a servant leader has the ability to empathize with the situation and the circumstances that the followers are going through . They are also able to be a pillar of support while offering to shoulder their burdens.

Hoveida et al. (2011) found out that commitment to the organization can be positively influenced by practicing servant leadership. According to Lapointe & Vandenberghe (2018), their study findings showed that servant leadership was characterised by having commitment exhibited through affective, normative and perceived sacrifices. On the study variables, affective commitment positively impacted the voice behaviour of the employees. This led to increased individual and organizational performance. Normative commitment negatively impacted on the relationship to antisocial behaviours.

From table 4.1, most of the respondents agreed that the leaders allowed the followers to make major decisions about their own job. This had a mean of 3.905 and a standard deviation of 1.262. The church leaders communicated a clear vision of the church to its followers. It had a mean of 3.894 and a standard deviation of 1.204. Leaders in the church pursued the church mission with eagerness and understanding. Its mean was 3.891 and a standard deviation of 0.918. These findings show that empowering and conceptualization are two critical components of servant leadership behaviour that significantly influence performance of an organization. These findings agree with Bass et al. (2009), who noted that servant leadership theory stresses on the importance of valuing employees.

Respondents were neutral on whether the leaders exposed the followers to experiences at work that enabled them to develop new skills. This had a mean of 2.527. The leaders cared about the followers' success than their own. This had a mean of 3.135. The overall implications of these findings were that helping others grow, succeed and putting followers first are the least practiced components of servant leadership among the FGCK. It can also be deduced from table 4.2 that in as much as the leaders give allowed their followers to make important decisions about their own job, they failed to provide their followers with exposure that enabled them develop new experiences.

The values of the CV were used to indicate variations in opinions expressed by respondents on the statements. From the findings, the statement that leaders gave followers autonomy in handling decisions, the highest CV reported 39.5% showing that respondents had varied views on this.

The lowest value of CV of 16.4% was indicated by the statement ‘leaders sacrifice their own interests to meet the follower’s needs’ which shows that respondents had no varied views on this statement. The respondents indicated their leaders’ aspects that they felt were quite essential for the church success. The findings established that leaders needed to be good examples to their followers and create more time to associate with them.

### Internal Environment

The second study objective was to establish how the internal environment influenced servant leadership at the FGCK. The internal environment of an organization has different definitions. The internal environment of an organization is a composition of an infinite set of elements within its boundaries. It is what affects the individuals within the organization (Aga et al., 2016). Some internal factors affect the organization as a whole (Willmott, 2015). Others affect only the manager Hitt et al. (2011). Osuola (2002) argues that the elements may be grouped into three categories: micro, aggregation and task environments. The micro environment is the cultural context within which an organization operates (Rumelt, 1974). The cultural context is where a group of people share beliefs, values, rules, norms, symbols and traditions. A manager’s leadership style directly affects employees. Some of the internal factors contributing to firms’ performance included indicators like use of information technology, organizational structure which increased internal control and the employee skills set covers their past experiences while handling different tasks, the trainings they had received which increased their working efficiency and the inherent talents that they have.

The various statements on internal environment were structured on 1-5 Likert scale. The values of means were interpreted based on this scale. Ndirangu (2017) used the Likert scale interpretation in an assessment of internal factors that bring about strategy formulation in Kenya's telecommunication industry. Table 4.2 indicates the how the internal environment influences servant leadership among the studied FGCK Churches.

Table 4.2: Internal Environment

	N	Mean	Std. Dev	CV %
Cultural Perspective				
Orderliness and consistency are strictly adhered to in the church	74	3.527	1.137	32.2
Followers can ask their leaders when in conflict	74	3.288	.692	21.0
Followers should obey their leaders fully	74	1.108	.312	28.2
Group loyalty is encouraged by the leaders even if individual goals suffer	74	2.864	1.317	46.0
The followers in this church are non-assertive	74	2.324	.778	33.5
The followers in the church are generally not concerned about others	74	1.905	1.112	58.4
In the church, people are generally not sensitive toward others	74	1.932	.799	41.4
The generally accepted idea in this church is accept the current status the way it is and move on	74	2.121	1.059	49.9
Gender				
Women are generally allowed to take up high offices in the leadership of the church	74	2.486	.847	34.1
Men are supposed to serve in high offices in the church	74	2.486	1.137	45.7
Education				
Educational qualifications are not a requirement for the leadership positions in the church	74	3.973	.843	21.2
Most of the church leaders have attained a college education	74	2.243	1.156	51.5
Translation				
Leaders exit the office when their term in office expires or when they retire peacefully	74	3.094	1.509	48.8
There is no age limit while serving at the church	74	3.878	1.006	25.9
Career Progression				
Leaders move easily to their next job groups easily	74	2.878	1.097	38.1
Financial management				

The finances of the church are used for their intended purposes	74	3.932	.896	22.8
There is a clear channel through which church funds can be accessed	74	4.216	1.274	30.2
There are specified signatories to the church accounts	74	4.608	.790	17.1
Nobody has the right to question the leaders on how they utilize the church finances	74	1.851	1.361	73.5

Source: Research Data (2019)

Findings from table 4.2 are that most of the respondents were in agreement on statements of internal environment and how it connects with servant leadership leaders. Walumbwa et al. (2011) evaluated the influence of servant leadership on how employees behaved in an organization. They found that work commitment partially mediated how servant leadership and organizational citizen behaviour related.

From table 4.3, the findings indicate that most of the respondents were in agreement with a mean of 4.608 and standard deviation of 0.790 that there were specified signatories to the church accounts and that there were clear channels through which church funds could be accessed as shown by a mean of 4.216. Thus, it can be inferred that financial management is the most critical component of internal environment which significantly influences servant leadership and organizational performance.

Many people look how well an organization performs financially as the key determinant of its success. They argue that churches are not supposed to be for profits (Ongeti, 2014). Kawiti (2017) looks at the organizational internal factors as aspects like the structure, leadership styles adopted at the firm, cultural and value systems incorporated within the firm and the use of technology.

Internal environment of the firm looks at financial position, other physical resources like raw materials and work in progress and human capacity; policies, strategies and procedures that are inherent within the firm structure ,the skill set of employees , supervisors , the interests of the stakeholders and investors . Respondents disagreed with a mean of 1.108 on whether followers are supposed to obey their unquestioningly or that nobody has the right to question the leaders on how they use the church finances with a mean of 1.851.

Cultural perspective as a component of internal environment has least influence on servant leadership and by extent the performance of an organization. The overall deduction from table 4.4 is that there are specified signatories to the church accounts and channels through which church funds can be accessed. Everybody has the right to question leaders on how they use the church finances.

The statement on ‘Nobody has the right to question the leaders on how they use the church finances’ had the largest CV of 73.5%, showing high variability in responses. Respondents were asked to indicate other practices carried out in the church that might affect the way the way the church is led. From the responses, some of the respondents indicated that their churches failed to have a clear budget for the financial year which led to many accounted miscellaneous costs. Some of the responses indicated that they had many staff and elders in one branch which cost the church more.



## Organizational Performance

It was the study's dependent variable.

Defining and predicting how an organization performs remains a complex task and a research objective in management (Pearce & Robinson, 2011). Hambrick & Mason (1984) consider performance as the integration of three broad dimensions of efficiency, effectiveness and adaptability in the delivery of organizational results. It assures that an organization should be responsive to the needs of its stakeholders. Another definition of performance advanced by Porter (1987) is that it is strive to outdo an organization's competitors in an effort to satisfy its stakeholders. It relates to how the entire organization successfully undertakes specific functions to achieve desired outcomes or results as measured against its pre-defined targets. These are unique to the organization's mission. This study used the perspectives of the balanced score card to measure performance. Ondogo, Achieng & Juma (2016) used the balances score card to establish its influence on performance of Kenyan international schools. Table 4.3 shows the findings on organization performance of the studied FGCK churches.

**Table 4.3: Organization Performance**

	N	Mean	Std. Dev	CV %
<b>Followers Perspective</b>				
There has been a steady increase in the church membership over the last five years	74	3.148	.634	20.1
The followers themselves have become servant leaders	74	2.756	1.269	46.0
The followers have become servant leaders	74	2.716	1.503	55.3
The church has expanded its catchment area over the last five years	74	3.324	.742	22.3
The church leadership has created value for its followers through quality service meetings and seminars	74	3.554	1.481	41.7
There has been continuous improvement in the quality of service offered to the followers over the last five years	74	3.405	1.071	31.5
<b>Infrastructure Perspective</b>				

The church has acquired more facilities over the past 5 years	74	2.445	.995	40.7
The church has sufficient facilities that can accommodate additional members and for its functions	74	3.432	.892	26.0
The church has expanded in terms of the space it occupies considerably for the last five years	74	2.621	1.068	40.7
Learning and Growth perspective				
The church leaders have ensured that there is qualified and skilled professional staff employed by the church	74	3.582	1.146	32.0
The high staff morale has resulted to loyal staff with low turnover	74	2.783	1.219	43.8
There are continuous training opportunities for the staff on how to do things better	74	3.324	1.272	38.3
Financial Perspective				
The revenue sources for the church have increased over the last five years	74	3.364	.732	21.8
New partners/ donors have increased the church's income	74	1.594	.842	52.8
Revenue has increased due to an increase in the number of followers	74	3.635	.944	26.0
The church does not struggle financially in carrying out its activities	74	2.864	1.464	51.1
The cost incurred in completing projects has been reduced considerably over the last five years	74	2.810	1.223	43.5
The church has been sticking to annual budget targets to realize some surplus	74	3.567	1.228	34.4

Source: Research Data (2019)

The above findings indicate that majority of the respondents were in agreement with a mean of 3.635 that revenue had increased. This was a result of increase in followers. The church leaders had ensured that there were qualified and skilled professional staff employed. A mean of 3.582 supports this. The standard deviation on these statements is relatively low showing that there was convergence in views expressed by respondents. The low standard deviation values are further collaborated by low CV values (where most statements have CVs <50%).

These findings have an implication that financial and training perspectives are the key components of organizational performance of the studied churches. These findings agree with Hubbard (2009), who argues that measurements of organizational performance beyond financial indicators are still in its formative

stages. Mugambi (2009) argues that indicators that could be used to operationalize organizational performance include: infrastructure, membership numbers, financial independence, efficiencies in operations and followers' satisfaction.

Neither new partners/ donors had increased the church's income with a mean of 1.594 .The church had not acquired more facilities over the past five years with a mean of 2.445. Hence, it can be inferred that although revenue had increased due to the increase in the number of followers.

The church leaders had also ensured that there were qualified and skilled professional staff employed. The new partners/ donors had not increased the church's income. Respondents indicated ways in which their churches had improved performance. From the response, the churches had improved their financial book keeping and recording, hired auditors to audit their finances quarterly and at the financial year end. The churches placed a clear budget and reduced miscellaneous spending. The churches had reduced the number of staff to save on expenses.

#### Diagnostic Tests

They were conducted before the actual regression analysis. This was to determine how suitable the data set to regressing was. Specifically, the study conducted normality, multicollinearity, autocorrelation and heteroscedasticity test. The findings are shown in the following sections.

## Normality Test

The normality test ensures that the data set follows a normal distribution or not (Xie & Hong, 2017). This test was done with the help of skewness and kurtosis (Jöreskog et al., 2016).

Table 4.4: Normality Test

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Organizational Performance	83	-.480	.264	-.576	.523
Servant leadership practices	83	-.565	.264	-.411	.523
Internal environment	83	.749	.264	.140	.523

From the findings above in table 4.4, all the values are less than + or -2 for both skewness and kurtosis. The normal distribution has skewness and kurtosis values of + or -2 (Joreskog et.al. 2016). The study data was normally distributed. The study also utilized the normal PP plot to test for normality. The findings are indicated in Figure 4.3

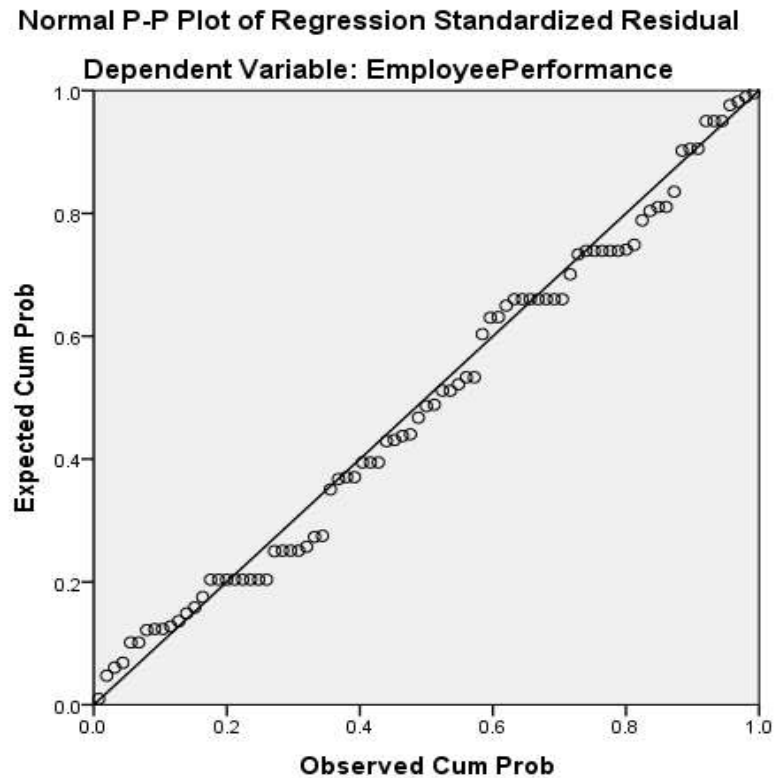


Figure 4.9: Normal PP Plot

From the findings above, what was observed is closely aligned along the Normal PP line. This is consistent with the earlier findings in table 4.4 which confirm that the data set is normally distributed.

#### Multicollinearity Test

Multicollinearity is a situation where at least one study variable relates with another (Katrutsa & Strijov, 2017). Multicollinearity was tested with the help of VIF. The VIF values ranging across 1-10 show that there is no multicollinearity problem in the data set. Regression analysis can go on.

Table 4.5: Multicollinearity Test

Collinearity Statistics
-------------------------

	Tolerance	VIF
(Constant)		
Servant leadership practices	.764	1.309
Internal environment	.625	1.599

a. Dependent Variable: organization performance

From the above table, all VIF values are less than 10. This shows that the study has no multicollinearity. The VIF values ranging between 1 to 10 show that there is no multicollinearity problem in the data set. Regression analysis can go on (Vatcheva et al., 2016).

#### Autocorrelation Test

Autocorrelation occurs when there is a relationship within a time horizon or point (King &Giles, 2018). Autocorrelation was determined with the help of Durbin Watson Statistic. Durbin Watson values normally range from 0 to 4. Values that are near 2 show absence of autocorrelation (Chen, 2016).

Table 4.6: Autocorrelation Test

Durbin-Watson
2.142

From the table above, the value of Durbin Watson Statistic is 2.142. This is roughly taken as 2. This shows that there is no serial correlation in the data set. It was suitable for carrying out regression analysis. Durbin Watson values usually range from 0 to 4. Values close to 2 show absence of autocorrelation (Chen, 2016).

## Heteroscedasticity Test

Heteroscedasticity is the systematic variability in the spread of this error term (residual) over the range of the measured value. The study used Scatter Plots to do the Heteroscedasticity test. Scatter plots with observations spread without a clearly distinct pattern show that there is no heteroscedasticity in the data (Muller & Zhao, 1995).

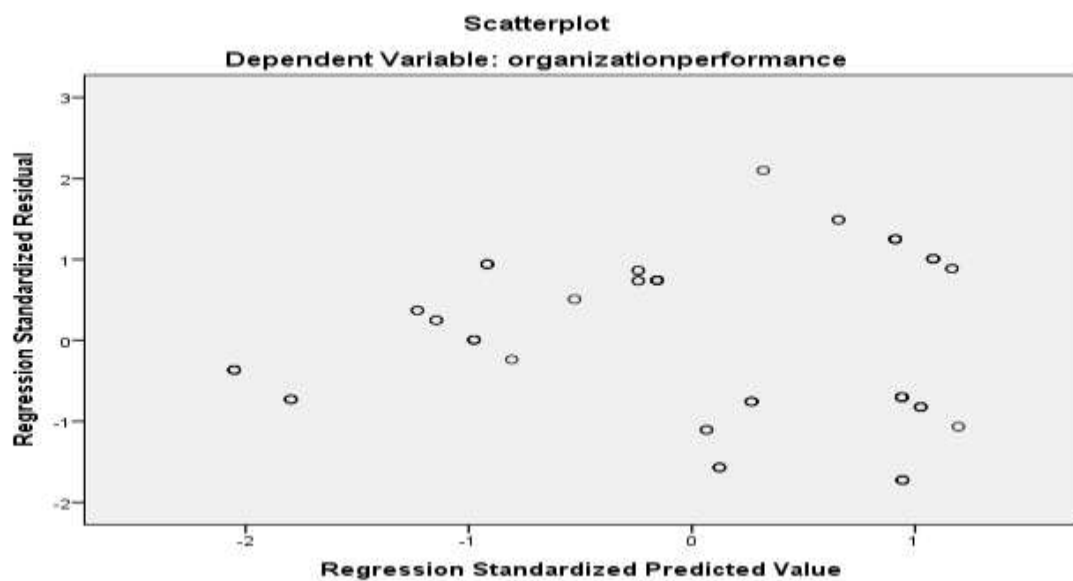


Figure 4.10: Heteroscedasticity Test

From the findings above, the data points are widely spread. They have no clearly distinct pattern. This means that the data has no heteroscedasticity.

## Regression Results and Hypothesis Testing

Broadly, the study intended to ascertain the influence of servant leadership and the internal environment on FGCK performance. The study had three specific objectives. These were: To determine how servant leadership influences the performance of FGCK within Meru region; to establish how the internal environment

influenced servant leadership at the FGCK in Meru region and to assess how servant leadership and the internal environment influenced the FGCK performance within Meru region.

These specific objectives were then sub broken into three hypotheses; H01: Servant leadership does not affect FGCK Meru Region performance; H02: The internal environment has no effect on servant leadership of FGCK Meru region and H03: Both servant leadership and internal environment do not have significant joint influence on performance of FGCK within Meru region. Each of the variables in the objectives and the hypotheses had different constructs that were used as sub variables. Regression analysis was then carried out where the identified constructs were computed into aggregate scores .They were regressed against performance. A summary of the findings is in the following sections.

#### Servant Leadership Practices and the Performance of an Organization

The first specific objective of the study was to determine the influence of servant leadership on the performance of the FGCK.

This objective was operationalized under; conceptualizing, putting followers needs first, helping others grow and succeed, behaving ethically, empowering and creating value for others.

The identified measures of servant leadership were regressed against performance to determine how each of them affects organizational performance. The findings are reported in table 4.7.

Table 4.7: Servant Leadership Practices on Organization Performance



Model	The		Beta	t	Sig.
	Unstandardized	Standardized			
	Coefficients	Coefficients			
	Std.				
	B	Error			
(Constant)	6.619	5.430		1.219	.227
Conceptualizing	2.211	.543	.007	4.072	.000
Putting follower first	-2.152	.704	-.007	-3.057	.000
Helping followers rise and succeed	1.389	.585	.241	2.373	.021
Behaving ethically	2.095	.692	.003	3.027	.000
Empowering	1.947	.424	.538	4.590	.000
Creating value for others	1.990	.896	.245	2.221	.030
R=0.851    Adj R <sup>2</sup> =0. 700    F <sub>Calculated</sub> =29.331    P=0.000    Std. Error= 7.48264					

a. Dependent Variable: Organization Performance  
Source: Research Data (2019)

The model becomes:

$$Y = 6.619 + 0.221X_1 - 2.152 X_2 + 1.389 X_3 + 2.095 X_4 + 1.947 X_5 + 1.990 X_6 \dots\dots\dots (i)$$

Where Y = Organization Performance

X<sub>1</sub> = conceptualizing

X<sub>2</sub> = Putting follower first

X<sub>3</sub> = Helping followers rise and succeed

X<sub>4</sub> = Behaving ethically

X<sub>5</sub> = Empowering

X<sub>6</sub> = Creating values for others

From the findings, correlation coefficient was 0.851. This indicates that the study variables had a strong relationship with each other. Adjusted coefficient of

determination was 0.700. This translates to 70.0% change in organizational performance. This change is explained by FGCK servant leadership practices in Meru region. The value of F Calculated was 29.331. F Critical was 2.2373. F Calculated was greater than F Critical. The overall regression model was significant for the study. The p value was 0.000. This is less than 0.05, an indication that at least one variable significantly influenced organizational performance.

Holding all variables constant, organizational performance would be at a value of 6.619. A unit increase in conceptualization when all of the variables were held constant, organization performance would be at 2.211. A unit decrease in putting followers together when all the variables were held constant, organization performance would be at -2.152. A unit increase in helping others grow and succeed when holding the entire variable's constant, the performance would be at 1.389. A unit increase in behaving ethically while holding the entire variables constant, performance would be at 2.095.

A unit increase in empowering, holding all of the variables constant, performance would be at 1.947. A unit increase in creating values for others, holding all variables constant, performance would be at 1.990.

The study further established that all of the variables had a p value lower than 0.05. This was an indication that they all had a significant effect on organizational performance. For the study, the null hypothesis stated that there is no relationship between the servant leadership and church performance. Thus, this study rejects the null hypothesis.

The alternative hypothesis is not rejected. Servant leadership and church performance have a relationship.

The resultant hypothesis of this objective was:  $H_{01}$ : *Servant leadership has no significant effect on performance of FGCK in Meru region*. To test this hypothesis, the identified constructs of servant leadership were computed to get aggregate scores representing servant leadership and organizational performance respectively. Servant leadership was then regressed against organizational performance. This is indicated in table 4.8.

Table 4.8: Hypothesis Testing and Servant Leadership

Model	Unstandardized Coefficients		The Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.771	4.680		.165	.870
Servant Leadership	.953	.079	.820	12.137	.000
R=.820	R <sup>2</sup> =0.672	F=147.315	p=0.000		

Source: Research Data (2019)

From the above table, the following equation (ii) is formulated:

$$Y = 0.771 + 0.953X_1 \dots\dots\dots (ii)$$

Where Y= Organizational performance and  $X_1$  is servant leadership

Holding all the variables constant, a unit change in servant leadership would result into 0.953 increase in performance of FGCK Meru Region.

At 5%, servant leadership ( $p < 0.05$  and  $t > 1.96$  while beta  $\beta = 0.953$ ) positively and significantly affects performance.

The null hypothesis is rejected. The alternative hypothesis which states that *Servant Leadership has significant effect on performance of the FGCK Meru region* is accepted.

## Internal Environment and Servant Leadership

From the study, the objective was to establish the influence of internal environment on servant leadership at the FGCK Meru region. In this objective, internal environment was operationalized under cultural perspective, gender, educational level, transition and career progression. Thus, the identified measures of internal environment were regressed against servant leadership. This is shown in Table 4.9.

Table 4.9: Internal Environment and Organizational Performance

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	49.431	4.261		11.600	.000
Cultural perspective	.727	.231	.123	3.146	.002
Gender	-.769	.285	-.088	-2.698	.009
Education	3.835	.247	.367	15.519	.000
Transition	.597	.224	.092	2.664	.010
Career progression	-11.306	.300	-.909	-37.673	.000
R=0. 882    Adj R <sup>2</sup> =0.776    F <sub>Calculated</sub> =47.661    P=0.000    Std. Error= 2.09887					

a. Dependent Variable: Organization Performance

Source: Research Data (2019)

From table 4.9, the following equation iii is formulated:

$$Y = 49.431 + 0.727X_1 - 0.769X_2 + 3.835 X_3 + 0.597X_4 - 11.306X_5 \dots\dots\dots(iii)$$

Where Y = Organization Performance

X<sub>1</sub> = Cultural perspective

X<sub>2</sub> = Gender

X<sub>3</sub> = Education

$X_4$  = Transition

$X_5$  = Career progression

The findings found out that the correlation coefficient  $R$  was 0.882. This is an indication of a strong correlation with the variables. The findings also established that coefficient of adjusted  $R^2$  was 0.776. This translates to 77.6%. This explains that 77.6% changes of organization performance can be explained by internal environment indicators. The remaining 22.4% can be accounted for by other factors beyond the scope of the current study.

From the findings, the value of  $F$  Calculated was 47.661. The value of  $F$  Critical was 2.34957; an indication that  $F$  Calculated  $>$   $F$  Critical. The overall regression model was significant for the study. The study established that the  $p$  value was 0.00 which is less than 0.05. This is an indication that at least one variable significantly influenced organizational performance of FGCK Meru Region. Regression coefficient shows that the variable had  $p=0.000 < 0.05$ . This is an indication that all of the variables were significant. The findings established that internal environment indicators positively influence organizational performance. This is as seen by  $p$  values lower than 0.05.

The following hypothesis guided the study;  $H_{02}$ : The internal environment has no significant effect on servant leadership of the FGCK Meru region. To test this hypothesis, the sub variables of internal environment and servant leadership above were computed to get aggregate scores for each respective variable. Thereafter, internal environment was regressed against servant leadership. The study findings are shown in table 4.10.

Table 4.10: Hypothesis Testing on Internal Environment and Servant Leadership

	Unstandardized Coefficients		The Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.641	.380		1.685	.099
Internal Environment	.913	.114	.760	8.028	.000
R = 0.760	R <sup>2</sup> =0.578	Adj. R <sup>2</sup> =0.569	F =47.661	P=0.000	

Source: Research Data (2019)

These findings result into equation (IV).

$$Y = 0.641 + 0.913X_1 \dots\dots\dots (iv)$$

Where Y= servant leadership and X<sub>1</sub> is the internal environment

Holding other variables constant, the internal environment had a unit increase. This would lead to an increase in servant leadership by 0.913. At 5% significance level, internal environment ( $p=0.000<0.05$ ,  $t>1.96$  and  $\beta=0.913$ ) has significant effect on servant leadership. This infers that the null hypothesis is rejected in favour of the alternative hypothesis. The alternative hypothesis states that *internal environment has significant effect on servant leadership of the FGCK Meru region.*

#### The Joint Effect of Servant Leadership and Internal Environment on Organizational Performance

The last objective assessed the joint influence of servant leadership and the internal environment on the performance of FGCK Meru region.

This hypothesis was modelled into the following H<sub>03</sub>: *Both servant leadership and internal environment have no significant joint influence on performance of the FGCK Meru region.*

To test for this hypothesis, the sub variables of servant leadership, internal environment and performance were computed resulting in aggregate values for each of the respective specific study variables. In this case, servant leadership and internal environment were independent variables. Performance was the dependent variable. The two independent variables (internal environment and servant leadership) were regressed against the dependent variable (organizational performance). The findings are indicated in Table 4.11.

Table 4.11: Hypothesis Testing on Servant Leadership, Internal Environment and Organizational Performance

Model	The Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	17.006	15.167		1.121	.266
Servant leadership practices	.951	.078	.818	12.158	.000
Internal environment	.585	.262	.083	2.232	.002
R=0.824 <sup>a</sup> Adj R <sup>2</sup> =0.670    F <sub>Calculated</sub> =74.945    P=0.000    Std. Error= 7.84793					

a. Dependent Variable: organization performance  
Source: Research Data (2019)

The following equation is formulated from the findings in Table 4.11:

$$Y = 17.006 + 0.951X_1 + 0.585X_2 \dots\dots\dots(iii)$$

Where Y = Organization Performance

X<sub>1</sub> = Servant leadership

X<sub>2</sub> = Internal Environment

Table 4.11 indicates the value of adjusted coefficient of determination as 0.670 which translates to 67.0%.

Therefore, 67% change in organizational performance can be accounted for by the practices of servant leadership and internal environment of the FGCK Meru

Region. The study further established that the value of F Calculated was 74.945. F Critical was 3.1257. The value of F Calculated was greater than F Critical. This shows that the overall regression model was significant for the study. The p value was 0.000. This is less than 0.05. This is an indication that overall, model of regression was statically significant. The study found out that when all of the variables were held constant, organizational performance established a positive index of 17.006. An increase in the unit in servant leadership practices when all of the variables were held constant, organizational performance was 0.951. A unit increase in internal environment when all the variables were held constant, organization performance would be at 0.585.

On significance, the study established that servant leadership ( $p < 0.05$ ,  $t > 1.96$  and  $\beta = 0.951$ ). At the same time, internal environment ( $p < 0.05$ ,  $t > 1.96$  and  $\beta = 0.585$ ). Thus, it can be deduced from these findings that servant leadership and internal environment have joint effect on organizational performance. The study rejects the null hypothesis in favour of the alternative hypothesis which states that: *Both servant leadership and internal environment have significant joint influence on performance of the FGCK Meru region.*

#### Discussion of the Key Findings

This study had three specific objectives. The first objective sought to determine the influence of servant leadership on the performance of FGCK Kenya Meru region.

From the results, respondents highly agreed on empowering where leaders give the followers autonomy to make important decisions about their own job. This finding is consistent with the Contingency Theory where the proponents posit that



leaders are the key agents in organizations. The approach in which an organization uses to maintain its performance depends on its leader. It is a leader's responsibility to steer an organization through any environmental fit (Chenhall & Morris, 1986; Donaldson and Davis, 1991; Langfield –Smith, 2008).

The other statements of servant leadership that respondents highly agreed on included the fact that the leaders in the church communicate a clear vision of the church to its followers. Church leaders should pursue the church mission with eagerness and understanding. These findings contradict the critiques of the Servant Leadership Theory. Gergen (2006) states that the theory is not able to state the core servant leadership dimensions. It focuses on putting followers first. While this was found to be commendable on one hand, on the other hand it is in conflict with individual responsibility and other principles of leadership which were: directing, concern for production, goal setting and creating a vision.

On a neutral scale, respondents said that leaders provided the followers with exposure that enabled them develop new skills. The leaders cared about the followers' success rather than their own.

By being neutral on these statements, it suggests that FGCK Meru Region should improve on servant leadership practices in place by providing followers with work experience and caring for success of followers. The findings of regression results established that all the identified constructs of servant leadership have an effect on performance.

All these constructs except putting followers first positively affect organizational performance. These findings are consistent with McCuddy & Cavin (2008) who studied the relationship between servant leadership behaviours and

leadership effectiveness. They found out that servant leadership is related to leadership effectiveness which can positively influence organizational commitment (Hoveida et al., 2011). Aldholayet et al. (2018) looked how servant leadership and organizational performance affect one another.

The finding was that there was a significant positive relationship between servant leadership effectiveness and the team's performance. The conclusion was that servant leadership and organizational performance had a relationship. Sun et al. (2018) in their study looked into a single style of servant leadership. The study confirmed that organizational performance depended on servant leadership style. This is an important observation into the factors associated with organizational effectiveness. Baykal et al. (2018) carried out a study on servant leadership and its influence on firm performance, innovation and empowerment of employees in Turkey. The study showed that servant leadership is significant on innovativeness and organizational performance.

The study established that putting followers first relates with organizational performance. The finding correlates with studies by Washington, Sutton & Feild (2006) and Covey (2006) which confirm that servant leadership leads indirectly to better organizational performance. On the contrary, Baykal et al. (2018) showed that servant leadership positively influenced innovativeness and organizational performance.

Based on the study hypothesis, servant leadership significantly affects FGCK Meru Region performance. There is a positive correlation between servant leadership and organizational performance. This shows that all efforts to strengthen servant

leadership in an organization would definitely result into improvement in organizational performance.

This finding is strongly supported by the Servant Leadership Theory. According to Hu & Liden (2011), servant leadership enhances team effectiveness. The members trust each other. They are effective working as a work group. Servant leaders incorporate servant leadership into their followers. This increases employees' loyalty. They can then offer a better service which inspires customer loyalty (Melcher & Bouco, 2010).

Servant leadership and organizational performance are related (Aldholayet et al., 2018). Sun & Wang (2009) focused on a single style of servant leadership in their study. They confirmed that the performance of an organization depended on the servant leadership style. This provides an important view into the factors associated with organizational effectiveness.

The second objective of the study was to determine the influence of internal environment on servant leadership at the FGCK Meru region. The two variables (internal environment and servant leadership) had their own indicators. The indicators of internal environment included cultural perspective, gender, education level, transition and career progression.

From the descriptive analysis on internal environment, majority of the respondents agreed on whether there were specified signatories to the church accounts or there were clear channels through which church funds could be accessed. Thus, the key components of internal environment in an organization include

existence of signatories and existence of proper channels in an organization (Willmott, 2015).

Internal environment are elements found within an organization (Hitt et al., 2011). Some of the internal factors contributing to firm performance included indicators like use of information technology, organizational structure. These increased internal control. The employee skills set cover their past experiences while handling different tasks and the trainings that they have received. This increased their working efficiency and the inherent talents that they had (Abdi, 2018). Organizational internal factors cover aspects like the structure, the leadership styles adopted at the firm, the cultural and value systems incorporated within the firm and the use of technology (Kawiti, 2017).

On whether subordinates are supposed to obey their leaders unquestioningly or nobody has the right to question the leaders on how they use the church finances, respondents disagreed on them. This is particularly true.

Followers are supposed to be critical and at times question the activities of their leaders. This is best described by the organizational culture and its influence on performance.

Regression results confirmed that all the sub variables of internal environment except gender and career progression have positive effect on servant leadership. More specifically, the study established that cultural perspective, education level and transition have positive and significant effect on servant leadership.

People tend to highly value their beliefs, attitudes and values over and above those of others (Northouse, 2016). The study found out that education has positive and significant effect on servant leadership. The organizational internal factors cover aspects like the structure, the leadership styles adopted at the firm, the cultural and value systems incorporated within the firm and the use of technology. Internal environment of the firm looks at the financial position, other physical resources like raw materials and work in progress , human capacity; the policies, strategies and procedures that are inherent within the firm structure , the skill set of the employees , the supervisors , the interests of the stakeholders and investors (Kawiti,2017)

On the contrary, gender and career progression all have an inverse relationship with servant leadership. This shows that an improvement in gender characteristics and career progression programs in an organization would lower servant leadership. Research about gender differences in various leadership styles has yielded mixed results (Powell, 2011).

Women continue being underrepresented in upper managerial levels even though they have made substantive contributions to the growth and development of organizations. This is sometimes referred to as a ‘pipeline problem’ (Eagly & Carli, 2007).

Women are less likely to be encouraged, be included in key networks and receive formal job training like their male counterparts ((Kellerman & Rhode, 2014; Knocke & Ishio, 1998; Morrison & Von Glinow, 1990; Ohlot, Rudderman & McCauley, 1994). On the formulated hypothesis, the study deduced that internal environment has significant effect on servant leadership of FGCK Meru region.

Therefore, an improvement in internal environment would result into better servant leadership and thus greater performance of FGCK Meru Region. This finding is supported by the Institutional Theory. According to Peters (2000), institutions are not everywhere and for everyone; rather, they are situated within specific social contexts. The last objective examined the joint influence of servant leadership and the internal environment on the performance FGCK Meru region. From regression results, both internal environment and servant leadership significantly influence how an organization performs.

The findings agree with Tomigolung (2015) who examined how servant leadership influences employee performance using a case of Regional Government Office in Minahasa region and found out that servant leadership significantly influences employee performance.

Baykal et al. (2018) did a study on servant leadership and its influence on firm performance, innovation and empowerment of employees in Turkey. The study revealed that servant leadership influences innovativeness and organizational performance.

Based in the last formulated hypotheses of the study, it can be inferred that both servant leadership and internal environment have a joint influence on performance of the FGCK Meru region. This finding indicates that an improvement in servant leadership and internal environment would result in organizational performance improvement. The finding correlates with the Contingency Theory which according to Donaldson & Davis (1991) focuses on the relationship between

organizational structure and contingency factors (environment and strategy) in enhancing performance. This is commonly referred to as the structural contingency approach.

## CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### Introduction

In this chapter, the researcher presents the summary of the study findings as presented in chapter four on descriptive and inferential statistics. Conclusions are drawn from the findings of the study. Recommendations are made towards those involved in making policy and the management levels of the church. The study also makes suggestions for further studies.

### Summary of the Findings

The main purpose of the study was to establish the influence of servant leadership and the internal environment on the performance of the FGCK Meru region. The study's specific objectives were: to determine the influence of servant leadership on the performance of FGCK within Meru region; to establish the influence of internal environment on servant leadership at the FGCK Meru region; to assess how servant leadership and the internal environment influenced the performance of FGCK Meru region.

### Servant Leadership Practices and Performance of an Organization

The first objective of the study was to ascertain servant leadership and the internal environment influence on FGCK performance. This objective used descriptive and inferential statistics.



It was established that conceptualizing, supporting others and being ethical as servant leadership constructs positively affect organizational performance. The study established that 67.2% shift in FGCK organizational performance is explained by their servant leadership in place. The null hypothesis for the study is rejected. It accepts the alternative hypothesis which states that servant leadership significantly affects FGCK performance in Meru region.

From descriptive statistics, most of the respondents were in agreement that their church leaders comprehended the organization's mission vision and goals thoroughly. Respondents agreed that the church leaders pursue the church mission with eagerness and understanding. They also agreed that their church leaders communicated a clear vision of the church to its followers. Respondents agreed that their leaders took time to personally talk to their followers for counselling, prayers and follow up. They agreed that their leaders sacrificed their own interests to meet the followers and that leaders cared about the personal well being of the followers.

The study found out that respondents were in agreement that their leaders would not lower their ethical standards in order to be successful. Respondents agreed that their leaders valued honesty more than the monies and gifts they receive in the church. They moderately agreed that their leaders cared about the followers' success than their own. They agreed that their leaders encouraged the followers to make decisions on their lives, families, jobs and ministry independently. Most respondents moderately agreed that their leaders encouraged the followers to volunteer in the community.

## Internal Environment and Servant Leadership

Determining the effect of internal environment on servant leadership at the FGCK Meru region was the study's second objective. The descriptive statistics used means and standard deviations. Inferential statistics used regression analysis. From the inferential statistics, cultural perspective, education level and transition as indicators of internal environment all have an effect on servant leadership. Gender and career progression have a negative effect on servant leadership. The study established that 77.6% change in servant leadership is explained by the internal environment. Thus, the study rejects the null hypothesis in favour of the alternative hypothesis. The alternative hypothesis states that internal environment has significant effect on servant leadership of the FGCK Meru region.

From descriptive statistics, most of the respondents agreed that there were specified signatories to the church accounts. Respondents agreed that there was a clear channel through which church funds could be accessed. Most of the respondents agreed that leaders exit the office when their term in office expires or when they retire peacefully. They also agreed that the church finances were used for their intended purposes as supported. The respondents moderately agreed that there was no age limit while serving at the church. They agreed that nobody had the right to question the leaders on how they used the church finances. They disagreed that the men were supposed to serve in high offices in the church. They further disagreed that most of the church leaders had attained a college education. Most of the respondents agreed that educational qualifications were not a requirement for the leadership positions in the church. They also agreed that orderliness and consistency were strictly adhered to in the church.

Respondents strongly disagreed that followers were supposed to obey their leaders without question. They disagreed that the followers in their churches were non-assertive. Respondents further disagreed that the followers in their church were generally not concerned about others. They disagreed that in their church, people were generally not sensitive towards others. Most of the respondents disagreed that women were generally let to take up high offices in church leadership.

#### The Joint Effect of Servant Leadership and Internal Environment on Organizational Performance

The last objective investigated how servant leadership and internal environment influenced organizational performance. This objective was attained through the use of regression analysis, specifically by regressing servant leadership and internal environment against performance. The findings indicated that servant leadership and internal environment combined explain 67.0% change in performance. The p - values of servant leadership and internal environment were all less than 0.05. This signified the presence of statistically significant relationship with performance. The study's null hypothesis was rejected in favour of the alternative hypothesis. The alternative hypothesis states that both servant leadership and internal environment do not influence jointly on FGCK performance in Meru region.

Table 5.1 summarizes the results on the tested hypotheses of the study

Table 5.1: Summary of the Tested Hypotheses

Hypotheses	Finding	Remark
H <sub>01</sub> : Servant leadership does not affect performance of the Full Gospel Churches of Kenya in Meru region	p=0.000<0.05	Reject the null hypothesis
H <sub>02</sub> :The internal environment has no significant	p=0.000<0.05	Reject the

effect on servant leadership of the Full Gospel Churches of Kenya in Meru region						null hypothesis
H <sub>03</sub> :Both servant leadership and internal environment have no significant joint influence on performance of the Full Gospel Churches of Kenya within Meru region	p=0.000				&	Reject the null hypothesis
	0.002<0.05					

Source: Research Data (2019)

### Conclusion

The study concludes that servant leadership significantly influences organizational performance. FGCK leaders did not lower their ethical principals in order to meet success. Leaders valued honesty more than the monies and gifts that they received in the church. They cared more about the followers' success than their own. They encouraged the followers to independently make decisions. This is an exhibition of good leadership.

The study further concludes that the church leaders comprehended the organization's mission, vision and goals thoroughly. They pursued the church mission with eagerness and understanding. Leaders in the church communicated a clear vision of the church to its followers. They sacrificed their own interests to meet the followers and cared about their personal wellbeing. The findings are in line with institutional and contingency theories that state that organizational effectiveness comes from proper alignment with the objectives.

The study further concludes that internal environment indicators have positive influence servant leadership and organizational performance. FGCK had specified signatories to the church accounts. There was a clear channel through which church funds could be accessed. Leaders exit the office when their term expires or when they retire peacefully.

Church finances were used for their intended purposes as supported. There was no age limit while serving at the church. Nobody had the right to question the leaders on how they used the church finances. Men were supposed to serve in high offices. Most of the church leaders had not attained a college education.

The study further concludes that educational qualifications were not a requirement for the leadership positions in the church. Orderliness and consistency were strictly adhered to. Followers were not supposed to obey their leaders without question and neither were they non-assertive. Church followers were generally concerned about others. They were generally sensitive toward others. Women were generally allowed to take up high offices in the church leadership of the church. Both internal environment and servant leadership significantly affect organizational performance.

### Recommendations

Servant leadership has significant effect on organizational performance. Based on this finding, the study recommends that FGCK should uphold servant leadership in order to strengthen and improve on their performance. FGCK leaders should offer their followers work experiences to enable them develop new skills. Leaders in all churches should also care about the followers' success rather than their own.

Internal environment significantly influences servant leadership. The study therefore recommends that FGCK should improve on their internal environment in order to significantly influence their performance.

To improve on the internal environment, churches should among other things consider the gender and level of education as its components.

Since servant leadership and internal environment jointly affect organizational performance, the study recommends that FGCK should simultaneously adopt servant leadership practices and improve on the internal environment in order to significantly influence their performance.

#### The Suggestions for Further studies

The current study looked into the effect of servant leadership, internal environment and organizational performance in FGCK Meru region. Future scholars ought to do studies of a similar nature on commercial banks, public sectors, private sectors and small scale enterprises.

This study focused on Meru County. Future scholars could consider conducting a similar study on the same church but in different contexts. Primary data was utilized by the current study. Future scholars need to carry out the same study using both primary and secondary data to measure consistency. From regression results, the study established that servant leadership and internal environment only explain 67.0% change in organizational performance. This finding has an implication that apart from servant leadership and internal environment, there are other influencers on organizational performance. The future studies should seek to reveal them.

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## APPENDIX I

### QUESTIONNAIRE

Dear respondent,

This questionnaire is designed to collect data from the Full Gospel Churches of Kenya in Meru region on Servant Leadership, Internal Environment and Organizational Performance of the Full Gospel Churches of Kenya. The information received will be handled with utmost confidentiality and will only be used for academic purposes. Your participation in facilitating this study is highly appreciated. Please read the questions and answer them by ticking the most appropriate answer to the questions given in the sections below.

#### SECTION 1: GENERAL INFORMATION

1. Name of the church.....
2. The year the church was established.....
3. Age of the respondent.....

Please indicate your response by TICKING (✓) as Appropriate

4. What is your leadership position at the church?  
Bishop ( ) senior pastor ( ) Board of elders ( ) Board of deacons ( )  
Departmental head ( )
5. Length of the leadership position at the church Less than one year ( ) 1-2 years ( )  
3-5 years ( ) 6-10 years ( )  
Over 10 years ( )
6. Please select the correct range of:

- a. Number of church employees

Less than 10 ( ) 10-20 ( ) 20-30 ( ) 30-40 ( ) over 50( )

- b. Number of people attending the church

Less than 50 ( ) 50-100 ( ) 100-150 ( ) 150-200 ( ) Over 200 ( )

- c. What is the church sitting capacity

Less than 50 ( ) 50-100 ( ) 100-150 ( ) 150-200 ( ) Over 200 ( )

- d. What is the annual budget controlled by the church ( in thousands)

Less than 50 ( ) 50-100 ( ) 100-150 ( ) 150-200 ( ) Over 200 ( )

- e. Apart from spiritual nourishment, what other services/products are offered by the church

Less than 5 ( ) 6-10 ( ) 15-20 ( ) 10-15 ( ) Over 20 ( )

## SECTION 2: SERVANT LEADERSHIP PRACTISES

Use a 1-5 scale where 1=not at all and 5=very large extent to indicate your agreement on statements below

	Statement	1	2	3	4	5
	<b>Conceptualizing</b>					
1	The leaders in the church comprehend the organizations mission vision and goals thoroughly					
2	The leaders in the church pursue the mission of the church with eager and understanding					
3	The leaders in the church communicate a clear vision of the church to its followers					
	<b>Putting followers first</b>					
4	Leaders take time to talk to followers on a personal level					
5	The leaders sacrifice their own interests to meet the followers needs					
6	The leaders care about the personal well-being of the followers					
7	The leaders care about the followers' success than their own					
	<b>Helping others grow and succeed</b>					
8	The leaders provide the support required and resources needed to help workers meet their needs					
9	The leaders are interested in making sure the followers reach their career goals					
10	The leaders provide the followers with work experiences that enable them to develop new skills					
	<b>Behaving ethically</b>					
11	The leaders would not compromise ethical principals in order to meet success					
12	The leaders value honesty more than the monies and gifts they receive in the church					
	<b>Empowering</b>					
14	The leaders gives the followers the freedom to handle difficult situations in the way they feel is best					
15	The leaders encourages the followers to handle important work decisions on their own					
16	The leaders give the followers the responsibility to make important decisions about their own job					
	<b>Creating value for others</b>					
17	The leaders encourage the followers to volunteer in the community					
18	The leaders allow the followers to make important decisions without necessarily consulting them					

### SECTION3: INTERNAL ENVIRONMENT

Use a 1-5 scale where 1=not at all and 5=very large extent to indicate your agreement on statements below.

Statement	1	2	3	4	5
Cultural perspective					
1 Orderliness and consistency are strictly adhered to in the church					
2 Followers are allowed to question their leaders when in disagreement					
3 The followers are supposed unquestionably obey their leaders					
4 Group loyalty is encouraged by the leaders					
5 The followers in this church are non-assertive					
6 The followers in the church are generally not bothered about others					
7 In the church, people are generally not sensitive toward others					
8 The generally accepted idea in this church is accept the current status the way it is and move on					
Gender					
9 Women are generally allowed to take up high offices in the leadership of the church					
10 Men are supposed to serve in high offices in the church					
Education					
11 Educational qualifications are not a requirement for the leadership positions in the church					
12 Most of the church leaders have attained a college education					
Transition					
13 Leaders exit the office when their term in office expires or when they retire peacefully					

- 14 There is no age limit while serving at the church  
Career progression
- 15 Leaders move easily to their next job groups easily  
Financial management
- 16 The finances of the church are used for their intended purposes
- 17 There is a clear channel through which church funds can be accessed
- 18 There are specified signatories to the church accounts
- 19 Nobody has the right to question the leaders on how they use the church finances

#### SECTION 4: ORGANIZATIONAL PERFORMANCE

The statements on performance are shown in below table. Use 1-5 scale 1=note at all and 5=very large extent to show your agreement.

Statement	1	2	3	4	5
A Followers perspective					
1 There has been a steady increase in the church membership over the last five years					
2 The followers themselves have become servant leaders					
3 The followers have become servant leaders					
4 The church has expanded its catchment area over the last 5 years					
5 The church leadership has created value for its followers through quality service meetings and seminars					
6 There has been continuous improvement in the quality of service offered to the followers over the last five years					
B Infrastructure perspective					
7 The church has acquires more facilities over the past 5 years					



- 8 The church has sufficient facilities that can accommodate additional members and for its functions
- 9 The church has expanded in terms of the space it occupies considerably for the last 5 years
- C Learning and Growth perspective
- 10 The church leaders have ensured that there is qualified and skilled professional staff employed by the church
- 11 The high staff morale has resulted to loyal staff with low turnover
- 12 There are continuous training opportunities for the staff on how to do things better
- D Financial Perspective
- 13 The revenue sources for the church have increased over the last 5 years
- 14 New partners/ donors have increased the church's income
- 15 Revenue has increased due to many followers
- 16 The church does not struggle financially in carrying out its activities
- 17 The cost incurred in completing projects has been reduced considerably over the last 5 years
- 18 The church has been sticking to annual budget targets to realize some surplus

Thanks

## APPENDIX II

### LIST OF CHURCHES

Imenti west	Nyambene North	Ntunmiti
Nthimbiri	Kangeta	Kithima
Gankere	Maua	Kibo
Nkunja	Ntubune	Kibirichia
Ntutua	AthiruGaiti	Kiamiago
Muruguma	Meru South	Muthinyi
Imenti North	Uruku	Imenti Cental.
Meru town	Menwe	Kaongo
Nkabune	Nkubu	Mwangathia
Giaki	Kithara	Katheri
Kibuline	Igoji	Githong
Kaaga	Mitunguu	Mbwenjeru
Makutano	Murugugi	Kinjo
Igembe North	Tigania West	muswai
Mutuatii	Ngadune	ImentiCental.
Laare	Kianjal	Kaongo
Kkitam	Nair	Mwangathia
Luchwati	Laari	Katheri
Tigania East	Isiolo	Githong
Karama	Meru West	Mbwenjeru
Mikindori	kangaita	Kinjo
Muthara	Ontulili	muswai
Karachie	Mutethia	
Mbaraga	Kirimara	
Michimikuru	Timau	
Irindiro	Ngushishi	

## APPENDIX III

### RESEARCH AUTHORIZATION LETTER

14<sup>th</sup> December, 2018

**PAN AFRICA CHRISTIAN UNIVERSITY**

P.O. Box 56875 - 00200  
Nairobi, Kenya  
Lumumba Drive, Roysambu  
off Kamiti Rd, off Thika Rd  
Tel: 0734 400694/0721 932050  
Email: enquiries@pacuniversity.ac.ke  
website: www.pacuniversity.ac.ke

**TO WHOM IT MAY CONCERN**

Dear Sir/Madam,

**RE: ZAKAYO MURIUKI MBOGORI REG. NO POLD/7068/16**

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.

He is at the final stage of the programme and he is preparing to collect data to enable him finalise on his dissertation. The dissertation title is '**Servant Leadership, Internal Environment, and Performance of the Full Gospel Churches of Kenya (Meru Region)**'.

We therefore kindly request that you allow him conduct research at your organization.

Warm Regards,

*Angela*


Dr. Lilian Vikira  
Registrar Academics

14<sup>th</sup> December, 2018

**PAN AFRICA CHRISTIAN UNIVERSITY**  
P.O. Box 56875, NAIROBI - 00200  
TEL: 0561820/8561945/2013146

## APPENDIX IV

### NACOSTI RESEARCH AUTHORIZATION LETTER



**NATIONAL COMMISSION FOR SCIENCE,  
TECHNOLOGY AND INNOVATION**

Telephone: +254-20-2213471,  
2241349,3310571,2219420  
Fax: +254-20-318245,318249  
Email: dg@nacosti.go.ke  
Website : www.nacosti.go.ke  
When replying please quote

NACOSTI, Upper Kabete  
Off Waiyaki Way  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref. No. **NACOSTI/P/19/66898/28291** Date: **26<sup>th</sup> February, 2019**

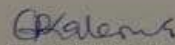
Zakayo Muriuki Mbogori  
Pan Africa Christian University  
P.O Box 56875 – 00200  
**NAIROBI**

**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on “*Servant leadership, internal environment and the performance of the full gospel churches of Kenya (Meru Region)*” I am pleased to inform you that you have been authorized to undertake research in **Meru County** for the period ending **26<sup>th</sup> February, 2020**.

You are advised to report to **the County Commissioner and the County Director of Education, Meru County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

  
**GODFREY P. KALERWA MSc., MBA, MKIM**  
**FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner  
Meru County.

The County Director of Education  
Meru County.

National Commission for Science, Technology and Innovation is ISO9001: 2008 Certified

APPENDIX V

RESEARCH PERMIT

**THIS IS TO CERTIFY THAT:**  
**MR. ZAKAYO MURIUKI MBOGORI**  
**of PAN AFRICA CHRISTIAN UNIVERSITY,**  
**63570-60 NAIROBI, has been permitted**  
**to conduct research in Meru County**

**on the topic: SERVANT LEADERSHIP,**  
**INTERNAL ENVIRONMENT AND THE**  
**PERFORMANCE OF THE FULL GOSPEL**  
**CHURCHES OF KENYA ( MERU REGION)**

**for the period ending:**  
**26th February, 2020**

**Permit No : NACOSTI/P/19/66898/28291**  
**Date Of Issue : 26th February, 2019**  
**Fee Recieved :Ksh 2000**



**Applicant's**  
**Signature**



**Director General**  
**National Commission for Science,**  
**Technology & Innovation**