

# Relationship between Strategic Leadership Intent and Church Growth: A Case of the Anglican Church of Kenya

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## ABSTRACT

The Anglican Church of Kenya (ACK) faces challenges in its growth endeavors, including program sustainability and the need for technological and spiritual advancement. These challenges imply that ACK followers may not fully benefit from the socio-economic and spiritual advantages associated with church membership. This study aimed to investigate the correlation between strategic leadership intent and ACK's growth. The study utilized a cross-sectional design to investigate church leadership dynamics within the Anglican Church of Kenya, specifically focusing on strategic leadership and church growth. A sample of 315 church leaders was drawn from various administrative levels, including provincial administration members and diocesan secretariat members, reflecting both urban and rural demographics. Proportional stratified sampling ensured representation across different strata. Data collection involved a structured questionnaire administered either online or in person, covering participant demographics and key research variables. Reliability coefficients, such as Cronbach's alpha, were computed to ensure the questionnaire's internal consistency. Statistical analyses, including linear regression, were conducted using SPSS to evaluate research hypotheses. The study found that strategic leadership intent explained 19.1% of the variance in church growth within the Anglican Church of Kenya, indicating a significant relationship between the two factors. A one-unit increase in strategic leadership intent corresponded to a 0.438 increase in church growth, suggesting a positive association between the two variables. These findings support the idea that effective strategic leadership plays a crucial role in driving church growth, with nearly one-fifth of the variations in growth attributable to strategic leadership. Overall, the results underscore the importance of strategic leadership in fostering the growth and development of the Anglican Church of Kenya. Subsequent research endeavors could explore distinct facets of strategic leadership to discern their individual impacts on church growth.

**Keywords:** Anglican Church of Kenya, Church Growth, Strategic Leadership Intent, Strategic Objectives

## INTRODUCTION

Various leadership approaches can be employed within an organization. Among these, strategic leadership stands out in literature discussing organizational evolution and advancement (Alafeshat&Tanova, 2019). Bakir (2017) and Gakenia et al. (2017) define strategic leadership as a style where leaders prioritize the future well-being of the organization in a broad sense. These leaders focus on the future expansion and progress of their organization. Jordan (2019) emphasizes the importance of strategic leadership in church settings, highlighting its forward-looking nature. He posits that strategic leadership in churches involves recognizing and dealing with organizational changes. He further suggests that strategic leadership is vital for identifying evolving organizational and ministry requirements that might hinder church growth

Lategan and Oosthuizen (2016) examine strategic leadership in churches from two perspectives. Firstly,

they explore it through a biblical lens, viewing the church as the body of Christ (Ephesians 1:23-24) and as the household of God (1 Corinthians 4:1-2). Secondly, they see the church as an earthly organization requiring human skills and efforts for leadership and management. From this perspective, Lategan and Oosthuizen (2016) suggest that churches should develop strategic plans and frameworks to guide their growth and outreach. While strategic leadership's role in the corporate sphere is extensively documented, there is a scarcity of information regarding its application in the church context. For instance, Nyakundi and Ayako (2020), studying its effects on a Pentecostal church's growth in Nyamira County highlight its positive impact on church expansion.

The Anglican Church, a global Christian denomination, boasts networks spanning all continents, with a significant portion of its members hailing from Africa (Muriithi et al., 2022). Originating from a split from the Roman Catholic Church during the Roman Empire, it experienced remarkable growth during the 17th and 18th centuries within the British Empire (Morris, 2022). Morris (2022) highlights the influence of King James VIII, who endorsed the Authorized King James Version of the Bible, and Queen Elizabeth, reigning in the 16th century, who played a pivotal role in its establishment as a distinct entity from the Catholic Church. Despite its modest beginnings, the Anglican Church now boasts a membership of around 70 million, spread across 38 provinces spanning 161 countries. It is second only to the Catholic Church in terms of both membership numbers and global presence.

A notable milestone in the early evolution of the Anglican Church occurred with the establishment of the Diocese of Mombasa in 1898, encompassing Kenyan territory and parts of northern Tanganyika. In 1937, a significant event was the Ruanda revival team's impactful meetings in Nairobi, Weithaga, Kabete, and other locations. Further significant occurrences in the church's early history included the hosting of the first African-organized convention at Kahuhia in 1947, the founding of St. Paul's United Theological College in 1954 in collaboration with other Protestant denominations, the establishment of the Church Army as a welfare organization in 1956, and the opening of the first Christian Industrial Training Center (CITC), a vocational training center, in 1959 in Pumwani.

The Anglican Church of Kenya's expansion and development were facilitated by its privileged access to resources as the official religion of the former British colony (Muriithi et al., 2019). This allowed the church to invest in constructing essential social infrastructures such as schools and hospitals strategically positioned to educate Kenya's early leaders and provide healthcare services. Consequently, the church attracted prominent, educated, affluent, and influential members of society, a legacy that persisted after independence (Muriithi et al., 2022). As of 2016, the Anglican Church of Kenya (ACK) emerged as one of Kenya's largest denominations, boasting a membership of 5.86 million as per the ACK strategic plan of 2018. According to the ACK strategic plan, the church encompasses 39 dioceses, predominantly located in densely populated areas of western Kenya, including the former central, western, Nyanza, Nairobi, and parts of the Rift Valley province.

The ACK has encountered various obstacles in its journey of growth and development, which serve as the foundation for this study. Tsuma et al. (2020) highlighted quality concerns regarding ACK-funded projects, including issues with project sustainability. Within this framework, Tsuma et al. (2020) observed a 20% increase in projects missing implementation deadlines over the five years leading up to 2018. Reflecting on the challenges faced by the Diocese of Embu, Njue (2020) mentioned a range of human resource issues. Specifically, Njue (2020) noted delayed salary payments for clergy in the Diocese of Embu, along with instances of salary arrears. These difficulties were attributed to the church's struggles with resource mobilization and the clergy's inability, particularly in rural areas, to meet their financial obligations to the diocese. Consequently, some clergy members have opted to leave their positions in pursuit of better-paying employment opportunities.

Murage and Ndegwa (2018) highlight the challenges of church growth, indicating that the Anglican Church

of Kenya (ACK) provincial synod frequently expresses dissatisfaction with unmet targets set by the head office's four-year strategic plans. They also note a decrease in funding for church activities, including the implementation and monitoring of strategic plans, by entities like the Church Commissioners for Kenya and other stakeholders. Numerous scholars, including Ongare (2020), Tsuma et al. (2018), and Wanyoike (2020), have documented issues concerning the sustainability and effectiveness of various activities and projects undertaken by the ACK. Specifically, Tsuma et al. (2018) point out rising instances of challenges related to project sustainability, project quality, and project performance.

Tsuma and Wambua (2019) conducted research on the involvement of strategic leadership in the allocation and supervision of finances for implementing diocesan projects within the Anglican Church of Mombasa. The study applied the behavioral theory of leadership, treating leadership as an intervening variable. Independent variables examined included stakeholder engagement, as well as monitoring and evaluation by both internal and external stakeholders. Employing a cross-sectional design, the study was grounded in positivism philosophy. Participants were selected using a stratified sampling approach to include church members, while parochial leaders were chosen through purposive sampling.

In a separate study, Munyao et al. (2020) examined the impact of strategic leadership on theological colleges affiliated with the African Inland Church in Kenya. The descriptive study highlighted the challenges faced by these colleges, including inadequate financial resources due to low student enrollment and insufficient donor funding, as well as curriculum misalignment and ineffective leadership. Strategic leadership aspects such as vision, mission, and core values were evaluated. Colleges were chosen purposively, and participants were selected using a stratified sampling approach, including senior leadership teams, lecturers, and students. The study revealed that strategic direction significantly influences college performance. While Christian theological colleges and churches share similarities in leadership and stakeholders, churches face unique challenges such as fluctuating membership and income dynamics, necessitating distinct leadership skills (Muriithi, 2021), thus warranting further investigation.

Muriithi et al. (2022) observed a persistent decline in Kenyan Anglican congregations since the beginning of the 21st century, attributing this trend to the emergence of assertive new Pentecostal churches. The researchers criticized the Anglican Church for not effectively addressing the challenges posed by this competition. Similarly, Munyao et al. (2020) highlighted comparable issues within Africa Inland Church theological colleges, where resource limitations stemming from difficulty in securing sponsors and insufficient student enrollment hindered their ability to effectively manage their institutions. Munyao et al. (2020) attributed these challenges to a lack of strategic leadership within these crucial Christian establishments, inhibiting their capacity to capitalize on educational opportunities.

The strategic plan of the ACK, initiated in 2017, spans a period of 10 years from 2018 to 2027. This comprehensive plan integrates various aspects of the Church's internal transformative structure, governance framework, evangelistic strategy, and the aspiration to foster social transformation and economic empowerment among Anglican congregants. The strategic direction, outlined across eight pillars, encompasses a review of the governance structure to address leadership and succession challenges, as well as an assessment of the financial and human resource framework to enhance accountability and efficiency in resource utilization. The third pillar focuses on the church's evangelistic efforts, emphasizing doctrinal integrity and inter-diocesan collaboration in research endeavors. The subsequent pillar underscores church membership, discipleship, and educational initiatives, encompassing educational programs, affiliated organizations, and chaplaincy services. Pillars five through seven address the social and economic empowerment of members, detailing plans for economic empowerment and social welfare programs. Furthermore, the sixth pillar highlights the use of social media as a tool for communication, outreach, and information dissemination. The ninth and tenth pillars of the strategic plan center on environmental concerns. In light of these strategic objectives, the present study aims to explore the role of

strategic leadership in fostering the growth of the ACK.

The ACK has encountered various challenges in its growth efforts, including the sustainability of its programs and the need for both technological and spiritual advancement. These challenges suggest that followers of the ACK may not be fully benefiting from the spiritual and socio-economic advantages associated with church affiliation. Scholars such as Widiyanto et al. (2019), Dejesus (2018), Idowu (2020), and Mpolo (2020) have explored the correlation between leadership practices and different facets of church growth worldwide. These studies did not specifically investigate the relationship between strategic leadership intent and church growth within the ACK. For example, Kiarie (2019) explored eucharist symbols in the Anglican church, Akattu et al. (2020) analyzed the Anglican church's impact on transforming the Kirinyaga region, M'bwangi (2020) examined salvation within the Anglican church context, and Beja et al. (2018) investigated the contributions of Mother Unions to the development of the Anglican church. However, none of these scholars focused on the correlation between strategic leadership intent and church growth, thus warranting the present study. The objective of this research was to determine the relationship between strategic leadership intent and growth of the ACK. The following were the study hypotheses.

$H_{01}$ : There is no significant relationship between strategic leadership intent and growth of the ACK.

$H_{a1}$ : There is a significant relationship between strategic leadership intent and growth of the ACK.

## LITERATURE REVIEW

The primary objective of the church is to propagate the teachings of Jesus Christ, necessitating the development of strategic approaches to effectively communicate biblical doctrine across diverse cultural landscapes. Hah (2019) highlights the challenge of conveying the Gospel authentically in varied cultural settings, prompting a study on cross-cultural missions and their alignment with the cultural mandate. This exploration, anchored in baptism and discipleship, elucidates how baptism signifies Christ's death and resurrection, symbolizing a transformative relationship with Him and facilitating the fulfilment of the great commission. While baptism serves to initiate new converts into the Christian faith, the study underscores the pivotal role of discipleship in nurturing believers within the faith community. Ultimately, the research underscores the importance of strategic missional leadership in effectively spreading the message of Jesus Christ to diverse cultural contexts and nations.

The COVID-19 pandemic disrupted normal organizational operations, necessitating resource redirection to address pandemic-related challenges (Holmes, 2022). This compelled churches and other entities to devise alternative strategies to navigate the crisis, contingent upon the capacity of strategic leaders to comprehend the evolving risks. Holmes (2022) focused on how churches in England managed family ministries amid the pandemic, highlighting the adoption of hybrid outreach methods, including online and in-person initiatives where feasible. Despite these efforts, the study revealed that 97 percent of surveyed parents felt overwhelmed by restrictions, particularly due to children being confined at home without outlets for their energy. Moreover, the predominantly employed online outreach methods were found to be inadequate in providing emotional support to families. This underscores the importance of flexible planning and leadership during emergencies like the COVID-19 pandemic.

Mora-Ciangherotti and Adolfo (2020) explored the strategies adopted by large Pentecostal churches in Latin America, aiming to understand their significant numerical growth. Their investigation involved analyzing various online articles related to church growth methodologies, Pentecostalism, and growth theologies. They found that many mega-churches in Latin America have embraced or adapted the Korean cell group model, emphasizing house church leadership training and discipleship materials. These churches incorporated Pentecostal elements into their services, addressing social and economic challenges and promoting the

prosperity gospel model. Some mega-churches also engaged in community transformation projects. However, the study cautioned against generalizing its findings due to limitations in the representativeness of the articles used.

The rise of Pentecostal churches in the 20th century introduced intense competition, sometimes resulting in the exploitation of members. However, Adedibu (2023) highlighted the significant socioeconomic contributions of certain Pentecostal churches. Consequently, a study was commissioned to examine the impact of one such mega-church, the Redeemed Christian Church of God (RCCG), in Nigeria. Founded by Rev. Josiah Olufemi Akundayomi, RCCG emphasized a charismatic pulpit ministry aimed at fostering holistic development. Grounded in Spiritual Capital Theory, which posits that spiritual capital, including financial and human resources, drives organizational development, and Pneuma-Diaconal theory, the study employed a descriptive and qualitative approach to investigate RCCG's influence. The study combined Spiritual Capital theory with the Pneuma-Diaconal Mission Theory, which suggests that societies can experience transformation through the influence of the Holy Spirit. The researcher examined developmental milestones, such as the establishment of health facilities and schools, since RCCG's inception in 1952. Notably, the researcher highlighted the church's substantial impact on shaping societal values, both through its pulpit teachings and the ethical conduct of its members employed in governmental positions. The study concluded that there exists a connection between Pentecostalism and the socioeconomic development of Nigeria.

Bore and Macharia (2022) examined Nehemiah as a strategic leader who effectively communicated a compelling vision to his contemporaries facing various challenges, including threats of enemy attacks. The study highlighted Nehemiah's initial response to the distressing report of Jerusalem, where he demonstrated compassion and devised a clear mission that he successfully presented to the king, obtaining permission and support for his endeavor. After assessing the situation by inspecting the city walls, Nehemiah mobilized resources, including people crucial for executing his plan, and assigned specific tasks to families for the reconstruction effort. Throughout the execution, Nehemiah demonstrated effective conflict management, implemented monitoring and evaluation mechanisms, and exhibited ethical leadership. The study suggested that Nehemiah's leadership principles are relevant for addressing contemporary challenges like rapid technological advancements, globalization, and environmental issues within the church.

The Full Gospel Church of Kenya (FGCK) in Baringo Central responded to the call for healing alongside the great commission, addressing the alarming alcohol consumption rates in the region, particularly with chang'aa being widely abused at 34 percent, as highlighted by Korir et al. (2022). Recognizing the significant role of the church in reducing alcohol consumption, the researchers conducted a study to examine the strategies employed by FGCK to combat alcoholism in Baringo Central. The study aimed to establish the church's role in eradicating alcoholism and employed purposive sampling to select recovering alcoholics, their families, distributors, pastors, alongside random sampling of church elders and members. Findings revealed the church's pivotal role in addressing alcohol abuse through gospel preaching, counseling services, education, economic empowerment, rehabilitation, and leveraging family networks. Despite the absence of a strategic plan, the study underscores the church's commitment to fulfilling the great commission outlined in Matthew 28:19-20 by guiding the community towards positive choices.

In adherence to the great commission outlined in Matthew 28:18-20, the African Inland Church, located in Bondeni, Nakuru, Kenya, developed a strategic plan aimed at spreading the Gospel to children, as discussed by Rop et al. (2021). This strategy primarily focused on assessing the impact of trained Sunday school teachers on children's ministry, ensuring efficient utilization of financial resources, and providing administrative support for this ministry. The study employed a mixed-method approach, utilizing a stratified sampling method to gather data from various stakeholders, including church pastors, administrators, Sunday school teachers, workers, parents, and youth. Evaluation of the Sunday school ministry's success

encompassed metrics such as the population of Sunday school children, their comprehension of teachings, behavioral and moral improvements, and their transition to youth and adult church after graduating. Additionally, the competence of Sunday school teachers was assessed based on criteria such as academic qualifications, theological training, commitment to their roles, and the church's investment in their development. The research found that the academic qualifications and training of Sunday school teachers positively influenced the ministry at AIC Bondeni Church. It underscored the effectiveness of the church's strategic approach in fulfilling the great commission. However, despite being a mixed-method study, the lack of emphasis on qualitative data by the researcher diminishes the ability to generalize the findings.

Wanjiku et al. (2020) examined the strategic direction of Safaricom Limited Kenya, a prominent technology company known for its sustained profitability in the country. Investigating independent variables such as operational plans and structural design alongside dependent variables like market share, profitability, and customer satisfaction, the study employed a descriptive research design. Through simple random sampling, the researchers selected employees from the company's headquarters. Their inferential analysis revealed that strategic intent significantly and positively influenced the company's performance. While the study offered valuable insights into Safaricom's success in the Kenyan market, it was limited by its focus on head office staff, potentially biasing results towards the company's perspective. Additionally, the inclusion of customer data could have provided a more comprehensive understanding of Safaricom's strategic orientation.

## RESEARCH METHODOLOGY

A cross-sectional study design was adopted for the present research. This study focused on church leadership within the Anglican Church of Kenya, specifically those with expertise in strategic leadership and church growth. The study included 315 church leaders, comprising 9 provincial administration members, 296 archdeacon/parish leaders, and 10 Nairobi Diocesan Secretariat members. The target population was primarily sourced from senior management members at the head office, including officers from various provincial secretary departments such as Education, Communication, Mission, Anglican Development Services, Mothers' Union, and Finance. The study's sample size was constrained by the relatively small staffing numbers. Additionally, another group of participants was drawn from the metropolitan Nairobi Diocese, which encompasses both urban and rural areas.

The participants included leaders at both the Archdeaconry and Parish levels within the Anglican Church of Kenya, specifically within its Parishes subdivision. This encompassed the entire Diocese of Nairobi as well as portions of the Mt. Kenya South and Thika Dioceses. The target population consisted of 315 church leaders, comprising 9 provincial administration members, 296 archdeacon/parochial leaders, and 10 members of the Nairobi Diocesan Secretariat, including department heads. A sample size of 176 was computed using Yamane formula.

To ensure a representative sample from the target population, the study employed a proportional stratified sampling method. This entailed categorizing the population into distinct groups, or strata, based on relevant characteristics such as geographical location or leadership level within the church. Once these strata were identified, a proportional number of participants was randomly chosen from each group to ensure representation across the population. The sample size was allocated proportionately to each group based on its size within the population. This method enhanced representativeness and minimized sampling bias, enabling the findings to be generalized to the entire population of church leaders in the Anglican Church of Kenya. The strata for this study included the Anglican provincial administration at its head office, the Diocesan Archdeaconry leadership subdivided into parochial units, and the Nairobi Diocesan Secretariat. Proportional stratified sampling offers advantages such as bias reduction and representative sampling, contributing to the study's validity (Blanchet et al., 2017; Liamputtong, 2019). Additionally, the study

ensured that the sample size reflected the proportional distribution of the target population.

Data was gathered via a structured questionnaire. The questionnaire, comprising closed-ended questions, was administered either online or through face-to-face approach. It focused on various aspects including participant demographics, strategic leadership intent, and growth initiatives within the church. Additionally, the structured questionnaire aimed to capture demographic information such as age, gender, educational background, and leadership experience of the participants (Bilgin, 2017; Ghauri et al., 2020). The study determined the reliability of the questionnaire by calculating reliability coefficients, such as Cronbach’s alpha, which measures internal consistency. Mehdi (2016) suggests that a Cronbach alpha coefficient of 0.7 or higher indicates adequate internal reliability. Consequently, the reliability threshold for this study was set at 0.7.

Inferential statistics, specifically linear regression analysis, was employed to evaluate research hypotheses. The data obtained from the questionnaire were processed using the Statistical Package for the Social Sciences (SPSS) software, undergoing both descriptive and inferential statistical analyses. Descriptive statistics aided in summarizing and presenting the data, facilitating comprehension of complex data patterns. Meanwhile, inferential statistics, such as linear regression analysis, were utilized to scrutinize the hypothesized relationships. This method allows researchers to draw conclusions about population characteristics based on sample data, aiding in the interpretation of variable relationships (Brase&Prellillo, 2015; Warner, 2013).

The research rigorously adhered to ethical standards to safeguard the rights and well-being of participants. It meticulously obtained ethical clearance, authorization, and necessary permissions from appropriate governing bodies, thereby demonstrating a commitment to ethical conduct from the outset. Prior to their involvement, participants were provided with comprehensive informed consent forms, elucidating the study’s objectives, procedures, and their rights, including the option to withdraw consent at any stage. The study refrained from collecting any personally identifiable information from participants, ensuring their anonymity and confidentiality throughout the research process. Moreover, stringent measures were implemented to securely store and anonymize the collected data, thus safeguarding participants’ privacy and confidentiality to the fullest extent.

## RESULTS AND DISCUSSIONS

Respondents rated strategic leadership intent items on a 5-point scale from 1=no extent to 5=very large extent. Table 1 presents the mean ( $\bar{x}$ ) and standard deviation ( $\sigma_x$ ) scores.

Table 1: Strategic Leadership Intent Item Statistics

Items	$\bar{x}$	$\sigma_x$
Our church has a clear and compelling vision statement	4.03	.988
The mission of our church inspires confidence and action	3.95	.850
Our strategic objectives are specific, measurable, attainable, relevant and time bound	3.66	.961
There is value alignment between the values of the church and those of other leaders	3.51	.888
Strategic leadership intent aggregate score	3.79	.699

Table 1 illustrates the mean scores obtained for various aspects of strategic leadership. The highest mean score was observed for the clarity and compelling nature of the vision statement ( $\bar{x}=4.03$ ,  $\sigma_x=.988$ ), followed by the confidence-inspiring mission statement ( $\bar{x}=3.95$ ,  $\sigma_x=.850$ ), and the specificity, measurability, achievability, relevance, and time-bound nature of strategic objectives ( $\bar{x}=3.66$ ,  $\sigma_x=.961$ ).

Additionally, there was alignment between the church’s values and those of other leaders, albeit to a slightly lower extent ( $\bar{x}=3.51$ ,  $\sigma_x=.888$ ). The aggregate score for strategic leadership intent was moderately high ( $\bar{x}=3.79$ ,  $\sigma_x=.699$ ). The high scores for vision and mission indicate effective communication of a clear and inspiring direction, likely fostering motivation and engagement among members. However, the slightly lower score for strategic objectives suggests room for improvement in terms of specificity and measurability. Similarly, the lower score for value alignment highlights a potential area for enhancing unity and collaboration. Nonetheless, the moderately high aggregate score indicates a generally positive perception of strategic leadership within the church among respondents.

Pearson correlation analysis was conducted to determine the magnitude and direction of the association between church growth and various dimensions of strategic leadership, including vision, mission, values, and strategic objectives. Table 2 displays the results of the correlation analysis at a significance level of  $p<.01$ .

Table 2: Correlation between Church Growth and Strategic Leadership Intent Dimensions

		1
1. Church Growth	Pearson Correlation	1
	Sig. (2-tailed)	
	N	176
2. Vision	Pearson Correlation	.261**
	Sig. (2-tailed)	.000
	N	176
3. Mission	Pearson Correlation	.384**
	Sig. (2-tailed)	.000
	N	176
4. Values	Pearson Correlation	.355**
	Sig. (2-tailed)	.000
	N	176
5. Strategic objectives	Pearson Correlation	.338**
	Sig. (2-tailed)	.000
	N	176
**. Correlation is significant at the 0.01 level (2-tailed).		

Table 2 indicates a significant positive correlation between church growth and vision ( $r=.261$ ,  $p<.01$ ), mission ( $r=.384$ ,  $p<.01$ ), values ( $r=.355$ ,  $p<.01$ ), and strategic objectives ( $r=.338$ ,  $p<.01$ ). These findings suggest that as the attention given to the church’s vision, mission, values, and strategic objectives increases, so does the church’s growth. Therefore, there is evidence supporting the notion that the Anglican Church of Kenya (ACK) is more likely to experience growth when it actively emphasizes and pursues its vision, mission, values, and strategic objectives.

The study hypothesised as follows:

$H_{a1}$ : There is a significant relationship between strategic leadership intent and growth of the ACK.

$H_{01}$ : There is no significant relationship between strategic leadership intent and growth of the ACK.

To test the hypothesis for strategic leadership intent, linear regression was performed and the output



presented in table 3.

Table 3: Regression of Church Growth on Strategic Leadership Intent

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.438 <sup>a</sup>	.191	.187	.69422
a. Predictors: (Constant), Strategic Leadership Intent				

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.860	1	19.860	41.208	.000 <sup>b</sup>
	Residual	83.858	174	.482		
	Total	103.718	175			
a. Dependent Variable: Church Growth						
b. Predictors: (Constant), Strategic Leadership Intent						

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.489	.289		5.151	.000
	Strategic Leadership Intent	.482	.075	.438	6.419	.000
a. Dependent Variable: Church Growth						

Table 3 illustrates that strategic leadership intent accounted for 19.1% of the variance in church growth;  $R^2=.191$ ,  $DF(1) = 41.208$ ,  $p<.01$ . This means that approximately 19.1% of the differences in the growth of the Anglican Church of Kenya can be attributed to strategic leadership intent. Upon examining the coefficients, it was found that a one-unit increase in strategic leadership intent corresponded to a 0.438 increase in church growth ( $\beta=0.438$ ,  $p<.01$ ). Consequently, the null hypothesis was rejected, and the alternative hypothesis was accepted, indicating a significant relationship between strategic leadership intent and the growth of the Anglican Church of Kenya. These outcomes imply that strategic leadership intent, as gauged in the study, plays a crucial role in elucidating why the Anglican Church of Kenya is experiencing growth. The 19.1% figure suggests that nearly one-fifth of the variations in church growth among different contexts can be ascribed to the effectiveness of strategic leadership guiding the church. The positive coefficient (0.438) indicates that as strategic leadership intent rises, church growth also tends to increase. In summary, these results endorse the notion that effective strategic leadership is linked to church growth.

## CONCLUSIONS AND RECOMMENDATIONS

The research has enriched leadership theories by underscoring the significance of strategic leadership intent within religious organizations. This insight suggests that scholars and researchers in leadership studies may need to integrate these components into current leadership frameworks for a more comprehensive understanding of leadership efficacy. The results underscore the necessity of acknowledging the distinct

context of religious organizations when formulating and implementing leadership theories. It is essential to tailor leadership theories to accommodate the distinctive characteristics of faith-based institutions, including their vision-oriented approach and focus on mission

The investigation has uncovered a notable favorable association between strategic leadership intent and the growth of the church. It pinpointed vision, mission, values, and strategic objectives as pivotal elements of strategic leadership intent that notably impacted church expansion. Additionally, the study highlighted that almost one-fifth of the fluctuation in church growth could be linked to the efficiency of strategic leadership, underscoring its significant influence on molding the church's growth trajectory. These findings underscored the comprehensive scope of strategic leadership, extending beyond mere organizational administration to encompass vision-driven endeavors that contributed to the overall well-being and advancement of the church.

The research has underscored the concrete importance of strategic intent within religious organizations, stressing the active engagement of church leaders in continuous strategic planning efforts aligned with the overarching vision, mission, and values outlined in the study. Furthermore, it advocates for strategic alignment with identified objectives, ensuring that each strategic endeavor resonates with the fundamental principles and aspirations of the religious institution. This holistic approach promotes coherence and direction within the organization while enhancing its capacity to fulfill its sacred duties and serve the community with dedication and purpose.

Subsequent research endeavors could explore distinct facets of strategic leadership to discern their individual impacts on church growth. This could entail investigating the interplay between factors such as vision, mission, values, and strategic objectives and their collective influence on growth. Through the isolation and scrutiny of these elements, scholars can offer tailored insights and recommendations to church leaders aiming to bolster strategic leadership initiatives.

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