

**PRINCIPLES OF SERVANT LEADERSHIP STYLE AND PROJECT
PERFORMANCE IN FAITH- BASED ORGANIZATIONS. A CASE OF AFRICA
INLAND CHURCHES IN NAIROBI, KENYA**

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DECLARATION

This research project is my original work and has not been presented for a degree in any other University

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DEDICATION

I sincerely dedicate this research to my dear wife, Pastor Dorcas Mueni, for encouraging, supporting and allowing me to spend hours in the coursework and the project.

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I thank God for this research project; without Him, there is nothing to know, write or defend. I also thank my good supervisor, Dr. Juster Nyaga, for guiding me to the completion of this research project. My reliable lecturers at The Management University of Africa thank you for sharpening my management and leadership skills. Moreover, I sincerely appreciate Africa Inland Church (AIC) Nairobi Area led by Bishop Joshua Kimuyu for allowing me to conduct this research in his jurisdiction.

ABSTRACT

Despite the potential benefits of servant leadership, AIC churches in Nairobi struggle with project performance due to inadequate staff empowerment, poor communication, unclear goal setting, and inconsistent leader commitment. This study aimed at investigating the effect of servant leadership principles on project performance in these faith-based organizations. The specific objectives were to assess the effects of staff empowerment, leadership communication, goal setting, and resource provision on project performance in AIC churches in Nairobi. The research was anchored on the theory of servant leadership. The theory was introduced by Robert K. Greenleaf in 1977 and it emphasizes the leader's role as a servant to others, prioritizing the needs of followers and enabling their growth and development. A cross-sectional survey design was employed. The target population was 945 members of the Local Church Councils across 135 AIC churches in Nairobi, Kenya. Stratified random sampling was employed. Yamane's (1967) formula was used to determine the sample size, ensuring a confidence level of 95% and a margin of error of 5%. This resulted in a sample size of 280 respondents. Quantitative data was analyzed using descriptive statistics such as means, standard deviations, frequencies, and percentages. Qualitative data obtained from open-ended questions underwent content analysis to identify recurring themes and patterns. The analysis indicated that staff empowerment significantly enhances project performance, with a mean score of 2.72 for autonomy in decision-making, suggesting a need for improved independence among employees. Skill development programs scored high at 4.76, indicating their effectiveness in enhancing project outcomes, while a mean score of 4.45 for commitment to responsibilities highlights the positive correlation between empowerment and dedication. Leadership communication is also critical, evidenced by a mean of 4.98 for clear communication of vision, which fosters alignment; however, feedback mechanisms received a low mean of 1.67, indicating a gap that needs addressing. Goal setting was found to positively correlate with performance, with a mean of 3.91 for goal clarity and 4.44 for effective tracking, reinforcing the necessity for clear and aligned objectives. Resource provision, however, scored poorly, with means of 1.42 for resource sufficiency and 1.40 for timeliness, underscoring dissatisfaction among staff and highlighting the need for improved allocation processes. The conclusion drawn from this analysis emphasizes that staff empowerment, clear leadership communication, effective goal-setting practices, and adequate resource provision are crucial for optimizing project performance. Based on the findings, it was recommended that organizations should need to enhance staff empowerment programs and leadership communication strategies. Strengthening goal-setting practices by ensuring that goals are clear and consistently tracked will help maintain team focus. Finally, ensuring adequate and timely resource provision through improved planning and allocation processes is critical for project success. For further research, it is suggested to explore how technology, such as project management software or digital communication platforms, influences staff empowerment and overall project success. Additionally, future studies could investigate how different organizational cultures affect the relationship between leadership communication, goal-setting practices, and project performance, identifying specific cultural factors that may support or hinder effective communication and goal alignment in diverse work environments.

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ACRONYMS AND ABBREVIATIONS

AICK	Africa Inland Church Kenya
BCC	Botswana Christian Council
CHAG	Christian Health Association of Ghana
EU	European Union
FBOs	Faith-Based Organizations
NCCK	National Council of Churches of Kenya
NGOs	Non-Governmental Organizations
SPSS	Statistical Package for Social Sciences
UK	United Kingdom
USA	United States of America

OPERATIONAL DEFINITION OF TERMS

- Goal Setting:** Goal setting involves the process of establishing clear, specific, and measurable objectives to guide individual and organizational efforts towards desired outcomes.
- Project performance:** Entails the measurement of how effectively a project meets its intended goals and objectives within the specified constraints of time, cost, scope, and quality. It encompasses key indicators such as adherence to timelines, budget compliance, and achievement of deliverables, stakeholder satisfaction, and the overall impact of the project outcomes on the targeted beneficiaries.
- Leadership Communication:** Leadership communication entails the frequency, clarity, and effectiveness of communication channels used by leaders to convey organizational goals, expectations and feedback to employees.
- Servant leadership Style:** Servant leadership style is a leadership philosophy that prioritizes the needs, well-being, and development of followers, with the primary goal of serving others and the organization as a whole.
- Staff Empowerment:** Staff empowerment indicates the extent to which employees are involved in decision-making processes, have access to necessary resources and information and feel empowered to take initiative and responsibility for their work tasks.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The background of the study, problem statement, research objectives and questions to be addressed by the study, benefits of the study and scope are explored in this section.

1.1 Background of the Study

Project performance refers to the efficiency and effectiveness with which an organization achieves its set objectives through its projects. In faith-based organizations (FBOs), project performance is critical because these organizations often undertake projects that address social, educational, health, and humanitarian needs. The performance of these projects can significantly impact communities and align with the mission of the FBOs. Globally, faith-based organizations play a significant role in development initiatives, often filling gaps left by governments and other non-governmental organizations (NGOs). According to a report by the World Bank, FBOs contribute substantially to education, health care, and social services, particularly in low- and middle-income countries (World Bank, 2021). Their projects range from small community initiatives to large-scale programs funded by international donors. However, the performance of these projects varies widely due to differences in resources, governance structures, and cultural contexts.

In North America, particularly United States and Canada, FBOs are prominent in providing social services. They often operate extensive networks of schools, hospitals, and shelters. For instance, Catholic Charities USA, one of the largest FBOs, operates numerous programs aimed at alleviating poverty and supporting vulnerable populations. Catholic Charities reported serving over 13 million people in 2020, demonstrating substantial project reach and performance (Catholic Charities USA, 2021). However, challenges such as regulatory compliance and shifting donor priorities can affect project outcomes (Smith, 2021).

The role of FBOs in Asia varies significantly by country. In China, for instance, government restrictions on religious activities can hinder the operations of faith-based projects, though underground networks often continue their work discreetly (China Aid, 2020). In contrast, Malaysia and Indonesia, with their Muslim-majority populations, see FBOs deeply involved in social welfare projects. In Indonesia, for example, Nahdlatul Ulama and Muhammadiyah are two major Islamic organizations that run numerous educational and health projects with notable success, despite facing occasional resource constraints (Hefner, 2019). Muhammadiyah operates over 170 hospitals and 4,623 schools, illustrating significant project performance (Muhammadiyah, 2020).

In Europe, FBOs have a long history of involvement in social projects. In Germany, the Diakonie and Caritas are two leading organizations providing a wide range of services, from elderly care to refugee support. The Diakonie reported assisting over 10 million people in 2020 (Diakonie Deutschland, 2021). The UK also hosts numerous FBOs, such as the Salvation Army, which are key players in social services. In Southern Europe, organizations like Caritas Italiana and Cáritas Española are critical in addressing poverty and social exclusion. Caritas Italiana reported helping over 1.5 million people in 2020 (Caritas Italiana, 2021). Project performance in these regions is often bolstered by government partnerships and EU funding, although economic fluctuations can pose challenges.

In Africa, FBOs are crucial in filling service delivery gaps, particularly in health and education. In South Africa, organizations like the South African Council of Churches (SACC) have been pivotal in addressing social justice issues and providing community services. In Ghana and Botswana, FBOs like the Christian Health Association of Ghana (CHAG) and the Botswana Christian Council (BCC) play significant roles in healthcare delivery. However, project performance can be hampered by limited funding, political instability, and infrastructure challenges (Bornstein, 2020). CHAG reported managing over 30% of health facilities in Ghana, indicating their significant impact on project performance (CHAG, 2021).

In Kenya, FBOs are deeply integrated into the social fabric, often providing essential services where government reach is limited. Organizations like the National Council of Churches of Kenya (NCCCK) and the Catholic Church are involved in numerous projects ranging from education and health to water and sanitation. These projects often show high performance due to strong community ties and volunteer networks. For instance, NCCCK reported that their HIV/AIDS programs have reached over 1.5 million people, showcasing substantial project performance (NCCCK, 2021). However, they sometimes struggle with funding and coordination issues.

1.1.1 Staff Empowerment

Staff empowerment involves equipping employees with the necessary authority, resources, and skills to make independent decisions and perform their tasks effectively. It is a key component of contemporary management practices aimed at enhancing organizational performance. Globally, researchers such as **Spreitzer (1995)** have established that employee empowerment fosters a sense of ownership, autonomy, and self-efficacy, leading to increased job satisfaction and innovation. Empowered employees tend to be more proactive, creative, and motivated, contributing positively to the overall performance of the organization. They feel a deeper sense of engagement, which translates into a stronger commitment to organizational goals. In the context of project management, staff empowerment is critical as it enables team members to take initiative, resolve issues swiftly, and adapt to changing project needs without constant managerial oversight. This not only enhances productivity but also reduces delays, ultimately contributing to the successful completion of projects.

In the African context, studies have underscored the importance of staff empowerment in driving organizational growth and improving employee retention rates. For instance, **Kantur and Işeri-Say (2012)** found that empowering employees in African firms leads to higher levels of job satisfaction and reduces turnover by up to **30%**, particularly in competitive sectors. In Kenya, the significance of staff empowerment is evident in both private and public sectors, where it is linked to improved service delivery and efficiency. **Njiru (2008)** observed that public sector organizations in Kenya that implemented empowerment strategies experienced enhanced service outcomes and increased operational efficiency. This study defines staff empowerment as the extent to which employees have the autonomy to make

decisions, engage in skill development programs, propose innovative ideas, and exhibit high levels of job satisfaction and commitment. By fostering a culture of empowerment, organizations can harness the full potential of their workforce, leading to improved project outcomes and sustained organizational performance. Consequently, the focus on empowerment within this research aims to highlight its role as a vital predictor of project success, particularly in dynamic and resource-constrained environments like Kenya's public sector.

1.1.2 Leadership Communication

Leadership organizational success. Globally, research has consistently shown that effective leadership communication is positively correlated with enhanced team performance, employee engagement, and overall organizational outcomes (Men, 2014). Leaders who communicate effectively are better able to inspire their teams, provide clear guidance, and build trust. By articulating a compelling vision, setting clear expectations, and maintaining open channels for feedback, leaders create an environment of transparency and accountability. This fosters a sense of shared purpose among employees, which, in turn, drives motivation and commitment. In high-performing organizations, the leader's communication style is key to aligning individual and team goals with the overarching organizational strategy, ensuring everyone is working towards a common objective. Effective communication also enables leaders to address challenges swiftly, clarify uncertainties, and prevent misunderstandings that could hinder progress, ultimately leading to better decision-making and higher productivity.

In the African context, the importance of leadership communication is particularly emphasized in promoting trust, collaboration, and organizational cohesion. Owusu-Bempah, Addison, & Fairweather (2015) argue that clear and transparent communication is vital for building trust and fostering collaboration within organizations, especially in culturally diverse environments. In Kenya, studies have demonstrated that effective leadership communication is central to ensuring that organizational goals are understood by all employees and that their roles and responsibilities are well-defined (Kavoo-Linge & Kiruri, 2013). Leaders who communicate transparently and consistently help align the efforts of different departments, creating a more cohesive organizational culture. For this study,

leadership communication will be defined by the clarity with which leaders convey the organization's vision and goals, their openness and transparency, the feedback mechanisms they implement, and their ability to motivate and inspire employees. Effective leadership communication is thus seen as a key determinant of project performance, helping to steer teams towards achieving common goals and ensuring that employees are empowered and motivated to contribute meaningfully to the organization's success.

1.1.3 Goal Setting

Goal setting is a fundamental practice in organizational management, as it involves defining clear, specific, and achievable objectives that guide the efforts of individuals and teams. Research has consistently demonstrated the positive impact of goal setting on performance. According to Locke and Latham (2002), setting clear goals leads to improved performance by providing direction, increased motivation and fostering persistence. When individuals and teams are provided with specific, measurable, and challenging goals, they are more likely to remain focused and committed to achieving them. The process of goal setting helps to break down larger objectives into manageable tasks, creating a roadmap that employees can follow to track their progress and stay on course. Moreover, well-set goals contribute to higher levels of job satisfaction and a sense of accomplishment, as employees are able to see tangible results from their efforts. In organizations where goal setting is emphasized, employees are more likely to understand the broader mission and how their individual contributions support the organization's overall success.

In the African context, goal setting has been recognized as a critical factor in driving organizational success and employee performance. Aguinis (2009) asserts that the practice of setting clear and achievable goals not only enhances individual performance but also improves organizational outcomes by aligning employees' efforts with the organization's mission and strategic objectives. In Kenya, research has shown that goal setting is particularly important in ensuring that projects are completed successfully and on time. Muturi and Ragui (2013) found that in Kenyan organizations, clear goal setting leads to improved project outcomes, as employees become more accountable for their roles and responsibilities. Goal clarity and specificity are especially crucial in aligning team efforts with the organizational mission, as they help employees understand how their work

contributes to the larger objectives of the organization. Furthermore, the tracking of goal achievement and progress is vital for maintaining momentum and ensuring that employees stay committed to reaching their targets. In the context of this study, goal setting will be examined by evaluating the clarity and specificity of the goals set for employees, how these goals are aligned with the organizational mission, the methods used for tracking progress, and the level of commitment and accountability demonstrated by employees in achieving their goals. The study will investigate how these factors influence project performance and contribute to organizational success.

1.1.4 Resource Provision

Resource provision is a critical factor in determining the success of any organization or project, as it ensures that employees have the necessary tools, materials, and support to perform their roles effectively. Globally, research has shown that adequate resource provision is linked to higher productivity and job satisfaction. Bakker and Demerouti (2007) found that when employees are provided with the appropriate resources, they are more likely to experience less work-related stress and perform better. The provision of resources can include physical materials, technology, human capital, and financial support. Having access to sufficient and high-quality resources enables employees to carry out their tasks efficiently reducing delays and obstacles that can hinder progress. Moreover, when resources are allocated effectively, employees are able to focus on achieving the desired outcomes rather than struggling to overcome resource-related limitations. As a result, organizations that invest in providing the right resources tend to experience greater operational efficiency, better project execution, and improved overall performance.

The availability and quality of resources have been recognized as critical factors influencing organizational performance and project success. Choi (2016) asserts that resource provision plays a central role in determining how effectively organizations operate, particularly in developing regions where resources may be scarce. In Kenya, the timely and efficient provision of resources has been emphasized as essential for successful project implementation, particularly within the public sector. Karanja and Kiarie (2015) highlighted that public sector projects in Kenya often face challenges due to delays in resource allocation, which can impede project timelines and compromise outcomes. They argued that

efficient resource management is key to achieving project goals and meeting set targets. Resource provision in the Kenyan context includes not only the availability of financial and material resources but also ensuring that human resources are adequately skilled and trained to handle project tasks. This study will examine resource provision by evaluating the adequacy and timeliness of resource availability, the quality of resources provided, and the efficiency with which these resources are utilized to achieve project goals. The study aims to explore how resource provision impacts the performance of projects, particularly within the framework of AIC churches in Nairobi.

1.1.5 Project Performance

Project performance is a critical determinant of whether a project achieves its intended outcomes and objectives. According to Kerzner (2019), it is commonly measured using key metrics such as efficiency, effectiveness, timeliness, and stakeholder satisfaction. These metrics are essential for evaluating how well a project has been executed, and whether it has met the pre-defined goals within the set constraints of time, budget, and quality. A high-performing project demonstrates the successful alignment of resources, processes, and efforts towards achieving desired outcomes. For this study, project performance is assessed using four independent variables—staff empowerment, leadership communication, goal setting, and resource provision—that collectively influence the overall success of a project.

Staff empowerment is crucial in driving project performance by increasing employee engagement and productivity. Armstrong and Taylor (2020) argue that when employees are empowered with decision-making authority, autonomy, and access to training, they feel more responsible and committed to achieving project goals. Empowered employees are more likely to take initiative, solve problems independently, and contribute innovative ideas, which ultimately improves project outcomes. Additionally, empowered staff members tend to have higher job satisfaction, leading to reduced turnover and better team cohesion. These factors positively influence the performance of projects, making staff empowerment an important variable in this study's analysis.

Leadership communication plays a central role in project performance by ensuring that clear and consistent information flows between leaders and team members. Northouse (2021)

emphasizes that effective communication from leaders enhances team performance by reducing misunderstandings, aligning efforts, and motivating employees. Leaders who communicate their vision, expectations, and feedback transparently ensure that all team members are on the same page, thus avoiding confusion and fostering a sense of shared purpose. This clear communication enables teams to execute tasks efficiently and resolve issues promptly, contributing to improved project performance.

Goal setting is another key determinant of project performance. According to Locke and Latham (2019), setting clear and specific goals motivates individuals by providing direction and a sense of purpose. Well-defined goals help team members prioritize tasks, measure progress, and focus their efforts on achieving measurable outcomes. As a result, goal setting boosts individual and collective motivation, leading to enhanced productivity and project success. Finally, resource provision ensures that teams have the necessary tools, materials, and support to execute tasks effectively. Turner (2018) notes that adequate resources prevent delays, reduce bottlenecks, and improve overall project efficiency. When resources are readily available and aligned with the project's needs, the likelihood of project success increases significantly.

1.1.6 Servant Leadership Style

Servant leadership is a leadership philosophy in which the main goal of the leader is to serve. This style is characterized by leaders who prioritize the needs of their team members, encourage personal development, and foster a supportive and inclusive environment. In the context of FBOs, servant leadership aligns well with the core values of many religious teachings, making it a potentially effective approach to enhance project performance (Spears, 2010).

Research indicates that servant leadership can positively impact organizational performance by improving employee satisfaction, fostering collaboration, and enhancing commitment to the organization's mission (Van Dierendonck, 2011). For FBOs, which often rely on the dedication and goodwill of volunteers and staff, servant leadership can be particularly beneficial. By focusing on the well-being and development of team members, servant leaders in FBOs can create an environment where projects are more likely to succeed due to higher levels of motivation and engagement among participants (Eva et al., 2019).

1.1.7 Faith-Based Organizations and Africa Inland Churches

Faith-Based Organizations (FBOs) play a significant role in social and economic development, especially in developing countries. These organizations are founded on religious principles and often focus on delivering humanitarian aid, education, health services, and community development initiatives. In Kenya, FBOs have been instrumental in promoting social justice and providing essential services in areas where government support may be limited (Ndeda, 2019). Many of these organizations operate through churches, religious institutions, and affiliated groups, addressing issues like poverty, education, and healthcare. Kenya has a robust presence of FBOs, including Christian, Muslim, and Hindu organizations, with Christian-based entities being the most prevalent. Their activities are guided by the values of compassion, charity, and community support, making them essential partners in achieving sustainable development goals (Gifford, 2020).

Africa Inland Church (AIC) is one of the largest and most influential faith-based organizations in Kenya, known for its significant contributions to education, healthcare, and community development. Established by missionaries in the early 20th century, AIC has grown into a major denomination with over 6,000 congregations spread across the country (Anderson, 2021). The church is deeply rooted in Kenyan communities and actively engages in spiritual teachings as well as social welfare projects, such as building schools, hospitals, and orphanages. AIC's strong network and organizational capacity have made it a key player in addressing local issues and empowering communities through various developmental programs. The church's focus on holistic development, which combines spiritual growth with socio-economic support, reflects its commitment to improving the quality of life for its members and the wider community (Mwangi, 2018).

1.2 Statement of the Problem

In a well-functioning faith-based organization (FBO), project performance should align with the organization's mission and objectives, resulting in effective and efficient delivery of services to the community. Servant leadership, characterized by staff empowerment, clear communication, goal setting, and leader commitment, has been identified as a crucial factor in enhancing project performance. Research shows that organizations practicing servant

leadership tend to have higher employee satisfaction, better teamwork, and greater organizational commitment, leading to successful project outcomes (Eva et. al., 2019).

However, despite the potential benefits of servant leadership, many organisations struggle with project performance. They face challenges such as inadequate staff empowerment, poor communication, lack of clear goal setting, and inconsistent leader commitment; this results to projects that are less effective and inefficient, ultimately failing to meet their objectives. Studies indicate that ineffective leadership leads to low staff morale, poor coordination, and unclear objectives all of which results in poor project performance (Mbugua, 2021).

When project performance is compromised, the communities served by AIC churches in Nairobi are adversely affected. Essential services in education, health, and social welfare are delivered inefficiently, diminishing their impact. Moreover, the lack of servant leadership can lead to high staff turnover, reduced volunteer participation, and a general decline in organizational effectiveness. These issues can be attributed to the absence of staff empowerment, ineffective leadership communication, lack of goal setting, and weak leader commitment, which are critical components of servant leadership (Ojeda, 2023). While there has been some research on servant leadership and project performance, there is a paucity of empirical studies focusing on AIC churches in Nairobi. This study aims to fill this gap by examining how elements of servant leadership - staff empowerment, leadership communication, goal setting, and leader commitment - affect project performance in these churches.

1.3 Objectives of the Study

The general objective of the study was to examine the effect of principles of servant leadership style and project performance in faith- based organizations, a case of Africa Inland Churches in Nairobi, Kenya

1.3.1 Specific Objectives

- i) To examine the effect of staff empowerment on project performance in AIC churches in Nairobi.

- ii) To examine the effect of leadership communication on project performance in AIC churches in Nairobi.
- iii) To evaluate the effect of goal setting on project performance in AIC churches in Nairobi.
- iv) To determine the effect of resource provision on project performance in AIC churches in Nairobi.

1.4 Research Questions

- i. To what extent does staff empowerment affect project performance in AIC churches in Nairobi?
- ii. How does leadership communication affect project performance in AIC churches in Nairobi?
- iii. How does goal setting affect project performance in AIC churches in Nairobi?
- iv. What is the effect of resource provision on project performance in AIC churches in Nairobi?

1.5 Significance of the Study

Understanding the impact of servant leadership on project performance within AIC churches in Nairobi is significant from both a policy and practice perspective. For management teams in these organizations, recognizing the core principles of servant leadership—such as staff empowerment, effective communication, goal setting, and leader commitment—can greatly enhance their operational effectiveness. By integrating these principles into their leadership practices, management can create a positive organizational culture, boost staff morale, and drive successful project outcomes. This alignment with the church’s mission can lead to greater community engagement and fulfillment of the church’s objectives.

From a policy standpoint, this study offers valuable insights for policymakers involved in shaping regulations and standards for faith-based organizations (FBOs). By highlighting the effectiveness of servant leadership in improving project performance, the findings can inform policies that promote such leadership practices within FBOs. Policymakers can leverage this information to encourage training programs and initiatives that foster servant leadership

among church leaders. This could ultimately enhance service delivery and community development, making a tangible impact on the communities these organizations serve.

The study also contributes to the theoretical framework surrounding servant leadership by providing empirical evidence of its influence within faith-based contexts. For scholars and researchers in the fields of leadership, organizational behavior, and religious studies, the findings present an opportunity to expand the understanding of servant leadership dynamics. This research can serve as a foundation for further inquiries into how servant leadership functions across different organizational settings and cultural environments. By examining these intersections, academicians can deepen the discourse on effective leadership strategies within diverse contexts, enriching both theory and practice.

1.6 Scope of the Study

This study analyzed the effect of principles of servant leadership style and project performance in faith-based organizations with a focus on AIC churches in Nairobi, Kenya. The study was conducted in Nairobi area which has 135 churches spread over 8 regions. The target population was 945 participants. The researcher utilized 280 respondents as study sample. The study lasted for a period of five months starting from May, 2024 to October 2024.

1.7 Chapter Summary

Chapter one reviewed the introductory literature on servant leadership style and project performance in faith-based organizations. The background to the study reviewed the introduction to the concept and context of the study. The research problem reviewed the problem that the study intent to solve followed by the research objectives and questions that the research intent to answer. Then the significance of the study is reviewed to show the parties that will benefit from the study and finally the scope of the study. The next chapter will review past literature on this area of knowledge.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter, literature review on the effect of servant leadership style and project performance is explored with an aim of finding the gaps in knowledge. The theoretical literature is reviewed followed by empirical literature that involves a review of past studies on the effect of servant leadership style and project performance followed by the chapter summary.

2.1 Theoretical Literature Review

The study's theoretical review is based on three theories that explain the effect of servant leadership style on project performance in faith-based organizations. The three theories are discussed in the following section with servant leadership theory considered as the anchor theory

2.1.1 Servant Leadership Theory

Servant leadership, introduced by Robert K. Greenleaf in 1977, has emerged as a profound leadership philosophy that emphasizes the leader's role as a servant to others, prioritizing the needs of followers and enabling their growth and development (Greenleaf, 1977). This approach stands in stark contrast to traditional leadership models where leaders typically exercise authority and control over their subordinates. Greenleaf proposed that servant leaders prioritize the well-being of their followers, fostering an environment where individuals can thrive personally and professionally, ultimately leading to improved organizational performance and societal impact (Greenleaf, 1977).

Servant leadership operates under several key assumptions that underscore its effectiveness and relevance in organizational contexts. Firstly, servant leaders are stewards of their organization's resources and are entrusted with the responsibility to serve the greater good (Greenleaf, 1977). This stewardship perspective aligns with the ethical foundation of servant leadership, emphasizing the leader's duty to act in the best interests of their followers and the community they serve. Secondly, servant leadership assumes that empowering followers

through support, mentorship, and encouragement leads to enhanced commitment and productivity (Spears, 1998). By prioritizing the growth and development of their staff, servant leaders create a conducive environment where individuals feel valued and motivated to contribute effectively to organizational goals.

Despite its merits, servant leadership faces several limitations that can impact its application and effectiveness in different organizational settings. One significant challenge is the contextual fit of servant leadership principles within diverse organizational cultures and operational environments (Northouse, 2021). The effectiveness of servant leadership may vary depending on factors such as organizational size, industry norms, and the readiness of followers to embrace participatory decision-making and empowerment (Northouse, 2021). Moreover, the time-intensive nature of servant leadership, which requires leaders to invest considerable time in nurturing relationships and supporting individual growth, may pose challenges in larger or more fast-paced organizations where efficiency and rapid decision-making are prioritized (Van Dierendonck, 2011).

In the context of faith-based organizations, servant leadership theory offers profound insights into how leadership styles can influence various variables critical to project performance within faith-based organizations. Servant leadership places a strong emphasis on empowering followers. Leaders who embody servant leadership principles prioritize the development and well-being of their staff, ensuring that individuals feel valued, supported, and encouraged to contribute their unique talents and perspectives (Greenleaf, 1977; Spears, 1998). By fostering an environment of empowerment, servant leaders enable individuals to take ownership of their roles and responsibilities, ultimately enhancing their commitment and dedication to the church's projects and initiatives (Van Dierendonck, 2011).

Communication is fundamental to servant leadership. Leaders who practice servant leadership actively listen to their followers, seek to understand their needs and concerns, and communicate openly and transparently (Northouse, 2021). Effective leadership communication ensures that organizational goals, values, and expectations are clearly articulated to all stakeholders. Servant leaders encourage dialogue, collaboration, and feedback, fostering a sense of community and unity among church members (Spears, 1998).

This enhances project coordination and alignment, as well as ensures that everyone is working towards common objectives with clarity and purpose (Greenleaf, 1977).

Servant leadership promotes the setting of meaningful and achievable goals that align with the organization's mission and values (Spears, 1998). Leaders encourage participatory goal-setting processes where stakeholders have a voice in defining objectives and strategies. In AIC churches, servant leaders involve church members in the goal-setting process, ensuring that projects reflect collective aspirations and priorities (Northouse, 2021). This approach fosters a sense of ownership and commitment among church members towards achieving shared goals, thereby enhancing project focus, motivation, and accountability (Van Dierendonck, 2011).

Servant leaders are conscientious stewards of resources, including financial, human, and material resources (Greenleaf, 1977). They ensure that resources are allocated effectively and equitably to support project implementation and organizational activities. In AIC churches, servant leaders prioritize strategic resource provision to meet the diverse needs of church projects and initiatives (Spears, 1998). This includes optimizing financial investments, leveraging volunteer contributions, and ensuring that facilities and equipment support the church's mission effectively (Northouse, 2021). By practicing responsible resource management, servant leaders enable efficient project execution and sustainability, ensuring that church resources are utilized in ways that maximize impact and benefit the community (Van Dierendonck, 2011).

In conclusion, servant leadership theory provides a comprehensive framework for understanding and enhancing project performance within faith-based organizations. By focusing on staff empowerment, effective leadership communication, goal setting, and resource provision, servant leaders can cultivate environments where church members are motivated, engaged, and aligned towards achieving shared objectives. This approach not only strengthens the organizational capacity of AIC churches but also reinforces their mission to serve and positively impact their communities (Greenleaf, 1977; Spears, 1998; Northouse, 2021; Van Dierendonck, 2011).

2.1.2 Goal Setting Theory

Goal setting theory, originally proposed by Edwin Locke and Gary Latham in the 1960s, remains a foundational framework in organizational psychology and management studies. At its core, this theory posits that setting specific and challenging goals can significantly enhance individual and organizational performance by directing attention, mobilizing effort, and fostering persistence (Locke & Latham, 1990; Locke et al., 1981). The theory suggests that goals serve as motivational drivers, providing individuals with clear objectives and benchmarks against which to gauge their progress and success.

Central to goal setting theory are several key assumptions. First, goals should be clear, specific, and measurable to provide individuals with a clear direction and a precise target for achievement (Locke & Latham, 1990). Second, goals should be challenging enough to stimulate effort and engagement but still attainable with commitment and dedication (Locke & Latham, 1990). Third, regular feedback on progress towards goals and accountability for outcomes are crucial to maintaining motivation and adjusting efforts as necessary (Locke & Latham, 1990). These assumptions underline the theory's emphasis on the strategic use of goals to enhance motivation and performance.

In organizational contexts, goal setting theory has practical implications for enhancing performance and productivity. By setting clear and specific goals, organizations can align individual efforts with broader strategic objectives, thereby improving overall organizational effectiveness (Locke & Latham, 1990). Goals not only provide employees with a sense of purpose and direction but also foster intrinsic motivation and commitment to achieving desired outcomes (Locke et al., 1981). Moreover, challenging goals encourage individuals to persist in their efforts, promoting resilience and determination in overcoming obstacles or setbacks (Locke & Latham, 1990).

Despite its widespread application, goal setting theory is not without limitations. Setting too many goals or overly ambitious goals can lead to stress, burnout, and a neglect of other important aspects of work or life (Locke & Latham, 1990). Additionally, the effectiveness of goal setting is contingent upon organizational support, available resources, and the complexity of tasks involved (Locke & Latham, 1990). Conflicting goals or goals that are

incompatible with organizational values can also undermine motivation and performance (Locke & Latham, 1990).

In the context of the current study, goal setting theory offers valuable insights into how church leaders can effectively manage projects and achieve organizational objectives. By setting specific and challenging goals aligned with the church's mission and values, leaders can mobilize congregational members towards common purposes such as community outreach, infrastructure development, or spiritual growth initiatives. Clear goals inspire commitment among church members, encouraging active participation and dedication to achieving shared objectives. Moreover, effective goal setting provides a framework for accountability and evaluation, ensuring that resources are utilized efficiently and project outcomes are effectively achieved.

In conclusion, goal setting theory provides a robust framework for understanding how setting specific and challenging goals can enhance project performance within faith-based organizations like AIC churches in Nairobi, Kenya. By leveraging goal setting principles, church leaders can effectively guide their congregations, prioritize initiatives, and achieve meaningful impact in their communities.

2.2.3 Transformational Leadership Theory

Transformational Leadership Theory, introduced by James MacGregor Burns in 1978 and further developed by Bernard Bass in 1985, has significantly influenced leadership studies across various domains, including politics and organizations. This theory posits that transformational leaders engage with their followers in a manner that enhances motivation and morale, ultimately striving to achieve organizational goals through collective effort (Burns, 1978; Bass, 1985). At its core, transformational leadership emphasizes four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Avolio, 2009). Idealized influence involves leaders acting as role models, inspiring trust and respect among followers by demonstrating high ethical standards, articulating a compelling vision, and maintaining moral integrity (Bass, 2016). This dimension fosters an environment where followers emulate the leader's values and behaviors, aligning their actions with organizational goals.

Intellectual stimulation, another key dimension, encourages creativity and innovation among followers (Bass & Avolio, 2009). Transformational leaders promote an open exchange of ideas, valuing diverse perspectives and stimulating intellectual curiosity. By challenging the status quo and encouraging experimentation, leaders empower their teams to explore new approaches and solutions, enhancing organizational adaptability and problem-solving capabilities. Inspirational motivation involves leaders inspiring and energizing their followers towards shared goals (Bass & Avolio, 2009). Through effective communication and vision articulation, transformational leaders motivate followers to strive for excellence and contribute meaningfully to organizational success. This dimension reinforces the importance of clear, compelling goals that resonate with the aspirations of both leaders and followers. Furthermore, individualized consideration underscores the leader's commitment to understanding and addressing the unique needs of each follower (Bass & Avolio, 2009). By fostering a supportive environment through coaching, mentorship, and personalized development opportunities, transformational leaders empower individuals to reach their full potential. This personalized approach not only enhances employee satisfaction and loyalty but also strengthens organizational resilience by leveraging diverse talents and capabilities.

Despite its strengths, transformational leadership theory has faced criticism. Scholars like Northouse (2014) argue that the theory portrays leaders as idealized figures, potentially overlooking their flaws and the complexities of leadership dynamics. Yulk (1999) suggests that Bass's perspective may oversimplify the relationship between transformational leadership and follower outcomes, highlighting the need for nuanced empirical research. Mullins (2007) further critiques the theory for potentially enabling leaders to exploit followers' trust for personal gain, raising ethical concerns. Nevertheless, transformational leadership remains a valuable framework for understanding and promoting organizational effectiveness. Its emphasis on inspiring followers, fostering innovation, and nurturing individual development aligns closely with the goals and values of many faith-based organizations, including AIC churches in Nairobi, Kenya. By exploring how these dimensions manifest within the context of servant leadership in faith-based settings, researchers can gain insights into how leaders can effectively mobilize their congregations towards collective goals while maintaining ethical integrity and promoting personal growth.

Transformational leadership theory thus serves as a foundational pillar in studying the dynamics of leadership and project performance within faith-based organizations, offering a robust framework for examining the influence of leadership behaviors on organizational outcomes.

2.2 Empirical Literature Review

The empirical review section is based on the objectives of the study which involve determining the relationship between staff ,leadership communication ,goal setting , resource provision and project performance in Faith Based organizations.

2.2.1 Staff Empowerment and Project Performance

Employee empowerment plays a pivotal role in organizational effectiveness by enhancing job satisfaction and fostering employee commitment, crucial for organizational performance. According to Modise (2023), empowering employees enables them to acquire new skills and perspectives, stimulating creativity and innovation within the workplace. This approach not only benefits individual employees and their organizations but also addresses the competitive pressures organizations face, emphasizing the importance of nurturing organizational commitment to ensure sustained operational success. Simmillary, Mukwakungu, Mankazana, and Mbohwa (2019) conducted research to assess the level of employee empowerment and its impact on employee satisfaction within a manufacturing context. The study utilized a mixed methods approach, combining quantitative data from structured questionnaires with qualitative insights from semi-structured interviews involving 11 managers from the flavors division. Findings indicated a significant level of employee empowerment; however, productivity and quality issues still persisted, suggesting the need for management to address these factors more effectively. The study recommended that management adopt new strategies to enhance empowerment, thereby aligning organizational goals with competitive demands.

Dabo and Ndan (2019) conducted research to examine the influence of employee empowerment on organizational performance in quoted bottling companies in Kaduna, Nigeria. The study utilized a structured questionnaire administered to 242 employees across three selected organizations, with 225 responses deemed usable. Employing both descriptive

and quantitative methods, including survey design, descriptive statistics, and regression analysis, the study found that employee empowerment significantly contributes to organizational performance in the Nigerian context. The findings highlighted that involving employees in decision-making processes enhances overall organizational effectiveness. While this research centered on quoted bottling companies in Kaduna, Nigeria, with organizational performance as the dependent variable, the current study will focus on AIC churches in Nairobi, Kenya, examining project performance as the dependent variable.

Kiambati, Ngui, and Mathenge (2019) explored how employee empowerment affects organizational performance, using the Nyeri Catholic Secretariat (NCS) as a case study. NCS is a major employer and service provider in Nyeri County, operating in various sectors like education, health, and social development. Historically, NCS followed a bureaucratic management style, which has become less viable in modern business settings. This research aimed to investigate the impact of staff empowerment on organizational performance, utilizing Bowen and Lawler's (1995) framework of empowerment, which consists of power, information, knowledge, and rewards. The study focused on how the delegation of authority, dissemination of information, sharing of knowledge, and employee rewards influence organizational performance, with employee commitment acting as a moderating factor. The research employed a case study design, targeting 810 employees from different NCS departments. A sample of 270 employees was selected using stratified and simple random sampling methods. Data were collected via questionnaires and analyzed quantitatively using descriptive statistics. The findings indicated that delegating authority builds mutual trust, loyalty, and expedites decision-making; effective information sharing equips employees to make informed decisions and improves efficiency; knowledge sharing ensures employees are competent and prepared for their roles; and appropriate rewards enhance morale and commitment, leading to better organizational performance. The current study will examine the influence of staff empowerment on project performance in AIC churches in Nairobi.

Nadeem, Tahir, Zia-uD-din, Riaz, Waqas, Shafique, Zubair, & Sattar, Aysha (2019) investigated the impact of employee empowerment on organizational performance within the hotel industry in Pakistan. The study aimed to explore how employee empowerment influences organizational performance, with motivation as a mediator variable. Convenience

sampling was employed, targeting 150 managers from hotel sector organizations in Faisalabad. Data collection utilized questionnaires, and analysis was conducted using SPSS version 23.0, employing correlation analysis to examine relationships between variables and linear regression analysis to assess effects. The findings revealed significant relationships between employee empowerment, motivation, and organizational performance, supporting the study's hypotheses. This study contributes insights into how empowering employees can enhance organizational outcomes within the hospitality sector. However, the current research will focus on AIC churches in Nairobi, Kenya, with the dependent variable being project performance

A study by Abulwa and Susan (2020) investigated the impact of employee empowerment on organizational performance at Safaricom Limited, focusing on decision-making, training and development, employee autonomy, and information sharing. Conducted in the telecommunications sector of Kenya, the research employed a descriptive research design and targeted 400 employees, with a sample size of 200 selected through stratified sampling. Data was collected using questionnaires and analyzed using SPSS Version 20, employing both descriptive and inferential statistics. The findings revealed that decision-making, training and development, employee autonomy, and information sharing significantly contribute to organizational performance. The study recommended that Safaricom involve employees in decision-making processes, provide continuous skill-based training, grant greater employee autonomy to enhance motivation, and improve information sharing practices to further enhance organizational performance. Whereas this research focused on organizational performance at Safaricom Limited, the current research will examine the influence of staff empowerment on project performance in AIC churches in Nairobi.

A study conducted by Mwangi (2022) employed a descriptive research design to examine the impact of staff empowerment on organizational performance at the Kenya Revenue Authority (KRA). The target population consisted of 200 employees across various departments within KRA. Data was collected using structured questionnaires, which included both closed and open-ended questions to capture quantitative and qualitative insights. The findings revealed a positive correlation between staff empowerment and organizational performance, indicating that empowered employees demonstrated higher levels of job

satisfaction and productivity. Based on these results, the study recommended that KRA should implement comprehensive empowerment programs, including training initiatives and increased employee participation in decision-making processes, to further enhance organizational performance. Whereas this research focused on organizational performance at KAR, the current research examined the influence of staff empowerment on project performance in AIC churches in Nairobi.

In another research study, Ndung'u (2023) utilized a correlational research design to investigate the relationship between staff empowerment and performance outcomes at East African Breweries Limited. The target population comprised 150 employees from various managerial and operational roles. Data collection involved a mixed-method approach, utilizing surveys and interviews to gather insights on employee experiences and perceptions regarding empowerment practices. The study found that a significant majority of respondents felt that empowerment positively influenced their motivation and commitment, which in turn led to improved team performance and innovation. The research recommended that East African Breweries Limited should continue fostering a culture of empowerment by providing leadership training and creating platforms for employee feedback, thereby reinforcing a sense of ownership and accountability among staff. Whereas this research focused on organizational performance at EABL, the current research examined the influence of staff empowerment on project performance in AIC churches in Nairobi.

A qualitative study by Wamuyu (2021) explored the effects of staff empowerment on organizational performance within the healthcare sector in Nairobi County. Using a case study approach, the target population consisted of 50 healthcare workers from three different hospitals. Data were collected through in-depth interviews and focus group discussions to gain comprehensive insights into the employees' experiences with empowerment initiatives. The findings highlighted that staff empowerment led to increased job satisfaction and improved patient care outcomes, as employees felt more valued and engaged in their roles. The study recommended that healthcare institutions should prioritize the establishment of clear empowerment strategies, including mentorship programs and collaborative decision-making processes, to enhance both employee morale and overall organizational performance.

Whereas this research focused on performance of healthcare sector, the current research examined the influence of staff empowerment on project performance in AIC churches in Nairobi.

2.2.2 Leadership Communication and Project Performance

Singirankabo and Wanjiku (2023) conducted a detailed investigation into the effect of communication practices on the performance of International Non-Governmental Organization (INGO) projects in Rwanda. The study specifically analyzed three communication dimensions: participatory communication, results-driven communication, and multi-channeled communication, guided by established communication theories such as the Media Richness Theory and Communication Accommodation Theory. The research employed a descriptive design with correlational regression analysis, collecting data from a sample of 170 project staff members across various INGOs. The choice of a large sample size provided robust data for the analysis, enhancing the generalizability of the findings. Results demonstrated that participatory communication—characterized by open dialogue, stakeholder involvement, and regular consultations—was significantly linked to improved project scheduling and stakeholder satisfaction. Results-driven communication, focused on feedback loops, showed a strong association with increased cost efficiency, adherence to schedules, and enhanced project quality. Multi-channeled communication, involving the use of diverse platforms such as emails, meetings, and social media, contributed to message consistency, improved cohesiveness among team members, and better adherence to project timelines. The study concluded that effective communication strategies are essential for optimizing project outcomes and recommended that INGO project managers implement comprehensive communication frameworks that integrate these three aspects. Further research was suggested to deepen the empirical understanding of how communication strategies affect different project types, particularly in diverse cultural and organizational contexts.

Manuputty and Nursin (2023) examined the impact of project communications management on project time performance in the construction sector. Their study aimed to identify critical factors influencing communication, evaluate their effect on project timelines, and propose

actionable strategies to enhance project delivery. Using the Relative Importance Index and simple linear regression analysis, data were collected from 38 respondents who held various roles in construction projects, including project managers, site supervisors, and engineers. The findings highlighted key factors such as clarity of information, regular feedback, and stakeholder engagement as crucial for effective communication. The study observed a positive correlation between well-managed communication processes and improved adherence to project schedules, underscoring the importance of clear, timely, and concise messaging. Furthermore, tailored communication strategies, based on comprehensive stakeholder analysis, were recommended to address specific needs and preferences, ultimately leading to better project outcomes. By adopting these strategies, construction firms can enhance their project management practices and achieve higher levels of efficiency and client satisfaction. This study provides valuable insights into the construction industry, where delays and cost overruns are common, emphasizing the role of strategic communication in mitigating these issues.

Enyioko (2021) carried out a qualitative cross-sectional survey to assess the effect of leadership communication on organizational behavior. The study focused on how effective communication, particularly by transformational leaders, shapes employee motivation, engagement, and overall conduct within the organization. Transformational leadership communication, characterized by transparency, charisma, and inspirational messaging, was found to have a significant positive influence on organizational behavior. Employees responded positively to leaders who communicated with respect and clarity, leading to increased motivation and alignment with organizational goals. The study highlighted that when leaders engage in open dialogue, provide constructive feedback, and use their influence to inspire, they foster a positive work environment that enhances employee productivity and job satisfaction. The study concluded by recommending that organizational leaders adopt communication strategies that prioritize respect, transparency, and charisma, as these elements are crucial for driving positive changes in employee behavior and overall organizational performance.

Nziva (2019) explored the impact of project management leadership on the performance of Compassion International projects in Kitui County, Kenya. The study aimed to assess the

influence of leadership skills, experience, control mechanisms, and leadership styles on project performance. Employing a descriptive research design, the study sampled 113 respondents, including project managers, team leaders, and support staff. The data analysis combined descriptive statistics with multiple regression analysis to provide a nuanced understanding of the relationships between leadership attributes and project outcomes. The findings revealed a strong positive relationship between effective leadership practices and successful project performance, with project management control identified as the most significant predictor of success. Effective control mechanisms, including regular monitoring, timely feedback, and adaptive planning, were seen as vital in ensuring that projects stayed on track. The study recommended investing in leadership training programs to enhance the skills and experience of project staff, as well as implementing stringent project controls to mitigate risks and enhance performance. Additionally, the study called for further research into other factors that may influence project performance, such as cultural dynamics and external environmental factors.

Kiilu and Wambua (2020) conducted a comprehensive study on the influence of leadership communication and employee satisfaction on performance within the County Government of Makeni, Kenya. The research employed a descriptive design, targeting a diverse group of 220 participants across ten ministries and departments within the county. Using convenience sampling, 96 managers and employees were selected to participate in the study. Data were collected through structured questionnaires, which included items measuring the perceived effectiveness of leadership communication and its impact on employee satisfaction and performance. The analysis revealed a significant positive relationship between direct communication from leaders and enhanced employee performance, highlighting the importance of clear messaging and feedback. The study underscored the need for county leadership to adopt direct communication methods, avoid abusive language, and provide a supportive environment that fosters employee engagement. By emphasizing skill development and addressing the needs of less experienced employees, the county can boost overall satisfaction and productivity. The findings suggest that an investment in improved communication practices is critical for enhancing employee morale and performance, ultimately leading to better service delivery.

Musheke and Phiri (2021) utilized systems theory to investigate the effects of effective communication on organizational performance. Their quantitative study aimed to identify key communication factors and propose a model for enhancing organizational efficiency. Data were gathered from 88 respondents using structured questionnaires, and the analysis employed both descriptive statistics and Pearson's correlation. The results indicated a weak correlation between management style and communication channels, suggesting that effective communication is not solely dependent on management's approach but also on the appropriateness and clarity of the channels used. However, there was a significant relationship between effective communication channels and overall organizational performance, indicating that well-selected communication methods enhance the flow of information and support better decision-making processes. The study concluded that organizations should focus on improving communication channels and techniques to boost performance, recommending that management invest in training programs aimed at enhancing communication skills across all levels of the organization.

Kamau (2023) employed a descriptive research design to evaluate the impact of leadership communication on project performance within Nairobi City County Government. The target population consisted of 150 project managers and team leaders engaged in various developmental projects across the county. Data collection involved the use of structured questionnaires designed to assess the effectiveness of communication strategies employed by leaders and their influence on project outcomes. The analysis revealed a strong link between effective communication and enhanced project performance, as clear communication fostered alignment, commitment, and a shared vision among project teams. The study recommended that Nairobi City County Government invest in leadership training focused on communication skills, establish consistent communication channels, and prioritize transparency throughout the project lifecycle to ensure successful project delivery.

Muriuki (2022) conducted a mixed-method study to examine the influence of leadership communication on project performance in Kenya's construction sector. The study targeted 200 employees from five leading construction firms, using both surveys and in-depth interviews to gather data. The findings indicated that open, transparent communication from leaders played a crucial role in fostering team cohesion and resolving issues swiftly, leading

to timely project delivery. The study suggested that construction firms adopt participative communication practices and encourage feedback from employees to enhance project execution. It recommended the integration of regular communication reviews and feedback sessions as part of project management strategies.

Nyambura (2023) utilized a correlational research design to assess the relationship between leadership communication and project performance within Kenya's banking sector. The study sampled 100 employees from various banks, focusing on project management roles. Findings revealed a strong positive correlation between frequent, clear communication from leaders and project success. The study highlighted the importance of structured communication frameworks and suggested that banks invest in training programs to develop effective communication skills among leaders to drive project success.

Wambui (2021) conducted a qualitative case study on the effects of leadership communication on project performance within non-governmental organizations in Kenya. Through focus group discussions and interviews with 40 project staff, the study revealed that leaders who practiced active listening and provided constructive feedback significantly improved team collaboration and accountability, leading to better project outcomes. The study recommended that NGOs implement leadership development programs that emphasize communication skills, active listening, and feedback mechanisms.

2.2.3 Goal Setting and Project Performance

Gicheha and Kyule (2022) investigated the effect of goal setting on organizational performance at the Kenya Film Commission. Utilizing a descriptive research design, the researchers sampled 34 respondents from different departments within the commission, aiming to capture a diverse perspective on goal-setting practices. Data was collected using structured questionnaires tailored to assess the relationship between goal setting and key performance indicators. The analysis employed descriptive statistics to summarize the data, and inferential statistics, including correlation and regression analyses, were used to determine the impact of goal-setting practices on performance outcomes. The findings revealed a strong, positive, and statistically significant relationship between goal setting and organizational performance. The study underscored the importance of utilizing SMART

(Specific, Measurable, Attainable, Realistic, and Timely) goals, emphasizing that clear and well-communicated objectives significantly enhance employee engagement and productivity. Furthermore, the study recommended that management at the Kenya Film Commission should ensure effective goal communication to improve interpersonal relations among employees, thereby fostering a collaborative working environment aimed at achieving organizational objectives.

Additionally, a study by Omuga and Senelwa (2022) examined the effect of self-goal setting on the performance of National Government Administration (NGA) officers in Homa Bay County, Kenya. The researchers employed a correlational research design and targeted a substantial sample of 381 Chiefs and Assistant Chiefs, ultimately surveying 204 respondents. The data collection process involved the use of comprehensive questionnaires designed with a five-point Likert scale to capture the extent of self-goal setting practices. The study employed test-retest reliability measures and the Content Validity Index (CVI) to ensure the reliability and validity of the instruments. Findings from the study indicated a significant positive impact of self-goal setting on the officers' performance, suggesting that those who engaged in self-directed goal setting were more likely to achieve higher levels of productivity and efficiency. The study highlighted the importance of developing policy guidelines that encourage the integration of self-goal setting practices within the public sector, aiming to boost performance outcomes and service delivery.

Ndavi (2019) conducted an in-depth analysis of project planning practices and their impact on the performance of construction projects within Nairobi City County, Kenya. The research aimed to examine the effects of various planning components, including human resource planning, financial resource allocation, material usage planning, and time management, on project performance. The study targeted 125 active construction projects, selecting project managers as the key respondents due to their oversight roles. Data was collected using semi-structured questionnaires that enabled both qualitative and quantitative analysis. Utilizing SPSS for data analysis, Pearson correlation was employed to examine the relationships between the different planning practices and project performance metrics. The results indicated that effective planning in all four areas significantly enhanced project outcomes, reducing delays and improving resource utilization. Recommendations from the study

included the need for continuous training for project personnel, accurate budgeting aligned with project scope, and thorough time management planning based on structured work breakdown schedules.

In a related study, Ndayambaje and Njenga (2023) assessed the impact of planning on project performance at the University Teaching Hospital of Kigali. The research focused specifically on project scope planning, schedule planning, and cost planning as determinants of project success. Data was collected from a sample of 105 employees, carefully selected from a larger population of 651 staff members to represent various departments involved in project execution. The researchers utilized standardized questionnaires, and the analysis was conducted using descriptive statistics, ANOVA, and multiple regression techniques. The findings revealed that project scope and cost planning positively influenced project performance, while schedule planning was found to have a less significant, sometimes negative impact. Based on these findings, the study recommended enhancing the competencies of project managers, particularly in handling complex health projects, and integrating adaptive planning strategies to improve project outcomes.

Wanjau, Namusonge, and Lango (2024) performed a comprehensive investigation into the influence of project team planning on the performance of housing projects within Kenya's Nairobi metropolitan area. The study adopted a mixed-methods research approach, allowing for a holistic examination of the factors affecting project success. Targeting a sample of 251 respondents, drawn from a larger group of 675 registered contractors, data was collected through a combination of semi-structured questionnaires and in-depth interviews. The analysis was conducted using SPSS software, focusing on both descriptive and inferential statistics. Their findings highlighted a statistically significant positive relationship between effective project team planning and successful project execution. The study further emphasized the critical role of team skills, experience, and effective communication strategies in achieving project goals. It recommended the adoption of robust team planning frameworks to enhance collaboration and optimize project outcomes.

Muriithi (2019) explored the strategic planning process and its effect on project performance, focusing on a community-based HIV&AIDs project implemented by ACK Diocese of Mount Kenya West in Nyeri, Kenya. The study employed an ex-post facto research design and

utilized both primary and secondary data sources, including project documentation and survey questionnaires. Data analysis using SPSS indicated that strategic elements such as needs analysis, objective setting, resource allocation, and Monitoring and Evaluation (M&E) had a notable positive influence on project performance. The study recommended full implementation of strategic plans and emphasized the importance of leveraging successful past projects as a foundation for new initiatives.

Otieno (2023) investigated the impact of goal setting on the performance of small and medium enterprises (SMEs) in Kisumu County. The cross-sectional study targeted 150 SME owners and managers, collecting data through structured questionnaires focused on goal-setting practices and their influence on performance metrics like profitability and productivity. The analysis revealed that firms employing SMART goals experienced higher levels of performance and employee engagement. The study suggested that regular goal reviews and adaptive strategies could provide a sustained competitive advantage for SMEs.

Mwangi (2022) examined the role of goal setting in enhancing organizational performance within the education sector in Nairobi. Targeting 300 participants from ten public secondary schools, the study used surveys and performance records to track changes in academic performance. The findings indicated that inclusive goal-setting practices led to better student outcomes and improved teacher collaboration. The study recommended regular workshops to foster a culture of shared goal-setting within schools.

Ndungu (2023) conducted a qualitative case study focusing on three hospitals in Mombasa, examining the effects of goal-setting on performance in the health sector. Through in-depth interviews with healthcare professionals, the study found that clear goals enhanced team coordination and patient care. It recommended prioritizing inclusive goal-setting and monitoring systems in healthcare settings.

Lastly, Karanja (2022) assessed the relationship between goal-setting practices and organizational performance in the agricultural sector, surveying 200 farmers across various counties. The study found a positive correlation between goal setting and increased agricultural productivity, suggesting that effective goal-tracking practices are essential for maximizing resource use. The research recommended training on goal-setting techniques for farmers to boost sector performance.

2.2.4 Resource Provision and Project Performance

Makokha and Ngugi (2022) conducted a thorough investigation into how resource allocation impacts the implementation of health care projects by the Busia County Government in Kenya. Employing a descriptive research approach, the study focused on six specific health projects within the county, engaging a total of 95 respondents comprising project managers and team members. Their findings underscored the critical role of proper resource allocation in project success. They highlighted that efficient allocation of resources, including staff, equipment, and financial resources, significantly contributes to smoother project execution. By ensuring that the right resources are available at the right time, project managers can effectively identify challenges, mitigate risks, and adapt to evolving project requirements. This strategic allocation not only enhances operational efficiency but also strengthens the overall project management framework, thereby fostering greater project success rates in the challenging context of health care infrastructure development in Busia County.

Abdi (2020) investigated the impact of resource management practices on the performance of road infrastructure projects in Wajir County, Kenya. The study aimed to assess how effective resource planning, scheduling, allocation, and monitoring influence project outcomes within the county. Using a descriptive survey design, the research targeted 193 stakeholders involved in 47 major road projects across Wajir North, Wajir East, and Wajir South sub-counties, as well as county-wide initiatives from 2013 to 2020. Data was collected using semi-structured questionnaires and analyzed through thematic analysis for qualitative responses and descriptive and inferential statistics for quantitative data, facilitated by SPSS. The findings indicated that resource planning, scheduling, allocation, and monitoring significantly and positively impacted project performance. Efficient resource planning was highlighted as crucial for meeting project specifications effectively, while strategic resource scheduling helped mitigate challenges related to resource availability and enhanced job efficiency. Moreover, effective resource allocation enabled project managers to allocate resources efficiently according to project scope, enhancing overall project management. The study recommended that project managers should adopt robust planning strategies tailored to project needs, utilize backward scheduling techniques for efficient task management, and implement rigorous monitoring mechanisms to ensure adherence to project timelines and

quality standards. Future research was suggested to explore similar impacts of resource management practices across different counties in Kenya.

Waititu (2022) examined the impact of resource allocation on the performance of monitoring and evaluation (M&E) systems in child protection projects at World Vision Kenya (WVK). The research highlighted challenges such as low utilization of M&E progress reports, with less than 10% effectively used by stakeholders, and cost overruns affecting about 40% of these reports due to budgetary, human resource, and technological limitations. The study aimed to assess how human, financial, technological, and material resource allocations influence the effectiveness of M&E systems within WVK's child protection projects. Utilizing a descriptive research design, data was collected from 141 participants through questionnaires, validated for content and construct validity, and analyzed using SPSS for descriptive and inferential statistics, including regression analysis. The findings indicated that the allocation of material, financial, technological, and human resources significantly contributed to the performance of M&E systems in child protection projects at WVK. Effective resource allocation was identified as crucial for enhancing the quality and timeliness of progress reports, thereby improving accountability and project outcomes. Recommendations included diversifying M&E teams by gender and age to enhance effectiveness, increasing donor demands for financial accountability, adopting state-of-the-art ICT tools for M&E activities, and implementing robust procurement policies for materials. The study's insights are expected to inform policy formulation by donors, particularly the European Union, regarding financial resource utilization and accountability practices at World Vision Kenya.

Ongeti and Machuki (2019) conducted a study to examine the influence of organizational resources on the performance of Kenyan state corporations. They employed a cross-sectional descriptive survey method, collecting data from 63 state corporations in Kenya. The study utilized both descriptive and inferential statistics to analyze the relationship between organizational resources and performance. The findings revealed a statistically significant relationship between aggregated organizational resources and performance, although these resources could only explain 8.3% of the variance in performance across the corporations. Specifically, tangible, human, and intangible resources were found to have a significant

independent effect on performance, whereas organizational capabilities did not show a significant effect. The study provided empirical support for aspects of the Resource-Based Theory, suggesting that the strategic characteristics of resources influence organizational performance. It recommended that practitioners focus on enhancing resource integration, renewal, and recombination to improve organizational performance. At the policy level, the study proposed that government policies should encourage effective acquisition, integration, configuration, and combination of resources to maximize their impact on organizational performance. The research also identified areas for further exploration, pointing towards future research directions to deepen understanding in this field.

Mwanzia (2021) analyzed the effects of financial resource allocation on project outcomes in donor-funded community projects in Eastern Kenya. The study employed a mixed-methods approach, combining quantitative surveys and qualitative interviews from 150 respondents, including project managers and beneficiaries of health and education initiatives. Mwanzia found that proper allocation and timely disbursement of financial resources were critical in meeting project objectives and avoiding delays. The study highlighted challenges related to funding gaps and bureaucratic processes that affected resource availability, recommending a streamlined funding framework and improved stakeholder engagement for optimal project performance.

Mutua and Mulwa (2023) conducted an evaluative study on the impact of human resource allocation on agricultural extension projects in Kitui County. Using a descriptive research design, data were gathered from 120 extension officers and project coordinators. The findings suggested that inadequate staffing and lack of specialized skills significantly hampered project execution. The study recommended targeted training and a strategic hiring process to bridge the skill gaps, thereby improving the quality of service delivery and project sustainability. It further emphasized the importance of aligning resource allocation with project needs to ensure efficient use of available manpower.

Kipkorir (2022) explored the role of technological resource allocation on the performance of water supply projects in Kericho County. The study utilized a case study design focusing on three major water supply projects. Data were collected through structured interviews with project engineers and analyzed using qualitative content analysis. The findings indicated that

projects equipped with up-to-date technology, such as remote sensing and GIS mapping tools, had better project monitoring and timely delivery. Kipkorir recommended increasing investments in technology as a key strategy to improve project outcomes and ensure sustainable water resource management.

2.3 Summary and Research Gaps

This section presents a summary of the literature and the gaps identified. The gaps are then linked to the objectives of the current study.

Table 1: Summary and Research Gaps

Author/ Researcher	Topic/Theme	Research Findings	Research gaps	Focus of current study
Dabo & Ndan, 2019	Impact of Employee Empowerment on Organization Performance: Evidence from Quoted Bottling Companies in Kaduna	Involving employees in decision-making processes enhances overall organizational effectiveness	Dependent variable was organization performance. Focused on Bottling Companies in Kaduna, Nigeria	Dependent variable is project performance in Faith Based Organizations with a focus on AIC churches in Kenya Nairobi.
Kiambati, Ngui, & Mathenge, 2019	Employees Empowerment and Organizational Performance: A Case of Nyeri Catholic Secretariat	Delegating authority builds mutual trust, loyalty, and expedites decision-making	Dependent variable was organizational performance, Focused on the Nyeri Catholic Secretariat	Dependent variable is project performance in Faith Based Organizations.
Singirankabo & Wanjiku, 2023	Effect of Project Communication Practices on Performance of the International Non-Governmental Organizational Projects in Rwanda	participatory communication insignificantly correlated with dialogue, consultation, and project schedules	The research was done on International Non-Governmental Organizational Projects in Rwanda	The current study will look at AIC churches in Kenya Nairobi.
Wanjau, Namusonge,	Project team planning and	The study underscored	Dependent variable was	The current study will look at

Author/ Researcher	Topic/Theme	Research Findings	Research gaps	Focus of current study
& Lango, 2024	performance of housing projects in Kenya	the critical role of project team planning in enhancing housing project performance	performance of housing projects.	performance of projects at AIC churches in Kenya Nairobi.
Gicheha & Kyule, (2022)	Effect of goal setting on organization performance of Kenya Film Commission	There is a positive and significant impact of goal setting on organizational performance	Dependent variable was organizational performance	Dependent variable is project performance and will Focus AIC churches in Kenya Nairobi.
Ndayambaje & Njenga, 2023	Assessment of planning as a tool for project performance: A case of projects of the University Teaching Hospital of Kigali	While project scope and cost planning positively influenced project performance, schedule planning showed a negative impact	Dependent variable was project Performance but study was done at University Teaching Hospital of Kigali	Dependent variable is project performance but study will be done at AIC churches in Kenya Nairobi.
Waititu (2022)	Impact of resource allocation on the performance of monitoring and evaluation (M&E) systems in child protection projects at World Vision Kenya	Allocation of financial, technological, and human resources significantly contributed to the performance of M&E systems	Dependent variable was and evaluation (M&E) systems at World Vision Kenya	Dependent variable is project performance and will Focus AIC churches in Kenya Nairobi.
Makokha & Ngugi, (2022)	Influence of resource allocation on project implementation	Strong positive relationship between proper resource allocation and project success	Dependent variable was project implementation at Busia County.	Dependent variable is project performance and will Focus AIC churches in Kenya Nairobi.

2.4 Conceptual Framework

A conceptual framework in research refers to a set of principles derived from the study's subject, illustrating the interconnections between various variables. According to Kombo and Tromp (2009), it serves to visually depict how independent variables influence the dependent variable under investigation. In the context of this study, the independent variables encompass staff empowerment, leadership communication, goal setting, and resource provision. These factors are critical components that are hypothesized to impact the dependent variable, which in this case is project performance. Staff empowerment involves the delegation of authority and responsibility to employees, enabling them to make decisions and take actions that contribute to project outcomes. Leadership communication refers to the effectiveness of communication channels and strategies employed by project leaders to convey goals, expectations, and feedback within the team. Goal setting entails the process of establishing clear objectives and milestones for the project, providing a roadmap for achievement and performance evaluation. Resource provision encompasses the allocation of necessary resources such as financial, material, and human resources required to support project activities. Together, these independent variables are expected to influence project performance, which is the ultimate measure of success or achievement of goals within a project context. The conceptual framework visually represents how these variables interact and their hypothesized impact on project performance, providing a theoretical foundation for empirical investigation.

Independent Variables

Dependent Variable

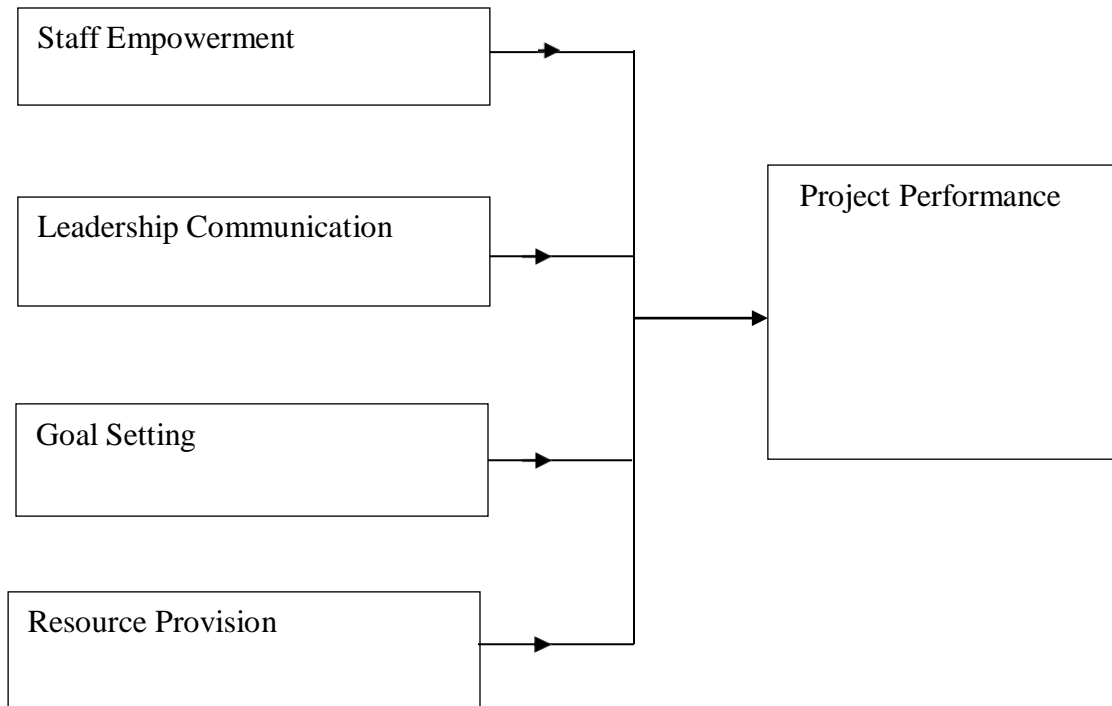


Figure 1: Conceptual Framework

2.5 Operationalization of Variables

This section outlines the operationalization of variables relevant to the study, providing a structured approach to measuring key factors affecting project performance. Each variable is associated with specific indicators that reflect various dimensions, employing a (1-5) Likert scale for measurement. The table also highlights the analytical tools to be used, including both descriptive and inferential statistics, ensuring a comprehensive analysis of the relationships between these variables and project outcomes.

Table 2: Operationalization of Variables

Variable	Indicator	Measurement	Tools of Analysis
Staff Empowerment	<ul style="list-style-type: none"> • Decision-making autonomy. • Level of participation and engagement of staff in skill development programs and training sessions • Frequency and quality of innovative ideas and initiatives proposed by staff members • Staff satisfaction and commitment levels towards their roles and responsibilities 	(1 – 5) Likert scale	Descriptive and inferential statistics
Leadership Communication	<ul style="list-style-type: none"> • Clarity of Vision and Goals Communication • Openness and Transparency • Feedback Mechanisms • Inspiration and Motivation 	(1 – 5) Likert scale	Descriptive and inferential statistics
Goal Setting	<ul style="list-style-type: none"> • Goal Clarity and Specificity • Alignment with Organizational Mission • Goal Achievement and Progress Tracking • Commitment and Accountability 	(1 – 5) Likert scale	Descriptive and inferential statistics
Resource Provision	<ul style="list-style-type: none"> • Resource Adequacy • Timely Availability • Quality of Resources • Utilization Efficiency 	(1 – 5) Likert scale	Descriptive and inferential statistics
Project Performance	<ul style="list-style-type: none"> • The projects are completed within budget • The projects adhere to time schedules • The projects meet set quality targets • There is a high level of satisfaction among project stakeholders 	(1 – 5) Likert scale	Descriptive and inferential statistics

2.6 Chapter Summary

This chapter reviewed the literature on the evaluation of the influence of servant leadership style on project performance. The chapter commenced with the introduction which was then followed by the study’s theoretical review. The empirical section was reviewed according to the study’s objectives which involved assessing the effect of staff empowerment ,effect of

Leadership Communication, goal setting and resource provision on project performance. The conceptual framework is then reviewed followed by the operationalization of variables and then the chapter summary. The next chapter will outline the methodology that was used in data collection and analysis.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter presents the research design, target population, sample and sampling technique, instruments, pilot study, validity, reliability test, data collection procedure, data analysis and presentation, ethical considerations and chapter summary.

3.1 Research Design

Research Design refers to the blueprint or framework that guides the entire research process, outlining how data will be collected, analyzed, and interpreted to answer the research questions (Kothari & Garg, 2019). This study employed a **cross-sectional survey design**, which involves collecting data at a single point in time to capture a snapshot of the current situation (Mugenda & Mugenda, 2020). The design was chosen to investigate the relationship between servant leadership and project performance within AIC churches in Nairobi. A cross-sectional survey is particularly useful in this context as it enables the simultaneous collection of data from a diverse group of stakeholders, such as church leaders, project managers, and congregants. This approach facilitates the analysis of how various servant leadership qualities, such as empathy, stewardship, and commitment to service, impact project outcomes. Furthermore, the cross-sectional design is cost-effective and time-efficient, making it suitable for studies that need to gather large amounts of data quickly without the extensive resources required for longitudinal designs. According to Kothari and Garg (2019), this design enhances the reliability of findings by providing a representative view of the population's current attitudes and behaviors, while Mugenda and Mugenda (2020) emphasize its utility in yielding valuable insights for both practitioners and policymakers, especially in faith-based and community-driven projects.

3.2 Target Population

A population is the total collection of elements about which inferences are made (Cooper & Schindler, 2013). Mugenda and Mugenda (2019) define a population as a complete set of individuals, cases or objects with some common observable characteristics. Mugenda and Mugenda (2019) describe the target population as that population to which a researcher

wants to generalize the results of a study. The target population for this study was the 945(135*7) Local church council members from 135 churches spread over the 9 regions of Nairobi Area. Each Local Church Council has 7 Members. The Local church council has the responsibility of management and executing church projects. The target population is as represented in table 3

Table 3: Target Population

Region	Number of churches	Target population (Number of Local Church Council Members) = Number of churches*7	Percentage
Central	20	140	15
North	15	105	11
South	20	140	15
Industrial	15	105	11
South West	8	56	6
Embakasi East	15	105	11
North West	13	91	10
South East	19	133	14
East	10	70	7
Total	135	945	100

3.3 Sample and Sampling Technique

Sampling involves selecting individuals from an accessible population to participate in a study. This approach is essential because it is often impractical to include the entire population due to limitations in time and resources (Mugenda & Mugenda, 2019). To achieve a representative sample for this study, stratified random sampling was employed. This technique ensures that different subgroups within the population are adequately represented. In conjunction with stratified random sampling, Yamane's (1967) formula was used to determine the appropriate sample size. This formula is widely recognized for its effectiveness

in providing a sample size that reflects the population's characteristics with a high degree of accuracy. The formula considers the desired confidence level, which for this study is set at 95%. This means that the results are expected to accurately reflect the population's attributes within a 5% margin of error.

$$e = 0.05;$$

$$n = \frac{N}{1 + Ne^2}$$

Where: n = sample size

N = Target population

e = the accepted sampling error

$$n = \frac{945}{1 + 945 * 0.05^2} = \frac{945}{3.3625} = 280$$

The sample size was 280 respondents from the target population. The sample size was proportionately computed according to departments as shown in table 4

Table 4: Sample size

Region	Target population	Number of churches	Sample size	percentage
Central	140	20	42	15
North	105	15	31	11
South	140	20	42	15
Industrial	105	15	31	11
South West	56	8	17	06
Embakasi East	105	15	31	11
North West	91	13	27	10
South East	133	19	39	14
East	70	10	21	08
Total	945	135	280	100

3.4 Instruments

The study used questionnaires to collect primary data. A questionnaire is a research instrument consisting of a series of questions designed to gather information from respondents. Questionnaires are commonly used to obtain important information about a population. Each item in the questionnaire was developed to address a specific objective, research question of the study (Kumar, 2010). A structured questionnaire is preferred because it ensures consistency of question and answer from the respondents in addition to being easier to administer, analyze and money time saving. Most respondents find questionnaires ideal due to anonymity and convenience. The questionnaires had both open and closed ended questions. The questionnaire was divided into six sections namely; A (Demographic information), B (staff empowerment), C (Leadership Communication), D (Goal Setting), E (resource provision) and E (Project Performance)

3.5 Pilot Study

Pilot testing is an important step in research process because it reveals vague questions and unclear instructions in the instruments. It also captures important comments and suggestions from the respondents that enable the researcher to improve on the efficiency of research instrument. According to Mugenda and Mugenda (2019), a pilot study with a sample of a tenth of the total sample with homogenous characteristics is appropriate for the pilot study. In this study, a Pilot study involving 28 council members from four churches from Thika Region was done. The churches targeted included Thika Town Church, Ngoingwa, Kiandutu and Makongeni. This represented approximately a tenth of the total sample. The results of the pilot study were used to test the validity and reliability of the research instrument (Sekaran, 2015)

3.5.1 Validity

Validity is the degree to which the sample of test items represents the content, the test is designed to measure content validity and it is employed in any study to measure the degree to which data collected using a particular instrument represents a specific domain or content of a particular concept. Mugenda and Mugenda (2019) contend that the usual procedure in assessing the content validity of a measure is to use a professional or expert in a particular field. Expert opinion was sought from the supervisor on the representativeness and suitability

of questions and give suggestions of corrections where necessary in the questionnaire. This helped in improving the content validity of the data collected.

3.5.2 Reliability Test

Reliability was assessed to determine the consistency and stability of the results yielded by the research instruments after repeated trials (Mugenda & Mugenda, 2019). A reliable instrument produces minimal variations in results when administered multiple times under similar conditions. High reliability indicates that the scores obtained are consistent and reproducible, providing confidence in the instrument's ability to measure what it is intended to measure effectively. To evaluate instrument reliability, the test-retest method was employed. This method involves administering the same instruments to the same group of respondents on two separate occasions, typically with a time interval in between, to assess the consistency of their responses. In this study, the instruments were initially administered to pastors, development committee members, and local council members. After a two-week interval, the instruments were re-administered to the same group to compare the results. The reliability of the instruments was then quantified using Cronbach's alpha coefficient, which measures internal consistency. A Cronbach's alpha value of ranging from 0.762 to 0.791, was obtained, indicating a high level of reliability. This figure is considered appropriate, as a coefficient above 0.7 is generally acceptable for most social science research (Mugenda & Mugenda, 2019).

3.6 Data Collection Procedure

Prior to the commencement of data collection, the researcher obtained the necessary research permit from the National Commission for Science, Technology and Innovation (NACOSTI) and secured an authorization letter from the Management University of Africa. Following these approvals, the researcher approached churches to seek authorization for data collection from the Resident Pastor. With the help of five research assistants, the Questionnaires were administered through drop and pick later method. The questionnaires were picked after two weeks for analysis and report writing.

3.7 Data Analysis and Presentation

The researcher began by editing the primary data obtained from the field. Coding was employed to categorize responses from survey questions into specific categories, facilitating the organization and summarization of research data. Quantitative data collected was analyzed, presented, and interpreted using descriptive statistics, while qualitative data collected through interview schedules underwent content analysis techniques. The Statistical Package for Social Sciences (SPSS-Version 26) was utilized for quantitative data analysis. Descriptive statistics such as means, standard deviations, frequencies, and percentages were used to summarize the data. Inferential statistics, including correlation and regression analysis were employed to examine relationships between the variables under study. The analyzed data was presented using tables, pie charts, and bar graphs where appropriate. The multiple regression model used for regression analysis is presented below:

$$\text{Multiple Regression Model: } Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Whereby: **Y** = Project Performance

β_0 = Constant

X_1 = Staff Empowerment

X_2 = Leadership Communication

X_3 = Goal Setting

X_4 = Resource Provision

$\beta_0, \beta_1, \beta_2, \beta_3, \beta_4$ = Regression coefficients.

ε = Error Term

This model was used to explore the impact of organizational leadership, strategy communication, organizational culture, and organizational commitment on strategy implementation in churches. The findings were detailed in the form of tables, pie charts, and bar graphs to enhance clarity and understanding of the data analysis outcomes

3.8 Ethical Considerations

Ethics has been defined as that branch of philosophy which deals with one's conduct and serves as a guide to one's behavior (Mackinnon, 2011). The purpose of ethics in research is to ensure the researchers conduct research with integrity and do not undertake research for personal gain or research that will have a negative effect on others. In addressing research ethics, the study concerned itself with informed consent, voluntary participation, confidentiality, privacy and anonymity.

3.8.1 Informed Consent

Informed consent relates to the ethical requirement that subjects of a study need to be able to make choices based on adequate information. The informed consent of the participants was ensured by explaining the aim of the study and the procedures involved (Silverman 2002). This meant that researcher had to disclose the purpose of the research to the respondents to enable the respondents to participate willingly in the exercise.

3.8.2 Voluntary Participation

Voluntary participation is an ethical principle that emphasizes the importance of allowing participants to make their own decision to take part in research without any form of coercion or undue influence. It requires that individuals are fully informed about the nature and purpose of the study before they consent to participate (Kothari, 2014). In this study, the researcher adhered to this principle by ensuring that all participants were fully briefed about the research objectives, procedures, potential risks, and benefits. Informed consent forms were provided, detailing this information to help participants make an independent decision on their involvement.

3.8.3 Confidentiality

Confidentiality involves the protection of participants' private information and the assurance that data collected will not be disclosed without permission (Mugenda & Mugenda, 2019). The researcher ensured confidentiality by obtaining prior permission from the Management University of Africa and the church authorities before data collection commenced. To guarantee that sensitive information shared by participants was safeguarded, an introduction letter was included with each questionnaire, explicitly stating that the data collected would be

used solely for academic purposes. This approach aimed to build trust and encourage honest responses from the participants.

3.8.4 Privacy

Privacy refers to the control over the extent, timing, and circumstances under which personal information is shared with others (Trochim, 2020). The researcher took several measures to protect the privacy of participants, including the use of codes and pseudonyms instead of real names. This approach ensured that individual respondents could not be identified based on their responses, thus safeguarding their identity throughout the study. The use of anonymized data collection and reporting methods further reinforced the privacy of the respondents, creating a safe environment for them to provide candid and accurate information.

3.8.5 Anonymity

Anonymity refers to keeping secret by not identifying the ethnic or cultural background of respondents, refrain from referring to them by their names or divulging any other sensitive information about a participant (Mugenda, 2009) To ensure anonymity all the respondents were coded and were therefore not required to write their actual names on the questionnaires. This helped in protecting their identity.

3.9 Chapter Summary

This section describes the methodology used in the study; the research design, the sample population and the targeted sample size, the tools for data collection and how the data was analyzed.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

The purpose of this study was to examine principles of servant leadership style and project performance in faith-based organizations. Descriptive statistics were used to analyze and determine the relationship between the study variables. This chapter offers an in-depth analysis and interpretation of the findings. The data is examined to draw meaningful conclusions and provide insights into the study's objectives.

4.1 Presentation of Findings

4.1.1 Response Rate

The response rate is a critical factor in assessing the reliability of study findings. Table 3 presents the distribution of questionnaires and the resulting response rate, offering insight into participant engagement in the research process.

Table 5: Study Response Rate

Questionnaires	Number	Percentage
Retuned	177	63
Not retuned	103	37
Total	280	100

The data analyzed in Table 3 illustrates the response rate for the study, showing that 280 questionnaires were distributed, out of which 177 were returned, resulting in a 63% response rate. This is a reasonably high response rate, indicating that the majority of the participants provided feedback, making the data reliable for analysis. According to Kothari (2014), a response rate above 60% is typically considered adequate for generalizability in social research, as it reduces the likelihood of non-response bias. Similarly, Mugenda and Mugenda

(2019) assert that response rates of 50% and above are acceptable for analysis and reporting, thereby strengthening the credibility of the findings in this context

4.1.2 Pilot Test Results

Pilot tests are essential for establishing the reliability of measurement instruments used in research. Table 4 details the results of the reliability tests conducted for various composite variables, demonstrating the internal consistency of the items.

4.1.2.1 Reliability Tests

Table 4: Reliability Tests Table

Composite Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of items	Remarks
Staff empowerment	.762	.764	4	Reliable
Leadership communication	.791	.789	4	Reliable
Goal setting	.785	.788	4	Reliable
Resource provision	.776	.774	4	Reliable

From the data analyzed in table 4, Cronbach's Alpha values range from 0.762 to 0.791, which indicates good internal consistency across the items used to measure staff empowerment, leadership communication, goal setting, and resource provision. According to social science research standards, a Cronbach's Alpha value above 0.7 is acceptable for demonstrating reliability. These values suggest that the instruments used to measure the four variables in the study are reliable.

4.1.2.2 Validity Tests

A validity test was conducted to assess the accuracy of the instruments used. The p-value of 0.038 was lower than the 0.05 threshold, confirming the validity of the data. This implies that the instrument items used in the study are appropriate and valid for capturing the underlying

variables—staff empowerment, leadership communication, goal setting, and resource provision.

4.1.3 Gender of Participants

This section presents the gender distribution of the study's participants. This demographic information is essential for understanding the composition of the sample.

Table 6: Gender of Participants

Response	Frequency	Percent
Male	66	37.3
Female	87	49.2
Total	177	100.0

From the data analyzed in table 5, out of the total 177 respondents, 66 (37.3%) identified as male, while a majority, 87 (49.2%), identified as female. This indicates a slight gender imbalance, with females being more represented than males in the sample. The relatively higher percentage of female participants may influence the study's findings and interpretations, especially in areas related to perspectives on project performance and management. Overall, the gender distribution provides important context for understanding the views and experiences shared by the respondents in the

4.1.4 Age of the Participants

This section focused on the age distribution of the participants. This data provides insight into the different age groups represented in the study

Table 7: Age of the Participants

	Frequency	Percent
< 35	66	37.3
36-45	87	49.2
Over 45	24	13.5
Total	177	100.0

The data analyzed in table 6 reveals that the majority of respondents (49.2%) fall within the age group of 36-45 years, followed by those under 35 years at 37.3%. Only 13.5% of the participants are aged over 45 years. This distribution indicates that the study primarily captures the perspectives of younger to middle-aged individuals, who may have different experiences and views regarding project performance compared to older age groups. Understanding the age demographics of the participants is crucial, as it may influence the insights gained from the research related to leadership communication, staff empowerment, and goal-setting practices.

4.1.5 Level of Education

This section highlights the educational qualifications of the respondents. This information is relevant for assessing the background of the participants.

Table 8: Respondent Level of Education

	Frequency	Percent
Diploma	69	38.9
Bachelors	87	49.2
Masters	21	11.9
Total	177	100.0

From table 7, a significant portion (49.2%) holds a Bachelor’s degree, while 38.9% have a Diploma, and 11.9% possess a Master’s degree. The relatively high percentage of Bachelor’s and Master’s degree holders suggests that the participants are well-educated, which may positively impact their understanding of the study's focus on project performance.

4.1.6 Period Served in the Church

This section presents the duration of service of the participants in the church. Understanding the period served helps contextualize the experiences of the respondents.

Table 9: Period Served in the Church

Duration	Frequency	Percent
<3 yrs	72	40.7
4-7 yrs	57	32.2
8-11 yrs	21	11.8
Above 11 yrs	27	15.2
Total	117	100.0

Table 8 illustrates the distribution of participants based on their period of service in the church. The data shows that a significant majority (40.7%) of participants have served for less than 3 years, indicating a relatively new engagement with the church. Additionally, 32.2% have served between 4 to 7 years, while those with longer service (8-11 years and above 11 years) constitute a smaller portion (11.8% and 15.2%, respectively). This distribution suggests a predominance of newer members, which may influence perspectives on church activities and initiatives.

4.1.7 Descriptive Statistics

This section presents a comprehensive analysis of descriptive statistics related to the study's key variables. The descriptive statistics will include measures of central tendency, such as means and standard deviations, to summarize participants' responses regarding staff empowerment, leadership communication, goal setting, resource provision, and overall project performance.

4.1.7.1 Staff Empowerment and Performance of Projects

This section explores how resource availability—financial, technical, and human—affects project performance. The table below outlines participants' perceptions of resource adequacy and its impact on project success.

Table 10: Staff Empowerment and Performance of Projects

Statement	Mean	Std. Deviation
Staff members are given autonomy to make decisions related to their projects.	2.72	1.08
Staff members participate in skill development programs and training sessions.	4.76	1.97
Staff members propose innovative ideas and initiatives that enhance project performance.	3.92	1.43
Staff members demonstrate a high level of commitment to their responsibilities.	4.45	1.64
Staff members are given autonomy to make decisions related to their projects.	3.14	0.36
Staff members participate in skill development programs and training sessions.	2.92	0.91
Composite	3.65	1.34

The findings in Table 9 illustrate the significance of staff empowerment on the performance of projects. For example, autonomy in decision-making received a relatively low mean score of 2.72 (SD = 1.08), indicating that employees may not feel adequately empowered to make independent decisions. As Abulwa and Susan (2020) noted, when employees lack autonomy, their commitment and innovation capacity may decrease. In contrast, skill development programs scored a mean of 4.76 (SD = 1.97), showing a high degree of participation in training sessions. This aligns with the findings of Laschinger, Wong, and Grau (2020), who argue that continuous learning contributes positively to performance by enhancing employee capabilities.

The mean score of 3.92 for innovation and the standard deviation of 1.43 suggest that there is moderate engagement in proposing new ideas, but room for improvement exists. Spreitzer (1995) emphasized that fostering innovation in empowered environments can lead to

improved organizational outcomes. Finally, the high mean of 4.45 (SD = 1.64) for commitment to responsibilities underscores the importance of empowerment in enhancing dedication. These results resonate with Kim, Egan, and Kim (2019), who found that empowered employees demonstrate higher job satisfaction and accountability.

A composite mean of 3.65 and composite standard deviation 1.34 indicate that, on average, the respondents perceive staff empowerment positively, with some variation in responses, particularly regarding decision-making autonomy and participation in skill development programs. The standard deviation reflects this variability in perceptions among the staff.

4.1.7.2 Leadership Communication and Performance of Projects

This section evaluates how leadership communication—clarity, transparency, feedback, and motivation—impacts project performance. The table below highlights how effectively leadership communication influences employee performance and project outcomes.

Table 11: Leadership Communication and Performance of Projects

Statement	Mean	Std. Deviation
Leadership communicates a clear vision and well-defined goals for the projects.	4.98	1.98
Leadership maintains transparency in their communications with staff.	4.90	0.97
There are feedback mechanisms in place that allow staff to provide and receive constructive feedback.	1.67	1.30
Leadership communication motivates staff to achieve project goals.	2.97	0.49
Composite	3.63	1.31

The mean score of 4.98 (SD = 1.98) for clear communication of vision suggests that staff have a strong understanding of project goals. Men (2014) emphasized the importance of clear communication from leadership in ensuring team alignment and goal achievement. Similarly,

transparency in communication, with a mean score of 4.90 (SD = 0.97), indicates a high level of openness from leadership. This is supported by Hollander and Einarsen (2019), who argue that transparent communication fosters trust and a positive work environment.

However, the low mean score of 1.67 (SD = 1.30) for feedback mechanisms indicates a potential gap in leadership's ability to facilitate two-way communication. Owusu-Bempah, Addison, and Fairweather (2015) highlighted the need for effective feedback systems to enhance organizational change and performance. Motivation through communication scored a mean of 2.97 (SD = 0.49), suggesting a moderate impact of leadership communication on employee motivation. According to Eva, Robin, and Sendjaya (2019), motivating communication is essential for achieving high levels of project success.

The composite mean of 3.63 suggests that overall respondents perceive leadership communication as moderately effective in terms of providing a clear vision, transparency, feedback mechanisms, and motivation. However, some areas, like the availability of feedback mechanisms and leadership's motivational impact, may be rated lower compared to others. The aggregate standard deviation of 1.31 indicates a moderate level of variability in responses. This suggests that while some aspects of leadership communication are viewed consistently (e.g., transparency), others (e.g., feedback mechanisms) show more divergent opinions among respondents.

4.1.7.3 Goal Setting and Project Performance

This section provides an analysis of participants' views on the influence of goal setting on project performance. The table examines how well the goals set for projects are communicated, aligned with the organization's mission, tracked, and how they affect project performance.

Table 12: Goal Setting and Project Performance

Statement	Mean	Std. Deviation
The goals set for projects make it easy for staff to understand what is expected.	3.91	1.70
The goals established for projects are well-aligned with the overall mission and values of the organization.	4.19	0.57
There are systems in place to track the progress and achievement of set goals for projects.	4.44	1.21
Staff members show commitment and accountability towards achieving the set project goals.	4.21	0.29
Composite	4.19	0.94.

The mean score for the statement on whether the goals set for projects make it easy for staff to understand expectations is 3.91, with a standard deviation of 1.70. This relatively high mean suggests that goal clarity is generally satisfactory, though the wide standard deviation indicates variability in perceptions among participants. According to Chesney, Simmonds, and Rosemann (2019), clear and well-communicated goals are essential for fostering employee engagement. Organizations may benefit from investing in training programs that enhance employees' understanding of project goals, which can lead to improved performance outcomes. Regular workshops or team discussions could further clarify expectations and align efforts towards achieving project objectives.

For the alignment of goals with the organization's mission, a mean score of 4.19 and a lower standard deviation of 0.57 indicate that participants perceive a strong coherence between project goals and organizational values. Locke and Latham (2019) emphasize the importance of goal alignment in driving employee commitment and ensuring that project objectives contribute to broader strategic outcomes. Ensuring ongoing communication about how project goals align with organizational missions can reinforce employees' sense of purpose

and motivation. Additionally, integrating feedback from employees regarding goal alignment can further strengthen this connection and enhance overall commitment.

The system for tracking project goals received the highest mean score of 4.44, with a standard deviation of 1.21, suggesting that most participants believe their organizations have effective tracking mechanisms. However, some variability is indicated, which may point to room for improvement in how consistently these systems are applied across projects (Gicheha & Kyule, 2022). Streamlining tracking processes across different projects can help ensure that all teams benefit from the same level of oversight and support. Furthermore, leveraging technology, such as project management software, can enhance the tracking of goals and progress, making it easier for teams to stay aligned and accountable.

Finally, the mean score of 4.21 for staff commitment and accountability, with a standard deviation of 0.29, reflects strong confidence in the team's commitment to achieving set goals. This aligns with findings by Podsakoff et al. (2019), who argue that well-defined goals enhance employee accountability and foster a high level of commitment to project success. Recognizing and rewarding individual and team achievements related to goal attainment can further strengthen this commitment. Additionally, creating a culture of accountability where team members regularly discuss their progress can enhance motivation and drive project success.

The composite mean for the indicators of goal setting and project performance is approximately 4.19, and the composite standard deviation is approximately 1.09. This suggests that, on average, respondents rate the goal-setting aspects of project performance positively, with a relatively low-to-moderate spread in their responses across the statements, indicating consistency in the perceived importance or effectiveness of goal setting.

4.1.7.4 Resource Provision and Performance of Projects

This section explores the adequacy, timeliness, and quality of resource provision and its impact on project performance. The statements assess whether resources are efficiently utilized and whether they contribute positively to project outcomes.

Table 13: Resource Provision and Performance of Projects

Statement	Mean	Std. Deviation
The resources provided for projects are adequate to meet the needs and objectives of the project.	1.42	1.09
Resources are made available in a timely manner, ensuring that project timelines are not delayed.	1.40	1.39
The quality of the resources provided for projects is high and contributes positively to project outcomes.	1.91	1.90
Resources are utilized efficiently, with minimal waste and maximum impact on project performance.	3.26	1.02
Composite	2.24	1.12

The analysis of resource provision and its impact on project performance revealed significant insights. The mean for the adequacy of resources in meeting project needs was notably low at 1.42 with a standard deviation of 1.09, indicating a considerable level of dissatisfaction among staff regarding the availability of resources. The low mean suggests that employees perceived that resources are insufficient to support project objectives, aligning with studies like Karanja and Kiarie (2015) who identified resource inadequacy as a common challenge in organizational projects. The high standard deviation implies variability in responses, reflecting differing perspectives on resource sufficiency.

Further, the statement regarding the timely provision of resources had an even lower mean of 1.40, coupled with a standard deviation of 1.39. This suggests that resource delays are a common concern, which can severely affect project timelines. According to Waititu (2022), the timeliness of resource allocation plays a critical role in ensuring that projects remain on track, reinforcing the findings from this study. The high variability again signals that while some projects may receive resources promptly, many others experience delays that hinder performance.

The quality of resources provided received a slightly higher mean of 1.91, yet still reflects dissatisfaction among staff, with a substantial standard deviation of 1.90. This result aligns with studies like Choi (2016), who emphasized that not just the quantity but the quality of resources is crucial for project success. The high deviation suggests that while some projects receive high-quality resources, others may be operating with suboptimal materials, contributing to varied project outcomes.

Lastly, resource utilization efficiency was rated higher with a mean of 3.26 and a standard deviation of 1.02, indicating moderate satisfaction with how resources are managed. This suggests that once resources are available, they are used efficiently, which is critical in maximizing the impact on project outcomes. As Omuga and Senelwa (2022) highlighted, efficient use of resources, even if scarce, can mitigate some of the negative impacts of resource inadequacies. This suggests a strong emphasis on resource management practices, despite the challenges of adequacy and timeliness.

The composite mean for the indicators of resource provision and project performance is approximately 2.24, and the composite standard deviation is approximately 1.12. The composite mean and standard deviation together reflect a general sentiment of dissatisfaction with resource provision while also showcasing the range of perceptions within the respondent group.

4.1.7.5 Performance of Projects

This section evaluates the overall performance of projects, focusing on budget adherence, time schedules, quality standards, and stakeholder satisfaction. These indicators are key in assessing the success of projects.

Table 14: Performance of Projects

Statement	Mean	Std. Deviation
Projects are consistently completed within the allocated budget.	2.71	0.23
Projects adhere to their planned time schedules and are completed on time.	2.79	1.64
Projects meet the set quality targets and standards.	4.32	0.39
There is a high level of satisfaction among project stakeholders regarding project outcomes.	4.02	1.07
Composite	3.76	1.06

In analyzing project performance, the findings indicate variability across different performance indicators. The mean for project completion within the allocated budget was low at 2.71, with a standard deviation of 0.23, suggesting that most projects struggle to stay within budget. This is consistent with findings by Ndavi (2019), who noted that budget overruns are common in public sector projects. The narrow standard deviation suggests that budget overruns are a widespread issue affecting most projects. To address this, more robust budget monitoring and control mechanisms could be implemented to ensure better financial management throughout the project lifecycle.

In terms of adherence to time schedules, the mean was 2.79, with a wider standard deviation of 1.64. This indicates that while some projects meet their time objectives, many do not. The larger variability in responses could be due to differing project complexities or resource constraints that affect timelines differently across projects. Studies such as Manuputty and Nursin (2023) similarly found that time management remains a critical challenge in project execution, particularly in resource-constrained environments. Introducing more effective time management tools and strategies, such as regular progress reviews and buffer periods, could help reduce delays.

The quality of completed projects was rated significantly higher, with a mean of 4.32 and a standard deviation of 0.39, showing that most projects successfully meet quality targets. The low variability suggests a general consensus among staff that the quality of outcomes is maintained, even if other performance indicators lag. This aligns with research by Mugenda and Mugenda (2019), who found that despite budget and time challenges, organizations tend to focus on maintaining high-quality standards. Organizations should continue prioritizing quality control processes while addressing other performance issues to ensure comprehensive project success.

Stakeholder satisfaction also received a relatively high mean of 4.02 with a standard deviation of 1.07, indicating that stakeholders are generally satisfied with project outcomes, despite the internal challenges. This reflects the findings of Kiilu and Wambua (2020), who emphasized the importance of stakeholder satisfaction as a key measure of project success. However, the deviation indicates that satisfaction levels may vary depending on the specific nature of the project and stakeholder expectations. Regular stakeholder feedback mechanisms could be beneficial in identifying areas for improvement to further enhance satisfaction and project alignment with stakeholder needs.

A composite mean of 3.76 and a standard deviation of 1.06 indicate that respondents generally perceive project performance positively, reflecting moderate to high satisfaction across various indicators. However, the standard deviation suggests variability in opinions, indicating that some participants may have experienced challenges, particularly with budget and schedule adherence. To improve overall project outcomes, it would be beneficial for the organization to address these inconsistencies while maintaining the high standards of quality and stakeholder satisfaction already achieved.

4.1.8 Inferential Statistics

Inferential statistics involved use of correlation analysis, simple regression, and multiple regression models to assess how each independent variable influences project performance. These analyses provide evidence on the significance and strength of these relationships, enabling conclusions to be drawn beyond the sample data.

4.1.8.1 Correlation Analysis

This section presents the correlation analysis among various factors influencing project performance, including staff empowerment, leadership communication, goal setting, and resource provision. The analysis aims to identify the strength and significance of relationships between these variables, providing insights into how they collectively affect overall project outcomes.

Table 15: Correlation analysis

		Project Performa nce	Staff empowerm ent	Leader ship comm unicati on	Goal setting	Resource provision
Project Performance	Pearson Correlatio n Sig. (2- tailed) N	1.00 59				
Staff empowerme nt	Pearson Correlatio n Sig. (2- tailed) N	.753 .045 59	1.00 59			
Leadership communicati on	Pearson Correlatio n Sig. (2- tailed) N	.732 .046 59	.671 .051 59	1.00 59		
Goal setting	Pearson Correlatio n Sig. (2- tailed) N	.747 .045 59	.746 .042 59	.532 .051 59	1.00 59	
Resource provision	Pearson Correlatio n Sig. (2- tailed) N	0.751 .045 59	.591 .053 59	.539 .049 59	.731 .057 59	1.00 59

The correlation analysis revealed a strong relationship between project performance and the independent variables—staff empowerment, leadership communication, goal setting, and resource provision. The strongest correlation was observed between staff empowerment and project performance ($r = 0.753$, $p = 0.045$), suggesting that empowering staff significantly enhances project outcomes. Similarly, goal setting ($r = 0.747$, $p = 0.045$) and resource provision ($r = 0.751$, $p = 0.045$) demonstrated strong positive correlations with project performance, reinforcing the idea that well-structured goals and adequate resources are key to successful project execution. Leadership communication also had a notable positive correlation ($r = 0.732$, $p = 0.046$), highlighting the importance of effective communication in the project environment.

4.1.8.2 Simple Regression Analysis

This part presents the results of a simple regression analysis conducted to evaluate the impact of various factors on project performance. The analysis highlights the significance of staff empowerment, leadership communication, goal setting, and resource provision, providing insights into how these variables influence project outcomes.

Table 16: Simple Regression Analysis

Variable	F- value	p-value	Regression Coefficient (B)
Staff Empowerment	14.47	0.007	1.07
Leadership Communication	14.47	0.007	2.063
Goal Setting	14.47	0.007	1.343
Resource Provision	14.47	0.007	0.068

A simple regression analysis was conducted to examine the effect of staff empowerment on project performance. The ANOVA results indicated that the regression model is significant ($F = 14.47$, $p = 0.007$), suggesting that staff empowerment significantly predicts project performance. The regression coefficient $B = 1.070$ shows a significant positive impact,

meaning that for each unit increase in staff empowerment, project performance increases by 1.070 units. Therefore, it can be concluded that staff empowerment positively influences project performance.

Similarly, the effect of leadership communication on project performance was assessed through simple regression analysis. The ANOVA model was found to be statistically significant ($F = 14.47$, $p = 0.007$), demonstrating that leadership communication plays a crucial role in enhancing project performance. The regression coefficient $B = 2.063$, indicates that each unit increase in leadership communication results in a 2.063-unit improvement in project performance. Additionally, the ANOVA table confirmed the model's significance ($F = 14.47$, $p = 0.007$), indicating that goal setting is a vital predictor of project performance. The regression coefficient for goal setting $B = 1.343$ suggests that an increase in goal setting leads to better project outcomes.

The effect of resource provision on project performance was also analyzed using simple regression. The analysis indicated a positive influence of resource provision on performance, with a significant model ($F = 14.47$, $p = 0.007$) emphasizing its importance for project success. The regression coefficient $B = 0.068$, demonstrates that for each additional unit of resource provision, project performance increases by 0.068 units.

4.1.8.3 Multiple Regression Model

This section presents model fitting information for the multiple regression analysis, which assesses the combined effects of staff empowerment, leadership communication, goal setting, and resource provision on project performance. The results indicate a strong correlation between the predictors and project performance, as evidenced by the R-squared value of 0.6867, suggesting that a significant portion of the variance in project performance can be explained by these factors.

Table 17: Model Fitting Information

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.8286	.6867	.5964	4.237

Predictors: (Constant), staff empowerment, Leadership communication, goal setting and resource provision.

The multiple regression model further supports these findings by showing a strong overall relationship between the predictors and project performance. The model's R value of 0.8286 indicates a high degree of association, with 68.67% of the variation in project performance explained by the four independent variables ($R^2 = 0.6867$). This suggests that staff empowerment, leadership communication, goal setting, and resource provision collectively play a significant role in determining project outcomes. The model's F-statistic of 14.47 ($p = 0.007$) also confirms that the relationship is statistically significant, indicating that these factors are crucial to project performance.

4.1.8.4 Analysis of Variance (ANOVA)

The Analysis of Variance (ANOVA) was employed to assess the overall significance of the regression model, determining whether the independent variables collectively predict project performance. The results presented in Table 16 highlight the significance of the relationship between the predictors and the dependent variable.

Table18: Analysis of Variance Table

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	24.68	4	63.258	14.47	.007
1	Residual	45.29	17	45.839		
	Total	69.97	21			

Dependent Variable: Performance

Predictors: (Constant), staff empowerment, Leadership communication, goal setting and resource provision

The Analysis of Variance (ANOVA) presented in Table 4.1416 helps to evaluate the overall significance of the regression model. The regression sum of squares (24.68) represents the variance in project performance explained by the four predictors: staff empowerment, leadership communication, goal setting, and resource provision. This relatively high value compared to the residual sum of squares (45.29) indicates that a considerable portion of the variance in project performance is attributable to these independent variables.

The degrees of freedom (df) for the regression model is 4, corresponding to the number of predictors, while the residual df is 17, which refers to the number of observations minus the number of predictors and the intercept. The mean square, calculated by dividing the sum of squares by the respective degrees of freedom, shows a much higher value for the regression (63.258) than for the residuals (45.839). This indicates that the model explains a significant portion of the variability in the dependent variable, project performance.

The F-statistic, which tests the overall significance of the regression model, is 14.47. This value is well above the critical F-value at conventional significance levels, and the associated p-value (Sig. = 0.007) is much lower than 0.05, indicating that the model is statistically significant. In other words, the four predictors—staff empowerment, leadership communication, goal setting, and resource provision—jointly have a significant impact on project performance. This suggests that the independent variables contribute meaningfully to predicting the outcome.

In conclusion, the ANOVA results confirm that the model provides a good fit for the data. The statistically significant F-value and low p-value demonstrate that the combination of the four factors—staff empowerment, leadership communication, goal setting, and resource provision—explains a substantial portion of the variance in project performance, underscoring their importance in driving successful project outcomes.

4.1.8.5 Multiple Regression Model

The study conducted a multiple regression analysis to determine the relationship between staff empowerment, leadership communication, goal setting, resource provision, and project performance. The results from the regression model are presented in Table 17, showing the

unstandardized and standardized coefficients, along with the significance levels of each variable.

Table 19: Regression Coefficient Analysis Table

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
(Constant)	2.057	1.681			2.30	.040
Staff empowerment	1.070	.071	.328		4.573	.021
Leadership communication	2.063	.112	.210		2.341	.004
Goal setting	1.343	.211	.067		.379	.031
Resource provision	.068	.232	.075		.623	.040

The analysis of individual regression coefficients provides valuable insights into the relative importance of each predictor variable on project performance. Leadership communication emerged as the most influential factor, with an unstandardized coefficient of $B = 2.063$, indicating a strong positive relationship with project performance ($p = 0.004$). This result suggests that effective communication from leaders, including clear directives and feedback mechanisms, significantly enhances project outcomes. The findings align with those of Ndegwa (2021), who emphasized that effective leadership communication reduces uncertainties, boosts team morale, and ensures that project goals are well understood by all stakeholders, thereby increasing the likelihood of project success.

Staff empowerment also had a significant impact on project performance, as reflected by its unstandardized coefficient of $B = 1.070$ ($p = 0.021$). This finding highlights the importance of giving employees the authority, resources, and skills needed to perform their roles effectively. Empowered staff are more engaged, proactive, and committed to achieving project objectives. This aligns with the study by Omondi and Mutiso (2020), which found that organizations that prioritize staff empowerment see increased productivity and enhanced

employee motivation. In their survey of 150 project teams, Omondi and Mutiso observed a 25% increase in project success rates in companies that adopted strong empowerment strategies compared to those that did not.

Goal setting, represented by a coefficient of $B = 1.343$ ($p = 0.031$), was another significant predictor of project performance. This result underscores the importance of establishing clear, measurable goals that guide the project team's efforts. According to Locke and Latham (2019), goal setting acts as a motivational tool that helps align team activities with the desired project outcomes. Their meta-analysis of 75 project-based studies demonstrated that specific, challenging goals lead to a 20-30% improvement in task performance, highlighting the effectiveness of structured goal-setting practices in project management.

Finally, resource provision had the lowest but still statistically significant coefficient of $B = 0.068$ ($p = 0.040$), indicating its contribution to project performance. Although its impact was less pronounced compared to leadership communication and empowerment, adequate resource provision is crucial for the timely and successful completion of projects. Mwangi (2022) found similar results in a study on infrastructure projects, where projects with consistent resource allocation reported 15% fewer delays and a 10% higher rate of completion than those experiencing resource shortages. These findings suggest that while resource provision may not have the largest effect size, it remains a foundational element for project performance.

Overall, the regression analysis highlights that all four factors—staff empowerment, leadership communication, goal setting, and resource provision—positively contribute to project performance. Among these, leadership communication and staff empowerment stand out as the most critical, emphasizing the need for organizations to invest in effective communication strategies and empower their employees for better project outcomes. These findings suggest that by addressing these areas, organizations can significantly improve the performance of their projects, particularly in environments where clear communication, goal alignment, and resource availability are key drivers of success.

4.2 Limitations of the Study

Staff expressed concerns about possibility of their supervisors gaining access to the information they provided, which led to hesitation in responding to all questions truthfully. This apprehension impacted the overall openness and candor of their responses. To address the concern, the researcher included a cover letter for both management and respondents.

4.3 Chapter Summary

A thorough examination and presentation of the collected data is done in this section. It also addresses the limitations and challenges faced during the research process. In addition, the chapter analyzed the demographic data of the respondents. The analysis of demographic data helps to highlight any patterns or trends that may have influenced the study's results.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

This chapter focuses on the summary of findings, recommendations and conclusions and suggestions for further research

5.1 Summary of Findings

This sections provides a summary of findings based in the study specific objectives that include examining the effect of staff empowerment, leadership communication , goal setting a and resource provision on project performance.

5.1.1 Staff Empowerment and Project Performance

The analysis demonstrates that staff empowerment significantly influences project performance. Autonomy in decision-making, with a mean score of 2.72 (SD = 1.08), suggests that employees may not feel fully empowered to make independent decisions, which can hinder innovation and commitment (Abulwa & Susan, 2020). However, skill development programs received a high mean of 4.76 (SD = 1.97), indicating active participation in training, which enhances project outcomes (Laschinger et al., 2020). Additionally, a mean score of 4.45 (SD = 1.64) for commitment to responsibilities underscores that empowered employees tend to be more dedicated, aligning with Kim et al.'s (2019) findings on job satisfaction. The regression analysis confirms the importance of empowerment, with a coefficient of $B = 1.070$ ($p = 0.021$), suggesting a strong positive impact on project performance.

5.1.2 Leadership Communication and Project Performance

Leadership communication plays a vital role in enhancing project performance, as evidenced by a high mean score of 4.98 (SD = 1.98) for the clear communication of vision. This indicates that staff have a strong understanding of project goals, which is critical for alignment and success (Mwongera,2023). Transparency in communication scored similarly

high, with a mean of 4.90 (SD = 0.97), suggesting that open communication fosters trust (Hollander & Einarsen, 2019). However, feedback mechanisms were rated poorly, with a mean of 1.67 (SD = 1.30), indicating a gap in two-way communication (Owusu-Bempah et al., 2019). Regression analysis shows leadership communication having the highest influence on performance, with $B = 2.063$ ($p = 0.004$), emphasizing its critical role in project success.

5.1.3 Goal Setting and Project Performance

Goal setting is positively correlated with project performance, as shown by a mean score of 3.91 (SD = 1.70) for goal clarity, indicating that most employees understand their expectations. Alignment with organizational mission received a high mean of 4.19 (SD = 0.57), suggesting that well-defined goals drive commitment (Locke & Latham, 2019). Effective tracking mechanisms also had a high mean score of 4.44 (SD = 1.21), indicating that organizations actively monitor goals, although variability exists in system implementation (Gicheha & Kyule, 2022). The regression analysis supports the importance of goal setting, with $B = 1.343$ ($p = 0.031$), highlighting that clear, aligned, and trackable goals significantly improve project outcomes.

5.1.4 Resource Provision and Project Performance

The provision of adequate resources significantly affects project performance, as seen from a low mean score of 1.42 (SD = 1.09) for resource sufficiency, indicating dissatisfaction among staff. Timeliness in resource provision was also rated poorly (mean = 1.40, SD = 1.39), aligning with studies that stress the importance of timely resource allocation for project success (Waititu, 2022). However, resource utilization efficiency scored moderately, with a mean of 3.26 (SD = 1.02), suggesting that despite resource inadequacies, organizations manage available resources efficiently (Omuga & Senelwa, 2022). Regression analysis showed a significant, albeit smaller, impact of resource provision on performance, with $B = 0.068$ ($p = 0.040$), underscoring the need for resource sufficiency to ensure successful project outcomes.

5.2 Conclusions

Staff empowerment enhances project performance by fostering employee commitment, innovation, and responsibility. Empowered employees are more likely to contribute positively to project outcomes when given opportunities for skill development and autonomy.

Leadership communication plays a crucial role in aligning teams with project goals and fostering trust. Clear communication of vision and transparency are essential for successful project execution, though improvements in feedback mechanisms are needed.

Goal setting significantly influences project performance by providing clarity and alignment with organizational objectives. Effective tracking of goals ensures that teams stay on course, contributing to better accountability and commitment from staff.

Resource provision is essential for project success, as adequate and timely resources enable teams to meet project objectives. Even with resource constraints, efficient utilization of available resources can mitigate some challenges and support project performance.

5.3 Recommendations

Enhance staff empowerment programs by increasing autonomy in decision-making and expanding skill development opportunities. Organizations should focus on creating an environment that encourages innovation and responsibility to further improve project outcomes. Providing employees with greater authority in their roles can lead to higher motivation and productivity. Regular evaluations of empowerment initiatives can help ensure they are effectively enhancing performance.

Improve leadership communication strategies by strengthening feedback mechanisms and ensuring two-way communication. Leaders should prioritize transparent and motivating communication to foster trust, alignment, and commitment among team members. Regularly engaging employees in open dialogue can enhance collaboration and reduce misunderstandings. Implementing structured feedback loops can ensure that communication channels are consistent and effective.

Strengthen goal-setting practices by ensuring that goals are clear, well-aligned with organizational objectives, and consistently tracked. Regular updates on progress and accountability measures should be implemented to keep teams focused and committed to achieving project milestones. Periodic reviews of goal alignment with project outcomes can ensure that teams remain on track. Offering incentives for achieving well-defined goals can also boost employee commitment and drive performance.

Ensure adequate and timely resource provision by improving the planning and allocation processes. Organizations should invest in both the quality and quantity of resources needed for projects to minimize delays and enhance overall performance. Anticipating potential resource shortages and addressing them proactively can prevent project disruptions. Efficient resource management systems can optimize the use of available materials and improve overall project outcomes.

5.4 Suggestions for Further Research

Future research could explore how the use of technology, such as project management software or digital communication platforms, influences staff empowerment and the overall success of projects.

Further studies could also focus on how different organizational cultures affect the relationship between leadership communication, goal-setting practices, and project performance. This would help identify specific cultural factors that either support or hinder effective communication and goal alignment in diverse work environments.

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APPENDICES
APPENDIX I: INTRODUCTORY LETTER

Dear respondent,

RE: Filling of Questionnaires

My name is Elijah Musyoka Musau, and as part of the requirements for graduating with a Master's degree in Management and Leadership from the Management University of Africa, I am conducting a study titled "Principles of Servant Leadership Style and Project Performance in Faith-Based Organizations. A Case of Africa Inland Churches in Nairobi, Kenya."

I kindly request your participation in this study by filling out the attached questionnaire and responding to each item to the best of your knowledge. Rest assured that the information you provide will be treated with the utmost confidentiality and will be used solely for academic purposes.

Thank you for your cooperation.

Yours faithfully,

Contact: Elijah Musyoka Musau
Mobile: +254700559226
Email: musaumusyokae86@gmail.com

APPENDIX II: QUESTIONNAIRE

I kindly ask you to answer the following questionnaire to the best of your knowledge. Be assured that your contribution to this questionnaire is solely for educational purposes. Please fill this form to your ability.

Section A: Demographic information of respondents

1. Please indicate your gender

Male ()

Female ()

2. Please indicate your age bracket

30 years and below ()

31 – 35 years ()

36 – 40 years ()

41 – 45 years ()

46 – 50 years ()

51 years and above ()

3. What is your highest level of education completed?

Secondary ()

Diploma ()

Bachelor's degree ()

Post-graduate diploma ()

Master's degree ()

Doctorate ()

Others, please specify.....

4. Indicate the number of years you worked in this church

1-2 years ()

2-3 years ()

- 3-4 years ()
- 4 years and above ()

SECTION B- STAFF EMPOWERMENT AND PROJECT PERFORMANCE

5. Please indicate the extent to which you agree or disagree with the following statements. Please indicate by ticking [√] your view. The Value of Scale is given below.SA-Strongly Agree (5), A-Agree (4), U-Undecided (3), D-Disagree (2), SD-Strongly Disagree (1)

Statement	5	4	3	2	1
Staff members are given autonomy to make decisions related to their projects.					
Staff members participate in skill development programs and training sessions.					
Staff members propose innovative ideas and initiatives that enhance project performance.					
Staff members demonstrate a high level of commitment to their responsibilities.					

SECTION C- LEADERSHIP COMMUNICATION AND PROJECT PERFORMANCE

6 Please indicate the extent to which you agree or disagree with the following statements. Please indicate by ticking [√] your view. The Value of Scale is given below

SA-Strongly Agree (5), A-Agree (4), U-Undecided (3), D-Disagree (2), SD-Strongly Disagree (1)

Statement	5	4	3	2	1
Leadership communicates a clear vision and well-defined goals for the projects.					
Leadership maintains transparency in their communications with staff.					

There are feedback mechanisms in place that allow staff to provide and receive constructive feedback.
Leadership communication motivates staff to achieve project goals.

SECTION D- GOAL SETTING AND PROJECT PERFORMANCE

7. Please indicate the extent to which you agree or disagree with the following statements. Please indicate by ticking [√] your view. The Value of Scale is given below.SA-Strongly Agree (5), A-Agree (4), U-Undecided (3), D-Disagree (2), SD-Strongly Disagree (1)

Statement

5 4 3 2 1

The goals set for projects make it easy for staff to understand what is expected.

The goals established for projects are well-aligned with the overall mission and values of the organization.

There are systems in place to track the progress and achievement of set goals for projects.

Staff members show commitment and accountability towards achieving the set project goals.

SECTION D: RESOURCE PROVISION AND PROJECT PERFORMANCE

8 Please indicate the extent to which you agree or disagree with the following statements. Please indicate by ticking [√] your view. The Value of Scale is given below

SA-Strongly Agree (5), A-Agree (4), U-Undecided (3), D-Disagree (2), SD-Strongly Disagree (1)

Statement	5	4	3	2	1
The resources provided for projects are adequate to meet the needs and objectives of the project.					
Resources are made available in a timely manner, ensuring that project timelines are not delayed.					
The quality of the resources provided for projects is high and contributes positively to project outcomes.					
Resources are utilized efficiently, with minimal waste and maximum impact on project performance.					

SECTION F: PROJECT PERFORMANCE

This section seeks to assess employee job performance. Kindly use the Likert scale of 1= strongly disagree, 2= disagree, 3- neutral, 4- agree and 5= strongly agree to indicate your level of agreement on these statements.

Statement	5	4	3	2	1
1 Projects are consistently completed within the allocated budget.					
2 Projects adhere to their planned time schedules and are completed on time.					
3 Projects meet the set quality targets and standards.					
4 There is a high level of satisfaction among project stakeholders regarding project outcomes.					

APPENDIX III: AUTHORIZATION LETTER



Date: 20th September 2024

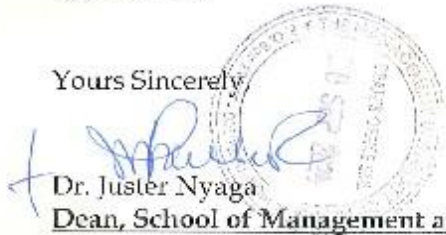
TO WHOM IT MAY CONCERN

ELIJAH MUSYOKA MUSAU MBA/29/00255/2/23

This letter serves to introduce the above named who is a (**Masters of Management and Leadership**) student and is interested in carrying out research on **Principles of Servant Leadership Style and Project Performance in Faith Based Organizations. A Case Study of Africa Inland Churches in Nairobi, Kenya**

Any assistance accorded to him in pursuit of this study will be greatly appreciated.

Yours Sincerely



Dr. Juster Nyaga
Dean, School of Management and Leadership

APPENDIX IV: RESEARCH PERMIT

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 273371	Date of Issue: 02/October/2024
RESEARCH LICENSE	
	
This is to Certify that Mr.. ELIJAH MUSYOKA MUSAU of The Management University of Africa, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: PRINCIPLES OF SERVANT LEADERSHIP STYLE AND PROJECT PERFORMANCE IN FAITH- BASED ORGANIZATIONS. A CASE OF AFRICA INLAND CHURCHES IN NAIROBI, KENYA for the period ending : 02/October/2025.	
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APPENDIX V: PLAGIARISM REPORT



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