



PASTORAL LEADERSHIP STYLES AND CHURCH GROWTH IN MOMBASA COUNTY, KENYA

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Accepted: October 22, 2022

ABSTRACT

This study examined the effect of pastoral leadership styles on church growth in Mombasa County, Kenya. Specifically, the study sought to examine the effect of transformational leadership, servant leadership, ethical leadership, and strategic leadership styles on church growth in Mombasa County, Kenya. Drawing from the positivism research philosophy, the study was guided by the quantitative non-experimental research methodology. The study was anchored on the correlational research design for data analysis and adopted the cross-sectional survey research design for data collection. The stratified random sampling technique was used to select a sample size of 160 from a target population of 267 churches in Mombasa County, Kenya. The church was the unit of analysis, while the unit of observation was the pastor in charge of the church. A pilot study was carried out to establish the validity and reliability of the data collection instrument with a pilot trial sample size of 32 churches in Mombasa County in Kenya. The pilot study results revealed that the scale of this study passed the validity test and passed the reliability test. A cross-sectional survey-based approach was used to collect primary data using a structured questionnaire anchored on a five-point Likert scale. The study utilized the drop and pick method to distribute 160 survey questionnaires to the sampled churches in Mombasa County, Kenya. Out of the 160 survey questionnaires distributed, only 107 valid responses were obtained, translating to a valid response rate of 66.89%, which was adequate for data processing and analysis. The collected data was processed and entered into the statistical package for social sciences (SPSS) version 26 to create a data sheet for analysis. Descriptive statistics were calculated to summarize the data in respect to each variable. The Pearson's product moment correlation analysis test was performed to ascertain whether there were significant relationships between the pastoral leadership styles and church growth. From the results, the transformational, servant, ethical, and strategic leadership styles had strong significant relationships with church growth in Mombasa County, Kenya. Multiple regression analysis was used for hypotheses testing at 5% level of significance and 95% confidence level, while F-statistic was used to test the significance of the model. The study provided empirical evidence that posits that transformational leadership, servant leadership, ethical leadership, and strategic leadership styles positively and significantly predict church growth in Mombasa County, Kenya.

Key Words: Transformational Leadership, Servant Leadership, Ethical Leadership, Strategic Leadership Styles

CITATION: Mwanzwii, F. K., & Kising'u, T. (2022). Pastoral leadership styles and church growth in Mombasa County, Kenya. *The Strategic Journal of Business & Change Management*, 9 (4), 928 – 947.

INTRODUCTION

The growth of a church as a nonprofit organization depends considerably on its leadership (Mumford, 2022). Unfortunately, there has been a growing decline in church attendance and participation (Bishop, 2022). In Kenya, church leadership wrangles have resulted in church splits, church shut downs, public wars and unending court battles (Makabira, 2020). Existing literature posits that several churches around the world have experienced difficulties in church membership retention, church membership growth and church performance challenges resulting from lack of good leadership (Benedicte, Andemariam, & Wasike, 2022). However, the decline is not absolute as many churches continue to grow (Wainwright, 2020). The findings of previous research on the topic of church growth support the roles of leadership and shepherding as key activities encouraging growth in the church (Keita, 2019; Grusendorf & Acevedo, 2022). However, although a fecundity of current literature exists on the topic of church leadership, a gap remains in the scope of how leadership in growing churches continues to participate in shepherding and leadership while their numbers grow (Jones 2021; Wainwright, 2020). While leadership is presumed paramount in how organizations respond and recover from major disruptions, it is unclear as to what leadership style will best ensure a disruption is resolved effectively in each of the stages (Azadegan, Shaheen, Linderman, & Fereidooni, 2021).

Drawing from the strategic leadership, transformational leadership and servant leadership theories, Gathuma (2020) investigated leadership styles and management of church youth development in Pentecostal Churches in Nyeri Town Sub County in Kenya. The study used the descriptive survey research design. The purposive sampling technique was used to select 7 Pentecostal churches in Nyeri Town Sub-County. The study used the self-administered questionnaires to collect data from 57 youth officials. In total, with 48 valid responses were received from the 7 Pentecostal churches in

Nyeri Town Sub-County. The research findings showed that the transformational leadership style was the most significant, followed by strategic leadership style, then servant leadership style and finally democratic leadership style.

Anchored on the contingency leadership theory, Mwaura (2019) examined the influence of volunteer leaders' leadership styles on church performance in the PCEA Nakuru East Presbytery in Kenya. Specifically, the study examined the influence of volunteer leaders' transformational leadership and transactional leadership styles on church performance. The descriptive survey research design was employed. Stratified random sampling was used to select a sample size of 88 volunteer leaders from a target population of 750 volunteer leaders in PCEA churches in Nakuru East Presbytery. Volunteer leaders in all the eleven parishes were randomly selected. Primary data was collected using a structured survey questionnaire. Out of the 88 survey questionnaires distributed, only 87 valid responses were obtained. The results revealed that there were positive significant relationships between the volunteer church leaders' leadership styles and church performance. From the simple linear regression results, there was a positive significant influence of volunteer church leaders' leadership styles on church performance.

The churches in Kenya are keenly building educational centers, constructing hospitals, engaging in agriculture, vocational training, and setting up theological education centers. The churches use these institutions in addition to the ministry of preaching, teaching, and praying to engage and influence society. The Anglican Church of Kenya, formerly, the Church Province of Kenya (CPK) report, affirmed that, "the church is charged with the commission to make the truth entrusted to it available to each generation. The spread of education is not therefore a secondary consideration of the church, but stands at the very core and center of the Christian message (Sabar-Friedman 2002, 89). The African Inland Church (AIC) headquarters at Kijabe in Kenya has one of the best

church-managed hospitals in Kenya, publishing operations, radio programs, and are reputable mixed school Rift Valley Academy for missionary kids. The AIC built the Scott Theological College in Kenya to train African church leaders.

A study by Nyong'a and Maina (2019) on the influence of strategic leadership on strategy implementation at Kenya revenue authority indicated that strategic leadership a significant and positive association with strategy implementation. The study also revealed that management commitment, participative leadership, employee motivation system and delegation as strategic leadership practices have a positive effect on the implementation of strategy at the KRA. The study further demonstrated statistically that low employee motivation contributes to inadequate strategy implementation.

Research Hypotheses

This study tested four null hypotheses:

- **H₀1:** Transformational leadership has no significant effect on church growth in Mombasa County, Kenya.
- **H₀2:** Servant leadership has no significant effect on church growth in Mombasa County, Kenya.
- **H₀3:** Ethical leadership has no significant effect on church growth in Mombasa County, Kenya.
- **H₀4:** Strategic leadership has no significant effect on church growth in Mombasa County, Kenya.

LITERATURE REVIEW

Theoretical Framework

Transformational Leadership Theory

The transformational leadership theory (Bass & Avolio, 1993; Burns, 1978) states that the leadership process is based on the mutual help of the leader and subordinates to each other for motivation and to increase their morale (Kloutsiniotis, Mihail, Mylonas, & Pateli, 2022). The transformational leadership theory was first developed by Burns (1978) and developed by Bass and Riggio (2006) with the assumption that transformational leaders

focus on the values of their followers (Begum, Ashfaq, Xia, & Awan, 2022). However, some scholars opine that Burns (2018) established the original idea of transformational leadership theory (Elkhwesky, Salem, Ramkissoon, & Castañeda-García, 2022).

The transformational leadership theory advocates that the strong interaction between leaders and their followers is an influential factor for the practice of innovation (Kahihu, 2022). Based on the transformational leadership theory, the leaders utilize the transformational leadership to not only design a long-term vision but also for the empowerment of their subordinates, training, and development of subordinates to enhance and transform their abilities to the maximum extent, and for cultural change (Elkhwesky *et al.*, 2022). The transformational leadership theory is based on an ethical and moral value system that defines leadership in the form of empowering subordinates and change-management in an organization through transforming attributes of a leader of one's traits, behavior, and being a role model (Bakker, Hetland, Olsen, & Espevik, 2022).

Ethical Leadership Theory

The ethical leadership theory advocates that the ethical leadership focuses on both internal and external accountability factors for a corporation (McQuade, 2022). According to the ethical leadership theory, ethical leadership behavior among managers is likely to be a byproduct of ethical culture, and would most likely play a mediating role between perceived organizational ethical culture and employee engagement (Pietsch, 2022). Extant literature posits that the ethical leadership requires the management of a corporation from a set of ethical and moral foundation (Plutschinskiet *al.*, 2022). A critical review of ethical leadership reveals that there are four general principles of morality required: justice, humanity, responsibility, and sustainability (Martin, Emich, McClean, & Woodruff, 2022). Drawing from the ethical leadership theory, ethical leaders are

understood as fair, sincere, upright and honest (Chun, 2022).

The ethical leadership theory posits that leaders usually fail to follow and implement ethical standards in the organizations and this failure contribute to the failure of businesses (Meng & Neill, 2022). Existent literature posits that the ethical leadership style has increased in awareness and attention due to large corporate scandals that have involved unethical behavior in top executives worldwide (Dey, Bhattacharjee, Mahmood, Uddin, & Biswas, 2022). Ethical leaders demonstrate integrity and concern and care for others in their personal and professional lives (Agarwal, Gupta, & Cooke, 2022). Scholars assert that the ethical leadership seeks to inspire ethical employee actions towards an organizational vision and culture that will promote the firm's growth and social standing (Wang, Chen, Wang, Lin, & Tseng, 2022; Costa, Daher, Neves, & Velez, 2022).

Strategic Leadership Theory

Strategic leadership theory has evolved from the original upper echelon's theory developed by Hambrick and Mason (2014) to a study of not only the instrumental ways in which the dominant coalition impacts organizational outcomes, but also the symbolism and social construction of top executives (Hambrick & Pettigrew, 2017). Hambrick and Pettigrew also highlight two distinctions between the terms leadership theory and strategic leadership theory. According to them, leadership theory refers to leaders at any level in the organization, whereas strategic leadership theory refers to the study of people at the top of the organization on the one hand. Leadership research, on the other hand, focuses particularly on the relationship between leaders and followers and has been examined in many perspectives. Strategic leadership does not focus on the characteristics of the relationship between leaders and their immediate followers, but rather on how the dominant coalition of the firm influences the

strategic process of organizational learning (Yukli, 2016).

In the view of Pitelis & Wagner, (2018) effective strategic leadership revolves around the capacity to anticipate, envisage, the ability to think strategically and capacity to work with fellow colleagues in order to initiate changes aimed at creating a viable future of the organization. It is the ability to influence others to voluntarily make day-to-day decisions that enhance the long-term viability of the organization while at the same time maintaining its short-term financial stability. Effective strategic leadership includes change visions with sustained capacity for change implementation. The leadership, therefore, needs to accept the change/stability paradox in order to understand the complexity of change as a collective and multi-level organizational competency between the inertia of Weberian-style bureaucracy and anarchy. This calls for leadership that goes beyond deciding and providing directions. The leadership that is about alleviating mediocrity and with the desire to pursue greatness, and creating a culture of achievement (Fibuch & Arif, 2016).

Servant Leadership Theory

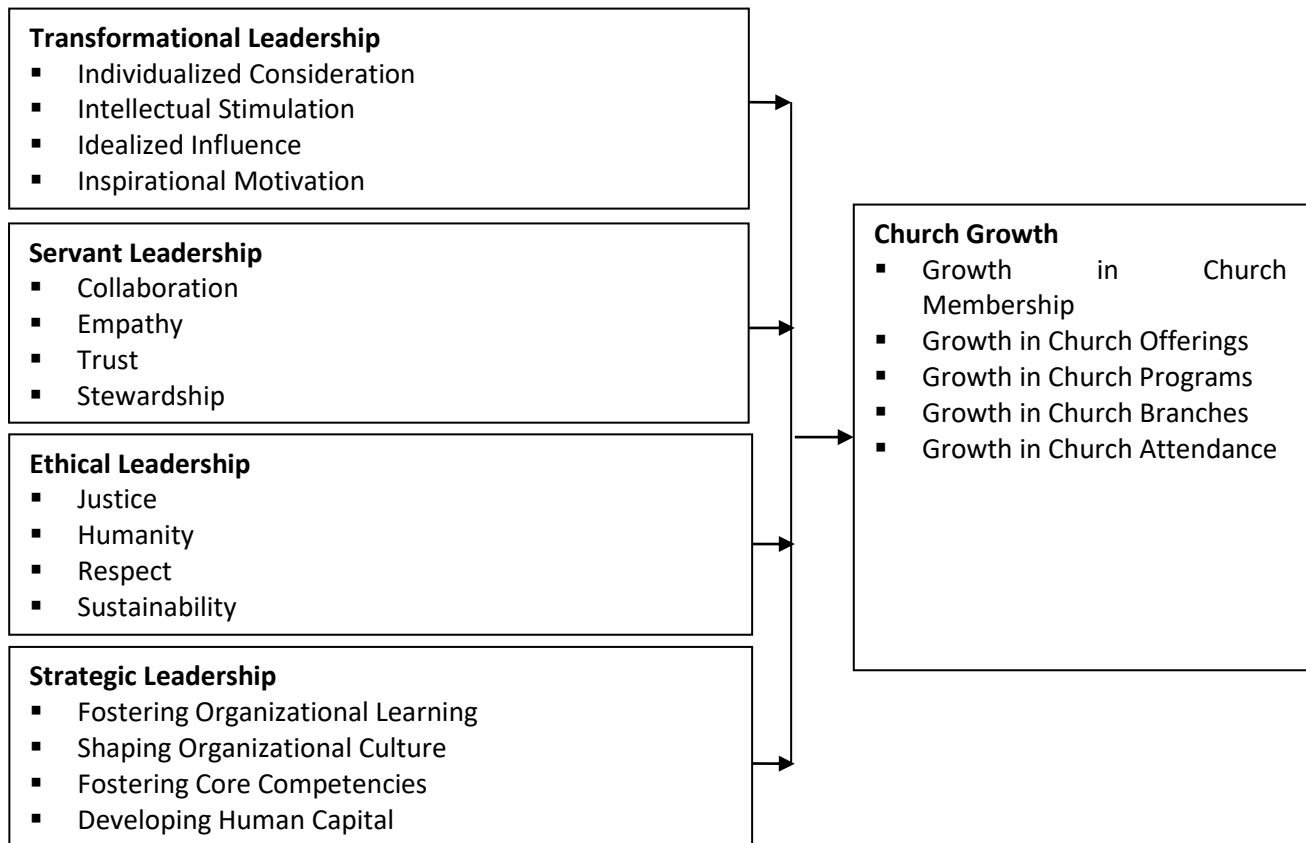
The servant leadership theory (Greenleaf, 1970, 2002, 2003, 2007; Northouse, 2019; Spears, 2010) is centered on the idea that at the top of the hierarchy or system are the employees, and that a manager or leader's top priority is to servethem (Ayogu, Ribeiro, & Leite, 2022). The theory argues that the most effective leaders are servants of their people (Alm & Guttormsen, 2021). The theory is based also on the idea that authority is more important than power, and that focus on empowering and uplifting others instead of personal gain is critical to everyone's success (Christensen-Salem *et al.*, 2021). The servant leadership theory advocates that the leader should be a servant first, leading from a desire to better serve others and not to attain more power (Ruiz-Palomino, Yáñez-Araque, Jiménez-Estévez, & Gutiérrez-Broncano, 2022). Unlike many

approaches to leadership, which offer suggestions on how top-level leaders can influence and motivate those further down the hierarchy, servant

leadership puts its emphasis on collaboration, trust, empathy and ethics (Ayogu *et al.*, 2022).

Conceptual Framework

Figure 1 presented the conceptual framework.



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

Transformational Leadership

Transformational leadership is a process in which leaders and followers stimulate each other to create a high level of morality and motivation associated with their main tasks and common functions (Haq, Asbari, Novitasari, & Abadiyah, 2022). Existing literature posits that the focus of a transformational leader is on an organization through building subordinates' commitment to organizational objectives (Elkhwesky *et al.*, 2022). Researchers opine that the transformational leadership involves a strong personal identification between the followers and the leader as the leader motivates followers to rise above and beyond their

personal interests in pursuit of group goals (Kloutsiniotiset *al.*, 2022). Existent literature posits that the green transformational leadership refers to the behaviors of leaders who motivate followers to achieve environmental goals and inspire followers to perform beyond expected levels of environmental performance (Begumet *al.*, 2022). Scholars aver that the transformational leadership depends on high level of communication from management to meet goals (Lyubykh, Gulseren, Turner, Barling, & Seifert, 2022).

Servant Leadership

Servant leadership is the leader's non-authoritative behavior that provide opportunities to its junior

employees to bring creative ideas and take part in the decision-making process for quality and innovative decision (Christensen-Salem *et al.*, 2021). Scholars aver that the servant leadership is a value-based leadership style informed by service (Alm & Guttormsen, 2021). Servant leadership is an other-oriented approach to leadership manifested through one-on-one prioritizing of follower individual needs and interests, and outward reorienting of their concern for self towards concern for others within the organization and the larger community (Ayogu, 2020). Therefore, a person who has a heart for people and serves them whilst leading them practices servant leadership (Aboramadan, Dahleez, & Hamad, 2020).

Ethical Leadership

Ethical leadership refers to the values and acts of leadership that conform to ethical norms (Nguyen, Nguyen, & Hoai, 2021). The ethical leadership style is a leadership style having entered into the leadership and management literature in the last decade of the twentieth century and means an appropriate normative behavior in personal actions, inter-personal relationships and encouraging followers through bilateral relationship (Meng & Neill, 2022). Scholars assert that the ethical leader is an honest person adhering to principles and who makes fair and balanced decisions (Dey *et al.*, 2022). Extant literature posits that the ethical leadership behavior among managers is likely to be a byproduct of ethical culture (Ren, Tang, & Jackson, 2020), and would most likely play a mediating role between perceived organizational ethical culture and employee engagement (Pietsch, 2022). However, some scholars opine that the ethical leadership style has increased in awareness and attention due to large corporate scandals that have involved unethical behavior in top executives worldwide (Dey *et al.*, 2022).

Strategic Leadership

Strategic leader possesses critical characteristics which include but not limited to future orientation, cognitive ability, ability to focus on the big picture, interpersonal relations, propensity to act and risk

taking. The strategic leadership team consists of a group of 15-20 leaders and representatives from the congregation charged with the task of developing, implementing a strategic plan, and making necessary changes to ensure the ongoing success of the ministry (Gandy, 2022). Likewise, from empirical studies on strategic leadership practices, these practices are identified as involving determining strategic direction, exploring and maintaining unique core competencies, developing human capital, sustaining an effective organizational culture, emphasizing ethical practices and establishing balanced strategic controls (Meng & Neill, 2022).

Church Growth

Church growth in the perspective of numerical growth is biblically significant and synergistic to evangelism as the gospel is shared with unbelievers whose hearts are stirred to belief and to confess with repentance as the church of Christ grows (Pietsch, 2022). The church growth pattern indicates two distinct numerical pointers, namely internal growth and external growth. The literature posits that the internal church growth pattern is in terms of church attendance and membership at a single church gathering, while the external church growth pattern is in terms of new church plants (White & Pondani, 2022). Scholars assert that the self-extending means that each community would take upon itself the responsibility of evangelizing surrounding areas and their growth by adding new members (Oketch, 2022). Existent research explored the hindrances to church growth, looking through the lenses of the church, as well as scholars, and provide insights and strategies to foster healthy church growth (Anderson, 2022). Prior research posits that the spiritual sluggishness found in the Church today is the result of the rejection of the work and role of the Holy Spirit in the Church, while it is the Holy Spirit who has a role in living and moving the growth of the Church from time to time (Gidion, 2020).

METHODOLOGY

Drawing from the positivism research philosophy, the study was guided by the quantitative non-experimental research methodology. The study was anchored on the correlational research design for data analysis. The research utilized the cross-sectional survey research design for data collection. The cross-sectional survey design best suited the study, because the design involves the collection of data once at a point in time rather than over a period of time (Kothari & Garg, 2019). The target population for this study was the 267 churches in Mombasa County, Kenya. The churches were those registered with the National Council of Churches of Kenya (2022). The church was the unit of analysis, while unit of observation was the pastor in charge of the church. The simple linear regression model performed with church growth as the dependent variable and pastoral leadership styles as the predictor variable was specified as:

$$Y = \beta_0 + \beta_1 X + \varepsilon \dots\dots\dots \text{Model 1}$$

Where:

Y = Church Growth

β_0 = Constant Term

X_1 = Pastoral Leadership Styles

β_1 = Regression Coefficient to be estimated

ε = Stochastic Error Term

The standard multiple linear regression model performed with church growth as the dependent variable and transformational leadership, ethical leadership, strategic leadership, and servant leadership as predictor variables was specified as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \dots\dots\dots \text{Model 2}$$

Where:

Y = Church Growth

β_0 = Constant Term

X_1 = Transformational Leadership

X_2 = Ethical Leadership

X_3 = Strategic Leadership

X_4 = Servant Leadership

$\beta_1 - \beta_4$ = Regression Coefficient to be estimated

ε = Stochastic Error Term

FINDINGS AND DISCUSSIONS

Simple Linear Regressions Analysis Results

The purpose of this quantitative non-experimental correlational study was to examine the effect of pastoral leadership styles on church growth in Mombasa County, Kenya. A simple linear regression analysis was performed with church growth as the dependent variable and pastoral leadership styles as the predictor variable to examine the effect of pastoral leadership styles on church growth in Mombasa County, Kenya.

Model Summary

From the model summary table, the value of coefficient of correlation (R) was 0.891, while the value of coefficient of determination (R^2) was 0.793, the value of the adjusted R^2 was 0.791, the Std. Error of the Estimate value of 0.168, and the Durbin-Watson statistic was 2.106. The findings showed that the Durbin-Watson statistic had a value of 2.106, closer to 2.0 and falling within the optimum range of 1.5 to 2.5, indicating that there were no serious autocorrelations detected in the in the residual values in the datasets. Scholars aver that the Durbin-Watson statistics closer to 2.0 and falling within the optimum range of 1.5 to 2.5 indicate that there are no serious autocorrelations detected in the in the residual values in the datasets (Hair *et al.*, 2020).

The coefficient of correlation (R) value of 0.891 showed that there was a strong positive correlation between pastoral leadership styles and the church growth in Mombasa County, Kenya. The coefficient of determination (R^2) value of 0.793 indicated that the linear combination of predictor variables (pastoral leadership styles) could significantly predict and explain approximately 79.3% of the variance in the church growth in Mombasa County, Kenya. The Adjusted R Square value of 0.791 indicates that the overall simple regression model (the model involving constant, and pastoral leadership styles) as a whole was able to significantly predict and explain approximately

79.1% of the variance in the church growth in Mombasa County, Kenya. However, the model had the std. error of the estimate of 0.168 and the model as a whole was not able to significantly predict and explain the remaining 20.9% of the variance in the church growth in Mombasa County, Kenya. From the results, the value of the std. error of the estimate of 0.168 suggests that there could be other factors not included in the model that could also predict and explain the variance in the church growth in Mombasa County, Kenya. Therefore, other factors not included in the model in the current study could predict the remaining

20.9% of the variance in the church growth in Mombasa County, Kenya. Consequently, future research is called for to discover the other factors not included in the model in the current study that could predict and explain the remaining variance in the church growth in Mombasa County, Kenya. The simple linear regression results showed that the model as a whole (the model involving constant, and pastoral leadership styles) was able to significantly predict the variance in the church growth, $F(1, 106) = 402.847, p < 0.001, R^2 = 0.793$, in Mombasa County, Kenya. Table 1 presents the simple linear regression's model summary results.

Table 1: The Simple Linear Regression's Model Summary^b Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.891 ^a	.793	.791	.168	2.106

a. Predictors: (Constant), Pastoral Leadership Styles (X)

b. Dependent Variable: Church Growth (Y)

Analysis of Variance

From the Analysis of Variance (ANOVA) table, the overall simple regression model (the model involving constant, and pastoral leadership styles), achieved a high degree of fit, as reflected by $R = 0.891, R^2 = 0.793, \text{adj. } R^2 = 0.791, F(1, 106) = 402.847, p < 0.001$. Therefore, the simple linear

regression results indicated that the model as a whole (the model involving constant, and pastoral leadership styles) was able to significantly predict the variance in the church growth, $F(1, 106) = 402.847, p < 0.001, R^2 = 0.793$, in Mombasa County, Kenya. Table 2 presented the simple linear regression's ANOVA results.

Table 2: The Simple Linear Regression's ANOVA^a Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.371	1	11.371	402.847	.000 ^b
	Residual	2.964	105	.028		
	Total	14.335	106			

a. Dependent Variable: Church Growth (Y)

b. Predictors: (Constant), Pastoral Leadership Styles (X)

Regressions Coefficients

From the coefficients table, the unstandardized regression coefficients (B) were substituted to the simple regression model specified for the study to specify the predictive regression equation:

$$Y = \beta_0 + \beta_1 X + \epsilon$$

$$Y = 1.300 + 0.679X$$

From the predictive regression equation, holding all factors in to account constant (leadership styles,

constant at zero, church would be 1.300. The predictive equation suggests that with all other factors held constant, a unit increase in leadership styles would lead to 0.679 unit increase in church growth in Mombasa County, Kenya. From the simple linear regression results, pastoral leadership styles had positive and significant effect on the church growth ($\beta_1 = 0.891; t = 20.071; p \leq 0.05$) in Mombasa County, Kenya. Table 3 presented the simple regression coefficients results.

Table 3: The Simple Linear Regression Coefficients^a Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.300	.129		10.106	.000		
	Pastoral Leadership Styles (X)	.679	.034	.891	20.071	.000	1.000	1.000

a. Dependent Variable: Church Growth (Y)

Multiple Linear Regressions Analysis Results

A standard multiple linear regression analysis was performed with church growth as the dependent variable and transformational leadership, servant leadership, ethical leadership, and strategic leadership styles as the predictor variables. The standard multiple linear regression analysis was performed to examine the effect of transformational leadership, servant leadership, ethical leadership, and strategic leadership styles on church growth in Mombasa County, Kenya. Scholars opine that a standard multiple linear regression analysis is a powerful analytical tool used to determine which specific independent variables predicts the variance of dependent variable selected by the research (Hair *et al.*, 2020). Therefore, the standard multiple linear regression analysis was performed to examine the extent to which, if any, of the linear combination of the transformational leadership style, servant leadership style, ethical leadership style, and strategic leadership style predict the church growth in Mombasa County, Kenya.

Model Summary

From the model summary table, the value of coefficient of correlation (R) was 0.894, while the value of coefficient of determination (R²) was 0.799, the value of the adjusted R² was 0.792, the Std. Error of the Estimate value of 0.168, and the Durbin-Watson statistic was 2.174. The findings showed that the Durbin-Watson statistic had a value of 2.174, closer to 2.0 and falling within the optimum range of 1.5 to 2.5, indicating that there were no serious autocorrelations detected in the in the residual values in the datasets. Scholars avow that the Durbin-Watson statistics closer to 2.0 and

falling within the optimum range of 1.5 to 2.5 indicate that there are no serious autocorrelations detected in the in the residual values in the datasets (Hair *et al.*, 2020).

The coefficient of correlation (R) value of 0.894 showed that there was a strong positive correlation between the leadership styles and the church growth in Mombasa County, Kenya. The coefficient of determination (R²) value of 0.799 indicated that the linear combination of predictor variables (transformational leadership style, servant leadership style, ethical leadership style, and strategic leadership style) could significantly predict and explain approximately 79.9% of the variance in the church growth in Mombasa County, Kenya. The Adjusted R Square value of 0.792 indicates that the overall model (the model involving constant, transformational leadership style, servant leadership style, ethical leadership style, and strategic leadership style) as a whole was able to significantly predict and explain approximately 79.2% of the variance in the church growth in Mombasa County, Kenya. However, the model had the std. error of the estimate of 0.168, and as a whole the model was not able to significantly predict and explain the remaining 20.8% of the variance in the church growth in Mombasa County, Kenya. From the results, the value of the std. error of the estimate of 0.168 suggested that there could be other factors not included in the model that could also predict and explain the variance in the church growth in Mombasa County, Kenya. Therefore, other factors not included in the model in the current study could predict the remaining 20.8% of the variance in the church growth in

Mombasa County, Kenya. Consequently, future research is called for to discover the other factors not included in the model in the current study that could predict and explain the remaining variance in

the church growth in Mombasa County, Kenya. Table 4 presented the standard multiple linear regression's model summary results.

Table 4: The Standard Multiple Regression's Model Summary^b Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.894 ^a	.799	.792	.168	2.174

a. Predictors: (Constant), Strategic Leadership (X₄), Transformational Leadership (X₁), Ethical Leadership (X₃), Servant Leadership (X₂)

b. Dependent Variable: Church Growth (Y)

Analysis of Variance

From the Analysis of Variance (ANOVA) table, the overall standard multiple regression model (the model involving constant, transformational leadership style, servant leadership style, ethical leadership style, and strategic leadership style), achieved a high degree of fit, as reflected by R = 0.894, R² = 0.799, adj. R² = 0.792, F (4, 106) = 101.653, p < 0.001. The H₀ postulated that the linear combination of transformational leadership style, servant leadership style, ethical leadership style, and strategic leadership style predict the church growth in Mombasa County, Kenya. However, the H₁ postulated that the linear combination of transformational leadership style, servant leadership style, ethical leadership style, and strategic leadership style did not predict the church growth in Mombasa County, Kenya. From the

results, the value of the F statistic of the model was 101.653, while the significance value was less than 0.05, p < 0.05. The results suggested that the overall model (the model involving constant, transformational leadership style, servant leadership style, ethical leadership style, and strategic leadership style) significantly predicted the variance in the church growth in Mombasa County, Kenya. Consequently, H₀ was rejected, providing support for the H₁. Therefore, the overall model (the model involving constant, transformational leadership style, servant leadership style, ethical leadership style, and strategic leadership style) significantly predicted the variance in the church growth in Mombasa County, Kenya. Table 5 presented the standard multiple linear regression's ANOVA results.

Table 5: The Standard Multiple Linear Regression's ANOVA^a Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.460	4	2.865	101.653	.000 ^b
	Residual	2.875	102	.028		
	Total	14.335	106			

a. Dependent Variable: Church Growth (Y)

b. Predictors: (Constant), Strategic Leadership (X₄), Transformational Leadership (X₁), Ethical Leadership (X₃), Servant Leadership (X₂)

Regressions Coefficients

From the coefficients table, the unstandardized regression coefficients (B) were substituted to the standard multiple regression model specified for the study to specify the final predictive regression equation:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

$$Y = 1.311 + 0.124X_1 + 0.167X_2 + 0.186X_3 + 0.199X_4$$

From the predictive regression equation, holding all factors in to account constant (transformational leadership style, servant leadership style, ethical leadership style, and strategic leadership style,

constant at zero, church would be 1.311. The predictive equation suggested that with all other factors held constant, a unit increase in transformational leadership style would lead to 0.124unit increase in church growth in Mombasa County, Kenya. The predictive equation indicated that with all other factors held constant, a unit increase in servant leadership style would lead to 0.167unit increase in church growth in Mombasa County, Kenya. The predictive equation suggested that with all other factors held constant, a unit increase in ethical leadership style would lead to 0.186unit increase in church growth in Mombasa County, Kenya. The predictive equation also indicated that with all other factors held constant, a unit increase in strategic leadership style would lead to 0.199unit increase in church growth in Mombasa County, Kenya.

From the standard multiple linear regression results, transformational leadership style had a positive and significant effect on the church growth ($\beta_1 = 0.211$; $t = 4.114$; $p \leq 0.05$) in Mombasa County, Kenya. The findings indicated that servant leadership style had a positive and significant effect

on the church growth ($\beta_2 = 0.290$; $t = 4.887$; $p \leq 0.05$) in Mombasa County, Kenya. The results showed that ethical leadership style had a positive and significant effect on the church growth ($\beta_3 = 0.346$; $t = 6.251$; $p \leq 0.05$) in Mombasa County, Kenya. The findings indicated that strategic leadership style had a positive and significant effect on the church growth ($\beta_4 = 0.305$; $t = 5.497$; $p \leq 0.05$) in Mombasa County, Kenya. From the results, ethical leadership style was the best predictor of church growth in Mombasa County, Kenya. From the coefficients table, the tolerance values for all predictor variables were greater than 0.1, while the variance inflation factors (VIF) values were less than 10, signifying that there was no multicollinearity among the predictor variables. Extant literature posits that the tolerance values that are greater than 0.1 and the variance inflation factors (VIF) values that less than 10, suggest that there is no severe multicollinearity among the predictor variables(Hair *et al.*, 2020). Table 6 presents the standard multiple regression coefficients results.

Table 6: The Standard Multiple Regression Coefficients^a Results

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	1.311	.131		9.976	.000		
Transformational Leadership (X ₁)	.124	.030	.211	4.114	.000	.750	1.334
Servant Leadership (X ₂)	.167	.034	.290	4.887	.000	.558	1.792
Ethical Leadership (X ₃)	.186	.030	.346	6.251	.000	.641	1.560
Strategic Leadership (X ₄)	.199	.036	.305	5.497	.000	.640	1.561

a. Dependent Variable: Church Growth (Y)

Hypotheses Test Results

In total, four null hypotheses were tested. To test the H₀₁, H₀₂, H₀₃, a standard multiple linear regression analysis was performed. The standard multiple linear regression analysis was performed with transformational leadership, servant leadership, ethical leadership, and strategic leadership styles as the predictor variables, and church growth as the dependent variable. For

the hypotheses testing, the standardized regression coefficient (β), the corresponding t-values, and P-values were used to test to statistically help draw acceptable and realistic inferences. The research hypotheses were tested at 5% level of significance ($\alpha = 0.05$; $t = 1.960$) and 95% confidence level. Therefore, the decision rule was to reject the null hypothesis H_{0i} if the $P \leq 0.05$, and otherwise fail to reject the null hypothesis H_{0i} if the $P > 0.05$. Scholars

avow that in hypotheses testing at 5% level of significance ($\alpha = 0.05$) and 95% confidence level, the decision rule is to reject the null hypothesis H_0 if the $P \leq 0.05$, and otherwise fail to reject the null hypothesis H_0 if the $P > 0.05$ (Bryman & Bell, 2019; Hair *et al.*, 2020).

Hypothesis One Test Results: The H_{01} predicted that transformational leadership style has no significant effect on church growth in Mombasa County, Kenya. The decision rule was to reject the H_{01} if the $\beta_1 \neq 0$, $t \geq 1.960$, $P \leq 0.05$, and otherwise fail to reject the H_{01} if the $\beta_1 = 0$, $t < 1.960$, $P > 0.05$. The standard multiple regression results showed that transformational leadership style had a positive and significant effect on the church growth ($\beta_1 = 0.211$; $t = 4.114$; $p \leq 0.05$) in Mombasa County, Kenya. Subsequently, the H_{01} was rejected, providing empirical support for the H_{11} . Therefore, decision was made that transformational leadership style had a positive and significant effect on the church growth in Mombasa County, Kenya.

Hypothesis Two Test Results: The H_{02} predicted that servant leadership style has no significant effect on church growth in Mombasa County, Kenya. The decision rule was to reject the H_{02} if the $\beta_2 \neq 0$, $t \geq 1.960$, $P \leq 0.05$, and otherwise fail to reject the H_{02} if the $\beta_2 = 0$, $t < 1.960$, $P > 0.05$. The standard multiple regression results showed that servant leadership style had a positive and significant effect on the church growth ($\beta_2 = 0.290$; $t = 4.887$; $p \leq 0.05$) in Mombasa County, Kenya. Subsequently, the H_{02} was rejected, providing empirical support for the H_{12} . Therefore, decision was made that servant leadership style had a

positive and significant effect on the church growth in Mombasa County, Kenya.

Hypothesis Three Test Results: The H_{03} predicted that ethical leadership style has no significant effect on church growth in Mombasa County, Kenya. The decision rule was to reject the H_{03} if the $\beta_3 \neq 0$, $t \geq 1.960$, $P \leq 0.05$, and otherwise fail to reject the H_{03} if the $\beta_3 = 0$, $t < 1.960$, $P > 0.05$. The standard multiple regression results showed that ethical leadership style had a positive and significant effect on the church growth ($\beta_3 = 0.346$; $t = 6.251$; $p \leq 0.05$) in Mombasa County, Kenya. Subsequently, the H_{03} was rejected, providing empirical support for the H_{13} . Therefore, decision was made that ethical leadership style had a positive and significant effect on the church growth in Mombasa County, Kenya.

Hypothesis Four Test Results: The H_{04} predicted that strategic leadership style has no significant effect on church growth in Mombasa County, Kenya. The decision rule was to reject the H_{04} if the $\beta_4 \neq 0$, $t \geq 1.960$, $P \leq 0.05$, and otherwise fail to reject the H_{04} if the $\beta_4 = 0$, $t < 1.960$, $P > 0.05$. The standard multiple regression results showed that strategic leadership style had a positive and significant effect on the church growth ($\beta_4 = 0.305$; $t = 5.497$; $p \leq 0.05$) in Mombasa County, Kenya. Subsequently, the H_{04} was rejected, providing empirical support for the H_{14} . Therefore, decision was made that strategic leadership style had a positive and significant effect on the church growth in Mombasa County, Kenya.

Table 7 presents the standard multiple regression coefficients results.

Table 7: Hypotheses Test Results

Hypothesis	Beta	t	Sig.	Decision
H_{01} : Transformational leadership has no significant effect on church growth in Mombasa County, Kenya.	.211	4.114	.000	Reject the H_{01}
H_{02} : Servant leadership has no significant effect on church growth in Mombasa County, Kenya.	.290	4.887	.000	Reject the H_{02}
H_{03} : Ethical leadership has no significant effect on church growth in Mombasa County, Kenya.	.346	6.251	.000	Reject the H_{03}
H_{04} : Strategic leadership has no significant effect on church growth in Mombasa County, Kenya.	.305	5.497	.000	Reject the H_{04}

Discussions of Key Findings

The purpose of this quantitative non-experimental correlational study was to examine the effect of pastoral leadership styles on church growth in Mombasa County, Kenya. The Pearson's product moment correlations analysis was performed to confirm or deny the relationships between the pastoral leadership styles and church growth in Mombasa County, Kenya. From the results, the pastoral leadership styles had strong positive and significant relationship with church growth in Mombasa County, Kenya. A simple linear regression analysis was performed with church growth as the dependent variable and pastoral leadership styles as the predictor variable to examine the effect of leadership styles on church growth in Mombasa County, Kenya. From the simple linear regression results, pastoral leadership styles had positive and significant effect on the church growth in Mombasa County, Kenya.

The results are consistent with the results of past empirical studies. For instance, Mwaura (2019) showed that leadership styles had positive and significant influence on church performance in the Presbyterian Church of East Africa in Nakuru East, Kenya. Nzung'e (2021) indicated that shared leadership had a positive significant effect on church growth in Pentecostal churches in Kenya. Ibiyeomie and Zeb-Obipi (2021), revealed positive and significant relationships between leadership development and church growth in the selected Pentecostal churches in Port Harcourt, Rivers State in Nigeria. Grusendorf and Acevedo (2022) revealed that pastoral leadership styles significantly contribute to the church growth in the United States of America. Keita (2019) revealed that the servant leadership and transformational leadership styles were the ideal types of leadership for fostering church growth in the Alexandria and Springfield, Virginia. Ibiyeomie (2021) revealed that significant and positive relationships existed between leadership styles and church growth of selected Pentecostal churches in Port Harcourt, Rivers State in Nigeria. However, the results are

inconsistent with Benedicte *et al.* (2022) that indicated that the leadership styles had positive but insignificant effect on church performance in the protestant churches in Ongata Rongai in Kenya.

Specifically, the study examined the effect of transformational leadership, servant leadership, ethical leadership, and strategic leadership styles on church growth in Mombasa County, Kenya. The Pearson's product moment correlations analysis was performed to confirm or deny the relationships between transformational leadership, servant leadership, ethical leadership, strategic leadership styles and church growth in Mombasa County, Kenya. A standard multiple linear regression analysis was performed with church growth as the dependent variable and transformational leadership, servant leadership, ethical leadership, and strategic leadership styles as the predictor variables. The standard multiple linear regression analysis was performed to examine the extent to which, if any, of the linear combination of the transformational leadership style, servant leadership style, ethical leadership style, and strategic leadership style predict the church growth in Mombasa County, Kenya.

In total, four null hypotheses, H_{01} , H_{02} , H_{03} , and H_{04} were tested. The standard multiple linear regression analysis was used to test the null hypotheses. The standardized regression coefficient (β), the corresponding t-values, and P-values were used to test the H_{01} , H_{02} , H_{03} , and H_{04} and statistically draw acceptable and realistic inferences. The research hypotheses were tested at 5% level of significance ($\alpha = 0.05$; $t = 1.960$) and 95% confidence level. Therefore, the decision rule was to reject the null hypothesis H_0 if the $P \leq 0.05$, and otherwise fail to reject the null hypothesis H_0 if the $P > 0.05$.

Transformational Leadership and Church Growth

The first specific objective was to examine the effect of transformational leadership on church growth in Mombasa County, Kenya. The H_{01} predicted that transformational leadership style has no significant effect on church growth in

Mombasa County, Kenya. The decision rule was to reject the H_0 if the $\beta_1 \neq 0$, $t \geq 1.960$, $P \leq 0.05$, and otherwise fail to reject the H_0 if the $\beta_1 = 0$, $t < 1.960$, $P > 0.05$. The Pearson's product moment correlations results indicated that transformational leadership style had a moderate strong positive and significant relationship with church growth in Mombasa County, Kenya.

The standard multiple regression results showed that transformational leadership style had a positive and significant effect on the church growth ($\beta_1 = 0.211$; $t = 4.114$; $p \leq 0.05$) in Mombasa County, Kenya. Subsequently, the H_0 was rejected, providing empirical support for the H_1 . Therefore, decision was made that transformational leadership style had a positive and significant effect on the church growth in Mombasa County, Kenya. The results are consistent with prior empirical studies. For instance, Mwaura (2019) that indicated that transformational leadership had a positive and significant influence on church performance in the Presbyterian Church of East Africa in Nakuru East, Kenya. Keita (2019) showed that the transformational leadership style was the ideal type of leadership for fostering church growth in the Pentecostal churches in Alexandria and Springfield, Virginia. Gathuma (2020) revealed that the transformational leadership styles positively and significantly predict church youth development in Pentecostal Churches in Nyeri Town Sub County in Kenya. However, the results are inconsistent with Benedicte *et al.* (2022) that showed that the transformational leadership had a positive but insignificant effect on church performance in the protestant churches in Ongata Rongai in Kenya.

Servant Leadership and Church Growth

The second specific objective was to determine the effect of servant leadership style on church growth in Mombasa County, Kenya. The H_0 predicted that servant leadership style has no significant effect on church growth in Mombasa County, Kenya. The decision rule was to reject the H_0 if the $\beta_2 \neq 0$, $t \geq 1.960$, $P \leq 0.05$, and otherwise fail to reject the H_0 if the $\beta_2 = 0$, $t < 1.960$, $P > 0.05$. The Pearson's product

moment correlations results indicated that servant leadership style had a strong positive and significant relationship with church growth in Mombasa County, Kenya. The standard multiple regression results showed that servant leadership style had a positive and significant effect on the church growth ($\beta_2 = 0.290$; $t = 4.887$; $p \leq 0.05$) in Mombasa County, Kenya. Subsequently, the H_0 was rejected, providing empirical support for the H_1 . Therefore, decision was made that servant leadership style had a positive and significant effect on the church growth in Mombasa County, Kenya. The results are consistent with past empirical studies. For instance, Gathuma (2020) revealed that the servant leadership style positively and significantly predicted church youth development in Pentecostal Churches in Nyeri Town Sub County in Kenya. Similarly, Keita (2019) found that the servant leadership style was the ideal type of leadership for fostering church growth in the Pentecostal churches in Alexandria and Springfield, Virginia.

Ethical Leadership and Church Growth

The third specific objective was to investigate the effect of ethical leadership style on church growth in Mombasa County, Kenya. The H_0 predicted that ethical leadership style has no significant effect on church growth in Mombasa County, Kenya. The decision rule was to reject the H_0 if the $\beta_3 \neq 0$, $t \geq 1.960$, $P \leq 0.05$, and otherwise fail to reject the H_0 if the $\beta_3 = 0$, $t < 1.960$, $P > 0.05$. The Pearson's product moment correlations results indicated that ethical leadership style had a strong positive and significant relationship with church growth in Mombasa County, Kenya. The standard multiple regression results showed that ethical leadership style had a positive and significant effect on the church growth ($\beta_3 = 0.346$; $t = 6.251$; $p \leq 0.05$) in Mombasa County, Kenya. Subsequently, the H_0 was rejected, providing empirical support for the H_1 . Therefore, decision was made that ethical leadership style had a positive and significant effect on the church growth in Mombasa County, Kenya. The results are consistent with the results of past empirical studies. For instance, Slavec-Gomez, and Stritar (2021)

found that ethical leadership was positively and significantly related to small firm growth in Slovenia. Similarly, Nguyen *et al.* (2021) indicated that ethical leadership positively and significantly influenced firm performance in Vietnam. Correspondingly, Wadei, Chen, Frempong, and Appienti (2021) found that ethical leadership had a positive and significant effect on the performance of service industries in Ghana.

Strategic Leadership and Church Growth

The fourth specific objective was to examine the effect of strategic leadership style on church growth in Mombasa County, Kenya. The H_0 predicted that strategic leadership style has no significant effect on church growth in Mombasa County in Kenya. The decision rule was to reject the H_0 if the $\beta_4 \neq 0$, $t \geq 1.960$, $P \leq 0.05$, and otherwise fail to reject the H_0 if the $\beta_4 = 0$, $t < 1.960$, $P > 0.05$. The Pearson's product moment correlations results indicated that strategic leadership style had a strong positive and significant relationship with church growth in Mombasa County, Kenya. The standard multiple regression results showed that strategic leadership style had a positive and significant effect on the church growth ($\beta_4 = 0.305$; $t = 5.497$; $p \leq 0.05$) in Mombasa County, Kenya. Subsequently, the H_0 was rejected, providing empirical support for the H_1 . Therefore, decision was made that strategic leadership style had a positive and significant effect on the church growth in Mombasa County, Kenya. The results are consistent with the results of past empirical studies. For example, Munyao (2021) indicated that strategic leadership had a positive and significant effect on the performance of Africa Inland Church theological training institutions in Kenya. Likewise, Priadana *et al.* (2021) showed that strategic leadership had a positive and significant effect on business performance in SMEs in Indonesia. Similarly, Munawaroh *et al.* (2021) that strategic leadership had a positive and significant effect on business performance in SMEs in Indonesia.

CONCLUSIONS AND RECOMMENDATIONS

The purpose of this quantitative non-experimental correlational study was to examine the effect of pastoral leadership styles on church growth in Mombasa County, Kenya. The Pearson's product moment correlations analysis was performed to confirm or deny the relationships between the pastoral leadership styles and church growth in Mombasa County, Kenya. From the results, the pastoral leadership styles had strong positive and significant relationship with church growth in Mombasa County, Kenya. A simple linear regression analysis was performed with church growth as the dependent variable and pastoral leadership styles as the predictor variable to examine the effect of pastoral leadership styles on church growth in Mombasa County, Kenya. From the simple linear regression results, pastoral leadership styles had positive and significant effect on the church growth in Mombasa County, Kenya. The study concludes that the pastoral leadership styles positively and significantly predict church growth in Mombasa County, Kenya. Nonetheless, the decline in church growth points at the church leadership that is failing to uphold its calling to foster church growth. Therefore, in the whole process of church growth, the pastoral leadership styles are central in enhancing membership participation for church growth to be realized.

Specifically, the study examined the effect of transformational leadership, servant leadership, ethical leadership, and strategic leadership styles on church growth in Mombasa County, Kenya. The Pearson's product moment correlations analysis was performed to confirm or deny the relationships between transformational leadership, servant leadership, ethical leadership, strategic leadership styles and church growth in Mombasa County, Kenya. A standard multiple linear regression analysis was performed with church growth as the dependent variable and transformational leadership, servant leadership, ethical leadership, and strategic leadership styles as the predictor variables. The standard multiple linear regression

analysis was performed to examine the extent to which, if any, of the linear combination of the transformational leadership style, servant leadership style, ethical leadership style, and strategic leadership style predict the church growth in Mombasa County, Kenya.

The first specific objective was to examine the effect of transformational leadership on church growth in Mombasa County, Kenya. The H_{01} predicted that transformational leadership style has no significant effect on church growth in Mombasa County, Kenya. The Pearson's product moment correlations results indicated that transformational leadership style had a moderate strong positive and significant relationship with church growth in Mombasa County, Kenya. The standard multiple regression results showed that transformational leadership style had a positive and significant effect on the church growth in Mombasa County, Kenya. Subsequently, the H_{01} was rejected, providing empirical support for the H_{11} . Therefore, the first conclusion was that transformational leadership style positively and significantly predicts church growth in Mombasa County, Kenya.

The second specific objective was to determine the effect of servant leadership style on church growth in Mombasa County, Kenya. The H_{02} predicted that servant leadership style has no significant effect on church growth in Mombasa County, Kenya. The Pearson's product moment correlations results indicated that servant leadership style had a strong positive and significant relationship with church growth in Mombasa County, Kenya. The standard multiple regression results showed that servant leadership style had a positive and significant effect on the church growth in Mombasa County, Kenya. Subsequently, the H_{02} was rejected, providing empirical support for the H_{12} . Therefore, the second conclusion was that servant leadership style positively and significantly predicts church growth in Mombasa County, Kenya.

The third specific objective was to investigate the effect of ethical leadership style on church growth in Mombasa County, Kenya. The H_{03} predicted that

ethical leadership style has no significant effect on church growth in Mombasa County, Kenya. The Pearson's product moment correlations results indicated that ethical leadership style had a strong positive and significant relationship with church growth in Mombasa County, Kenya. The standard multiple regression results showed that ethical leadership style had a positive and significant effect on the church growth in Mombasa County, Kenya. Subsequently, the H_{03} was rejected, providing empirical support for the H_{13} . Therefore, the third conclusion was that ethical leadership style positively and significantly predicts church growth in Mombasa County, Kenya.

The fourth specific objective was to examine the effect of strategic leadership style on church growth in Mombasa County, Kenya. The H_{04} predicted that strategic leadership style has no significant effect on church growth in Mombasa County in Kenya. The Pearson's product moment correlations results indicated that strategic leadership style had a strong positive and significant relationship with church growth in Mombasa County, Kenya. The standard multiple regression results showed that strategic leadership style had a positive and significant effect on the church growth in Mombasa County, Kenya. Subsequently, the H_{04} was rejected, providing empirical support for the H_{14} . Therefore, the fourth conclusion was that strategic leadership style positively and significantly predicts church growth in Mombasa County, Kenya.

The study provides important managerial and policy recommendations, and recommendations on areas for future research.

The study recommended that it is imperative for the church leaders to improve on the leadership styles to foster church growth. The church leaders should focus on enhancing their transformational, servant, ethical, and strategic leadership styles for the church growth to be realized. For turn-around and church growth to occur, leadership training programs should be conducted to instill effective pastoral leadership styles. The church leadership should come up with strategies on how to adopt

the best leadership styles that may be used by church leaders for the church growth to be realized.

The study offers some policy guidelines on some of the efficient pastoral leadership styles that could be incorporated in the future for the church growth to be realized. The National Council of Churches of Kenya should review the policy regulations for the churches to adhere to the best leadership styles for the church growth to be realized.

Areas for Future Research

Despite its contributions to the existing literature on pastoral leadership styles and church growth,

the study has several limitations. First, the study focused on leadership styles and church growth in Mombasa County, Kenyan. Consequently, future researchers could extent their researches to other regions or contexts. It might be interesting for future researchers to utilize the mixed methods approach. Second, the study was limited to a cross-sectional survey approach for data collection. Subsequently, it might be interesting for future researchers to consider utilizing the longitudinal survey approach to examine the dynamic relationships over a period to time.

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