

**SUCCESSION PLANNING, TRANSFORMATIONAL LEADERSHIP AND
THE STABILITY OF EVANGELICAL CHURCHES IN NAIROBI CITY
COUNTY, KENYA**

OMAE KEPHA NYAMWEYA

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Declaration

I declare that this Dissertation is my original work and has not been presented for the award of any degree in any other university.

Signature: Date.... ..

Omae, Kepha Nyamweya (POLD/7276/16)

This Dissertation has been submitted for examination with our approval as the University supervisors.

Signature Date.....

Rev/Dr. David Oginde (PhD)

Senior Lecturer, Pan Africa Christian University

Signature: Date:

Dr. Gladys Njoroge (PhD)

Senior Lecturer, USIU- Africa

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Dedication

I dedicate this work first of all to the Almighty God for His grace that has enabled me to walk this academic journey successfully. Secondly, I dedicate the work to my wife; Rev CPA Rose Nyamweya, and our lovely Children; John, Vicky, George and Brian who have supported me psychologically and emotionally throughout the entire period of my PhD studies. Thirdly, the dissertation is dedicated to my late parents, who facilitated my initial education that formed the basis of who I am today.

Fourthly, this work is dedicated to all the ladies and gentlemen who believe that succession planning, powered by transformational leadership is the solution to institutional stability and the way to go in the 21st Century and beyond. Last, but not least- I dedicate this dissertation to all religious leaders with keen interest in leadership succession planning, and transformational leadership style as key determinants of institutional stability.

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Abstract

The stability of an organization is very critical since it provides an enabling environment for the accomplishment of organizational objectives. It has been observed that a number of organizations in Kenya and the world over have failed to actualize their mandates due to failure to observe and entrench crucial aspects such as succession planning in their strategic plans. Organizational leaders can make their organizations stable by applying proper and timely succession planning principles which have been tested over time and found to produce positive outcomes. The purpose of this study was to examine the effect of succession planning on the stability of Evangelical Churches in Nairobi City County, Kenya. This relationship was moderated by the variable transformational leadership. The general objective of the study was to examine the effect of succession planning on church stability and this was moderated by transformational leadership style. The first specific objective was to establish the effect of mentorship on stability of the evangelical churches in Nairobi City County, Kenya. The second was to determine the effect of talent management on the stability of Evangelical churches in Nairobi City County, Kenya. The third objective was, to evaluate the effect of career management on the stability of Evangelical churches in Nairobi City County, Kenya. The fourth one was, to establish the effect of employee retention on the stability of Evangelical churches in Nairobi City County, Kenya and finally to determine the moderating effect of transformational leadership on the relationship between succession planning and the stability of Evangelical churches in Nairobi City County, Kenya. The study was anchored on the transformational leadership theory, servant leadership theory, authentic leadership theory, and organizational adaptability theory. A common denominator for all the theories is provision of quality services and considering everyone's needs and interests. The research design used was a descriptive survey. The target population was 1200 church leaders comprising of Bishops or General Overseers, General Secretaries, Senior Pastors, and Senior Deacons from which 360 church leaders were selected using both purposive and random sampling techniques. Data was collected using both closed and open-ended questionnaires and analyzed using descriptive analysis, inferential statistics- using SPSS Version 27 and content analysis. Data was presented in the form of tables, figures, and narrations. It was hypothesized that a positive and significant relationship exists between succession planning variables and the moderating role of transformational leadership variable on the stability of Evangelical Churches in Nairobi City County, Kenya. The study found that majority of the church leaders used mentorship to prepare upcoming leaders to take up leadership roles. The study established that succession planning had both a positive and significant association with the stability of evangelical church organizations. This association was strengthened by the moderating variable transformational leadership. The study recommends that church leadership needs to strengthen the instruments of succession planning, establish, institute & enhance transformational leadership style in order to realise institutional stability.

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List of Abbreviations and Acronyms

CLC	-	Corporate Leadership Council
HR	-	Human Resources
HRM	-	Human Resource Management
Jos	-	Joshua
Kgs	-	Kings
Lk	-	Luke
LMX	-	Leader-Member Exchange
LTO vs STO	-	Long-term orientation vs short-term orientation
M vs F	-	Masculinity vs Femininity
M&E	-	Monitoring and Evaluation
Mk	-	Mark
Mt	-	Matthew
Num	-	Numbers
PDI	-	Power Distance Index
Sam	-	Samuel
TMT	-	Top Management Team
UAI	-	Uncertainty Avoidance Index
USA	-	United States of America
VUCA	-	Volatility, Uncertainty, Complexity & Ambiguous

Operational Definition of Terms

Coaching: Coaching can be said to be a short-term interaction aimed at developing certain specific technical skills or a more extensive process involving regular meetings between the coach and the trainee for the development of skills (Muslim et al. 2015). This study used coaching to mean the short-term experiential training sessions offered to church leaders of all Evangelical Churches in Nairobi City County.

Church Stability: The ability of a church to endure and overcome challenges while remaining steadfast, dependable and focused in its mission and vision consistently. A stable church is one that can help its members and leaders make it through difficult and uncertain times (Dickard, 2022). In this study church stability means consistency in steadfastness, continuity and focus at all times.

Leadership: Leadership has been defined as the ability to influence, modify or change the values, norms, beliefs, behaviour, and attitudes of another person in order to achieve particular goals (Ganta & Manukonda, 2014)

Mentorship: Oladimeji and Sowemimo (2020) defined mentorship as a professional relationship that allows an inexperienced individual who is called the mentee to be helped by another person called the mentor in developing specific knowledge, experience & qualifications needed to improve the professional growth of the inexperienced people. In this study, mentoring was used to mean the professional guidance that church leaders receive from those who are experienced.

Succession planning: Soane (2015) defines succession planning as the strategic effort by an organization to ensure leadership continuity in key positions, while Akinyele et al. (2015) saw succession planning as a leadership pipeline that increases

leadership effectiveness over time. Succession planning was used to mean the process that evangelical churches use in identifying and developing internal people who have the potential to fill key leadership positions in the church in the future.

Talent: Foster (2015) defines talent as the knowledge, skills or ability that an individual or group perceives as a recognizable capability that has an intrinsic value. In this study, talent was used to mean the natural ability, capability and prowess that the leaders of evangelical churches possess and that can be utilized for the benefit of the churches.

Transformational Leadership

According to Barak (2017), transformational leadership refers to the style of leadership where leaders are able to inspire as well as motivate their followers in order to achieve a set objective or objectives.

Chapter One: Introduction and Background of the Study

Introduction

Church stability is one of the most critical determinants of the fulfilment of the great commission. In addition, the church key roles such as mediation in resolving issues affecting communities is best achieved when churches are stable. It is for this reason that the stability of church institutions needs to be safeguarded from adverse occurrences by entrenching aspects such as succession planning in the strategic plans. It has been observed that succession planning and transformational leadership have kept church organizations stable. However, without proper planning, management, and leadership, the church faces many challenges (Mawudor, 2021; Omollo & Ichuloi, 2022).

This study aimed to examine the effect of succession planning and the moderating role of transformational leadership on church stability among Evangelical Churches in Nairobi City County, Kenya. In the consequent sections, the following is presented: background to the study where the problem of church stability is explained from global, regional, and local perspectives. The statement of the problem based on the gaps in the present literature is also discussed. This chapter also highlights the research objectives as well as the research hypotheses for the study. Other areas covered in this chapter are the assumptions, justification, significance, and scope of the study. This chapter ends by presenting the limitations, delimitations and a summary of the study.

Background of the Study

Churches like any other organizations are planted to achieve clearly predetermined objectives. However, it has been noted that this can be hampered by

unexpected occurrences. A case in point is the recent COVID-19 Pandemic (Sohrabi et al., 2020) which claimed the lives of some church leaders globally, increased poverty levels (Arbelaez-Campillo & Rojas-Bahainon, 2020; Wright & Harman (2020), and the issue of lack of succession planning (Prabhakar & Gowthami, 2013) among others. A United States of America (U.S.A) study by Parolini and Parolini (2012) discovered that the stability of the church in America was in jeopardy. This is because, in the last fifty years, the membership of six of the mainstream denominations had dropped by over 25% since 1998. Further, the rate at which church members volunteered to serve the church had dropped by over 21 % . Moreover, the membership of the Southern Baptist Convention dropped by over 30% during the last three years. In relation to strategic planning, Wrenn et al. (2010) observed that churches were constructing church buildings without proper plans and strategies with the notion that buildings will automatically attract church membership. These studies unveiled some of the causes of church instability in the U.S.A.

In Africa, Pacho (2016) writes on the role of the church as the voice of good governance among various governments. Pacho (2016) observes that, despite this noble task, the church was facing its own internal challenges around democracy, governance, corruption, leadership struggles, poor succession plans, and poor management of resources. In Nigeria, Ajiboye et al. (2015) discovered that the administration and stability of the Church (Anglican Communion) had been hampered by poor record management systems. The issue was further complicated by the fact that each parish was using a different system from the others; thus, making it difficult to retrieve documents when needed. These factors lead to church instability in Africa. These need to be addressed urgently in order to fulfil her mandate and become an influential voice of the society. In order to become an influential voice of

the society against corrupt governance by other institutions, churches in Africa need to address instability issues that demonize them.

In the Kenyan context studies show that church instability comes from both external and internal issues. This has been a common phenomenon among several evangelical churches and need to be addressed through a transformative process. Results of a study by Ngunjiri (2010) on the spiritual leadership of Kenyan women indicated that the church in Kenya had become unstable as a result of political instability that had affected the country from the year 2008 onwards. The study by Ngunjiri (2010) further shows how matters had been made complicated by leaving women out of decision-making, despite the critical role they played in peace keeping.

Another aspect that affects church stability is highlighted in Maina et al.'s (2018) study on the effect of a pastor's church ministry on family stability in Nairobi City County in Kenya. Maina et al. (2018) concludes that too much involvement in church ministry has a negative effect on the stability of the Pastors' families. This is because, on many occasions, pastors spend much of their time serving church members at the expense of their families. Maina et al. (2018) further noted that, the instability of the Pastors' families had a direct relationship with the stability of the church. These studies signify lack of stability in churches due to misplaced prioritization. This points to the important need for succession planning, so there are no gaps. With able assistants then pastors can afford to dedicate adequate time for families without the churches suffering. Succession planning ensures a win- win situation for the church and for the families.

In the U.S.A, workforce statistics suggest that succession planning poses an incredible challenge as the baby boomer generation retires and far fewer college-

educated workers are prepared to replace them (Gallardo, 2018). However, many highly successful companies overcome these and other challenges by marrying the leadership development and succession planning processes for optimal identification, development, and placement of leadership talent (Bano, 2017). In the same vein, firms like Eli Lilly, Dow Chemical, Bank of America, and Sonoco Products avoid the near-sighted replacement approach to succession planning and adopt a long-term perspective for developing and managing talent throughout their organizations (Gandhi & Kumar, 2014).

Previous studies indicate that many organizations do not pay keen attention to succession planning as a contributor to organizational success. For example, in Froehlich et al.'s (2011) study on succession planning in non-profit organizations, a third of the organizations that were sampled for the study expected to lose their Chief Executive Officers (CEO) within four years, while less than 20% expected to lose them within two years. Similarly, Prabhakar and Gowthami (2013) indicate that over 70% of succession planning in organizations do not succeed, 67% of the organizations studied do not have succession plans in place, while 45% of organizations sampled for the study do not have development plans for their employees (Khumalo & Harris, 2008). It is pertinent to point out that many early succession planning researchers were primarily concerned with senior management and CEOs' Succession (Rothwell, 2011). They looked at succession planning from the lenses of identifying a vacant position, training current leaders, decision making and placement.

A study by Ahmed (2020) established the correlation between succession planning and the performance of Family Bank in Kenya. The results showed that,

despite the initiative having yielded some positive results, it still faced challenges with succession planning (skills & knowledge sharing) and leadership development. In a related argument, Jakubik et al. (2016) noted that, despite mentoring as a solution for retention and succession planning in nursing, there is a lack of information about how mentoring was being conducted and the measurable outcomes were also missing.

A number of studies reflect the importance of succession planning in the stability of any organization. According to Guise (2016), succession planning denotes a situation in which leaders determine the future staffing needs of an organization and matches it with the required workforce. Ali and Mehreen (2019) did an empirical research study in China to understand succession planning as the combating strategy for turnover intentions. The study's outcome showed that succession planning had a positive effect on turnover intentions due to its ability to increase job security and positive career attitude. Kiwia, et al. (2019) did a study to establish the relationship between succession planning and performance of family-owned small and medium-sized enterprises in Arusha City in Tanzania. The outcome indicated that, succession planning was more successful when the successor was selected by the business founders than when selected by family members. Ahmed's (2020) conducted a study on discovering the effect that succession planning had on the performance of Family Bank in Kenya. The results proved that indeed, succession planning had a positive and statistically significant relationship with performance. It was also evident that leaders were identifying and preparing employees to take up leadership roles in the future.

Studies have identified some of the attributes expected in a mentorship training. Jakubik et al. (2016) identified belonging, career optimism, competence, professional growth, security, and leadership readiness as benefits of engaging in the mentoring process. The current study has three variables: succession planning as the independent variable, transformational leadership as the moderating variable, and stability of Evangelical Churches as the dependent variable. The study was conducted in Evangelical Churches in Nairobi City County in Kenya. In this study, succession planning was measured using the aspects of mentorship, talent management, career development, and employee retention.

According to Northouse (2013), transformational leaders are concerned with the improvement of employees' performance through the development of their skills. They achieve this through motivating their followers, displaying high ethical values and putting the interest of their followers before their own interests. Pham, et al (2022) established the influence of transformational leadership on green learning and green innovation in construction supply chains in Vietnam. The results indicated the existence of positive and significant relationship between the variables included in the study (Pham, et al 2022). Shava and Heystek (2021) conducted a study in South Africa to establish the effect of integrating instructional learning and transformational leadership in managing teaching and learning. The findings of the study showed that, instructional learning and transformational leadership improved the performance of schools that were underperforming. Mbithi et al. (2016) carried out a study to determine the existence of transformational leadership in universities in Kenya with the results showing there was a level of statistically significant transformational leadership. In this study, transformational leadership was measured using the aspects

of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Northouse, 2013).

According to Lin et al. (2019), organizational stability could be understood from the perspective of stable, regular, and predictable contexts where employees are able to understand the organizational concept and settings and where they can undertake tasks in a highly effective manner while at the same time, the organization is concentrating its resources and attention towards the achievement of its goals. As Spooner (2012) alluded, the stability of the church across the globe is at stake because although there is a growth in church education programs, it is not clear whether the mandate of the church is being honoured in many congregations. Further, although there is some evidence that churches are still doing mission locally, they seem to have withdrawn mission education programs on the national and international scenes (Spooner, 2012).

In a study that was conducted to determine the banking sector stability determinants in Africa, Ozili (2018) discovered that African banking systems are often unstable and susceptible to financial challenges due to parameters like political instability and the ever-changing world economy. In their study to establish whether bank regulations affect their stability in Kenya, Atellu et al. (2021) discovered that indeed, banks were facing instability challenges and especially after the 2007–2009 global financial crisis. Their study further discovered that “macro and micro prudential regulations are significant drivers of financial stability”. In this study, stability of Evangelical Churches was determined using numerical growth, spiritual growth, economic empowerment and systems stability. This study

was conducted in 300 Evangelical Churches that are located in Nairobi City County in Kenya.

Given the preceding discussion, it is important to anchor study variables and any other theoretical information on existing theories and models. A theory is a set of principles that explain how the world works, while a model is a simplified representation of a phenomenon. Theories are broad and abstract, while models are more concrete and specific (Smaldino,2020). To this end this study was anchored on theories including the transformational leadership theory, servant leadership theory, authentic leadership theory, and organizational adaptability theory. These are discussed later in the dissertation.

Evangelical Churches in Nairobi City County-Challenges

Christianity dominates Kenyan population at about 83% (CIA World Factbook, 2019). This huge population implies that the Christian Church can play a key role in transformation of the Kenyan society. As Nkonge (2012) informs, over the years the Church has been the most trusted institution in Kenya hence an indication that she is an indispensable agent of change especially in policy making societal transformations (my emphasis). In fact, since its inception in Kenya, the Christian Church has been deeply rooted in the community's social and economic live. Christians have also been operating as servants it trying to impact the lives of the people for the better. This is a call of fulfilling the Messianic mission on earth. As Pillay et.al. (2015) notes, the basic function of the church is to be involved in every facet of the life of the believers. Commenting on the same, Njenga (1989) argues that historically, the Church has been more and more involved in the social matters affecting the daily lives of the people.

Evangelical churches in Nairobi face huge challenges given variables like a large population of foreigners who come in with their own cultural and ideological orientation, impact of globalization and technology explosion, competition, as well as peer pressure. In Nairobi the generation zoomers impact has equally infiltrated the church- putting leadership under pressure to understand the suitable church curriculum. Most evangelical churches are head quartered in Nairobi- hence placing unrealistic expectations and demands on the church (Kahura 2018).

Through ardent observation and experience, researchers concur (Okullu, 1974; Bunsen, 2015; Kahura, 2018; Atieno, 2019; Otieno, 2019) that there are several compounding factors that have slowly crept into the Christian church more especially in Nairobi City County and crippled it, particularly the mainstream churches. These factors, for example, ethnicity, political mobilization, corruption, proliferation of uncontrolled churches, leadership wrangles and corruption among others, are gradually eating the once respected mainstream churches, and have greatly affected the current church leadership groups in the discharge of their sacred call. Due to the ever-increasing population in Nairobi, the presence of large informal settlements, influx of foreign servants of God (genuine or otherwise) and the high cost of living- the church in Nairobi faces deep complex challenges. Muthuku et al (2023) opines that the church in Nairobi faces challenges of inadequate resources, entry of Western culture, poverty, politization, tribalism, low education, infights/leadership wrangles, corruption, silence on societal issues, political interference, the prosperity gospel, proliferation of new religious movements.

This has subsequently hindered church leaders from achieving their core mandate that necessitates positive change in the important human spheres as well as in

the society as a whole (Chacha, 2010). It is important to note that whichever the direction the church takes, church leaders play a critical role in influencing church direction as well perception and involvement of members in important life matters like economic power struggles and politics. Therefore, when things go wrong as in Nairobi and (Kenyan at large), the burden is heavily loaded on the shoulders of church leaders in the capital city. This burden of responsibility and the high expectation of the Nairobi populace on church leaders raised an important question; is the Nairobi Christian Church Leadership able to stand for the truth, face all forms social injustices head on, and provide direction to both the church and the general Kenyan population?

Statement of the Problem

Based on Jesus Christ's church foundations, the Church is supposed to be a firm and stable institution accomplishing the Great Commission (Agang et al., 2020). The church is supposed to be stable and actively involved in the mission of evangelism everywhere. However, this is not the picture that is portrayed by the preceding studies. It is evident that the church is facing the same challenges witnessed in the larger community, nationally and globally. These include wrangles, betrayal, strife, fights, corruption, lack of succession planning, financial limitation, lack of and/or poor economic empowerment, bad leadership, and disunity among others. As a result, the church becomes shaky, unstable and falls short of fulfilling her mandate of advancing the principles of the kingdom of God. The church is considered a charitable and philanthropic organization which should ensure stability and continuity of services rendered to the community (Weerawardena, 2010). The instability of the church is synonymous to the instability of the community and the entire nation.

If the church is unstable, the nation becomes unstable too. However, the church can play a role in strengthening the social fabric and guaranteeing stability through sound biblical teachings (Havilland, 2002 & Ndlovu, 2013). In this way, society can benefit from empowered people who are ethical, principled, creative, innovative, focused, responsible, etc., in carrying out their responsibilities in their areas of jurisdiction. The rampant instability in the church and the resultant repercussions across the globe, particularly in Kenya, require immediate attention to mitigate the situation. Otherwise, the nation continues to be bedevilled by the effects of instability weighing down on its socio-economic development.

There are instances of unstable Christian families in the USA instigated by ecclesial verses and sociological misunderstanding (Balswick & Balswick, 2014). Sustainability of the church is achievable through healthy empowered, effective, and entrepreneurial leadership (Hastings, 2002). Otonko (2018) noted that despite the church in Africa having grown both numerically and spiritually, it is still faced with challenges such as poverty, immorality, injustice, corruption, and sexual abuse that threaten its stability. Although church leaders are supposed to guide the community in spiritual and other societal matters, they are almost losing the grip of this noble responsibility (Nyandiri, 2020). This is because of leadership wrangles that have been witnessed in the church in the recent past besides being silent on matters of advocacy and current issues bedevilling society.

The instability that has been witnessed in the church has brought about several challenges. Agang et al. (2020) notes that, “today, many people in the West have little regard for the Bible”. This information is very shocking because it puts the future of the church in the West at stake. Still in the West, Sumpter (2019) discovered that the

last forty years have witnessed a rise in the number of children born without religious affiliation partly because the church has failed to appeal to the young generation. According to Agang (2020), there seem to be a disconnect between the sacred and the secular world. This, therefore, means that Christians are living a dualism kind of life where they mix Christianity with secularism. Nyandiri (2020) mentions some of the outcomes of church instability in Kenya as; corruption, involvement in politics, preaching of the prosperity gospel, lack of spiritual growth, and leadership wrangles. From the foregoing, there is an urgent need to address the challenges facing the already unstable situation in church, failure of which could lead to a detrimental future.

Besides the challenge of instability in the church across the globe, this study was also necessitated by conceptual, contextual, and methodological gaps (Cocker, 2020) that have been identified. As much as there is a lot that has been written on transformational leadership and succession planning, very few studies have combined the three variables that is: succession planning, transformational leadership and church stability. For example, Ahmad et al.'s (2019), and Chinogunurn's (2015) studies do not include stability of evangelical churches, and transformational leadership, as variables. In terms of context, only a few studies on transformational leadership, succession planning and church stability have been done in a church context in the past. For example, Gulzar and Durrani (2014) had their study conducted in the Telecommunication Sector in Rawal Pindi- Pakistan to establish the relationship that existed between succession planning and employee engagement. Lowman and Chisoro (2016) carried out a study in Kwalita- South Africa to ascertain the existence of a relationship between succession planning and business survival. Maguta (2016)

conducted a study on the influence of succession planning on the performance of non-governmental organizations in Kenya.

Concerning methodological gaps, Zafar and Akhtar (2020) used closed-ended questionnaires based on the Five-Point Likert scale and the respondents were sampled using convenience sampling method. In this study, data was collected using both closed and open-ended questionnaires, while respondents were sampled using random sampling technique. In contrast, Seniwoliba (2015) collected secondary data from previous studies that had been done on succession planning and organizational performance. However, the current study collected primary data from church leaders of Evangelical Churches in Nairobi City County in Kenya. Waruiru and Kagiri (2015) analysed their data using quantitative techniques while the current study analysed data using both qualitative and quantitative techniques.

Objectives of the study

The general objective of this study was to examine the effect of succession planning on church stability and the moderating role of transformational leadership in evangelical churches in Nairobi City County, Kenya.

The specific objectives of the study were to:

1. Evaluate the effect of mentorship on the stability of Evangelical churches in Nairobi City County, Kenya.
2. Establish the association between talent development and stability of Evangelical churches in Nairobi City County, Kenya.
3. Analyse the effect of career management on the stability of Evangelical churches in Nairobi City County, Kenya.

4. Determine the effect of employee retention on the stability of Evangelical churches in Nairobi City County, Kenya.
5. Determine the moderating effect of transformational leadership on relationship between succession planning and the stability of Evangelical churches in Nairobi City County, Kenya.

Research Question Corresponding to Study Objectives

1. What is the effect of mentorship on the stability of the Evangelical churches in Nairobi City County, Kenya?
2. How does talent development affect stability in Evangelical churches in Nairobi City County, Kenya?
3. What is the effect of career management on the stability of Evangelical churches in Nairobi City County, Kenya?
4. How does employee retention affect the stability of Evangelical churches in Nairobi City County, Kenya?
5. What is the moderating effect of transformational leadership on the relationship between succession planning and the stability of Evangelical churches in Nairobi City County, Kenya?

Research Hypotheses

H₀₁: There is no statistically significant relationship between mentorship and the stability of Evangelical Churches in Nairobi City County, Kenya.

H₀₂: There is no statistically significant association between talent development and the stability of Evangelical Churches in Nairobi City County, Kenya.

H₀₃: There is no statistically significant relationship between career management and the stability of Evangelical Churches in Nairobi City County, Kenya.

H₀₄: There is no statistically significant effect of employee retention on the stability of Evangelical Churches in Nairobi City County, Kenya.

H₀₅: There is no statistically significant moderating effect of transformational leadership on the relationship between succession planning and the stability of the Evangelical churches in Nairobi City County, Kenya.

Assumptions of the study

There were various assumptions that this study made. Firstly, this study assumed that the data collected from respondents was linear and normally distributed to avoid the challenges of violation of the assumptions (Daoud, 2017). Secondly, the study assumed that church leaders would be conversant with the effect of succession planning and transformational leadership on the stability of Evangelical Churches in Nairobi City County, Kenya. The study assumed that all church leaders in the entire 300 Evangelical churches in Nairobi City County would be available to respond to the questionnaire within the stipulated time.

Further, the study assumed that the respondents sampled for this study would give honest responses to the questions that were presented to them. Again, the study assumed that the respondents would complete the questionnaires presented to them within a reasonable time to pave the way for the data analysis process. Lastly, the study assumed that there existed a significant and positive association between leadership succession planning and the stability of Evangelical Churches in Nairobi City County in Kenya, a relationship that was moderated by transformational leadership.

Significance of the study

The study is significant as it could provide Evangelical Churches, other organizations, governments, and other institutions in Kenya with possible strategies, best practices, and solutions for effective leadership that enhances stability. It is envisioned that the Evangelical Churches in Kenya could use the findings of this study to strengthen their church leadership through adoption of findings of this study that spell out best practice on succession planning and transformational leadership. The findings may also be useful in gauging their performance, pointing out areas of improvement, and identifying both efforts, and resources required for their improvement in leadership. Other organisations are expected to benefit from the findings of this study by identifying the gaps that exist in their leadership as they implement succession planning strategies. This is implied in the recommendations to improve performance during leadership transition.

The study may benefit the government of Kenya by providing recommendations on solutions to the instability of many government institutions. This could be realized through government planning and policy development to strengthen the succession planning process, thus, minimizing failure costs during the transfer of the leadership baton. Additionally, this study would help the government monitor and evaluate the activities and stability of church organizations that have become an area of concern recently.

For researchers, the findings are expected to add value to the existing body of knowledge by suggesting changes to the existing literature, models, and theories in non-profit organizations like the Evangelical Churches of Kenya in the area covered

by the three variables. The study adds to the existing body of knowledge by stimulating new areas for further research through the findings and subsequent recommendations.

Scope of the Study

The study examined variables succession planning, transformational leadership and the stability of Evangelical Churches in Nairobi City County in Kenya. Nairobi City County was chosen because it was not possible to carry out the study in all the Evangelical Churches in Kenya and yield reliable results. Further, Nairobi City County has all the churches who are members of the Evangelical Alliance of Kenya, thus making the findings applicable in other churches across the Country.

The study was conducted on the 300 Evangelical Churches within Nairobi City County whose membership at the time of the study stood at 300 registered evangelical denominations and Para-church organizations across Kenya. All the sampled churches have their headquarters in Nairobi City County, Kenya (Maseno, 2018) and their branches spread across the country. Evangelical Churches were selected for this study since not much empirical data is known about their leadership, succession planning and stability dynamics (Nyabwari & Kagema, 2014).

Succession planning was included in this study because the process involves preparing current employees to take up leadership positions in future (Waruiru & Kagiri, 2013), while transformational leadership was chosen for this study due to its focus on encouraging employees to boost their performance (Kihara et al, 2016). Stability of Evangelical Churches was included in this study since not much has been researched in these organizations despite previous studies having established that they are faced with instability challenges (Nyandiri, 2020). There are a total of 300 registered institutions from which a representative sample size was selected. Due

to time and resource constraints, and the need for reliable results, the study did not cover other denominations. Other counties and countries were also excluded from this study.

Limitations and Delimitations

There were various limitations that this study encountered in the process of its execution. The limitations were presented as well as how they were mitigated. First, the respondents were unwilling to freely share information for fear of victimization. This limitation was mitigated by assuring them that the research study was purely for academic purposes. The study could not exhaust all dimensions of transformational leadership, succession planning, and stability of Evangelical Churches in Nairobi City County. To mitigate this, more studies on other dimensions of leadership and church stability were recommended to be carried out by future researchers. Additionally, some of the respondents would take too long to fill and return the data collection instrument presented to them. To mitigate this challenge, the researcher made physical follow ups as well as through phone calls to the respondents to remind them to complete filling in the questionnaires.

Chapter Summary

This chapter on introduction and background of the study has focused on justifying that, indeed, instability is a real problem in many organizations; hence, the need to carry out an empirical research study to establish the state of instability in Evangelical Churches in Nairobi City County, Kenya. This was done by examining the problem of organizational instability from the global, regional, and local perspectives. The chapter has further highlighted the issue of instability in the Evangelical Churches in Kenya that was investigated and, consequently,

interventions suggested by this study. Also, presented in this chapter are the objectives, questions and hypotheses of the study, justification, significance, scope, limitations and delimitations and a chapter summary. The next chapter is on literature review.

Chapter Two: Literature Review

Introduction

This chapter starts with an introduction and the presentation of both the conceptual and empirical literature review. Conceptual literature review is about defining and describing the variables of this study alongside their measurable elements. Empirical literature review was guided by the specific objectives of the study and was organized from the global, regional and local perspectives. Empirical literature basically included relevant past studies. This chapter endeavours to establish what has been done by previous researchers in relation to the current study to help identify the research gaps that exists. Furthermore, the chapter presents the theoretical and the conceptual framework. Finally, research gaps are presented along contextual, conceptual, and methodological lines. The chapter ends with a summary.

Conceptual Literature Review

Succession Planning

Leadership has been defined as the ability to influence, modify or change the values, norms, beliefs, behaviour, and attitudes of another person in order to achieve particular goals (Ganta & Manukonda, 2014). Barnett and Davis (2008) school of thought look at succession planning as a process of leadership structuring in organizations that involves activities such as the identification, development, and preparation of a potential successor who would assume a new leadership role. Basically, this is a unique and deliberate effort guided by the organizational leadership and aimed at investing in the presumed optimum talent and in the best performing employee. It is pointed out that the employees selected for succession mentoring should demonstrate the potential to handle senior management functions

and duties if quality services are to be attained. A key aim of succession planning is to ensure that organizations have ready talent to take up senior roles whenever the need arises; hence, ensuring leadership perpetuity and sustainability.

According to Guise (2015), succession planning concerns itself with the leaders' ability to have a foresight of the future staffing needs of an organization and making the appropriate plans to fill them. Rothwell (2011) explains succession planning as the state of anticipating leadership changes, then developing a smart plan to identify talented employees with leadership potential. Further, it entails the articulation and identification of future human resource needs of an organization that is followed by an analysis to determine competence gaps and then provide suitable training, mentorship and coaching, allocation of special assignments, role playing and mind games to make them suitably ready for new roles that may arise (Rothwell, 2011). Further, Rothwell (2011) defined succession planning as the process used by organizational leaders to ensure that there is stability of the tenure of employees. It entails the selection and training of internal employees in preparation for key leadership positions that might arise Galbraith & Smith, (2011).

Succession planning is argued to be a broad-level concept that deals with the entire workforce, ensuring that the organizations do have correct and sustainable quality and quantity of leadership skills. According to Hollinger (2013), succession planning focuses on the requirements of organizations based on the strategic direction and looks at plans for the acquisition, retention, and effective utilization of current and future leaders. The leadership of an organization should ensure that the needs of an organization for leaders are met in a timely and seamless manner.

Succession planning can be said to be both a process and an event and begins with a critical analysis of the organizational demography (Hodson 2024). The analysis aims at identifying potential successors who then go through the talent development stage until a suitable successor is installed into the new position. When viewed as an event, leadership succession deals with the actual handing over ceremony once the development process is complete (Barnett & Davis, 2008; & Nixon, 2008). However, since the incumbents are generally inclined towards pursuing their own interests, fear, ego issues, and lack of forgiveness, succession planning is generally not effective in most organizations across different establishments. These organizations include religious organizations, learning institutions, governments, and health institutions, among others. Quite often, the incumbents are reported to be put up strong resistance, indirectly and sometimes directly towards leadership succession. Ciampa (2005) notes that this creates a challenge to the smooth leadership transition and in extreme cases, serious disagreement has been reported to occur. The result is reflected through poor performance and high labour turnover.

Akinyele et al. (2015) suggested that succession planning can be looked at using the elements of talent management, career development, and mentoring. In one of the previous papers, Otiende (2014) opined that succession planning could be looked at as the concepts of human resource planning, career development, and employee performance appraisal. Karani (2021) suggested that succession planning can be operationalised in terms of aspects of leadership development, talent management, and policies and procedures. Karani further suggested that it would be meaningful to study talent management using the aspects of mentoring, career development programs, and employee retention.

Warren (2020) states that succession planning has taken on certain trends that most Evangelicals are keen on. Warren suggests that handing off the baton when still running at full speed ensures that the whole team wins both numerically and financially. Some of these prominent trends include; more proactive planning with less stigma and less secrecy, more players, more rigorous vetting of internal candidates, more collaboration, more financial savvy, more senior ages and more consultants.

Succession planning reflects an ongoing, continuous process that borrows, with the help of their chief executive implement to create the conditions for the incumbent leader to succeed, understand the organization's current and future strategy as well as ensure that a sound infrastructure is in place whenever the search for the next top leader is launched. When a pastor transitions, it affects the spouse, family, staff, board and other stakeholders. An important factor to consider would be what succession looks like for the leader, the leaders' family, for the board, for the ministry staff, for the ministry itself and for the community the ministry serves, Warren (2020).

On the trend rigorous vetting, leaders long understand that when you need to change the culture, you hire from without, but when you want to reinforce the existing culture, you hire from within, Warren (2020). This is because internal candidates are less disruptive, more value is typically placed on cultivating and selecting a known and trusted person from within the organization, or at least someone with a strong previous relationship to the organization.

Mentorship

According to Khojah and Asif (2020), mentoring occurs when a person who is a professional in a certain field is assigned the responsibility of training another less experienced person with the aim of boosting the latter's professional as well as

personal growth and development. Oladimeji and Sowemiino (2020) defined mentoring as the process that is used to improve the skills of employees in a workplace. In the mentoring process, a more experienced person is allocated the responsibility of training a less experienced person in a certain field. As Ndung'u (2016) explains, the role of mentoring is to help employees in organizations to advance in their careers through the gaining of new knowledge, skills, and abilities in their area of expertise. At times, employees can choose their mentors and at other times, they could be allocated by the employer resulting to informal and formal mentoring relationships respectively.

According to Tarus (2014), mentorship is a learning partnership between staff members with the purpose of sharing technical and institutional knowledge, which provides an opportunity to gain insight into an occupation, profession, the organization, and other endeavours. Mentoring is a goal-oriented business relationship strategy that establishes mutual benefits to the mentor, the mentee, and the organization. Jakubik et al. (2016) defined a mentor as a close, trusted, experienced counsellor or guide who engages in a long-term, relationship-oriented, development driven, mentoring relationship. In a similar tone, Brondyk and Searby (2013) argued that mentoring is the exchange of knowledge, skills, and social interaction over time. It is a platform of skills transferability.

Ndung'u (2016) suggests that mentorship that organizational parameter that directly supports career success of employees in star rated hotels located in Nairobi City County. Ndung'u (2016) further suggests that mentorship has got to do with the aspects of organizational context, human resource development strategies,

organizational culture, communication, goals, and objectives- which all have an impact on career success and organizational effectiveness.

Muzaffa et.al.(2016) saw the benefits of mentorship as a deliberate, systematic transfer of knowledge with a focus on providing a job specific knowledge towards meeting organizational present and future strategic goals. Good mentorship has the advantage of improving morale, reducing turnover, developing people faster, enhancing stability and helping to create solutions to business problems. Muzaffa et.al.(2016) further argued that the attainment of a high-performance workplace is through employee mentorship programs. It has often been pointed out that, mentorship helps protégés to advance in their careers through supportive learning and hands-on practice to improve skills and ability. Further, mentorship helps accelerate the development of talent, improves retention, and creates a high-performance culture. Hence, mentorship is domiciled in the practices of succession planning.

The primary objective of mentorship is to develop identified individuals, train them, provide feedback, and share experiences through coaching to create a self-reliant workforce to fill leadership gaps. Kim and Hwang (2015) conceptualized mentorship as enhancing career development, stimulating psychosocial support, and role modelling. On their part Lawal et al, (2016) emphasized the need for mentoring as a means for career development. They identified in their research that classroom, on-the-job training, and online training are the most critical components of leadership development. They advocated for the use of a shadow manager attached to a substantive manager to step in when operation so demands or necessitated by sudden departure or promotion.

An analysis of leadership emergence patterns in the Bible reveals that many leaders (whether by coincidence or by design) had under them, people they mentored. To these mentees, they handed over the 'baton' at the end of their ministries. The Old Testament has examples of mentoring relationships such as between Moses and Joshua, Eli and Samuel, and Elijah and Elisha (NKJV, 2019) Jos 1:1 -3, 2 Ki 2: 15, 1 Sam. 3:8). Elisha's request for a double portion of Elijah's spirit as recorded in 2 Ki 2:9 (NKJV, 2019) was a culmination of the succession plan (member- leadership exchange) which under-girded their relationship. Elijah mentored Elisha as postulated by White et al. (2016). Elijah is reputed to have been one of the best examples among the Old Testament prophets who mentored other prophets. Nothing much is, however, said about his successor, Elisha. The New Testament leaders, starting with Jesus, did not deviate from the norm of mentoring leaders for leadership succession. Jesus prioritized the recruitment of disciples even before he took his ministry to the public domain (Mark 1:16-18). New Testament leaders such as Barnabas and Paul left a legacy of leadership mentoring and succession for the current church to learn from. They used different approaches to mentor leaders.

Mentoring future leaders in the local church is a crucial aspect of pastoral leadership. Chad, (2024) states that in the landscape of pastoral leadership, the call to mentor and coach future leaders is both a sacred responsibility and an essential strategy for the longevity and vibrancy of the local church. As shepherds of God's flock, pastors are uniquely positioned to identify, nurture, and develop emerging leaders who carry forward the church's mission with passion, integrity, and vision. A key point to observe is age. Overall the other traits given, young promising brethren should be mentored. This can be accomplished through mentoring leaders. It ensures the continuity and growth of the church, multiplies ministry efforts, enhances discipleship, fosters

innovation, and strengthens the community. While there are challenges to this task, the benefits far outweigh them, (Chad, 2024). By identifying individuals with spiritual maturity, servant leadership, teachability, passion, relational skills, and integrity, pastors can find great candidates for mentorship.

Pastors can effectively mentor leaders by following actionable steps such as praying for guidance, building relationships, developing a mentorship plan, providing resources, modelling leadership, offering feedback, encouraging independence, creating leadership opportunities, and evaluating progress. Some actions steps to mentor leaders include: pray for guidance, build relationships, develop a mentorship plan, provide resources and training, model leadership (included here is the ability to delegate both tasks and authority), offer constructive feedback, encourage and support, foster independence, create opportunities for leadership, evaluate- reflect-and improve notes Chad, (2024).

Talent Development

Talent development is one of the methods that employers use to prepare employees for future leadership positions. Ansar and Baloch (2018) defined talent development as the process in which employers identify the key and strategic positions to be filled in an organization in the near future and the development of a pool of talented employees to fill those positions when they fall vacant. Mahlahla (2018) defined talent management from the perspective of identifying, attracting, developing as well as retaining employees with high potential to meet the current and future needs of an organization. According to Kibui et al. (2014), talent management refers to the human resource systems that employers put in place for the purpose of

maximizing the potential in employees for the improvement of organizational performance.

On the contrary, Ali and Babu (2015) argue that corporate leadership development can no longer simply rely on planning the replacement of existing leaders, but instead organizations must focus on developing the leadership function rather than individual leadership. However, many organizations confuse effective talent management with replacement planning, which is focused narrowly on identifying specific back-up candidates for given senior management positions and essentially functions as a forecast (Berke, 2005). Conversely, highly successful organizations focus on creating a comprehensive set of assessment and development practices that support the entire pipeline of talent across the organization (Ali & Babu, 2015).

Ciuri (2013) while examining dynamics in the banking industry in Kenya, observed that talent management has got to do with the process of acquisition, capacity building, development, absorption and accountability for talent and competences. Ciuri (2013) further suggests that talent management is characterised by fresh blood injection, human capital embrace, adoption of strategies and use of other resources to meet business goals and objectives. Besides, institutions to benefit from talent management, they have to seek fresh brains and strategies to drive growth in a very competitive and fast-changing environment. On his part, Chepkwony (2012) points out that matters of talent development examined talent management require motivation including hefty remuneration.

Anwar et al. (2014) based in Pakistan opine that talent management has to do with employee attraction, employee retention, and employee engagement Anwar

et al ,(2014) further suggest that talent management is that one most important parameter that affects organization stability. The study findings indicate a positive significant correlation between the study variables.

The Bible provides numerous case studies that illustrate structured leadership principles, talent development strategies, and ethical workforce management, all of which are core elements of Human Resource Management (HRM) today. Leaders like Moses, Nehemiah, and Paul demonstrated effective workforce delegation, organisational vision-setting, and leadership mentoring, paralleling modern HRM concepts (Wright, 2018). Moses, for instance, faced leadership burnout from overburdening himself with administrative and judicial responsibilities until Jethro, his father-in-law, advised him to delegate tasks to capable individuals, a foundational principle of modern HRM (Exodus 18:17-26).

Similarly, Nehemiah mobilised and motivated people towards a common organisational goal (rebuilding Jerusalem's walls), implementing structured workforce assignments and strategic resource allocation — a model seen in business leadership today (Nehemiah 2-6). Paul, on the other hand, established a leadership succession framework by training and mentoring younger leaders such as Timothy and Titus, aligning with HRM's emphasis on talent retention and workforce sustainability (2 Timothy 2:2). The intersection between pastoral ministry and HRM suggests that the Biblical model of shepherd leadership serves as a precursor to modern HRM strategies (Northouse, 2019). Churches and faith-based organizations today operate HRM systems, ensuring structured hiring processes, employee engagement models, leadership development initiatives, and welfare management (Parratt, 2022). Mega Churches such as - The Redeemed Christian Church of God (RCCG), Hillsong

Church, and the Catholic Church employ formal HRM structures to manage their vast workforce of clergy, administrative personnel, and volunteers (Adegbite, 2021).

Despite these overlaps, pastoral ministry is rarely analysed through an HRM lens, leaving a gap in scholarly exploration. In future, it might be important to bridge this gap by examining Biblical leadership models through HRM frameworks, while addressing research questions like: How does pastoral ministry reflect HRM principles? What Biblical case studies illustrate key HRM functions? How can Biblical HRM principles be applied in corporate settings? Paul: Talent Management and Succession Planning (2 Timothy 2:2) Paul's leadership model emphasised structured mentorship and succession planning. He instructed Timothy: "The things you have heard me say in the presence of many witnesses, entrust to reliable people who will also be qualified to teach others" (2 Timothy 2:2, NIV). Paul mentored Timothy, who was, in turn, expected to train others, ensuring a leadership pipeline that sustained Christian ministry across generations. This principle aligns with modern HRM strategies that prioritise leadership development and workforce continuity. The HRM principles reflected in Paul's approach include: 1. Mentorship and Talent Development: High-performing organisations invest in structured mentorship programmes to develop emerging leaders (Goleman et al., 2013). 2. Succession Planning: Effective leadership requires continuity beyond the current generation, ensuring seamless organisational transitions (Rothwell, 2020). 3. Sustainability through Workforce Training: Developing people ensures long-term organisational success, reinforcing stability and growth (Ulrich et al., 2017). Corporate HRM recognises talent retention and workforce sustainability as crucial for organisational longevity (Armstrong & Taylor,

2020). Companies such as Deloitte, McKinsey, and Microsoft implement structured leadership training programmes, ensuring seamless leadership transitions. Research indicates that succession planning minimises disruption, enhances organisational continuity, and preserves institutional knowledge notes Collins & Porras, (2001). Similarly, Paul's leadership strategy ensured the long-term sustainability of the Christian mission. These biblical examples demonstrate that pastoral ministry embodies structured workforce management, reinforcing that HRM principles are deeply embedded in biblical leadership. The application of these principles remains highly relevant in contemporary HRM, providing a foundation for effective organisational leadership and sustainability, Northouse, (2021).

Career Management

Laras et al. (2021) defined career management as the intentional process aimed at improving the status of employees by providing opportunities for both corporate as well as individual growth. According to Ogaboh et al. (2010), career development entails the programs designed for matching the individual needs with that of an organization. Mark and Nzulwa (2018) defined career management as the mechanisms that are used by employers for the purpose of developing its workforce to achieve the organizational goals and advance their career prospects. Career management can therefore be said to encompass training programs whose main objective is to develop employee capabilities for the benefit of both the employee and the organization.

Stenschke (2010) suggested that great leaders pass on the baton through the platform of innovation and creativity that can be achieved through developing the careers of employees. He further posits that effective leadership must begin to think

outside the box and in new boxes. Imagination and idea incubation followed by innovation have given winning results. Due to globalization and the increase in technology, old ways stand challenged. Religious institutions have not been left behind, either. In the case of the sudden demise of a leader, a vote of no confidence, natural calamity, or physical challenges, question arise about how the leadership mantle would be passed on. Hence career management is looked at as that means of helping leaders and organizations re- engineer themselves to stay competitive.

Worldwide, an effective leader can encourage employees in the organization to learn through certain types of motivators, such as rewards or positions, in a bid to manage careers. (Azzam, 2014). Since learning is endless, continuous improvement of organizational leadership skills and knowledge are necessary in order to have a competitive edge in the business market nowadays (Park et al, 2014). Therefore, a lack of improvement in business and leadership skills deters the growth of any prospective company and hampers career progression. Park et al, (2014) further observed that leaders need always to prepare the next generation of leaders for the sustainability and success of organizations; otherwise, they are likely to stagnate or collapse. For example, despite its reputable status as cell phone brand in the world, Nokia neglected the aspect of continuous improvement, including on employees. The failure to make necessary changes in adapting to the new trends, skills and needs of the market resulted in its nose dive from a leading position.

A career management write-up should focus on leveraging skills, embracing continuous learning, and building a strong professional network to navigate the evolving job market and achieve career goals. Here's a more detailed breakdown: Understanding the Current Landscape:(Technological Advancements-the rise of

Artificial Intelligence (AI) and automation will reshape the job market, demanding adaptability and upskilling in areas like critical thinking, problem-solving, and creativity, skills in demand-focus on developing in-demand skills such as data science, AI fluency, software development, and leadership, sustainability-embedding sustainability into business practices is a critical driver of resilience, competitiveness and long-term success), Rothwell, (2020).

Secondly would be setting career goals and priorities(define the objectives- clearly articulate your career aspirations and identify specific goals for 2025, whether it's a promotion, a new skill, or a career pivot), prioritize learning, invest in continuous learning and development to stay ahead of industry trends and remain competitive and network effectively by building and maintaining a strong professional network through online platforms, industry events, and networking groups.

Then enhancing the skills and knowledge-Technical Skills: Focus on acquiring and improving technical skills relevant to your field, including data analysis, programming, and digital marketing; Soft Skills: Develop essential soft skills like communication, teamwork, problem-solving, and leadership and; Creative Skills: Cultivate creativity and innovation to stand out in the job market, Northouse, (2021).

The other consideration would be job search and career advancement: Optimize Your Online Profile: Create a strong online presence on platforms like LinkedIn to showcase your skills and experience; Tailor Your Resume- Customize your resume and cover letter for each job application, highlighting relevant skills and achievements; Network Strategically; Attend industry events, connect with professionals online, and leverage your network to find opportunities; Leverage Recruitment Agencies; Consider working with recruitment agencies to access top vacancies and personalized career

advice and ; Embrace Change by being open to new opportunities and challenges, and do not be afraid to make a career pivot if necessary, Northouse, (2021).

Another very important consideration would be - Work-Life Balance and Wellbeing; Prioritize Wellbeing: Maintain a healthy work-life balance to avoid burnout and improve productivity; Set Boundaries: Establish clear working hours and boundaries, especially in remote or hybrid roles and Take Breaks: Schedule regular breaks and prioritize physical and mental health.

Employee Retention

According to Shaher and Zreik (2022), employee retention denotes the ability of employers to retain their employees through creating conducive work environment. Magaisa and Musundire (2022) defined employee retention as a set of coordinated activities that organizations take to ensure that employee's welfare is taken care of with the aim of retaining them in employment. In a previous research study, Singh (2019) defined employee retention from employers' perspective who visualize employees as very critical resource in enhancing the achievement of organisations' goals. Employees retention can be summed up as the methodologies that employers put in place for the purpose of raising the motivation of the employees and therefore helping them stay with the organization.

In a previous discussion on the factors affecting employee retention in Zimbabwean companies, Magaisa and Musundire (2022) used the aspects of supervisor's attitude, stress free work environment, and compensating employees which they suggested improve levels of productivity. Results led to the consideration that employee retention is a product of leadership, work environment and compensation. Maliku (2014) pointed out that employee retention is determined by

recruitment and selection, training and development, and career advancement opportunities as related to National Oil Corporations of Kenya. This discussion led to the conceptualization that employee retention is a key contributor to organizational performance.

Theoretically, employee retention is defined as the process of retaining your human resources using managerial strategies until the organization's measurable goals are achieved in a meaningful manner. Employee retention is achieved by implementing HR practices along with retention strategies encompassing these activities: Training, learning, and development; Employee reward programs; Flexible working timings; Regular performance appraisals and promotions; Bonuses; Leadership opportunities, and so on, Magaisa and Musundire (2022).

Mathematically, It is measured in percentage. It is calculated by dividing the number of employees on the last day of a given month or year by the number of employees on the first day during the same period. The simple formula for calculating employee retention is: Example:- ABC Enterprises hired 25 new employees in December 2021. It ended the year by retaining 185 out of the 220 employees it started with on 1 January 2021. So, the retention rate for ABC Enterprises is: $[185 / 220] \times 100 = 84.09\%$

This retention rate can vary across organizations belonging to the same industry or otherwise. Overall, calculating employee retention in percentage provides a solid metric for you to identify factors that keep employees in your organization while driving away others. There are various ways to identify these factors. Using staff engagement and people analytics tools is one way to do it, Magaisa and Musundire (2022).

Transformational Leadership

According to Barak (2017), transformational leadership refers to the style of leadership where leaders are able to inspire as well as motivate their followers in order to achieve set objectives. As Western (2013) explains, transformational leaders are known for their ability to raise the confidence of their followers and consequently, their performance levels in organizations that require high level of leadership. Further, the central concern of transformational leaders is to empower their followers, which results in increase of their level of self-confidence. As Yukl (2013) posited, the behaviours of transformational leaders were initially grouped into three main categories of idealized influence, intellectual stimulation, and individualized consideration with a later revision of the model, bringing in the aspect of inspirational motivation.

Idealized Influence

The first characteristic of transformational leaders is idealized influence. As Yukl (2013) posits, through idealized influence, a transformational leader serves as a role model by being outrageous and dedicated to the service of followers and organizations that they have been entrusted to serve. Northouse (2013) further elaborates that transformational leaders with idealized influence behaviour are able to set high standards of moral and ethical conduct besides being counted to do the right things by their followers. Because of their ability to be role models, transformational leaders who exhibit the character of idealized influence are able to set high and challenging organizational goals with followers being able to quickly implement them with ease since they hold their leaders in high regard.

Under the idealized influence, followers are keen to observe the behavior of their leader in order to emulate them (Northouse, 2013). From the foregoing discussion, it can be deduced that transformational leaders play an important role in shaping their followers' character and work ethics. In a previous scholarly debate in Australia, Afshari (2021) used various components of idealized influence, such as charismatic role modelling, and gaining employee trust and confidence to reveal levels of employee commitment.

Inspirational Motivation

According to Northouse (2019), the inspirational motivation behavior of a transformational leader concerns itself with motivating followers through clear communication of organizational goals. Further, the purpose of communicating the goals to be achieved is to raise the level of awareness and understanding of the followers. Barak (2017) wrote that inspirational motivation is about the capacity of a transformational leader to “motivate and inspire everyone to actively participate in the organizational activities”.

By motivating followers, transformational leaders motivate their followers to change their mindset from that of self-interest to that of the interest of an organization and, in the process, increase its general performance (Edirisooriya, 2020). This leadership behaviour is much needed in organizations where employees have lost morale towards work and need to be motivated. Sutanto et al. (2021) found inspiration motivation to be associated with the leader's ability to increase the employees' awareness of an organization's vision and mission as well as challenging them to be committed to the organizational goals.

According to Chebon et al. (2019), some of the attributes of transformational leaders with inspirational motivation behaviour are; encouraging employees to pursue an organizational vision, collaborating with employees as well as remaining focused on organizational goals despite the challenges that may arise.

More recently, Nyakawa & Were (2021) did a study to explore the correlation between inspirational motivation and performance of State Corporations in Kenya. Based on this study they define inspiration motivation as that ability to create positive energy aimed at achieving organizational goals. The findings imply that when leaders inspire and motivate their followers there is increased commitment in organizational performance.

Intellectual Stimulation

As Yukl (2013) posited, intellectual stimulation is a leaders' behaviour in which followers are challenged not to approach the problems they face in organizations using the same method all the time. Further, it is about letting employees understand that problems are part of organizational life and therefore, the need to provoke them to develop problem solving skills (Barak, 2017). Northouse (2019) defined intellectual stimulation as the capacity of a leader to stimulate the thinking of followers so that they can be creative and innovative besides not trusting their own belief and value systems, including that of the leader and the organization. Northouse (2019) further adds that, leaders showing this kind of behaviour are able to allow their followers to make mistakes in the process of trying new ideas. In the current dynamic business environment characterized by continuous change, this style of leadership is key in improving organizational performance (Ondari et al. 2018).

Sharma (2016) determined the effect of intellectual stimulation on the creativity of engineers working in the automobile sector in India which showed an existence of a positive and significant correlation between the study variables. Based on this study Sharma (2016) it was suggested that intellectual stimulation is that ability to harness into employee's intellectual capital and leverage on this to create institutional results especially in the automobile sector. This is important to for the sector to continue performing since new innovations continue to come up.

Individualized Consideration

On the aspect of individualized consideration, Northouse (2019) explained it as entailing the leaders' competence in creating and maintaining a conducive working environment for employees while at the same time listening and providing solutions to individual needs. Another perspective of individualized consideration was given by Yukl (2013) to the effect that, with the behaviour of individualized consideration, leaders provide support and encouragement to their followers that might even extend to coaching. The views of Yukl (2013) were advanced by Barak (2017) in that, transformational leaders are able to recognize the talents and characteristics of each individual follower with the aim of nurturing them. In some of the previous studies that had been done involving individualized consideration as one of the variables, the results had shown that indeed, individualized consideration has a positive and significant effect on the performance of organizations (Chebon et al. 2019).

In a discussion in Switzerland to determine the effects of leaders' individualized consideration in extreme contexts, Martinez-Corcoles et al. (2020) defined individualised consideration as developmental orientation towards

followers, improvement of a two-way communication, and paying attention to individual needs.

Church Stability

Church organizations are established institutions that comprise of assets and resources to be managed. As much as the church is a unique institution by description, it is governed not only by divine rules but also by the laws of the land that govern other institutions. The unfortunate thing is that succession planning has not been given much attention resulting in poor decision making and common incidences of unethical practices (Dubrin, 2010). More often than not, succession planning in some churches is mainly done by incumbent leaders who are not willing to get involved in the succession planning process. This has in a way contributed to unnecessary leadership wrangles, acrimonies and to some extent church instability; an issue that this research attempts to address with a view to recommending the antidote to the stability of the evangelical churches in Kenya.

Stability may be defined as maintaining the status quo in organizational features and processes, including all aspects of acquired learning and accepted practices. Elements of stability can be found in ceremonies, control systems, formal practices, formal structure, identity, mission, policies, quality and information and operating systems, standard operating procedures, rituals and symbols. A great challenge to church stability has been the Covid-19 Pandemic. As reported by World Health Organization (WHO) (Sohrabi et al. 2020), the world experienced health-related crisis of a spreading virus whose treatment was yet to be discovered; the Covid 19 Pandemic. Covid 19 was first identified in China in December of 2019 and affected many countries in the world since then (Lu et al. 2020; Wu & McGrangan,

2020; Zhou et al. 2020). While the Covid-19 Pandemic existed, the experience of poverty became alarming since the world seemed least prepared for the pandemic (Arbelàez-Campillo & Rojas-Baharnon, 2020; Madhav et al. 2017; Lakoff, 2017; Sikich, 2018). The prior must be given an opportunity, aided by society and the Christian community to emerge from the depths of wretchedness and hopelessness and delve into the vast horizon of technological fulfillment and human equality (Jorgenson, 2019; Kotzé, 2019).

Since countries had to put in place various lines of defence, including lockdowns, cessation of movement, washing of hands with soap and water, and social distancing. This meant closure of physical churches and running of online services through various social media platforms, which had little control. This created instability and inconsistencies in church membership since the clergy had little control of social media liberties, hence posing a challenge in articulating exact church membership. Indeed, the world's nations grappled with the global health emergency threatening people of all ages and status quo (Casella et al., 2020). Albeit most likely older people as well as those with underlying medical conditions (Guo et al., 2020; Remuzzi & Remuzzi, 2020; Roser et al., 2020), COVID-19 also resulted in the suffering of the poor more than just a health risk (Aljazeera, 2020; United Nations, 2020; Wright & Harman, 2020). Wright and Harman (2020) purported that with the health measures needed to contain the pandemic, vulnerable members of the communities were socially and economically affected and the church was not left out.

There is, therefore, relatively strong evidence linking well-functioning, stable institutions, and good governance to positive economic and social outcomes. The Inter-American Development Bank by Schramm (2008) performed econometric

estimations of the impact of three broad groups of factors, namely demography, geography, and institutional stability, on the difference in the level of development of countries and regions across the world. In a study that was done in Africa, Izungo and Muneja (2021) found discipleship and stewardship as two of the contributing factors for church financial stability in Africa. According to Wahl (2013), the church in Africa is unstable because despite its rapid growth in the recent past, the curriculum used in theological training institutions is not able to equip them for service. In this study, church stability was measured using the aspects of numerical growth, spiritual growth, economic stability, and systems stability.

Numerical Growth

According to Hanciles (2008), the Christian church is growing more rapidly in Sub-Saharan Africa than anywhere else in the world. This includes Kenya, a country that is predominantly Christian, as reported in the research conducted by Muthuku et al (2023). A previous research study by Dreyer (2015) discovered that one of the reasons why the church is not experiencing numerical growth is because it has neglected the Great Commission which is about spreading the Good News. Although the number of people attending churches in the West is decreasing, a phenomenal growth in the number of people attending church in Africa has been growing (Mugambi, 2020). However, Mugambi (2020) explained that the growing number of Christians in Africa is threatened by lack of properly trained church leaders caused by adequate relevant and contextualized ministerial training. In their study, Mutia et al. (2016) discovered that leadership structure and leader's actions as some of the contributing factors that had hindered the realization of organizational goals and objectives.

Spiritual Growth

Research shows that the number of Christians in the American and European churches is decreasing, indicating that the church members have not grown spiritually (Burdick, 2018). Nevertheless, Worancha (2012) showed that several factors contributed to the successful growth of churches, such as leadership, spirituality, concern for the lost, and certainty about beliefs as the major contributors. One of the pillars on which the church should draw its stability is the spiritual growth of its members, but this has been hampered by the fact that preaching has not occupied a central role in many churches (Mbewe, 2020). Mbewe (2020) further explained that the main role of the church is to evangelize to sinners, which should result in salvation, healing, restoration and, hence, spiritual growth.

Economic Stability

Economic stability plays a significant role in the stability of a church. According to Ndlovu (2020), poverty has been one of the challenges facing the church in Africa due to reliance on only one source of income (Agang, 2020). Agang (2020) further mentions inadequate infrastructure, unstable political systems as other contributing factors for the instability of the church in Africa. To determine the leadership factors that determined church growth in Pentecostal Assemblies in Malawi, Sigini (2015) reported how the church had stopped growing in numbers besides losing some of its important institutions such as a Bible College and a Medical facility due to economic instability.

System Stability

Systems' stability is defined as the situation whereby processes, activities, and procedures are carried out in a standardised manner in a sustainable way. Al-Suraihi et

al. (2021) investigated the causes, importance, and system strategies in organizations in Malaysia. The study findings show that system stability is one of the serious contributors to business and organizational success. In Ethiopia, Taye and Getnet (2020) explained employee turnover as the voluntary or involuntary rotation of employees around the labour market. Molefi, et al. (2014) explained employee turnover from the perspective of the measure of which employees leave an organization within a specified period of time as compared to the whole workforce in South Africa. In the study, Molefi et al. (2014) established the reasons why employees leave employment besides the cost associated with employee turnover. Nyaga (2015) defines employee turnover as the rate at which employees join and leave organizations. In this study, the researcher used the aspects of working environment, training, remuneration, and communication to determine employee turnover at the International Livestock Research Institute in Kenya.

Empirical Literature Review

This section presents empirical literature on the objectives of this study. The specific objectives will be to examine the influence of mentorship, talent management, career development, and employee retention on the stability of Evangelical Churches in Nairobi City County. This was followed by to determine the moderating role of transformational leadership on the relationship between succession planning and church stability of Evangelical Churches in Nairobi City County, Kenya. Specifically, the literature review focused on the concepts that different researchers have used, the contexts where their studies have been done, and the methodology that was used in conducting the studies. The literature was

arranged along the global, regional, and local perspectives in order to bring out the conceptual, contextual, methodological gaps to support and guide the current study.

Effect of Mentorship on Church Stability

In a previous study, Cavel et al. (2021) carried out a research study in order to determine the role of mentoring in promoting child mental health in the USA. The study used a systematic literature review approach that targeted young people as respondents. The study found out that, in order for mentoring to be effective in shaping the lives of young people, it has to take a different approach in areas such as science, practice, and policy in as far as youth mentoring is concerned. The study by Cavel et al. (2021) is different from the current study in that, it only employed a systematic literature review methodology as opposed to the current study which used a mixed-method approach where both qualitative and quantitative data was collected for the purpose of supplementing each other. Further, the study targeted youths as opposed to the current study that focused on church leaders. Contextually, the study by Cavel et al. (2021) was done in the USA, while the current study was conducted in Kenya.

Deng et al. (2022) had a systematic literature review conducted for the purpose of establishing the methods that had previously been used to match mentors and protégés in order to make the mentoring process successful. The study was conducted in Canada, while the current study was carried out in Nairobi City County- Kenya. Further, the study by Deng et al. (2022) majorly used a literature review approach, while the current study employed a mixed-method approach. The results of the study showed that the success of a mentoring process depends on such factors as the matching process as well as individual characteristics of both the mentors and protégés.

Izungo and Muneja (2021) conducted a study in Africa with the aim of determining the role of discipleship and stewardship in improving the financial stability of the Church in Africa. The study used a desktop review approach by reviewing articles from the Continents of America, Europe, Asia, and Africa guided by the two study variables. The findings of this study indicated that the beginning of discipleship and stewardship is one's personal relationship with Jesus Christ. Further, the study recommended that church leaders be trained on how to take care of church property besides involving themselves in evangelism work. The current study differs from Izungo and Muneja's (2021) since it is empirical rather than the desktop approach. However, there is a similarity between Izungo and Muneja's (2021) study and the current study in terms of the church setting.

Further, Mgomane and Mahlangu (2014) carried out a quantitative research study in South Africa with the aim of establishing the role that leaders played in mentoring followers for succession planning to be successful in charismatic churches. The study sampled 248 respondents from 48 churches. The study showed that although 85% of the churches involved in the study had mentoring programs in place, only 72% actually implemented these programs. Since the study was done in both rural and urban contexts, the study further revealed that mentoring was not in any way affected by the location where it was done. Additionally, gender and the level of education positively correlated with the mentoring approach that they employed for succession planning. They differ in that, the study by Mgomane and Mahlangu (2014) was quantitative in nature while the current study employed a mixed methods approach.

Mwaniki (2021) carried out research to establish how the mentorship program was being utilized at the Kenya Medical Training College, Kabarnet College. The study

made use of a cross-sectional descriptive research design. It targeted 77 second-year students from the nursing department from whom data was collected using both structured and open-ended questionnaires. The findings of the study indicated that indeed, mentorship played a significant role in the college where the study was done. The study by Mwaniki (2021) was done in the medical field and used cross-sectional descriptive research design, while the current study was done in a church context and used a descriptive research design. Furthermore, the study by Mwaniki (2021) targeted college students as respondents, while the current study had church leaders as the main respondents.

Mundia and Iravo (2014) surveyed public universities that are located in Nyeri County in Kenya with the aim of determining the role that mentoring played in enhancing employee performance. The study used a survey research design while data was analysed using both descriptive and inferential statistics. The results of the study showed that mentoring has a significant effect on employee performance through such factors as knowledge transfer, career development guidance, and skills enhancement. The study by Mundia and Iravo (2014) had only two variables; mentoring and employee performance as opposed to the current study that had more variables of succession planning (mentorship, talent development, career management and employee retention), transformational leadership, and church stability. Again, the study by Mundia and Iravo (2014) was done in a university context while the current study was done in a church context.

Effect of Talent Development on Church Stability

Waswas and Jwaifell (2019) did a study in a university context in Jordan with the aim of understanding the association between talent management and career

stability. The study applied both analytical and descriptive approaches and targeted all the senior staff members of the academic institution. The findings of the study indicated a strong and positive correlation between talent management and the stability of the careers of employees who worked at Ai-Hussein Bin Talal University. The study by Waswas and Jwaifell (2019) used two variables; talent management and career stability as opposed to the current study that used four variables. Furthermore, the study by Waswas and Jwaifell (2019) was done in an academic setting compared to the current study that was done in a church environment. In terms of geographical location, the study by Waswas and Jwaifell (2019) was carried out in a developed country, while the current study was conducted in Kenya which is a developing country.

Mujtaba et al (2021) did a study for the purpose of developing a construct to measure talent management in organizations in Pakistan using a fourfold approach while data was collected using closed-ended questionnaires by surveying human resource professionals. The data was collected and analysed using both explanatory and confirmatory analysis techniques with the findings indicating that talent development tactics play a critical role in the contemporary volatile business environment characterized by technology and globalization. Identification of critical positions, talent acquisition, talent development, talent engagement, and talent retention were found to be talent development strategies and especially during hard economic times. Mujtaba et al. (2021) study had only one variable, while the current study had four variables. Further, the current study was done in a church context, while the study by Mujtaba et al. (2021) was done in a secular context. The purpose of the study by Mujtaba et al. (2021) was for discovering constructs, while the current study was to test relationship between variables.

Smit et al.'s (2021) quantitative research study was carried out to discover the mediating role of talent development on the relationship between transformational leadership and work engagement in the automobile industry in South Africa. The study used a survey research design and sampled respondents using non-probability sampling technique to select 609 artisans, while data were analysed using structural equation modelling. The results of the study indicated that, although there was a strong and positive association between talent development and work engagement as well as between talent management and transformational leadership, there was no positive relationship between transformational leadership and work engagement. The study by Smit et al. (2021) was carried out in an automobile context, while the current study was done in a church setting. Further, the current study used a descriptive research design, while the study by Smit et al. (2021) made use of a survey research design.

Abiwu and Martins (2022) had a study carried out in institutions of higher learning in South Africa with the aim of ascertaining whether talent management was a source of sustainable competitive advantage and especially during the COVID-19 Pandemic. The study adopted a quantitative research orientation, while data was collected using a structured questionnaire from university academic staff, which was later analyzed using SPSS software. The results of this study showed training and development as well as career development as two of the talent management aspects that positively contributed to the sustainability of South African universities during the period of COVID-19 Pandemic. The study by Abiwu and Martins (2022) is different from the current study in that it was done in a university context while the current study was done in a church context. Additionally, the study by Abiwu and Martins (2022) had sustainable competitive advantage as a dependent variable, while the current study

had church stability as the dependent variable. The two studies are similar in that, they involve SPSS software for data analysis.

In Kenya, Kamau (2021) investigated the moderating effect that welfare played in the relationship between talent management and the job security of university catering employees working in Nairobi City County in Kenya. The study used a descriptive research design as well as a self-administered questionnaire, as was the case with the current study. The results of this study showed that 2% of job stability was as a result of talent development. On the other hand, welfare accounted for 20 percent of talent management in the institutions where the study was done. The study by Kamau (2021) was done in a university context, while the current study was done in a church setting. Further, the study had welfare as a moderating variable while the current study had transformational leadership as a moderating variable. The study by Kamau (2021) is similar to the current study in that both employed descriptive research design.

Jepchumba (2021) investigated the effect that various talent development practices had on the organizational performance of hotels in the Southern part of the Rift Valley in Kenya. The study used a descriptive research design while data that was collected using structured questionnaires. The data was analysed using both descriptive and inferential statistics. Again, the sample population was selected using the census method. The findings of the study show the existence of a positive and significant relationship between talent management and the performance of the hotels. The study by Jepchumba (2021) is different from the current study since it was done in a hotel setting, while the current study was done in a church environment. Further, the current study has four variables, while the study by Jepchumba (2021) had two variables.

Effect of Career Management on Church Stability

Ying et al. (2022) did an empirical research study to understand the factors that determined employee retention during the COVID-19 crisis in Kuala Lumpur. In particular, the study focused on career management, employee engagement, and work-life balance. In the study, the researchers used positivist research philosophy, while data was collected using self-administered questionnaires that were later analysed using SPSS software. The study's results showed the existence of a positive and significant link between staff well-being and staff retention. The study by Ying et al. (2022) was conducted in a monetary field in a developed country as opposed to the current study, which was conducted in a church context and in Kenya, a developing country. Further, although the study by Ying et al. (2022) has career management as one of its variables just like the current study, it does not have church stability. Still, instead, it has work-life balance as its dependent variable.

Hussin et al. (2021) did a study for the purpose of determining the critical factors that determine the career development of women in Malaysia. The study analysed data using SPSS software. Further, the study made use of a survey as the medium for data collection, while the respondents were sampled using both purposive and convenience techniques in order to obtain detailed information from the respondents. The results of this study established family and organizational factors to significantly influence the career development of women in Malaysia. On the contrary, individual and cultural factors were found not to have an influence on women's career development. One of the similarities between the study by Hussin et al. (2021) and the current study is the use of SPSS software for data analysis. On the other hand, Hussin et al. (2021) study was on women working in Seremban City in Malaysia, while the current study sampled leaders in a church environment in Kenya.

In a study to discover the influence that training and career management opportunities had on affective commitment in the context of South African higher education institutions, Muleya et al. (2022) found a positive and significant correlation between the study variables. The study, which was quantitative in nature made use of a cross-sectional survey research design and stratified random sampling. Although the study by Muleya et al. (2022) had career development as one of its variables, it did not include church stability as was the case in the current study instead, the study used affective commitment. Further, the study by Muleya et al. (2022) used a stratified random sampling technique and was done in the context of higher education as opposed to the current study which made use of random sampling and was carried out in a religious setting. The study by Muleya et al. (2022) is similar to the current study in that, both studies used descriptive research design.

In Nigeria, Onyekwere (2022) conducted a study to appraise the role of manpower development on employees' productivity, career development and competence in selected organizations in Nigeria. The study adopted a survey research design, while the sample for the study was determined using simple random sampling method. Data was obtained by use of structured questionnaire with the study results showing manpower development to play a critical role at the workplace and consequently contributing to the overall organizational performance. The study by Onyekwere (2022) did not have church stability as its variable besides being done in a secular context compared to the current study that was done in a Christian context. Further, the study by Onyekwere (2022) used a desktop research approach, while the current study was empirical in nature.

Hallo and Obuba (2021) did a mixed-method empirical research study done in Isiolo for the purpose of establishing the impact that career development had on the performance of employees working in the private sector. The researchers anchored the study on Social Exchange theory, Job Embedded theory, and Burnout theory besides selecting a descriptive survey as the research design that guided the study. The study's target population was all medical practitioners who were selected using a stratified and simple random sampling method and from whom, data was collected using a structured and unstructured questionnaire. The study's findings indicated the existence of coaching and mentoring programs geared toward career development. The study by Hallo and Obuba (2021) was done in the medical field and had performance as the dependent variable, while the current study was carried out in a church setting and had church stability as the dependent variable.

In a study done in Kenya to ascertain the effect that empowerment had on competitive advantage, Ndwiga et al. (2021) made use of a descriptive correlational research design that applied positivism philosophy. The study's target population was patients in both private and public hospitals, besides the senior employees from whom data was collected using questionnaires. The data was later analyzed for descriptive and inferential statistics using SPSS software Version 23. The results of the study indicated that employee empowerment to have a positive and significant association with competitive advantage. Ndwiga et al. (2021) conducted a study in the medical field and used descriptive correlational research design as opposed to the current study that was conducted in a church environment using descriptive research design. Again, the study by Ndwiga et al. (2021) had empowerment as the independent variable and competitive advantage and the dependent variable. The current study made use of

career development and church stability as independent and dependent variables respectively.

Ayodo (2022) did an empirical quantitative research study that sought to investigate the relationship that existed between career development and employee job satisfaction in public universities in Kenya. The researchers used explanatory research design and targeted all academic staff. Data was collected using both closed-ended and open-ended questionnaires and analyzed for descriptive and inferential statistics with the results showing a positive and significant association between career development and employee job satisfaction in the institutions where the study was conducted. Contextually, the study by Ayodo (2022) was done in public universities in Kenya, while the current study was done in Evangelical Churches in Nairobi City County, Kenya. Conceptually, the study by Ayodo (2022) used employee job satisfaction as the dependent variable as opposed to the current study that made use of church stability. Methodologically, the study by Ayodo (2022) used an explanatory research design, while the current study used a descriptive research design.

Effect of Employee Retention on Church Stability

Ushakov and Shatila (2021) conducted a study to establish the degree to which employee retention in Lebanon was a result of workplace culture. The study targeted people who worked in private businesses from whom data was collected using Google Forms. The findings of the study proved that workplace culture had a positive and statistically significant relationship with employee retention. The study by Ushakov and Shatila (2021) was done in a secular business context and collected data using Google forms, while the current study was done in a Christian context and collected qualitative and quantitative data using open-ended and closed-ended questionnaires. In

terms of concepts, the study by Ushakov and Shatila (2021) had employee retention as the dependent variable as opposed to the current study that utilized employee retention as an independent variable. Further, the study by Ushakov and Shatila (2021) did not have church stability as one of its variables, as in the current study.

Tarar (2021) had an empirical research study carried out in Pakistan with the aim of discovering the effect that employee retention strategies had in small and medium sized companies. The study, which took a case study approach and was qualitative in nature, was grounded on McClelland's Three Needs Theory. The target population of the study was business leaders from whom data was collected using semi-structured interviews and documentary reviews of organizational documents whose themes were analysed using Yin's five step data analysis model with the results showing leadership role, positive and friendly working environment, provision of monetary and nonmonetary benefits, talent management by structured hiring, developing, and retaining high potential employees, and investing in people development as the key employee retention strategies in small and medium sized companies in Pakistan. In terms of context, the study by Tarar (2021) was done in a secular context, while the current study was done in a church context. Methodologically, the study by Tarar (2021) was qualitative in nature, while the current study employed a mixed-method approach.

Chijioke et al. (2021) had a study done in Nigerian banks with the aim of establishing the association that existed between psychological contracts and employee retention. In the study, the data that had been obtained from employees in five banks using structured questionnaires. This was analysed using both descriptive and inferential statistics. The sample population for the study was identified using

probability (stratified) random sampling technique. The results of the study indicated relational psychological contract to have a significant and positive relationship with employee loyalty. Contextually, the study by Chijioke et al. (2021) was carried out in banks in Nigeria and targeted employees as respondents, while the current study was done in a church context and had church leaders as the respondents from whom qualitative and quantitative data were collected. Additionally, the study by Chijioke et al. (2021) elected respondents using probability (stratified) random sampling technique while the current study used simple random sampling method.

Siaw et al. (2022) did their research study in Ghana for the purpose of ascertaining the factors that determined employee retention. The study by Siaw et al. (2022) was done in a hotel setting as opposed to the current study that was conducted in a church setting. Further, the study by Siaw et al. (2022) was quantitative in nature compared to the current study that employed a mixed-method approach. Additionally, the study by Siaw et al. (2022) used an explanatory research design and collected data using a structured questionnaire which was analysed using multiple regression models in order to test the hypotheses that had been formulated. The findings of the study showed that, employee retention was determined by factors such as training and development, wages and compensation, performance appraisal, work-life balance, job satisfaction, and job security. The current study used descriptive research design compared to the study by Siaw et al. (2022) that used explanatory research design.

In Kenya, Chumo (2022) did an empirical study to establish the human resource management practices that contributed to the retention of employees in the firms that were processing beverages in Kenya. The study used simple random sampling method to select the respondents to be included in the study from whom, data was collected

using structured questionnaires. The data was analysed for descriptive and inferential statistics. The results of the study showed training, promotion, performance appraisal, and reward practices to have a positive correlation between retention of employees in the Beverages firms where the study was conducted. The study by Chumo (2022) is similar to the current study in that both of them used random sampling method to select respondents besides analysing data for descriptive and inferential statistics. The study by Chumo (2022) was done in Beverage Companies as opposed to the current study that was carried out in a church context.

In another study, Kataike (2013) carried out a study to discover the relationship that existed between talent management and employee retention in commercial banks in Kenya using descriptive research design. The study further used census method due to the fact that data was collected from all the commercial banks in Kenya, where data was collected using self-administered questionnaires. The study by Kataike (2013) analysed data using SPSS software for descriptive and inferential statistics. The results of the study indicated a strong positive association between talent management and employee retention. Contextually, the study by Kataike (2013) was done in the banking sector in Kenya, while the current study was done in a church context in Kenya. Conceptually, the study by Kataike (2013) did not have church stability as one of its variables.

In Kenya, Rotich and Kiiru (2021) did a mixed-method empirical research study to ascertain the effect of succession planning on employee performance in the Ministry of ICT, Innovation, and Youth Affairs in Nairobi City County in Kenya. The study used Talent-Based Theory and descriptive research design to guide the study. Further, the study's target was all the management personnel working in the Ministry who were

selected using a stratified random sampling technique. Data was collected using questionnaires and later analyzed using SPSS software for descriptive and inferential statistics. The results of the study showed succession planning to have a strong and positive relationship on employee performance in the institution where the study was conducted. The study differs with the current study as it was done in a government institution compared to the current study that was done in a church context. Further, the study by Rotich and Kiiru (2021) had only two variables compared to the current study that had four independent variables.

Succession Planning, Transformational Leadership, and Church Stability

Suleman et al. (2021) carried out a research study with the aim of establishing the relationship that succession planning and accounting management had on the performance of family-owned businesses while being moderated by networking orientation from the sports and goods industry in Malaysia. The sample population for the study was 306 owners or managers of the family-owned businesses with the findings indicating an existence of a positive and significant relationship between the variables that were selected for the study. The findings of this study emphasize the need for family-owned businesses to ensure that, there are always succession plans in place for their continuity. The study was limited as it did not have transformational leadership and stability of Evangelical Churches as some of its variables as is the case with the current study. Further, the study was done in a secular context as opposed to this study that was done in the church setting.

Lai et al. (2020) did another study in China to ascertain the mediating role of work engagement on the relationship between transformational leadership and job performance. The study used multi-temporal and multi-source research designs

with a sample population of 506 nurses working in 44 different groups. The results of this study showed that, indeed, work engagement was able to mediate the relationship between the two variables sampled for the study. The implication of the results of this study is that, transformational leaders should ensure that employees are involved in the affairs of their organizations for optimal performance. The study was limited in that, it did not have the variables of succession planning and stability of Evangelical Churches as is the case of the current study. Furthermore, the study was conducted in a medical facility as opposed to the current study that was done in a church context.

Ng'andu and Nyakora (2017) carried out a desktop research study to establish how leaders of the Seventh Day Adventist Educational Institutions in Africa perceived succession planning. The study findings showed that, despite the important role of succession planning in organizational success, the educational institutions lacked proper and outlined programs for preparing future leaders. The results of this study point to the need of having structures in place for the preparation of employees for future leadership positions once they fall vacant, failure to which, the stability and sustainability of such organizations is at stake. The study has various weaknesses since the abstract does not provide the necessary details of where the study was done besides the target and the sample population. Additionally, the research design and the sampling method were not indicated in the study. Further, the study only used succession planning in a church related context but did not use transformational leadership and stability as variables.

Chinogunum (2015) did a study for the purpose of understanding the association that existed between management of succession planning and corporate

survival of the banks that were situated at Port Hacourt in Nigeria. Primary data for this study was collected from a target population of 21 deposit money banks using structured questionnaires. The data was later subjected to correlation and regression analysis using SPSS software. The findings showed there existed a strong positive relationship between the variables that had been selected for this study. It is therefore imperative for leaders to ensure that, intentional programs are designed and implemented for the purpose of preparing employees who would take leadership positions in the future. The limitations of the study were exclusion of transformational leadership and stability among the variables. Again, the study was done in the banking industry as opposed to a church context.

In 2015, Appiah conducted a study on the attitudes of Christian church pastors and leaders toward leadership succession for leadership continuity in charismatic and Pentecostal church organizations in Kumasi, Ghana. Using in-depth interview, qualitative data was collected and analysed using inductive procedure of Structuring (Ordering) of Meanings using narrative analysis. The study observed that even though best practices are necessary conditions for leadership succession effectiveness, they are not sufficient to make the incumbent senior leader willing and cooperative enough to act in the best interest of the organization, let alone yielding to leadership succession. It was found that the Christian churches investigated had positive attitudes towards leadership succession because of character development adopted in the churches. The results of this study demonstrated the need for leaders in the church to ensure that future leaders are prepared to take over leadership once they fall vacant for church stability and survival to be realised. The study did not include transformational leadership and stability of evangelical churches, besides the study was qualitative in nature as opposed to the current study.

Murage (2021) carried out a mixed-method research study to determine the impact that transformational leadership had on the performance of public universities in Kenya. Besides the Transformational Leadership Theory, other theories that underpinned the study were the Social Exchange Theory, Leader Member Exchange Theory, and Goal Setting Theory. The study employed survey research design to collect data from 90 respondents who included University Council members, Vice-Chancellors, and head of departments sampled from a target population of 30 universities in Kenya. The results of the study showed that idealized influence and intellectual stimulation did not have any influence on the performance of universities in Kenya, while on the contrary, inspirational motivation and individualized consideration had a significant positive relationship with stability. The findings of the study indicate the need for leaders in public universities to act as role models for students besides stimulating them to come up with new and creative ideas in their process of learning. The study did not have succession planning and stability of Evangelical Churches as some of its variables as is the case in the current study.

While using Family Bank as a case study, Gonnah and Ogollah (2016) conducted a research study on the effect that transformational leadership had on the performance of commercial banks in Kenya in 2011. The study used descriptive research design and sampled 319 staff members from a target population of 1,902 using both stratified proportionate and simple random sampling methods. Data was collected using self-administered questionnaires which was later analysed using SPSS software for descriptive and regression analysis. The results of the study concluded that, among the components of transformational leadership, individualized consideration had the highest influence on the performance of commercial banks in

Kenya. This therefore, calls for transformational leaders in banks to ensure that matters regarding individual's employees are given priority on the negotiating table for the banks to continue posting positive results. The study did not have aspects of succession planning and stability of Evangelical Churches as some of its variables besides being done in a banking industry other than in the church set-up.

Theoretical Framework

This study was anchored on the Authentic Leadership Theory as its main theory. However, other theories that supported various variables of the study are discussed. These include: Authentic Leadership Theory, Transformational Leadership Theory, Servant Leadership Theory, and Organizational Adaptation Theory.

Authentic Leadership Theory

Authentic Leadership Theory was discovered during transformational research studies (Burns, 1978). Shamir and Eilam (2005) explain authentic leadership as a style in which the leader shows genuine and true leadership that can be emulated by the followers. According to Northouse (2013), authentic leadership can be explained from intrapersonal perspective where the focus is on the conviction of the leader to lead well, interpersonal perspective where the leader creates a good working relationship with the followers and developmental perspectives that deal with the leader's personal growth. Nafei (2020) explains authentic leadership as involving a leader's ability to be bold when making decisions, while at the same time being humble while dealing with followers. Other aspects of authentic leaders are their ability to bring the best out of people by challenging them to be creative and innovative (Nafei, 2020).

According to Avolio et al. (2009), authentic leadership has been conceptualized into the qualities of self-awareness, internalized moral perspective, balanced processing, and relational transparency. Self-awareness is the ability of a leader to be conscious of how his emotions affect followers (Okpara & Agwu, 2015), while internalized moral perspective denotes how a leader is able to make right decisions while being guided by internal convictions of what is right or wrong (Kasa et al. (2020). Further, as Idris and Suleiman (2021) explained, balanced processing describes an authentic leadership who is able to consider all options before concluding a matter while relational transparency concerns itself with the leader's ability to cultivate a genuine relationship with followers. Authentic leadership supports their followers with a lot of commitment and without demanding to be trusted (Ramalu & Janadari, 2020).

There are several researchers who have used authentic leadership in their previous studies. Ramalu and Janadari (2020) carried out a study in Malaysia to determine the mediating effect of organizational citizenship behaviour on the relationship between authentic leadership and psychological capital. Chandrahaas and Narasiinham (2020) did a study on the mediating role of workplace psychological safety on the relationship between authentic leadership and organizational commitment in India. Abdiaziz and Wee (2021) had a study conducted in Malaysia to establish the association that existed between authentic leadership, employee engagement and organizational innovation in the telecommunications sector. In the three studies above, authentic leadership was used as an independent variable although in different contexts; Malaysia and India. This theory supports the succession planning constructs including mentorship, talent

development, career management and employee retention since authentic leaders are role models to their followers.

Transformational Leadership Theory

Transformational Leadership Theory was invented by Burns in 1978 in the process of analysing political leaders (Burns, 1978). According to Burns (1978), transformational leaders have the ability to raise the level of awareness of their followers that consequently result in improved organizational performance. As Northouse (2013) explains, transformational leaders are able to engage and connect with their followers, resulting in a relationship that raises the motivation of both the leader and the followers. Further, transformational leaders are able to prioritize the welfare of their followers at the workplace. One of the aims of transformational leaders is to raise the levels of motivation of their followers so that they could perform beyond their expectation (Phaneuf et al., 2016). It therefore follows that transformational leadership can be applied in organizations that are struggling with performance.

Transformational leaders have several characteristics that distinguish them from other types of leaders. According to Northouse (2013), transformational leaders are known for their idealized influence, intellectual stimulation, inspirational motivation, and individual consideration. Transformational leaders with idealized influence act as role models to their followers, while the aspects of intellectual stimulation concern itself with the ability of the leader to challenge their followers to use creative ways in the work environment (Northouse, 2013). Inspirational motivation is about motivating employees through various methods such as creating a conducive working environment, while individualized consideration encompasses the

ability of the leader to be keen on the individual needs and strengths of each employee (Korejan & Shabahzi, 2016).

The Transformational Leadership Theory has been used by previous scholars in their research work. For example, Al Basyir et al. (2020) carried out a research study in Indonesia to test the effect that transformational leadership, organizational commitment, and job involvement had on withdrawal behaviour. Abubakar and Ahmed (2017) did a study to establish the relationship that existed between transformational leadership and the performance of Universities in Nigeria. In Kenya, Gathuimbi (2020) conducted study to determine the moderating role of transformational leadership on the relationship between organizational justice and employee commitment in the National Hospital Insurance Fund in Nairobi City County. In two of the above studies, transformational leadership was used as an independent variable (Al Basyir et al. 2020; Abubakar & Ahmed, 2017), while in the third study, it was used as a moderating variable (Gathuimbi (2020)). In this study, transformational leadership was used to support objective number two on talent management since transformational leadership has the ability to develop the capabilities of their followers through their aspect of intellectual stimulation. Further, the theory was used to support the moderating variable of transformational leadership.

Servant Leadership Theory

According to Northouse (2019), servant leadership, which is a paradox due to the fact that it operates contrary to common sense is attributed to the work of Greenleaf in 1970. In real sense, servant leadership, which begins from the point of the leader having the natural feeling and desire to serve, is about putting the interests of followers first and helping them to become better. As Hackman and

Johnson (2009) explain, servant leaders always want their followers to have the best and that they do not exploit or take advantage of them. Eva et al. (2019) saw servant leadership from the perspective of a leader having an orientation towards their followers, while at the same time, prioritizing the needs of followers in the process of building the larger community. From a close examination of the definitions of servant leadership provided by various authors, it can be concluded that, servant leaders put the interests of their followers first before their own.

As explained by Northouse (2019) Spears identified ten characteristics that can distinguish servant leaders from other styles of leadership. These are: listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community. Contrary to the ten characteristics of servant leaders presented by Northouse (2019), Pierce and Newstroit (2011) found servant leaders to be known for their altruistic calling, emotional healing, wisdom, persuasive mapping, and organizational stewardship. According to Hackinan and Johnson (2009), the principles of servant leaders are; concern for people, stewardship, equity or justice, indebtedness, and self-understanding. From the writings of different authors, it is evident that although servant leadership has been conceptualized differently, its main focus is still on leaders putting the interest of their followers first before their very own.

Servant Leadership has been selected by previous scholars as the theory underpinning their studies. For example, Sawan et al (2020) did a desktop research study in Indonesia with the aim of understanding the impact and antecedent factors of servant leadership as well as other educational theories from a researcher's perspective. Resane (2020) carried out a research study in South Africa to show how

both empathy and shepherd leadership are two of the most missing dynamic aspects of integrity in Pastoral Ministry in South Africa today. In Kenya, Mulongo (2020) conducted a study to establish the correlation that existed between servant leadership and the support that teachers provided in Seventh Day Adventist Secondary Schools in Central Kenya. In all the three studies cited above, servant leadership had been used as an independent variable. In this study, servant leadership was used to support research objective number four on employee retention because of its focus on individual needs.

Organizational Adaptation Theory

Organizational adaptation theory posits that organizations need to transform their structures or procedures to cope with changes in their external environment, such as shifts in the economy, new legislation, or a new parent organization (Tong, 2017). The Organizational Adaptation theory posits that both internal and external environments undergo change regularly. To remain relevant, competitive and viable, organizations need to equally adapt. Sarta, Andrew and Vergne, Jean-Philippe and Durand, Rodolphe, (2017) opine that thought leadership is necessary to drive the adaptability agenda for organizations.

Adaptation strategies around the organizational policies, structures, systems and practices will ensure consistency and stability- if there is organization-wide supportive leadership. The adaptation can be reactive after an environmental change or pre-emptive if managers anticipate coming changes. Organizations adapt to correct inefficiencies and improve how they work internally and with their external environment. Adaptation generally refers to changes across groups of organizations rather than a single organization. Banks, for example, must change some processes to comply with new laws but keep customer service as a core value to retain customers.

On the other hand, churches must change systems to comply with technology and artificial intelligence, otherwise a certain demographic group is left out of church matters notes Sarta et al (2017).

Organizational adaptation is a concept that describes both congruence within organizations, with respect to the strategies and structures deployed, and across organizations, with respect to the degrees to which organizations meet the expectations of their environments. A wide array of research traditions have explored the concept of adaptation, albeit with many different labels. This annotated bibliography tracks the foundations of organizational adaptation, its digressions, and its challenges (Tong, 2017).

The organizational adaptation theory suggests that due to risks in VUCA environments, any institution that desires to remain operational sound, sustainable and stable ought to develop good frameworks to address the risk in a VUCA environment. This theory supports the variable church stability since it discusses how organizations can be consistent, relevant and sustainable in the ever-changing environment.

Conceptual Framework

According to Kombo and Tromp (2009), a concept is an abstract or general idea inferred or derived from specific instances. A conceptual framework is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation. A conceptual framework is a logically developed network of interrelationships among variables deemed to be the integral part of the dynamics of the situation being investigated. Mugenda and Mugenda (2003) defined a conceptual framework as a hypothesized model identifying the constructs

under study and the relationship between the dependent and independent variables. The goal of a conceptual framework is to categorize and describe concepts relevant to the study and map relationships among them. Such a framework would help researchers define the concept, map the research terrain or conceptual scope, synthesize relations among concepts, and identify gaps in literature (Creswell, 2003).

Mcleod (2019) defined the independent variable as the variable the experimenter changes or controls and is assumed to have a direct effect on the dependent variable. Kothari (2014) defines an independent variable also known as the explanatory variable as the presumed cause of the changes of the dependent variable, while a dependent variable refers to the variable which the researcher wishes to explain. On the other hand, a dependent variable is the variable being tested and measured in an experiment and is 'dependent' on the independent variable. An example of a dependent variable is depression symptoms, which depends on the independent variables including loss, harsh work conditions, trauma etc (Mcleod, 2019).

In this study, it is hypothesized that there exists a positive and statistically significant relationship between succession planning (acts of succession planning such as mentoring, talent management, career development, and employee retention) and the stability of Evangelical Churches in Nairobi City County, Kenya. However, it is assumed that the relationship between succession planning (Independent variable) and church stability (dependent variable) is affected by transformational leadership- (moderating variable), with idealized influence, intellectual stimulation, inspirational motivation, individualized consideration, being able to influence the stability of evangelical churches so that there is numerical,

spiritual, and economic stability, and systems stability. Figure 1 depicts the relationship explained in this paragraph.

Figure 1: Conceptual Framework

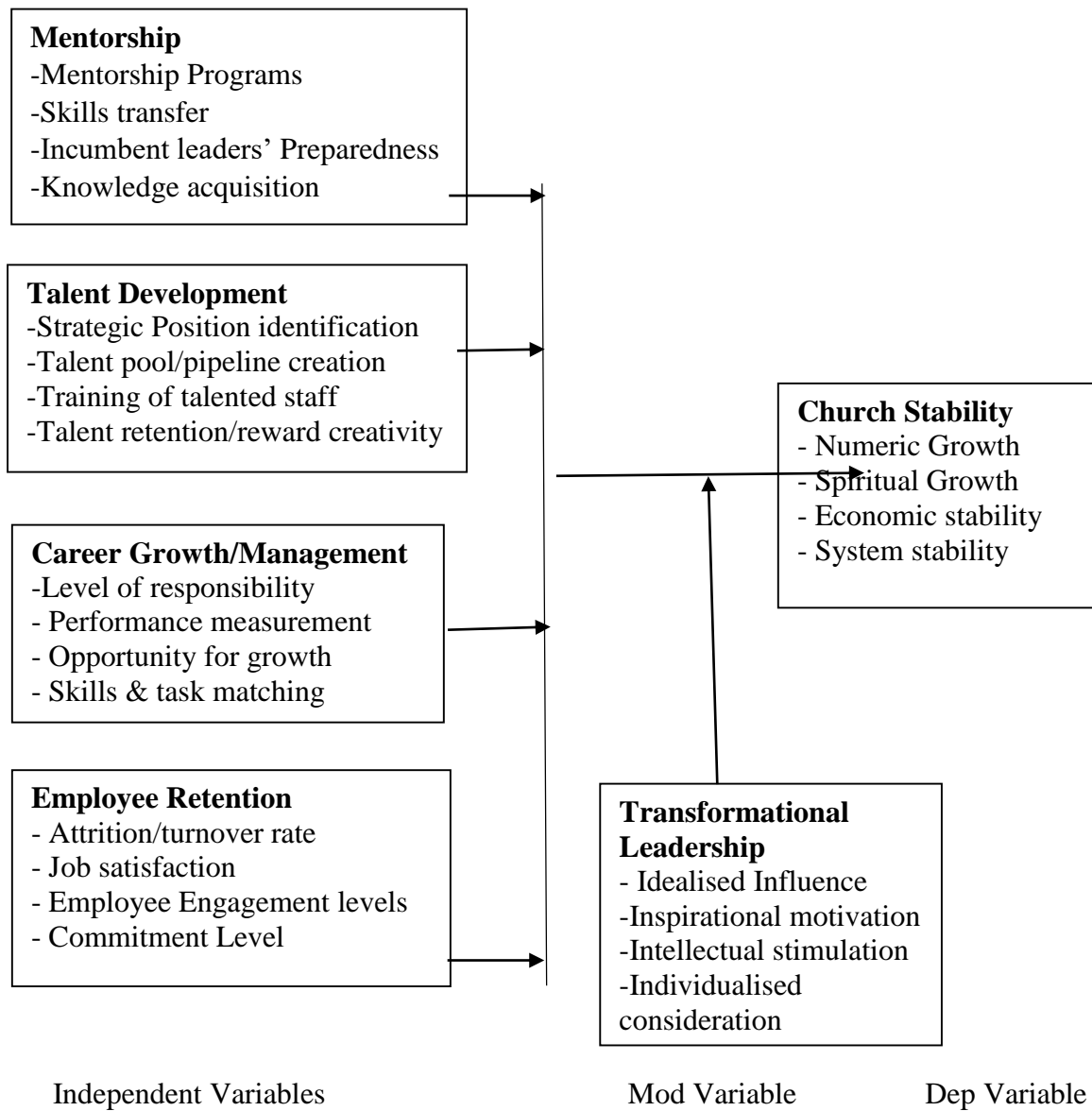


Table 1: Operationalization of Variables

VARIABLE	MEASURES	TESTS
Mentorship	Mentorship Programs	Descriptive statistics
	Skills transfer	Qualitative &
	Incumbent Leaders preparedness	Quantitative Data
	Knowledge acquisition	Statistical modelling
		Hypothesis testing
Talent Development	Strategic Position identification	Descriptive statistics
	Talent pool/pipeline creation	Qualitative &
	Training of talented staff	Quantitative Data
	Talent retention/reward creativity	Statistical modelling
		Hypothesis testing
Career Management	Level of responsibility	Descriptive statistics
	Performance measurement	Qualitative &
	Opportunity for growth	Quantitative Data
	Skills & task matching	Statistical modelling
		Hypothesis testing
Employee Retention	Attrition/turnover rate	Descriptive statistics
	Job satisfaction Employee	Qualitative &
	Engagement levels	Quantitative Data
	Commitment Level	Statistical modelling
		Hypothesis testing
Transformation Leadership	Idealised Influence	Descriptive statistics
	Inspirational motivation	Qualitative &
	Intellectual stimulation	Quantitative Data
	Individualised consideration	Statistical modelling
		Hypothesis testing
Church Stability	Numeric Growth	Descriptive statistics
	Spiritual Growth	Qualitative &
	Economic stability	Quantitative Data
	System stability	Statistical modelling
		Hypothesis testing

Research Gaps

There are various research gaps that this study was able to identify after intensive conceptual and empirical literature review. They are grouped into conceptual, contextual and methodological gaps.

From the studies that were reviewed on succession planning, it was discovered that some of the previous scholars had used different concepts from the ones that were used in this study. For example, Javed and Jaffar (2019) used employee retention, career management, and rewards management; Noe et al. (2017) used employee retention, employee reward system, and employee development, while Omoankhanlen et al. (2014) used talent management, career development, and mentoring. Otiende (2014) used human resource planning, career development, and employee performance appraisal; Karani (2021) made use of transformative leadership, talent management, and policies and procedures. From the studies cited in this paragraph, it is evident that none of the studies zeroed down to a combination of the four concepts of mentoring, talent management, career development, and employee retention as they were used in this study to measure succession planning.

From the literature reviewed on the effect of transformational leadership and succession planning on the stability of evangelical churches, the results show that, very few studies used a combination of the three variables as is the case of this study. Suleman et al. (2021) used succession planning, accounting management, and performance; Lai et al. (2020) made use of work engagement, transformational leadership, and job performance; while, Ng'andu and Nyakora (2017) selected leaders' perception and succession planning. Additionally, Chinogunum (2015) made use of management of succession planning and corporate survival; Appiah (2015)

used church leaders' attitudes, leadership succession, leadership continuity; Murage (2021) selected transformational leadership and performance; whereas, Gonnah and Ogollah (2016) used transformational leadership and performance. It can therefore be concluded that, none of the reviewed studies used a combination of the three variables as was the case in this study.

Concerning contextual gaps, majority of the studies reviewed were conducted in secular contexts as opposed to the church context where this study was carried out. Take for example, Sutanto et al. (2021) did a study at Anwar Futuhiyyah Islamic Boarding School; Johnson et al. (2019) did a study in the Oil Sector, Ngaithe et al. (2016) had the study done in State Owned Enterprises, while Murage, et al. (2017) conducted a study on the senior managers working in the private sector. Further, Ameen et al. (2020) conducted a study in the government sector, Ekundayo (2018) did a study in selected insurance companies, while Awori et al. (2018) carried out a study in Regulatory State Corporations. This therefore implies that none of the reviewed studies were done in a church context as was the case with this study.

On methodological gaps, some of the reviewed studies used different methods in comparison to this study. Sharma (2016) sampled 169 automobile engineers, Ogola et al. (2017) sampled 226 managers from SMEs, while Hahm and Sun (2020) sampled 101 Chinese students. Additionally, Golyama et al. (2015) did a quantitative study while using survey research design where multi-stage sampling technique was employed to sample 360 respondents. Furthermore, Njiinu et al. (2018) carried out a quantitative research study, Suleman et al. (2021) sample size was 306 owners or managers of the family-owned businesses, Lai et al. (2020) sample size was 506 nurses, while Ng'andu and Nyakora (2017) sample was Seventh Day

Adventist Educational Institutions. From the above presentation, it can be concluded that, none of the reviewed studies sampled church leaders in comparison to this study. Further, most of the reviewed studies were quantitative in nature as opposed to this study that used a mixed method approach. Additionally, none of the reviewed studies had used descriptive survey research design and random sampling method as was the case in this study. This therefore, justifies the need to carry out this study.

Table 2: Research Gaps

Type of Research Gap	Study Author/Year	Concepts Used
Conceptual Gaps	Javed and Jaffar (2019)	Employee retention, career management, and rewards management
	Noe et al. (2017)	Employee retention, employee reward system, and employee development
	Omoankhanlen et al. (2014)	Talent management, career development, and mentoring
	Otiende (2014)	Human resource planning, career development, and employee performance appraisal
	Karani (2021)	Transformative leadership, talent management, and policies and procedures.
	Suleman et al. (2021)	Succession planning, accounting management, and performance
	Lai et al. (2020)	Work engagement, transformational leadership, and job performance
	Ng'andu and Nyakora (2017)	Leaders' perception and succession planning
	Chinogunum (2015)	Management of succession planning and corporate survival;
	Appiah (2015)	Leaders' attitudes, leadership succession, leadership continuity
	Murage (2021)	Transformational leadership and performance
	Gonnah and Ogollah (2016)	Transformational leadership and performance
	Contextual Gaps	Study Author/Year
Sutanto et al. (2021)		Anwar Futuhiyyah Islamic Boarding School
Johnson et al. (2019)		Oil Sector
Ngaithe et al. (2016)		State Owned Enterprises
Murage, et al. (2017)		senior managers working in the private sector.
Ekundayo (2018)		Insurance companies
Ameen et al. (2020)	Government Sector	

Method. Gaps	Study Author /Year	Methodology
	Sharma (2016)	Sampled 169 automobile engineers
	Ogola et al. (2017)	Sampled 226 managers from SMEs
	Hahin and Sun (2020)	Sampled 101 Chinese students
	Golyama et al. (2015)	Did a quantitative study using survey research design where multi-stage sampling technique was employed to sample 360 respondents.
	Njiinu et al. (2018)	Carried out a quantitative research study,
	Suleman et al. (2021)	Ample size was 306 owners or managers of the family-owned businesses,
	Lai et al. (2020)	Sample size was 506 nurses
	Ng'andu and Nyakora (2017)	Sample was Seventh Day Adventist Educational Institutions

Chapter Summary

Chapter two on literature review presents the conceptual as well as the empirical literature review. Conceptual literature review was about the definition and description of the variables alongside their measurable elements. Empirical literature review was arranged using the panel-shaped approach presents the methodology and findings of the previous studies related to the current study. The findings were critiqued to establish the knowledge gaps. The chapter based its argument on information retrieved from books, journals and research articles. A theoretical review has also been presented on the various theories that informed the study. In each theory, its proponents are identified alongside its measurable elements before citing various articles where they have been used previously. The chapter has further presented the conceptual framework showing the relationship between the independent and the dependent variables together with their measurable aspects. The conceptual framework was drawn using the concepts drawn from the reviewed literature. Also, the chapter presents the research gaps arranged along conceptual, contextual, and methodological gaps. The chapter ends with a chapter summary.

Chapter Three: Research Methodology

Introduction

This chapter discusses the methodology that was used in collecting and analysing data. The chapter also presents the research philosophy and research design, the target and the sample population, and the sampling method and the types of data collected. Finally, the data collection instruments, data collection methods and procedure are presented together with the data analysis plan and ethical considerations. This chapter ends with a summary.

Research Philosophy

According to Creswell and Creswell (2018), a research philosophy is an important assumption from which researchers view, understand, and create knowledge of the world surrounding them. Wilson (2010) further notes that the pragmatic worldview focuses on the research questions and how they would be answered as opposed to using a theory to understand how knowledge is created. Additionally, Saunders et al. (2011) posits that pragmatists are practical people who believe that there is no one best way of gaining knowledge. This study adopted the pragmatic approach which enables the study to use a mixed-method approach while conducting the study. According to Creswell and Creswell (2018), pragmatism research approach is not aligned to any one system of philosophy and reality but gives researchers the freedom to choose the best methods that suit their research. In this case pragmatists do not perceive the world as an absolute unity.

Maarouf (2020) explains that using a mixed-method approach allows a researcher to combine both quantitative and qualitative research approaches as they complement each other. This approach, known as pragmatism is about what works

and is oriented towards solving practical problems in the real world rather than being built on assumptions about the nature of knowledge (Creswell, 2014). This study collected both quantitative and qualitative data employing pragmatic research philosophy (Creswell & Clark, 2011). In this way, the association that exists between succession planning, transformational leadership, and the stability of evangelical churches in Nairobi City County, Kenya, was established.

Research Design

A research design is the strategy for a study and the plan by which the strategy is to be carried out (Cooper & Schindler, 2014). It specifies the methods and procedures for the collection, measurement and analysis of data (Kothari, 2014). Gupta (2008) posits that a research design is the basic plan that indicates an overview of the activities that are necessary to execute the research project. Kothari (2004) defines a research design as a detailed plan on how the research would be conducted. The research design used in this study was the modified convergent mixed methods design. This integrates the quantitative and qualitative data collection and different data analysis methods within the same study. Its particularly useful when the research questions necessitate a comprehensive understanding of a phenomenon from different perspectives. In a typical convergent mixed methods design, the qualitative and quantitative data are collected simultaneously but analyzed separately. During the interpretation of the results, they are merged to provide a well-rounded analysis. Creswell and Plano Clark (2018) outline the application of modified convergent mixed methods design in health sciences to address complex research questions that require detailed narratives complemented by statistical analysis. It allows researchers to capture the richness of qualitative data while substantiating findings with quantitative evidence, enhancing the credibility and validity of the results.

A study by Fetters, Curry, and Creswell (2013) discusses the integration process within the Modified Convergent Mixed Methods Design, emphasizing the need for methodological rigor. They propose iterative cycles of data collection and analysis, enabling researchers to refine their instruments and enhance the depth of their insights as the study progresses. Moreover, recent applications of this design in business research, as noted by Venkatesh, Brown, and Bala (2013), show its effectiveness in exploring consumer behavior by combining survey data with in-depth interviews. The Modified Convergent Mixed Methods Design allows for the simultaneous validation of quantitative findings with qualitative data, providing a holistic view of consumer motivations and preferences.

The study employed a modified convergent mixed methods research design. This allowed the study to use qualitative data to contextualize and enhance the understanding of the quantitative results rather than being analyzed completely separately. This approach is effective when the complexity of a phenomenon and its effects cannot be fully understood through quantitative data (Creswell & Plano Clark, 2018). Qualitative data, adds richness and depths to the quantitative findings. It provides context and explanations that might not be evident from the quantitative data alone. The study selectively identified the most relevant aspects from the qualitative data collected to enrich the findings (Creswell & Plano Clark, 2018).

According to Bryman (2016), integration of numerical data with personal experiences ensures a comprehensive understanding of a subject matter. The study integrated qualitative data to provide context to the quantitative findings, recognizing the value of mixed methods in capturing complex phenomena (Creswell, 2014). Data was analysed using both qualitative and quantitative methods. The qualitative

narratives helped to make the finding more relatable and understandable to a broader audience. By using both types of data, researchers could validate their findings through triangulation, thereby increasing the reliability and validity of their results (Greene, Caracelli, & Graham, 1989).

Triangulation here means using multiple data sources, methods, or theories to increase the validity and credibility of research findings. Both qualitative and quantitative data was collected from different cadres of church leadership. Both qualitative and quantitative data analysis methods were used. The study was also anchored on four different theories hence justifying triangulation (Campbell et al., 2020).

Target Population

According to Bhandari (2022) a population is a well-defined set of people, services, elements, and events, group of things or households that are being investigated to generalize the results. This definition assumed that the population is not homogeneous. It refers to an entire group of individuals, events or objects having common observable characteristics (Bryman, 2016; Mugenda & Mugenda, 2003). Cooper and Schindler (2014) observe that a population is the total collection of elements about which one wants to make inferences. A similar view is also expressed by Kothari (2014).

The target population in statistics is the specific population about which information is desired (Gupta, 2008). The target population is that population which the researcher wants to generalize results about (Mugenda & Mugenda, 2003). The target population for this study was the 300 Evangelical Churches in Nairobi City County, Kenya. From the 300 churches each had 1 Presiding Bishop/General Overseer, and 1 General Secretary. Each church had approximately 2 senior pastors and 2 senior

deacons (Evangelical Church Records-2019). In total each church had 6 senior leaders giving a total of 1800 leaders. Nairobi City County was chosen because majority of Evangelical churches are headquartered in Nairobi City which provides a good representation. Each church has a Presiding Bishop or a General Overseer, the General Secretary, a Senior Pastor and a Senior Deacon. These formed the respondents (unit of observation) for the study.

Sample Size and Sampling Technique

Bhandari (2022) view a sample as a finite and representative number of individuals or objects in a population to be studied. Kothari (2014) describes a sample as a collection of units chosen from the universe to represent it. Kombo and Tromp (2009) also define a sample as a finite part of a statistical population whose properties are studied to gain information about the whole universe. By studying the sample, one can draw conclusions that are generalizable to the population of interest (Mugenda & Mugenda, 2003; Kothari, 2014; Sekaran & Bougie, 2011). The basic idea of sampling is that by selecting some of the elements in a population, conclusions about the entire population may be drawn.

A sample is a subset of population (Marczyk et al. 2005) to be studied and a true representative of the entire population to be studied. Similarly, sampling is the selection of a subset of individuals from within a population to yield some knowledge about the entire population, especially for the purpose of making predictions based on statistical inferences. Its main advantages are cost, speed, accuracy and quality of the data. A good sample should be truly representative of the population, result in a small sampling error, viable, economical, systematic and whose

results can be applied to a universe with a reasonable level of confidence (Kothari, 2014).

A sample size, according to Mugenda and Mugenda (2003) is an individual within the target population that is earmarked to provide data for the study. It is the actual number of respondents planned to provide data for the study. It was, therefore, envisaged that the sample size for this study would be selected from the population of 300 registered church organizations. The targeted sample comprised of leadership at four levels. These included; the Presiding Bishop or General Overseer, the General Secretary, the Senior Pastor and a Senior Deacon from the various church organizations. The reason for selecting these cadres of leaders was deliberate since they were the best suited to respond to the questions which were drawn from the leadership variables described in the conceptual framework. These were some of the cadres that were involved in making decisions for their church organizations and were better placed to responding to the research questions. They were also a representation of the entire population of other leaders within the same categories.

Concerning the sampling technique, Saunders et al. (2012) suggested that a sample size of 10% of the population is good enough in most studies. Saunders et al. (2012) further explains that due to non-response, the sample size can be increased up to a maximum of 30% of the target population. From the population of 1800, a sample size of 360 leaders were selected using both the convenience and simple randomly techniques. The Krejcie and Morgan (1970) formula was used to arrive at the sample size. The selection formula was used to determine the sample size as follows:

$$n = \frac{N}{1 + (N-1)e^2}$$

Where n= the required sample size

N = the Target Population

e = accuracy level required. Standard error = 5%

Sample size calculation

$$n = \frac{N}{1 + (N-1)e^2}$$

$$n = \frac{1800}{1 + (1799-1)0.05^2}$$

$$n = \frac{1800}{1 + (1799)0.05^2}$$

$$n = \frac{1800}{5.01}$$

$$n = 359.281$$

n= approximately 360

Therefore, using Krejcie and Morgan formula, the sample size was determined as 360 respondents. This sample size represented 20% of the entire target population. According to (Mugenda & Mugenda, 2013) a sample size of 30% is suitable for a study. Using proportionate calculation, the selected leadership included 60 Presiding Bishops/ General Overseers, 60 General Secretaries, 120 Senior Pastors and 120 Senior Deacons or elders sampled from the 300 church organizations. The study used purposive to select presiding bishops/ general overseers and the general secretaries. On the hand simple random sampling to select the leaders – senior pastor and senior deacon- to participate in the study on behalf of the different groups within a church organization as shown in Table 3 below.

Table 3: Sample Population Table

Population Category	Proportionate (n/6)	Sample Size	Percentage
Presiding Bishop/General Overseer	360/6	60	16.66
General Secretary	360/6	60	16.66
Senior Pastor (2)	(360/6)2	120	33.33
Senior Deacon (2)	(360/6)2	120	33.33
TOTAL		360	99.98

(Source – Researcher 2023)

Data Collection Instrument

This study collected primary data from the church leaders. The main tool that was used for data collection from the targeted respondents was a questionnaire that contained both structured and open-ended questions. A questionnaire is a pre-formulated written set of questions to which the respondents record the answers usually within rather closely delineated alternatives (Mugenda & Mugenda, 2003). Structured questions with a Likert-scale on a five-point scale type questions were used to capture quantitative data from the respondents. Likert scale is an interval scale that uses five or any other anchors that include but not limited to Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4) and Strongly Agree (5). The Likert Scale assesses the level of agreement or disagreement with the questionnaire statements. Likert scales are good in measuring perception, attitude, values, and behaviour. The Likert scale assists in converting the qualitative responses into quantitative values (Upgrade & Shende, 2012; Zikmund et al. 2010). The semi-

structured part of the questionnaire contained open-ended items for the purpose of capturing qualitative data.

Pilot Testing

The data collection instrument was pilot-tested before the actual data collection process. This was useful in testing for the reliability and validity of the data collection instrument. According to Mugenda and Mugenda, the number of respondents to be included in pretesting of the data collection instrument to be between 1-10 percent of the sample population. From the above recommendations, the study used 24 respondents which is 6.6 percent of the sample population of 360 to pretest the data collection instrument. The 24 questionnaires were submitted to a select sample within the population.

Reliability of Instruments

Reliability is the consistency of a set of measurement items (Kothari, 2014). Reliability is the consistency of measurement or the degree to which an instrument measures the same way each time it is used under the same conditions with the same subjects (Keith, 2014). It is the repeatability of measurement. A measure is considered reliable if a person's score on the same test given twice is smaller. According to Hussey and Collin (2009), reliability is defined as the degree of consistency that can be achieved in an assignment of similar phrases, words or other kinds of data to the same theme or pattern by different authors of research. It can also be defined as the degree of consistency that can be assigned by a research study for similar interpretations or observations at different time period (Polit & Hungler, 2013). Therefore, the reliability test was carried out to ensure consistency and accuracy of the measurements.

The study used the most common internal consistency measure known as Cronbach's Alpha which was generated by SPSS Version 27. It indicates the extent to which a set of test items can be treated as measuring a single latent variable (Cronbach, 1951). This study used the Cronbach's Alpha for the five-point Likert scale items. This helped the study to assess the internal consistency reliability achieved and the cut-off point. The closer Cronbach's alpha coefficient is to 1, the higher the internal consistency reliability (Sekaran, 2006). The reliability test threshold for this study was 0.7, which was considered the minimum accepted level as articulated by (Mugenda & Mugenda, 2003). Results in a study by Ongeti (2014) show that the test of reliability ranged between 0.66 and 0.891 would be acceptable. Cronbach's alpha coefficient was computed from the composite indices of all the dependent, moderating, and independent variables used in the research. Each variable was computed as the arithmetic mean obtained from all the responses under each objective.

Validity of Instruments

Kruger (2003), Mugenda and Mugenda (2003), and Bryman (2016) all defined validity as the goodness of data, relevance, richness, and accuracy. Validity is the degree to which a test measures what it is supposed to measure. According to Mugenda and Mugenda (2003), validity is the accuracy and meaningfulness of inferences, which are based on the research results. Validity refers to whether a questionnaire is measuring what it purports to measure (Bryman & Cramer, 2012). It describes validity as the degree of congruence between the explanations of the phenomena and the realities of the world. This study used both construct validity and content validity. For construct validity, the questionnaire was divided into several sections to ensure that each section assessed information for a specific

objective, and that the same was closely tied to the conceptual framework for this study.

Content validity was checked by expert assessment by four bishops and their church secretaries and leaders from well-established church organizations not drawn from the targeted sample. The questionnaire was also reviewed by doctoral supervisors who scrutinized and offered their guidance on various drafts. Their comments were used to ensure that content validity was enhanced. According to Dess et al. (1993), “When a construct or a set of dimensions exhibits a strong content validity, there is a tendency among researchers to accept them without rigorous testing of other components of validity such as convergent, discriminant or nomological validity”. An in-depth assessment of the data collection tool provides essential information for refining and aligning it (Saunders, et al, 2016). Factor loading analysis was also done to check for the construct validity. Kaiser-Meyer-Olkin (KMO) measure and Bartlett's test of sphericity were used. The instrument was adjusted appropriately before subjecting it to the actual data collection exercise.

Data Collection Procedure

According to Creswell and Creswell (2018) data collection is a means of collecting information from the selected units of a study. Data collection involves a systematic gathering of information relevant to the research sub-problems using methods such as interviews, self-administered questionnaires, participant observations, focus group discussion, narratives, and case histories (Bryman, 2016). Before the actual data collection process, there was authorization from both the university and NACOSTI (see attachments). Primary data was collected and used in this study to enhance the credibility and authenticity of the research. Data

collected directly by the researcher reduces the risk of errors or biases introduced by third-party data sources and allows researchers to ensure data quality and integrity which is vital for producing trustworthy and robust research outcomes (Neuman, 2014). In this study, five research assistants were trained on the subject matter before they were used in administering the refined questionnaire besides helping in data entry. The respondents were guided through illustrated answers to ensure that they had a clear understanding of the questions and thus responded appropriately. The drop-and-pick-up-later method was used to collect data. This method was used to enhance the response rate. The questionnaires were administered to church leaders in the different levels as defined above.

Data Analysis and Presentation

Data analysis is a practice in which raw data is ordered and organized before it is analysed as a process of computation of certain indices or measures along with searching for patterns of relationship that exist among the data group. Mugenda and Mugenda (2003) added that the data must be cleaned, coded and analysed so that the researcher is able to make sense of the data. Zikmund et al. (2010) view data analysis as the application of reasoning to understand the data that has been gathered with the aim of determining consistent patterns and summarizing the relevant details revealed in the study. After data collection, it was edited to eliminate common mistakes and cleaned to ensure consistency. A further scrutiny of the completed questionnaire was done to ensure accuracy, uniformity and consistency with other facts. Questionnaires that were returned with many missing values were not included in the analysis. Coding was done in SPSS Version 27 by assigning numerals to the response to facilitate entry (Kothari & Garg, 2014); for instance, with the gender

demographic, 1 was assigned to male and 2 assigned to female for ease of data entry and analysis.

Descriptive Statistics

Descriptive statistics is a method of analysing and presenting data quantitatively and describing it in a manageable form (Kothari, 2014). It is the transformation of raw data into a form that can be easily understood and interpreted. Usually, it is the first form of analysis where averages are calculated, frequency distributions given and percentage distributions provided (Mugenda & Mugenda, 2003). In this study, the descriptive analysis involved frequencies(on some variables) in their absolute and relative forms (percentage). Means and standard deviations were used as measures of central tendency and dispersion, respectively. Minimum, maximum values and quartile values were considered.

For the qualitative data, content analysis was used. Responses to the open-ended statements were put in common thematic areas, coded, keyed into SPSS version 27 and frequencies generated. The data was then presented in the form of tables, figures and bar charts.

Inferential Statistics

Cooper and Schindler (2011) and White (2000) advocate for the use of inferential statistics to help make predictions on behavior of the population. They also helped to answer research questions. Both correlation- (Pearson Moment Correlation) and regression techniques were used to infer properties of the population. Regression techniques used were: Linear regression, Multiple Regression (coefficient of determination), ANOVA (F-tests) and the beta coefficient.

Regression Model

A statistical model was fitted to demonstrate the relationship. Two models were fitted, one without moderation and the other one with moderation. The multiple regression model was used to analyze data. Recognizing the moderator effect (M) and interaction of moderator variable with each of the independent variables (MX). As shown below;

$$Y_1 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \text{ Without Moderation}$$

$$Y_2 = \beta_0 + \beta_1 X_1 M + \beta_2 X_2 M + \beta_3 X_3 M + \beta_4 X_4 M + \varepsilon_2 \text{ With moderation}$$

Where;

Y = Stability of Evangelical Churches

B_0 = Constant

$\beta_1 \dots \beta_4$ are beta coefficients of respective regression variables

with X_1, X_2, X_3, X_4 independent variables

X_1 = Mentorship

X_2 = Talent Development

X_3 = Career Management

X_4 = Employee Retention

M = Transformational Leadership

ε = Error term

Tests of Hypotheses

The study hypotheses were tested by performing ANOVA and the F-test. The association existing between the variables was established using t-tests, while the fit of the entire model was established using the F-test (Cohen & West, 2016; Cooper & Shindler, 2011) where the significance level of R^2 was 5% and the level of confidence was 95%. If the F- statistic is less than F-critical then the null hypothesis was rejected

while the alternative hypothesis accepted and vice versa (Mugenda & Mugenda, 2018; Cooper & Shindler, 2014).

Table 4: Hypotheses Testing

	Do Not Reject H₀	Reject H₀
H₀ is True	Correct Decision	Type I Error
H₀ is False	Type II Error	Correct Decision

Source (Cooper & Shindler, 2014)

In addition to the above model, multiple regression was used in the case of combined effect of all independent variables (Bryan, 2016). The justification of the use of the multiple linear regression analysis is because it enables the comparison of the magnitude of the probabilities (Leedey & Ormrod, 2014). Put in another way, it enables the identification of which determinants are stronger than others. In addition, it was useful in estimating the model goodness of fit and overall model significance, given that the study was carried out at 95% level of confidence and 5% level of significance (0.05). Correlation statistics, Chi-Square and beta coefficients was computed with a view to establish the relationships between the variables.

Hypotheses Testing

The hypotheses were tested using SPSS Version 27 and the regression model was tested on how well it fitted the data. The statistical significance of each independent variable was tested. The Hosmer-Lemeshow's (H-L) goodness of fit test was applied. To evaluate the goodness of fit of the linear regression model, the Nagelkerke's R squared was used. The test divides a subject into deciles based on predicted probabilities then computes a chi-square from observed and expected

frequencies (Bryman, 2016). Then a probability (p) value was computed from the chi-square distribution to test the fit of the linear regression model (Kothari, 2014). The hypothesis was tested based on the p-value. The rule of thumb is that the null hypothesis would be rejected if the p-value is 0.05 or less. The null hypothesis will be accepted if the p-value is greater than 0.05 (Creswell & Creswell, 2018).

The Process macro, developed by Andrew F. Hayes, was used to measure the moderating effect of transformational leadership on the relationship between succession planning and stability of Evangelical Churches. The Process macro tool is versatile for conducting moderation, mediation and conditional process analysis in SPSS and other statistical software. It allows researchers to test complex models involving interactions and mediating variables, providing detailed output and graphical representations of the results. Hayes's work on the process macro has been widely cited in the literature, demonstrating its impact and usefulness in the field of quantitative research.

Diagnostic Tests/Tests of Assumptions

Most statistical tests assume that the data sample is approximately normally distributed. However, this is not the case in some situations. The study used panel data which is linear. As a result, there is a possibility of violations of classical linear regression assumptions (Kothari, 2014). Estimating the study equations when the assumptions of linear regression are violated runs a risk of obtaining biased, inefficient and inconsistent parameter estimates. The study performed various tests to correct them and validate the assumptions.

Linearity Test

Linearity means that two variables, "x" and "y," are related by a mathematical equation " $y = c + mx$," where "c" is any constant number. The importance of testing for linearity lies in the fact that many statistical methods require an assumption of linearity of data (Kothari, 2014). This occurs when data is sampled from a population that relates the variables of interest in a linear fashion. This means that before using common methods like linear regression, tests for linearity must be performed (Jin, 2005). SPSS, Version 27 was used.

Multicollinearity Test

The study variables include independent, moderating, mediating, and dependent variables. There is a possible relationship among the main variables which may lead to multicollinearity problem which affects the model power and its ability in explaining the results (Bryman, 2016). Multicollinearity occurs when two or more independent variables in a regression model are highly correlated implying that one can be linearly predicted for the others with some degree of accuracy (Cooper & Schilder, 2014). Failure to account for perfect multicollinearity may result into poorly determined regression coefficients and infinite standard errors.

Large standard errors affect the precision and accuracy of rejection or failure to reject the null hypotheses. Multicollinearity was tested using correlation matrix and Variance Inflation Factor (VIF value exceeding 5 is regarded as indicator of multicollinearity, as proposed in Cooper and Schilder (2014). For VIF values exceeding 5, the variables that had high degrees of multicollinearity were dropped; thereby, improving precision of the remaining regression coefficients. The study

computed mean centred values of the variables for use in analysis to remove multicollinearity issues.

Heteroscedasticity Test

According to Rosopa and Schaffer (2013), heteroscedasticity occurs when error variance is not constant. Running a regression model without accounting for heteroscedasticity would lead to unbiased parameter estimates and the invalid standard errors. Further, the error may increase as the value of independent variable increases. The study tested heteroscedasticity using Likelihood Ratio (LR) test (Zyl, 2011). The null hypothesis of this test was that the error variance is homoscedastic. The study found nonexistence of heteroscedasticity; therefore, no further tests were done. Heteroscedasticity is an assumption of Classical Linear Regression (CLRM) that needs to be tested for and properly accounted for, if present. Heteroscedasticity implies that the conditional variance depends on observables. These are observed or measured factors in a dataset that influence the variance in the dependent variable.

Testing for Normality

The assumption for this study was that the data was normally distributed. The study used the graphical method (Histogram) and Jarque-Bera test for normality to ensure that residuals of regression models are normally distributed. This was to ensure that the variables used in the analysis were distributed normally. The Jarque-Bera statistic is distributed with 2 degrees of freedom under the null hypothesis of a normal distribution.

Though it is an assumption that linear regression requires the residuals to be normally distributed, some researchers argue out that with sufficiently large sample sizes, the central limit theorem states that the distribution of the sample mean would be approximately normal regardless of the distribution of the original data. This can make normality of residuals less critical in large samples. It is also well documented that the Ordinary Least Squares (OLS) regression estimates are still unbiased and consistent even if the normality assumption is violated, while other assumptions (such as linearity and homoscedasticity) are met. Under certain conditions, the OLS estimates become asymptotically normally distributed as the sample size approaches infinity, even if the original data are not normally distributed.

Ethical Considerations

There are several ethical considerations that were observed in this study such as not harming the participants, respecting their dignity, obtaining their informed consent, protecting their privacy, ensuring their confidentiality, keeping them anonymous and being truthful about the aims of the study (Bryman, 2016; Leede & Orinrod, 2014). Additionally, honesty was observed while communicating the research findings (Kothari, 2014). An introduction letter was obtained from the Registrar of Academic Affairs at Pan Africa Christian University that was used to ascertain that the researcher was a genuine Postgraduate student at the University and that the research study was not undertaken for any other reason other than for academic purposes. The introduction letter was used when applying for a research permit from NACOSTI which is the government body mandated with the responsibility of ensuring that all research activities adhere to all stipulated ethical issues and guidelines.

Upon receipt of the research permit from NACOSTI, the researcher took copies of the same to the County Commissioners and County Educational Officers of Nairobi City County where the study was conducted. Another ethical consideration was to get a letter from the Nairobi headquarters office of the Evangelical Churches of Kenya that allowed the researcher and research assistants to access the 60 evangelical churches sampled for the study. An individual introduction letter was prepared for all respondents for the purpose of explaining to them the purpose for which the study was being conducted and seeking permission from them besides guaranteeing them confidentiality and anonymity (Easterby-Smith et al, 2012).

Chapter Summary

This chapter has presented the research method that was used in executing the study. The study made use of a mixed method approach from a pragmatic philosophical orientation. Descriptive research design (Creswell & Crewell, 2018; Bryman, 2016) was employed for this study because it aimed at describing the situation as it is. The study sample population was 360 church leaders (Presiding/General Overseers, General Secretaries, Senior Pastors, and Senior Deacons) from whom quantitative and qualitative data were collected using structured and semi-structure questionnaires. Quantitative and qualitative data were analysed using SPSS Version 27 software. Various ethical considerations were applied before, during, and after data collection in order to protect the interests and confidentiality of the participants.

Chapter Four: Results and Discussions

Introduction

This chapter presents the findings of a study that investigated the effect of leadership succession planning on church stability, focusing on the moderating role of transformational leadership in Evangelical Churches in Nairobi City County, Kenya.

The study sought to answer several key research questions:

1. What is the effect of mentorship on the stability of the Evangelical churches in Nairobi City County, Kenya?
2. How does talent development affect stability in Evangelical churches in Nairobi City County, Kenya?
3. What is the effect of career management on the stability of Evangelical churches in Nairobi City County, Kenya?
4. How does employee retention affect the stability of Evangelical churches in Nairobi City County, Kenya?
5. What is the moderating effect of transformational leadership on the relationship between succession planning and the stability of Evangelical churches in Nairobi City County, Kenya?

To address these questions, the study tested the following hypotheses:

H₀₁: There is no statistically significant relationship between mentorship and the stability of Evangelical Churches in Nairobi City County, Kenya.

H₀₂: There is no statistically significant association between talent development and the stability of Evangelical Churches in Nairobi City County, Kenya.

H₀₃: There is no statistically significant relationship between career management and the stability of Evangelical Churches in Nairobi City County, Kenya.

H₀₄: There is no statistically significant effect of employee retention on the stability of Evangelical Churches in Nairobi City County, Kenya.

H₀₅: There is no statistically significant moderating effect of transformational leadership on the relationship between succession planning and the stability of the Evangelical churches in Nairobi City County, Kenya.

Presentation of Study Results

Response Rate

A total of 360 questionnaires were administered to respondents in various church organizations. A total of 300 questionnaires were filled (excluding those not filled by respondents) and returned. This translates to 83.3 percent response rate as presented in Table 5 below.

Table 5: Response Rate

Respondent group	Received Responses	Percentage (%)
Presiding Bishop/General Overseer	57	19.0
General Secretary	43	16.7
Senior Pastor	103	34.3
Senior Deacon	90	30.0
TOTAL	300 out of 360	83.3%

Source (Research data)

According to Munyao (2021), a response rate of above 70 percent is fit for data analysis to be carried out. This was above the conventionally accepted rate for surveys. In previous doctoral studies in Kenya, Awino (2007) cited other studies from scholars and stated that the average response rate for empirical studies was 65% of the sample. These results can thereby be generalized and considered representative of the population under study. A summary of the response rate results is given in Table 3 above.

Validity Test

To examine the underlying structure of the tool, a factor analysis test was done to test the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's test of sphericity. The analysis of the pilot data in SPSS produced the output with the KMO measure and Bartlett's test as shown in Table 6 below.

Table 6: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.803
Bartlett's Test of Sphericity	Approx. Chi-Square	28.648
	Df	3
	Sig.	.000

Source (Research data)

The factor analysis supported the construct validity with a KMO measure of 0.803 and significant Bartlett's test ($p < 0.000$). This indicates that the variables share common factors and render the tool valid. A significant result ($p < 0.05$) of Bartlett's Test of Sphericity indicates that analysis is appropriate (Glen, S, 2022). For content validity expert opinion was sought. The tool was considered to meet the validity criterion for measuring leadership succession planning, transformational planning, and

church stability. Based on expert opinion, some minor adjustments were recommended and incorporated accordingly.

Reliability of the Instruments

The reliability of the instruments was tested using Cronbach's Alpha Coefficients. The Cronbach alpha coefficients/scores for each variable are shown in Table 7.

Table 7: Reliability Test

Variable	Cronbach's Alpha	N of Items	Remark
Mentorship	.814	5	Reliable
Talent Development	.911	5	Reliable
Career Management/Growth	.812	5	Reliable
Employee Retention	.795	5	Reliable
Transformational Leadership	.752	20	Reliable
Stability of Evangelical churches	.734	20	Reliable

(Source – Researcher 2023)

The Cronbach’s alpha coefficient for mentorship was 0.814, talent development was 0.911, career management/growth was 0.812, employee retention was 0.795 and stability of Evangelical Churches in Nairobi City County, Kenya was 0.734. All the coefficients are higher than the threshold of 0.7 for this study. Hence the instruments were considered reliable and suitable for the actual data collection process.

Gender of Respondents

Respondents were asked to indicate their gender. The results showed that majority of the respondents were male 263 (87.7 %), while the rest were female 37 (12.3 %) as presented in Table 8 below.

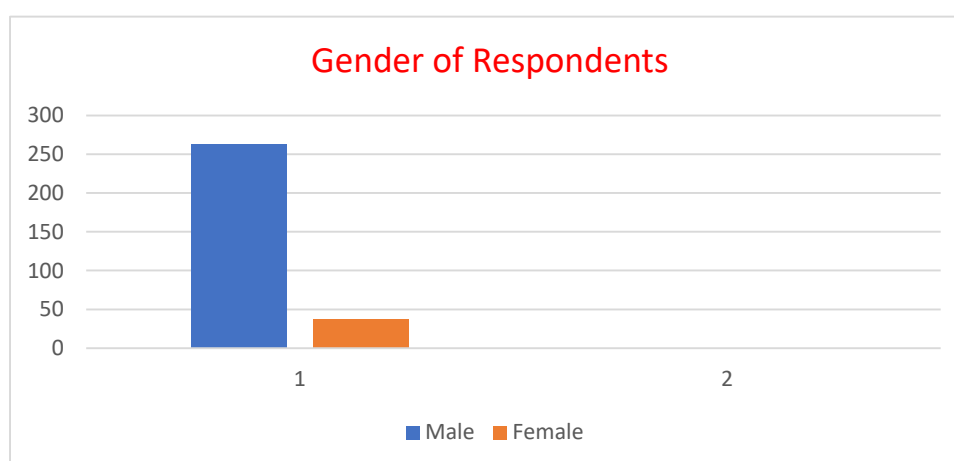
Table 8: Gender of Respondents

Gender	Frequency	Percentage (%)
Male	263	87.7
Female	37	12.3

Source (Research data)

This implies that most church leaders in many of the Evangelical Churches in Nairobi City County were men. Further, the results indicate that the Evangelical Churches in Nairobi City County had not adhered to the third-gender rule as proposed by the government through the 2010 Kenya Constitution. It can be deduced that there is need for the church to make adjustments and accommodate women leadership as proposed by the constitution. Additionally, women would bring on board their own unique competences that would enhance church leadership.

Figure 2: Gender of Respondents



Age Bracket of Respondents

Under this section, respondents were asked to indicate their age bracket. The results as shown in Table 9 below.

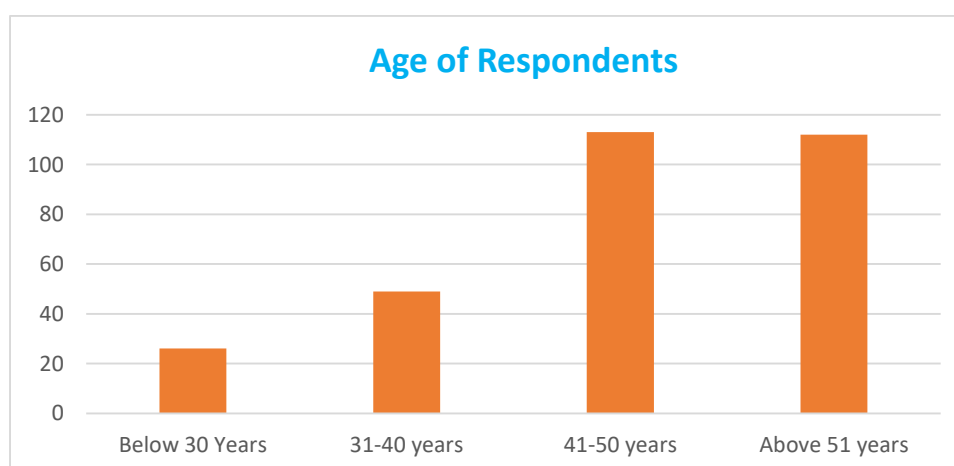
Table 9: Age of Respondents

Age group	Frequency	Percentage (%)
Below 30 Years	26	8.7
31-40 years	49	16.3
41-50 years	113	37.7
Above 51 years	112	37.3

Source (Research data)

The results indicated that most of the respondents were between 41 and 50 years (37.7%), above 51 years (37.3%), between the age of 31 years to 40 years 49 (16.3%), and below the age of 30 years were 26 (8.7%). These results imply that most of the church leaders were of middle age and above and therefore the need to prepare other church leaders to fill their leadership positions when they retire from active service. This would then ensure continuity and stability in the running of churches.

Figure 3: Age of Respondents



Highest Level of Education

Respondents were asked to indicate their highest level of education. The results are shown on Table 10 below.

Table 10: The Highest Level of Education

Education level	Frequency	Percentage (%)
Secondary level	22	7.3
Diploma level	109	36.3
Undergraduate level	60	20
Master's level	74	24.7
Doctorate level	35	11.7

Source (Research data)

Majority of the respondents 109 (36.3 %) had attained diploma level followed by those who had master's degree 74 (24.7 %) and undergraduate degree (20 percent) as indicated in Table 10 above. Those who had a doctorate degree were 11.7 percent followed by those who held a secondary certificate (7.3 percent). The results further showed that most of the respondents had an undergraduate degree as their highest level of education with only 11.7 percent having a doctorate degree. These results pointed out to the fact that majority of the church leaders had a moderate level of education and therefore the need to further their education to match the current leadership challenges facing organizations.

Length of Service as a Leader

Respondents were asked to indicate the length of service in their respective leadership positions. The results are shown on Table 11 below:

Table 11: Length of Service as a Leader

Length of service	Frequency	Percentage (%)
Below 5 years	16	5.3
Between 6 and 10 years	47	15.7
Between 11 and 15 years	61	20.3
Between 16 and 20 years	69	23
Over 21 years	107	35.7

Source-(Research data)

The results indicated that majority of the respondents had served for over 21 years at 107 (35.7 percent) followed by those who had served for a period between 16 years and 20 years (23 percent) as shown in Table 8 above. Those who had served for a period of between 11 and 15 years represented 20.3 % followed by those below 5 years represented by 5.3 percent of the total respondents. Majority of the church leaders had served for a period of over 16 years (58.7 percent). These results could imply that majority of the church leaders had served for quite a long time, meaning that they could be preparing to retire and therefore the need to prepare new leaders to take up their leadership positions when time comes.

Descriptive Analysis

The descriptive statistics of each variable were computed to visualize and summarize the data in terms of means, and standard deviations. The results were presented in tables and figures.

Succession Planning

This section presents the findings on the leadership succession planning constructs that were included in the study. These included mentoring, talent management, employee retention and, career development. The researcher computed constructs from the existing list of variables and ran the descriptive statistics in SPSS Version 27 software. The respondents were asked to indicate to what degree they agreed or disagreed with the statements presented to them on the leadership succession planning constructs based on a Five-Point Likert scale rating where 1 implied “Strongly Disagree” and 5 “Strongly Agree”. The results are given in Table 12 below.

Table 12: Succession Planning

Constructs	N	Mean	Std. Deviation
Mentorship	300	3.96	0.716
Talent Development	300	3.83	0.770
Career Management/Growth	300	3.72	0.764
Employee Retention	300	3.78	0.931

Source-(Research Data)

The results obtained showed that mentorship had the highest mean (3.96), followed by talent development (3.83), then by employee retention (3.78), and career

management/growth (3.72) as given in Table 12 above. This indicates that most church organizations in Nairobi City County embraced mentorship as a succession planning construct and practice. This could be due to church leaders' reliance on the word of God as a guide on how they need to embrace leadership succession planning in the church. It is well highlighted in the Bible that Elijah mentored Elisha, Jesus Christ mentored the disciples, Apostle Paul mentored Timothy and Moses mentored Joshua plus many others.

Succession Planning

The following section presents descriptive statistics for sub-constructs under each construct of leadership succession planning. These included mentoring, talent management, career development, and employee retention which are the four elements of leadership succession planning.

Mentorship.

Under this section, respondents were asked to indicate to what degree they agreed or disagreed with the statements presented to them on mentorship based on a Five-Point Likert scale rating where 1 was "Strongly Disagree" and 5 "Strongly Agree". Table 13 below presents a descriptive analysis for the combination of the five statements on mentorship.

Table 13: Mentorship

Statements on Mentorship	N	Minimum	Maximum	Mean	Std. Deviation
The church has mentorship program where skills are transferred to upcoming leaders	300	1	5	4.14	0.942

Skills transfer is made possible by the multiple tasks and exercises	300	1	5	4.05	0.848
The incumbent leaders are well prepared to shape positive attitudes	300	1	5	4.05	0.931
Church members in succession line undergo church sponsored leadership training for knowledge acquisition	300	1	5	3.82	0.972
Upcoming church leaders are assigned mentors to help them grow in leadership	300	1	5	3.75	1.028

Source (Research data)

The results presented in Table 13 above indicate that the highest mean ($M=4.14$) was obtained in the statement that “The church has mentorship programs where skills are transferred to upcoming leaders” while the lowest mean ($M=3.75$) was recorded in the statement that “Upcoming church leaders are assigned mentors to help them grow in leadership”. These results imply that Evangelical Churches in Nairobi City County practiced leadership succession planning by having in place, mentorship programs for their upcoming leaders. Further, the results imply that, although the church had mentorship programs, the mentees were not assigned mentors to take them through the mentoring sessions. These results are in line with a previous study by Tams (2014) that showed mentorship programs can create a sense of belonging. This results into employees staying in current institutions -a key antecedent of stability of the workers.

Further, the highest standard deviation ($SD=1.028$) was recorded in the statement that “Upcoming church leaders are assigned mentors to help them grow in leadership” implying that the responses were scattered away from the average mean of 3.96. The lowest standard deviation ($SD=0.848$) was recorded in the statement

“Skills transfer is made possible by the multiple tasks and exercises which upcoming leaders undergo during church fellowship”. These results might indicate that the responses were clustered around the average mean of 3.96 and that majority of respondents agreed with the statements presented to them.

Talent Development.

Under this section, respondents were asked to indicate their level of agreement or disagreement with the statements presented to them on talent development based on a Five-Point Likert scale rating where 1 was “Strongly Disagree” and 5 “Strongly Agree”. Table 14 below presents descriptive analysis for the combination of the five statements on talent development.

Table 14: Talent Development

Statements on Talent Development	N	Minimum	Maximum	Mean	Std. Deviation
Church leaders identify strategic positions to be filled in future	300	1	5	3.88	1.016
Church leaders prepare a pool of talented members	300	1	5	3.81	1.012
There are leadership development programs in the church	300	1	5	3.89	0.930
The best talents are identified, rewarded, and retained	300	1	5	3.78	1.038
Meritocracy is considered during recruitment into leadership	300	1	5	3.79	1.074

Source (Research data)

The results presented in Table 14 above indicate that the highest mean ($M=3.89$) was recorded in the statement that “There are leadership development programs in the church”. The lowest mean ($M=3.78$) was registered in the statement that “The best talents are identified, rewarded, and retained”. These results imply that, leadership in the Evangelical Churches in Nairobi City County is keen on leadership development programs that can help prepare future leaders. Further, the results imply that, although the church was keen on the mentorship programs, identification, rewarding and retainment of talent is inadequate. This needs to be addressed by the leadership of Evangelical Churches in Nairobi City County in Kenya. These results are in line with a previous study by Mahlahla (2018) that showed leadership development programs and employee engagement affected institutional stability.

Further, the highest standard deviation ($SD=1.074$) was recorded in the statement that “Meritocracy is considered during recruitment into the church” implying that the responses were scattered away from the average mean of 3.83. The lowest standard deviation was recorded in the statement “There are leadership development programs in the church”. These results might indicate that the responses were clustered around the average mean of 3.83 and that majority of respondents agreed with the statement presented to them.

Career Management.

Under this section, respondents were asked to indicate their level of agreement or disagreement with the statements presented to them on career management based on a Five-Point Likert scale rating where 1 was “Strongly Disagree” and 5 “Strongly Agree”. Table 15 below presents descriptive analysis for the combination of the five statements on career management.

Table 15: Career Management

Statements on Career Management	N	Minimum	Maximum	Mean	Std. Deviation
Church leaders have a level of competence commensurate responsibility	300	1	5	3.79	1.025
Individual performance is objectively measured in our church	300	1	5	3.70	0.969
There are equal opportunities for employee career growth	300	1	5	3.72	1.008
Employees are encouraged to choose to work where they are most suited based on their skills	300	1	5	3.60	1.075
Church leaders encourage a culture of life- long learning in the Organization	300	1	5	3.79	0.965

Source (Research data)

The results presented in Table 15 above indicated that all the five statements presented to respondents on career management had a relatively average mean of between 3.60 and 3.79. The highest mean (M=3.79) was recorded in the statements that “Church leaders have a level of competence commensurate responsibilities” and “Church leaders encourage a culture of life-long learning in the Organization” while the lowest mean (M=3.60) was registered in the statement that “Employees are encouraged to choose to work where they are most suited based on their skills”. These results imply that Evangelical Churches in Nairobi City County have established structured career management programs for their leaders in preparation for taking up leadership positions once they fall vacant. On the contrary, the results could imply that Evangelical Churches in Nairobi City County lacked a culture that encouraged the utilization of available skills and placement of leaders based on their skills and abilities

for the betterment of the organization. These results agree with Park et al. (2014) who observed that leaders needed to always prepare the next generation of leaders for the sustainability, stability, and success of organizations.

The highest standard deviation (SD=1.075) was recorded in the statement that “Employees are encouraged to choose to work where they are most suited based on their skills” implying that the responses from the respondents were scattered away from the mean of 3.72; an indication of some of disagreement among the respondents. The lowest standard deviation (SD=0.965) was registered in the statement, "Church leaders encourage a culture of life-long learning in the Organization.” This could indicate that the responses from the respondents who were involved in the study were clustered around the mean of 3.72; an indication of agreement among the respondents.

Employee Retention.

Under this section, respondents were asked to indicate their level of agreement or disagreement with the statements presented to them on employee retention based on a Five-Point Likert scale rating where 1 was “Strongly Disagree” and 5 “Strongly Agree”. Table 16 below presents a descriptive analysis for the combination of the five statements on employee retention.

Table 16: Employee Retention

Statements on Employee Retention	N	Minimum	Maximum	Mean	Std. Deviation
Church leaders have put in place mechanisms for staff engagement	300	1	5	3.75	0.979
There is job satisfaction and happiness	300	1	5	3.79	0.995
Attrition rate is low among our church leaders.	300	1	5	3.64	1.059

The level of employee commitment & citizenship behaviour is good.	300	1	5	3.80	1.059
Church leaders have a positive attitude towards their followers	300	1	5	3.94	0.976

Source (Research data)

The results presented in Table 16 above indicate that all the five statements presented to respondents on employee retention had a relative average mean of between 3.64 and 3.94. The highest mean (M=3.94) was recorded in the statement that “Church leaders have a positive attitude towards their followers” while the lowest mean (M=3.64) was registered in the statement that “Attrition rate is low among our church leaders”. These results could imply that leaders of Evangelical Churches in Nairobi City County did not feel valued and appreciated while playing their role of the advancement of the gospel as showed by Singh (2019).

The highest standard deviation (SD=1.059) was recorded in the statement that “attrition rate is low among our church leaders implying that the responses from the respondents were scattered away from the mean of 3.78; an indication of some of disagreement among the respondents. The lowest standard deviation (SD=0.995) was registered in the statement that “There is job satisfaction and happiness”. This could indicate that the responses from the respondents who were involved in the study were clustered around the mean of 3.78; an indication of agreement among the respondents.

The qualitative data showed that succession planning was key to transitioning of leadership and should be deliberately and intentionally incorporated into the church organization's programs to secure the future of the church and avoid future church wrangles and closures that have been experienced many times. Despite some leaders taking a long time to implement programs such as continuous training and mentorship,

succession planning remains a key aspect of leadership that needs to be fully embraced by church leaders. Some respondents termed it as a ‘complex matter’ since it goes beyond skills and talent like it is in the industrial sector as it fully depends on ‘someone's calling’ by God the creator and that God enables and inspires divine leadership. The common ground was that leadership succession planning could no longer be ignored and proper planning and implementation strategies would be essential in realizing its benefits, especially to the stability of church organizations.

Transformational Leadership

The following section presents descriptive statistics for idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration which are the four elements of transformational leadership.

Table 17: Transformational Leadership descriptive statistics

Statements on Transformational Leadership	N	Minimum	Maximum	Mean	Std. Deviation
Idealized Influence	30	1	5	3.96	0.707
Inspirational Motivation	30	1	5	3.96	0.722
Intellectual Stimulation	30	1	5	3.77	0.752
Individualized Consideration	30	1	5	3.81	0.707

Source (Research data)

The results in Table 17 above summarize the variables under transformational leadership. Idealized influence and inspirational motivation had the highest mean (3.96), followed by individualized consideration (3.81) and intellectual stimulation

(3.77). On the other hand, the standard deviations show that intellectual stimulation (0.752) deviated more from the mean, followed by inspirational motivation (0.722), and the least standard deviation was recorded in idealized influence (0.707) and individualized consideration (0.707). This implies that the majority of the church leaders in Evangelical churches in Nairobi used idealized influence approach among their followers.

Idealized Influence.

Under this section, respondents were asked to indicate to what degree they agreed or disagreed with the statements presented to them on idealized influence based on a Five-Point Likert scale rating where 1 was “Strongly Disagree” and 5 “Strongly Agree”. Table 18 below presents a descriptive analysis of the combination of the five statements on idealized influence.

Table 18: Idealized Influence

Statements on Idealized Influence	N	Minimum	Maximum	Mean	Std. Deviation
Church leaders act as strong role models for their followers	300	1	5	4.11	0.913
Followers want to identify themselves with the leaders	300	1	5	3.88	0.948
Church has high standards of moral and ethical conduct	300	1	5	3.94	0.950
Church leaders can articulate clear organizational objectives to their followers	300	1	5	3.94	0.896
Church leaders are dedicated to their work and do the right things	300	1	5	3.95	0.900

Source (Research data)

The results presented in Table 18 above indicate that all the five statements presented to respondents on idealized influence had a relatively average mean of between 3.88 and 4.11. The highest mean ($M=4.11$) was recorded in the statement that “Church leaders act as strong role models for their followers,” while the lowest mean ($M=3.88$) was registered in the statement that “Followers want to identify themselves with the leaders”. These results imply that leaders in Evangelical Churches in Nairobi City County were role models to their followers including the other emerging leaders. This agrees with the study by Yukl (2013) which showed transformational leaders serve as role models by being dedicated to the service of followers and organizations that they have been entrusted to serve. On the contrary, the results could imply that not all the followers wanted to be identified with their leaders in the Evangelical Churches in Nairobi City County.

The highest standard deviation ($SD=0.95$) was recorded in the statement that “Churches are having high standards of moral and ethical conduct” implying that the responses from the respondents were scattered away from the mean of 3.96, an indication of some of disagreement among the respondents. The lowest standard deviation ($SD=0.90$) was registered in the statement that “Church leaders can articulate clear organizational objectives to their followers”. This could indicate that the responses from the respondents who were involved in the study were clustered around the mean of 3.96; an indication of agreement among the respondents.

Inspirational Motivation.

Under this section, respondents were asked to indicate to what degree they agreed or disagreed with the statements presented to them on inspirational motivation based on a Five-Point Likert scale rating where 1 was “Strongly Disagree” and 5 was

“Strongly Agree”. Table 19 below presents a descriptive analysis of the combination of the five statements on inspirational motivation.

Table 19: Inspirational Motivation

Statements on Inspirational Motivation	N	Minimum	Maximum	Mean	Std. Deviation
Church leaders are able to communicate high expectations to followers	300	1	5	3.97	0.886
Church leaders can motivate their followers to be committed to the shared vision of the organization	300	1	5	4.00	0.890
Church leaders use symbols and emotional appeal in order to focus	300	1	5	3.72	0.995
Church leaders are able to change the mindset of their followers	300	1	5	3.89	0.951
Church leaders inspire confidence in their followers	300	1	5	3.96	0.914

Source (Research data)

The results presented in Table 19 above indicate that all the five statements presented to respondents on inspirational motivation had a relatively average mean of between 3.72 and 4.00. The highest mean (M=4.00) was recorded in the statement that “Church leaders can motivate their followers to be committed to the shared vision of the organization” while the lowest mean (M=3.72) was registered in the statement that “Church leaders use symbols and emotional appeal in order to focus”. These results could imply that church leaders of Evangelical Churches in Nairobi City County emphasized the importance of their followers aligning to their mission and vision. On the contrary, some of the leaders used less of symbols and emotional appeal to align their followers. These results are in line with a previous study by Raman et al. (2020)

that showed that the aspects of setting a clear vision, articulating effective objectives, and stimulating employees improved the employees desire to identify with a given organizational brand. Further it is stated that stability is a product of brand identification.

The highest standard deviation (SD=0.995) was recorded in the statement that “Church leaders use symbols and emotional appeal in order to focus” implying that the responses from the respondents were scattered away from the mean of 3.9; an indication of some disagreement among the respondents. The lowest standard deviation (SD=0.886) was registered in the statement that “Church leaders are able to communicate high expectations to followers”. This could indicate that the responses from the respondents who were involved in the study were clustered around the mean of 3.9; an indication of agreement among the respondents.

Intellectual Stimulation.

Under this section, respondents were asked to indicate to what degree they agreed or disagreed with the statements presented to them on intellectual stimulation based on a Five-Point Likert scale rating where 1 was “Strongly Disagree” and 5 “Strongly Agree”. Table 20 below displays a descriptive analysis of the combination of the five statements on intellectual stimulation.

Table 20: Intellectual Stimulation

Statements on Intellectual Stimulation	N	Minimum	Maximum	Mean	Std. Deviation
Church leaders inspire followers to be creative and innovative	300	1	5	3.84	0.994
Church leaders can challenge the followers' beliefs and values	300	1	5	3.78	0.997

including those of the leader and the organization

Church leaders allow followers to try new innovative approaches	300	1	5	3.78	1.015
Church leaders can allow followers to think on their own and engage in careful problem-solving techniques	300	1	5	3.77	1.006
Church leaders allow followers to make mistakes in the process of trying new innovative ways	300	1	5	3.71	1.053

Source (Research data)

The results displayed in Table 20 above indicate that all the five statements presented to respondents on intellectual stimulation had a relatively average mean of between 3.71 and 3.84. The highest mean (M=3.84) was recorded in the statement that “Church leaders inspire followers to be creative and innovative” while the lowest mean (M=3.71) was registered in the statement that “Church leaders allow followers to make mistakes in the process of trying new innovative ways”. These results indicated that leaders in Evangelical Churches in Nairobi City County embraced creativity and innovation among their followers. On the contrary, some of the leaders had little room for mistakes from the followers who were trying out innovative ways. The results coincide with a study by Northouse (2019) that showed that followers of leaders can be creative and innovative if they are given chances by the leaders to contribute in the organizations. Such a team is willing to think creatively and suggest new ways of looking at issues, and processes. Northouse, (2019) further observes that if an employee’s innovation is accepted and adopted, then they may never want to leave such organizations, hence building stability.

The highest standard deviation (SD=1.053) was recorded in the statement that “Church leaders allow followers to make mistakes in the process of trying new innovative ways” implying that the responses from the respondents were scattered away from the mean of 3.77; an indication of some disagreement among the respondents. This did not agree with Northouse (2019) who added that leaders who allow creativity and innovation among followers also allowed them to make mistakes in the process of trying out new ideas. The lowest standard deviation (SD=0.994) was registered in the statement that “Church leaders inspire followers to be creative and innovative”. This indicates that the respondents agreed more on the creativity and innovation of followers in church matters which is key in improving organizational performance as shown by Ondari et al. (2018). An employee whose performance is rated high would like to hang in with their employer hence an indication of stability.

Individualized Consideration.

Under this section, respondents were asked to indicate to what degree they agreed or disagreed with the statements presented to them on individualized consideration based on a Five-Point Likert scale rating where 1 was “Strongly Disagree” and 5 “Strongly Agree”. Table 21 below shows a descriptive analysis of the combination of the five statements on individualized consideration

Table 21: Individualized Consideration

Statements on Individualised Consideration	N	Minimum	Maximum	Mean	Std. Deviation
Church leaders are able to provide supportive climate in the workplace	300	1	5	3.78	0.963
Church leaders are able to listen to and solve individual needs of their followers	300	1	5	3.79	1.015

Church leaders act as coaches and mentors since they help their followers grow at a personal level	300	1	5	3.84	0.920
Church leaders make efforts to discover what motivates each individual follower	300	1	5	3.74	0.987
Church leaders are able to improve a two- way communication	300	1	5	3.92	0.980

Source (Research data)

The results presented in Table 21 above show that all five statements presented to respondents on individualized consideration had a relatively average mean of between 3.74 and 3.92. The highest mean ($M=3.92$) was recorded in the statement that “Church leaders were able to improve a two-way communication” while the lowest mean ($M=3.74$) was registered in the statement that “Church leaders make efforts to discover what motivates each individual follower”. These results imply that Evangelical Churches in Nairobi City County had established clear communication channels between the church leaders and their followers. On the other hand, there was low perception on the efforts made by the leaders to discover what motivated each individual follower.

The highest standard deviation ($SD=1.015$) was recorded in the statement that “Church leaders are able to listen to and solve individual needs of their followers” implying that the responses from the respondents were scattered away from the average mean of 3.81; an indication of some of disagreements among the respondents. The lowest standard deviation ($SD=0.92$) was registered in the statement that “Church leaders act as coaches and mentors since they help their followers grow at a personal level”. These results show that most church leaders generally agreed with the statements. This is in line with the study by Martinez-Corcoles et al. (2020) that

showed that most leaders chose developmental orientation toward followers, improvement of a two-way communication, and paying attention to individual needs as ways to improve stability of Evangelical Churches in Nairobi City County.

From the experiences and perspectives given in the qualitative data, the respondents agreed that incorporating transformational leadership style qualities could further propel the church organizations to new levels by ensuring they remain stable in all aspects. Effective leadership is often linked to positive organizational outcomes such as improved performance, satisfaction and enhanced organizational stability Yukl (2013). The respondents agreed that transformational leaders embraced dialogue with their followers, understood the followers' problems and challenges, were able to settle disputes among church members, created a positive environment for spiritual growth, and were effective in their leadership. Unfortunately, some leaders were not trained well enough to understand these qualities and practice them. They advocated for leadership training so that even the upcoming leaders could excel in leadership.

Stability of Evangelical Churches in Kenya

Under this section, respondents were asked to indicate to what degree they agreed or disagreed with the statements presented to them on constructs of stability of Evangelical churches in Nairobi City County, Kenya. The study used a 5- point Likert Scale where 1- strongly disagree, 2-disagree, 3-neutral, 4- agree and 5- strongly agree. Based on the response scale given by the respondents, frequencies, means, and standard deviations were computed and used to interpret the results. Table 20 below presents a descriptive analysis for the combination of the five statements on employee retention. Frequencies, means(M) and the standard deviations (SD) were used to interpret the study findings.

When placed on a continuous scale, values above 3.5 show that respondents agreed on the statement while values below 3.5 show that respondents disagreed. The values of standard deviations were used to determine convergence and divergence of views expressed by respondents on the statements. Low values of standard deviations show that respondents shared common views on the statements and higher values of standard deviations show that respondents had divergent views.

Numerical Growth

The results in table show the responses on numeric growth of evangelical churches in Nairobi City County, Kenya.

Table 22: Numeric Growth of Evangelical Churches in Kenya

Statements on Numeric Church	1	2	3	4	5	Mean	Std. Dev.
	%	%	%	%	%		
The number of church members has been growing during the past five years	22.1	26.1	9.7	18.9	23.2	3.401	1.442
New church members join the church every Sunday	11.3	20.3	24.2	23.4	20.8	3.932	1.291
The church has opened a new branch in the last ten years	10.5	10.2	40.2	15.4	13.5	3.483	1.324
There are plans to expand the current church hall to accommodate new members.	21.2	20.0	23.0	20.7	15.1	3.132	1.390
The Church has a hospitality team to cater for new members	13.2	11.1	32.2	22.6	20.9	3.790	1.921
Average Mean						3.548	

Source (Research data)

The respondents were asked to indicate their level of agreement with statements on the numeric growth. The findings as given in table 20 show that there were mixed opinions on the statement ‘the number of church members has been growing during the past five years with 42.1% agreeing, while 48.2% disagreed with the statement- at (M=3.401, SD=1.442). A fair number of the respondents at 44.2%, agreed with the

statement there are new church members join the church every Sunday at ($M=3.932$, $SD=1.291$). There were mixed opinions on the statement the ‘The church has opened a new branch in the last ten years with 28.9% agreeing, 20.7% disagreeing with the statement at ($M=3.483$, $SD=1.324$). Findings also indicate that 41.2% of the respondents disagreed with the statement- ‘There are plans to expand the current church hall to accommodate the new members’ at ($M=3.132$, $SD=1.390$), while another 43.5% agreed that ‘the church has a hospitality team to cater for new members’ at ($M=3.790$, $SD=1.921$).

Qualitative data on numeric growth was guided by the statements -give your opinion on church growth and suggest how church growth can be achieved. Based on the qualitative data, majority of the respondents opined that most churches had some few new members joining church on Sundays, however, there were also church members leaving the church for various reasons like work transfers, change of allegiance, and change in place of residence. On the issue on church growth, respondents suggested that there was need for deliberate effort for the existing church members and the leadership at large to engage in structured, strong and regular evangelism among the part of the society that does not know about the Lord Jesus Christ. The findings agree with those of other scholars. A previous research study by Dre (2015) discovered that one of the reasons why the church is not experiencing numerical growth is because it has neglected the Great Commission which is about spreading the Good News. Contrary, Mugambi (2020) explained that the growing number of Christians in Africa is threatened by lack of properly trained church leaders caused by adequate relevant and contextualized ministerial training.

Spiritual Growth

The results in table show the responses on spiritual growth of evangelical churches in Nairobi City County, Kenya.

Table 23: Descriptive Statistics on Spiritual Growth of Evangelical Churches in Kenya

Statements on Spiritual Growth	1	2	3	4	5	Mean	Std. Dev.
	%	%	%	%	%		
The church has programs that deal with those who do not know Jesus Christ.	22.1	13.1	19.9	22.9	20.2	3.725	1.430
The belief system & character profile of church members is very good	22.5	16.6	15.9	20.6	24.4	3.691	1.512
An unadulterated preaching is a central part of our church	20.7	11.4	16.4	20.4	20.6	3.812	1.481
The few conflicts that occur are professionally handled	21.2	22.0	12.1	22.6	22.1	3.479	2.624
The church has effective training programs for new believers	13.2	15.1	30.2	20.6	20.9	3.617	1.162
Average Mean						3.652	

Source (Research data)

The respondents were asked to indicate their level of agreement with statements on the church spiritual growth. The findings as given in table 23 show that 43.1% of the respondents agreed with the statement- ‘The church has programs that deal with those who do not know Jesus Christ’ at (M=3.725, SD=1.430). Another 45.0% of the respondents agreed with the statement- ‘The belief system & character profile of church members is very good’ at (M=3.691, SD=1.512), while another 41.0% agreed with the statement that – ‘An unadulterated preaching is a central part of our church’ at (M=3.812, SD=1.481).

The findings further indicate that there were mixed opinions on the statement- ‘The few conflicts that occur are professionally handled’ with 44.7% and 43.2%

disagreeing with the statement at ($M=3.479$, $SD=2.624$). Another 41.5% agreed that the church has effective training programs for new believers at ($M=3.617$, $SD=1.162$).

The qualitative data on spiritual growth was guided by the statements- evaluate the level of spiritual growth in your church and suggest what else could be done to enhance spiritual growth. Majority of the respondents suggested that brethren took long to demonstrate spiritual maturity. Reasons were given as lack of strong commitment to biblical teachings, some-times the preaching of a message that somewhat missed Jesus Christ's agenda for the church and the hidden power of sin in people's lives. Respondents explained that several churches were not very keen on reaching out to those who did not know the Lord Jesus Christ- moreso especially after the COVID-19 Pandemic. Interventions were given as running intentional and structured evangelism programs, and crusades. However, respondents suggested that traditional approaches of evangelism may not bare great results. For impact, respondents suggested evangelism using technology, and even artificial intelligence. Further respondents suggested that on outreaches- the church needed to adopt methods that appeal to different demographics categories. The research findings concur with Worancha (2012) who showed that several factors contributed to the successful growth of churches, such as leadership, spirituality, concern for the lost, and certainty about beliefs as the major contributors.

Economic Stability

The results in table show the responses on spiritual growth of evangelical churches in Nairobi City County, Kenya. The findings are as indicated in table 24 below.

Table 24: Descriptive Statistics on Economic Stability

Statements	1	2	3	4	5	Mean	Std. Dev.
	%	%	%	%	%		
The church is able to meet its financial obligations	22.1	20.1	10.8	24.2	22.8	3.597	1.249
Church members have enhanced livelihoods	25.8	24.3	11.5	24.2	14.2	3.390	1.521
Church members are trained on economic empowerment activities	23.6	22.4	10.2	15.4	28.4	3.498	1.429
Financial collections have been growing in the last 5 years.	21.2	29.0	27.1	11.7	11.0	3.461	1.711
Our church has adequate physical infrastructure	20.2	14.1	26.0	23.8	15.9	3.517	1.291
Average mean						3.195	

Source (Research data)

The respondents were asked to indicate their level of agreement with statements on the church economic growth/stability. The findings as given in table .. show mixed opinions on the statement - The church is able to meet its financial obligations with 47% of the respondents agreeing and 42.2 disagreeing with the statement at (M=3.597, SD=1.249). Another 50.1% of the respondents disagreed with the statement –‘Church members have enhanced livelihoods’ at (M=3.390, SD=1.521). On average, there are mixed opinions on the statement- ‘Church members are trained on economic empowerment activities’ with 46% agreeing while 43.8% disagreed with the statement at (M=3.498, SD=1.429). The findings further indicate that 50.2% of the respondents disagreed with the statement that financial collections have been growing in the last 5 years at (M=3.461, SD=1.711). There were fairly mixed opinions on the statement– ‘Our church has adequate physical infrastructure’ with 39.7% agreeing, while 34.3% disagreed with the statement- at (M=3.517, SD=1.291).

The qualitative data was guided by the statements: give your understanding of the economic status of your church and explain how this could be improved. The

majority of the respondents suggested that the church did not have sufficient funds to support its own running including staff and paying for utilities. They pointed out that church financial collections were adversely affected by the COVID 19 Pandemic and certain churches were still struggling to pick-up. Respondents observed that in some incidences the church projects weighed heavily on the church members- who in response tended to leave churches with huge projects.

The respondents mentioned that most churches did not have clear economic empowerment training programs- hence those the members economic status quo remained fairly constant with few positive changes. The respondents opined that most churches did not focus on the wholesome development of members but had a narrow scope of operation with some incidences of the senior leaders living large. On the physical infrastructure-the respondents felt that they infrastructure overall, needed to be improved. Of particular interest was the ablution block and Sunday school facilities as well as offices. The research findings corroborate well with other scholars. For instance, Agang (2020) mentions that inadequate infrastructure, unstable political systems, and inflation as other contributing factors for the economic instability of the church in Africa.

Systems Stability

The respondents were asked to indicate their level of agreement with statements on the systems stability.

Table 25: Descriptive Statistics on Systems Stability

Statements on Systems Stability	1	2	3	4	5	Mean	Std. Dev.
	%	%	%	%	%		
There are clear policies upon which our operations are grounded	24.1	16.1	23.8	22.8	13.2	3.344	1.342

We have clearly understood principles that govern our activities	25.8	20.1	19.6	20.5	14.0	3.293	1.441
Our church has standardised procedures, processes and practices	14.5	17.2	35.4	12.0	20.9	3.481	1.475
My church has an enabling culture that is embraced by all	21.2	27.0	22.1	15.7	14.0	3.163	1.714
Our system is guided by our vision and mission	20.2	20.1	33.2	15.0	11.5	3.310	1.851
Average Mean						3.324	

(Source-Research data)

The respondents were asked to indicate their level of agreement with statements on the church systems stability. The findings as given in table show that 40.2% of the respondents disagreed with that- There are clear policies upon which our operations are grounded at (M=3.344, SD=1.342), while another 45.9% disagreed that there was with the statement that ‘We have clearly understood principles that govern our activities’ at (M=3.293, SD=1.441). The findings show that there were mixed opinions on the statement ‘Our church has standardised procedures, processes and practices’ with 32.9%, while 31.7% disagreed with the statement at (M=3.481, SD=1.475). A total of 48.2% of the respondents disagreed with the statement ‘My church has an enabling culture that is embraced by all’ at (M=3.163, SD=1.714). Another 40.3% disagreed with the statement-‘Our church system is guided by our vision and mission’ at (M=3.310, SD=1.851).

The qualitative data was guided by the statements- evaluate your church systems stability and explain how this could be improved. Majority of the respondents at 59%, noted that their churches were not governed by standardized procedures, processes or practices. The concept of standard operating procedures has not been fully embraced by the churches except for the Sunday services. But the other daily operations seemed

to deviate from policy where the policy existed. Some churches seemed to have a vision and mission statements only in paper but not in practical terms. Respondents observed that a number of churches did not operate based on an enabling culture. Some respondents mentioned that most churches seemed to operate on a Kiswahili mantra- *kanisa ina wenyewe*- loosely translated a church has its owners. Hence principles, an enabling culture, the vision, or mission did not seem to matter as long as the church owners were happy. Findings agree with those of other scholars. In the study, Molefi et al. (2014) established the reasons why systems fail. Key reason was lack of the technical understanding of the policies, principles and practices that governed operations.

Diagnostic Tests

Tests of assumptions were carried out to check on the quality and quantity of the data to establish whether the data was suitable for further statistical tests (Greene, 2012). It is essential to ensure non-violations of the assumptions of the classical linear regression model (CLRM) before attempting to analyze the data and estimate equation or research model. Estimating these equations when the assumptions of the linear regression are violated runs the risk of obtaining biased, inefficient, and inconsistent parameter estimates (Brooks, 2008). Consequently, normality, linearity, multicollinearity, and heteroscedasticity tests were conducted to ensure proper specification of equations and suitability of statistical modeling. Various diagnostic tests were carried out. The findings are discussed below

Test for Normality.

Parametric tests such as correlation and multiple regression analysis require normal data. When data is not normally distributed it can distort the results of data being subjected to any further analysis. Preliminary analysis to assess if the data fitted

a normal distribution was performed. To assess the normality of the distribution of scores, Kolmogorov-Smirnov test and the graphical method approach were used. When non-significant results (> 0.05) are obtained for a score it shows the data fits a normal distribution (Tabachnik & Fidell, 2007).

The data in table 25 below shows the results of the Kolmogorov-Smirnov. The results indicate that the data in relation to each variable is normally distributed as the significance value in all cases is greater than 0.05. This implies the data was suitable for analysis using correlation regression analysis. Graphical method results are shown in figure 4. The results in indicate that the residuals are normally distributed.

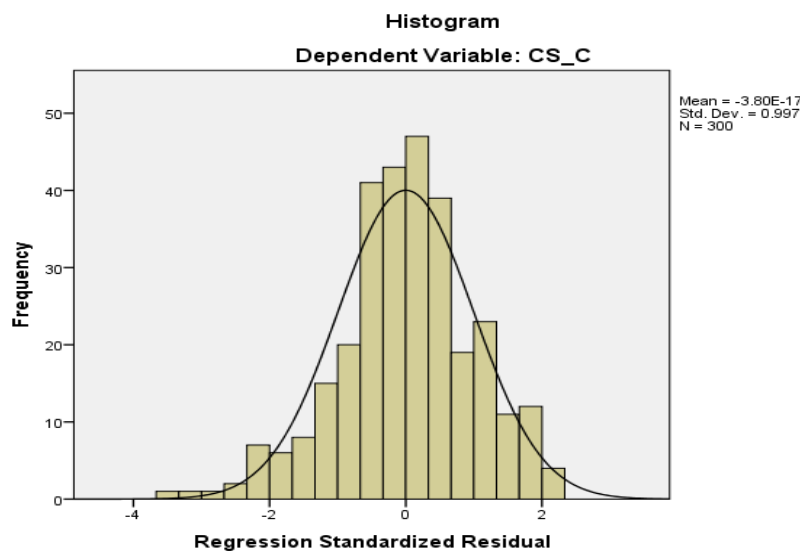


Figure 4: Histogram of Regression Standardized Residual

The diagram shows a symmetric, bell-shaped histogram which suggests that the residuals were approximately normally distributed which is an assumption of linear regression. According to Field, A. (2013), a histogram with a bell-shaped curve and the superimposed normal curve closely fitting the histogram bars indicates normally distributed residuals.

Table 26: Results of Kolmogorov-Smirnov Test for Normality

Variable	K-S Test Statistic	Df	Sig.
Mentorship	0.156	299	0.094
Talent Development	0.168	299	0.055
Career Management	0.179	299	0.066
Employee Retention	0.144	299	0.067
Transformational Leadership	0.211	299	0.095
Church Stability	0.164	299	0.088

(Source: Research data)

The data in table 26 above shows the results of the Kolmogorov-Smirnov. The results indicate that the data in relation to each variable is normally distributed as the significance value in all cases is greater than 0.05. This implies the data was suitable for analysis using correlation regression analysis. Graphical method results are shown in figure . The results in indicate that the residuals are normally distributed.

Test of Linearity

Linearity means that two variables, "x" and "y," are related by a mathematical equation " $y = cx$," where "c" is a constant number. The importance of testing for linearity lies in the fact that many statistical methods require an assumption of linearity of data. This occurs when data is sampled from a population that relates the variables of interest in a linear fashion. This means that before using common methods like linear regression, tests for linearity must be performed Field, A. (2013). A linearity test was conducted for the variables. A scatter plot graphical method was used to observe with ease the possibility of the data arriving from a linear population. Results are presented in figure below.

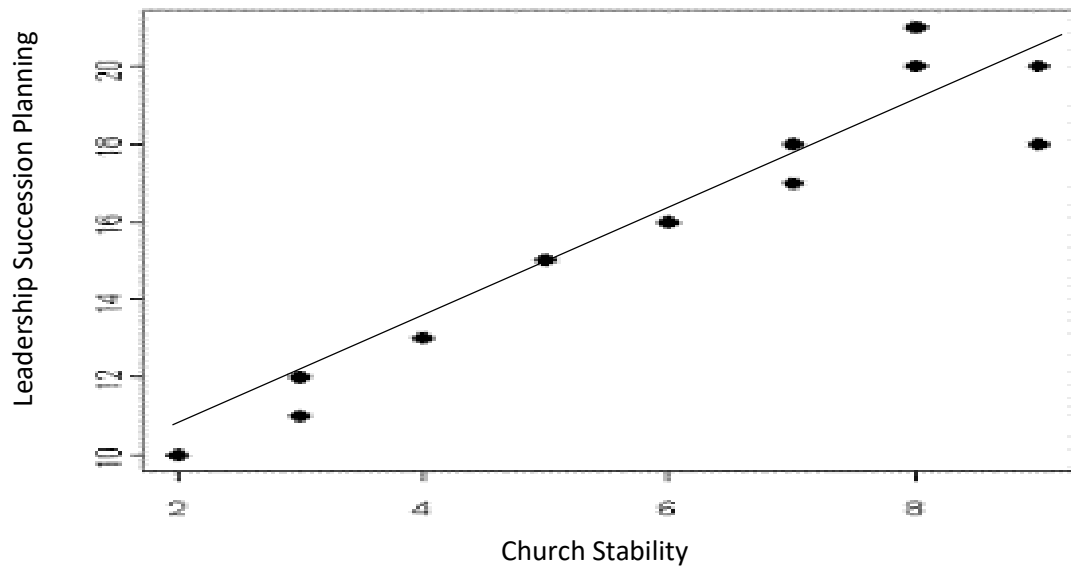


Figure 5: Scatter Plot for Linearity

Source: (Research data)

The findings in figure indicate that the scatter plots are distributed in a fairly linear manner. This implies that the data was linear in nature and therefore suitable for further statistical modelling.

Multicollinearity.

The multicollinearity test was done by examining the Variance Inflation Factor (VIF) and Tolerance values obtained from SPSS. Multicollinearity is whereby the independent variables have a high degree of association between themselves. Presence of multicollinearity in a data result to increase in the standard errors which could make the variables insignificant when they really are significant (Pallant, J. 2020). Variance Inflation Factor (VIF) and Tolerance were used to measure multicollinearity. According to Mugenda (2018) if the VIF value is greater than 10, and Tolerance values less than 0.01, this indicates presence of multicollinearity which may call for further investigations. From the findings presented in Table 27 below, the VIF values for all the variables were less than 5, while the Tolerance values were all greater than 0.01.

This indicated that multicollinearity did not exist between the study variables, hence the data was found suitable for statistical modeling tests.

Table 27: Multicollinearity Test Statistics

	Tolerance	VIF
Mentorship	.778	3.286
Talent Development	.685	1.459
Career Management	.671	2.491
Employee Retention	.554	1.784
Transformational Leadership	.602	2.541

Source (Research data)

Test for Heteroscedasticity.

Heteroscedasticity is the circumstance in which the variability of a variable is unequal across the range of values of a second variable that predicts it. It is the opposite of homoscedasticity. Homoscedasticity is where the residuals have the same variance. This is a condition that has to be met before linear and multiple regression is carried out. This study used the Breuch-Pagan / Cook-Weisberg test to check for Heteroscedasticity.

Table 28: Breusch-Pagan / Cook-Weisberg test for Heteroscedasticity

Ho: Constant variance			
Statistics	Df	Stat value	p-value
Chi-squared	209	1.3457	0.3241

Source (Research data)

The null hypothesis for this test is that the variances of error terms are equal (Kothari, 2019). If “Prob > Chi-squared” is greater than 0.05 it suggests existence of homoscedasticity (Saunders *et al*, 2009). The findings presented in 4.16 shows Chi -

squared = 1.3457 has p-value P (0. 3241) greater than 0.05. This suggests lack of significance and therefore we accept the null hypothesis that the error terms are equal and therefore the data shows lack of heteroscedasticity and the presence of homoscedasticity is assumed. This implies that the data has met the heteroscedasticity assumption and is therefore suitable for linear and multiple regression analysis.

Inferential Statistics.

The study carried out various inferential statistics to establish the relationships that existed between the independent, moderating, and dependent variables. The independent variables included mentorship, talent development, career management and employee retention, while the moderating variable was transformational leadership. The dependent variable was stability of of evangelical church organizations. The test computed include correlation, linear & multiple regression, ANOVA and Beta Coefficients regression.

Correlation Analysis.

The study used Pearson's Moment Correlation Coefficient denoted r to measure the relationships between the variable's mentorship, talent development, career management and employee retention and stability of evangelical church organizations. The following section presents the results of the analysis on the effect of the four aspects of leadership succession planning (mentorship, talent development, career management, and employee retention) on the stability of Evangelical Churches in Nairobi City County, Kenya. The coefficient ranges from -1 to 1. The association was considered to be: weak positive if $\pm 0.1 < r < \pm 0.29$; medium positive if $\pm 0.3 < r < \pm 0.49$; and strong positive if $r > \pm 0.5$. The association was considered to be: strong negative if $\pm 0.1 < r < \pm 0.29$; medium negative if $\pm 0.3 < r < \pm 0.49$; and weak negative if $r > \pm 0.5$.

The study findings indicate that mentorship had a strong positive significant relationship with church stability at $r = .637, p = .000$. There was a strong positive and significant correlation between talent development and church stability at $r = .837, p = .000$. The study found a moderate positive and significant correlation between career management and stability at $r = .550, p = .000$. The findings also revealed a strong positive and significant relationship between employee retention and church stability at $r = .747, p = .000$. The variables were found to be suitable for further analysis using regression (linear & multiple).

Table 29: Correlation Coefficient Results

		Stability	Mentorship	Talent Development	Career Management	Employee Retention
Stability	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	300				
Mentorship	Pearson Correlation	.637**	1			
	Sig. (2-tailed)	.000				
	N	300	300			
Talent Development	Pearson Correlation	.837**	.554**	1		
	Sig. (2-tailed)	.000	.000			
	N	300	300	300		
Career Management	Pearson Correlation	.550**	.539**	.690**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	300	300	300	300	
Employee Retention	Pearson Correlation	.747**	.550**	.837**	.598**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	300	300	300	300	300

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

Source (Research Data)

These results are in agreement with the findings of Mundia and Iravo (2014) that found existence of a significant effect of mentoring on sustainability, continuity and stability. The results are also in line with Jepchumba (2021) whose study showed that talent management practices had a significant effect on organizational stability. In addition, the results agree with that of Ayodo (2022) who showed that career

development had a positive and significant association with employee satisfaction and; hence, improved stability. The results are in agreement with the findings of Sulernan et al. (2021) that found existence of a positive and significant relationship between leadership succession planning practices and stability in a dynamic business environment.

Regression Analysis-Model Summary, ANOVA & Hypotheses Testing

Linear Regression.

Linear regression was carried out to determine how each independent variable influenced the dependent variable. On a specific basis, linear regression sort to check the magnitude of the association between the variables. The level of significance of the relationship was checked using ANOVA test (T- tests) of the fitted models as well as the goodness of fit (F – tests) of the models (Cohen & West, 2003). The study hypotheses were tested using ANOVA analysis. The criterion was that if the F-calculated/statistic is greater than the F-critical then the null hypothesis is rejected and the alternative hypothesis is accepted and vice versa (Mugenda & Mugenda, 2003; Cooper & Schindler, 2011). The confidence level was 95% and the level of significance was 0.05.

Mentorship and Stability of Evangelical Churches

Linear Regression.

The first hypothesis of the study was **H₀₁** mentorship has no significant influence on the stability of evangelical churches in Nairobi City County, Kenya. To test this hypothesis, the study carried out regression between mentorship and stability. The findings as presented in Table 30, show the value of adjusted R² was 0.329 which implies that 32.9% of variations in stability of evangelical churches in Kenya can be

attributed to changes in mentorship. The remaining 67.1% variations in stability can be attributed to other variables other than mentorship. The findings also show that there is a moderate positive relationship between mentorship and stability as indicated by a coefficient (R) value of 0.577.

Table 30: Model Summary for Mentorship and Stability

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.577 ^a	.333	.329	.110222

a. Predictors: (Constant), Mentorship

Source (Research Data)

Analysis of Variance.

F-values are used to determine the significance of a group of variables. From the ANOVA findings, the p-value obtained was 0.00 which is less than 0.05, an indication that the model was significant. The findings also show that the f-statistic value (16.594) is greater than the F-critical value ($F_{1,213}=3.885$). Since the f-statistic value is greater than the f-critical value it can be deduced that there was goodness of fit of the model fitted for this study and therefore mentorship can predict stability of evangelical churches in Nairobi City County, Kenya.

Table 31: ANOVA for Mentorship and Stability of Evangelical Churches

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	0.211	1	0.211	16.594	.000 ^b
1 Residual	2.556	298	0.012		
Total	2.767	299			

a. Dependent Variable: Stability

b. Predictors: (Constant), Mentorship

Source (Research Data)

Beta Coefficients.

From the equation below, when mentorship is held at a constant zero, stability of evangelical churches in Nairobi City County, will be at a constant value of 1.491. The findings further revealed that a unit improvement in mentorship will lead to a 0.427-unit improvement in stability of evangelical churches in Nairobi City County, Kenya. The findings reveal the t-statistic (5.010) and a p-value (0.00) which is less than the study's level of significance (0.05). Therefore, the study rejects the null hypothesis (H_{01}) and fails to reject the alternative hypothesis (H_{A1}). The study therefore posits that mentorship has a positive significant influence on stability of evangelical churches in Nairobi City County, Kenya.

The study findings concur with those of other scholars. The study findings concur with those of Mgomane and Mahlangu (2014) who carried out a quantitative research study in South Africa with the aim of establishing the role that leaders played in mentoring followers for succession planning to be successful in charismatic churches. The study showed that although 85% of the churches involved in the study had mentorship programs in place, only 72% implemented these programs.

Table 32: Coefficients for Mentorship and Stability

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.491	0.108		13.954	.000
Mentorship	0.427	0.101	0.848	5.010	.000

a. Dependent Variable: Stability

From the coefficients table, the following model was fitted; $Y = 1.491 + 0.427 X_1 + \epsilon$

Source (Research Data)

Talent Development and Stability of Evangelical Churches in Kenya

Linear Regression.

The second hypothesis of the study was **H₀₂** talent development has no significant influence on stability of evangelical churches in Nairobi City County, Kenya. To test this hypothesis, the study carried out regression between talent development and stability. The findings as presented in Table 33, show the value of adjusted R² was 0.573 which implies that 57.3% of variations in stability of evangelical churches in Nairobi City County, Kenya can be attributed to changes in talent development. The remaining 42.7% variations in stability can be attributed to other variables other than talent development. The findings also show that there is a strong positive relationship between talent development and stability as indicated by a coefficient (R) value of 0.781.

Table 33: Model Summary for Talent Development and Stability

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.781 ^a	.591	.573	.13120

a. Predictors: (Constant), Talent Development

Source (Research Data)

Analysis of Variance.

F-values are used to determine the significance of a group of variables. From the ANOVA findings, the p-value obtained was 0.00 which is less than 0.05, an indication that the model was significant. The findings also show that the f-statistic value (37.191) is greater than the F-critical value ($F_{1,491}=12.142$). Since the f-statistic value is greater than the f-critical value it can be deduced that there was goodness of fit of the model

fitted for this study and therefore talent development can predict stability of evangelical churches in Nairobi City County, Kenya.

Table 34: ANOVA for Talent Development and Stability

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	0.411	1	0.411	37.191	.000 ^b
1 Residual	2.556	298	0.014		
Total	2.767	299			

a. Dependent Variable: Stability
b. Predictors: (Constant), Talent Development

Source (Research Data)

Beta Coefficients.

From the equation below, when talent development is held at a constant zero, stability of evangelical churches in Nairobi City County, Kenya will be at a constant value of 2.611. The findings further revealed that a unit improvement in talent development will lead to a 0.529-unit improvement in stability of evangelical churches in Nairobi City County, Kenya. The findings reveal the t-statistic (16.427) and a p-value (0.00) which is less than the study's level of significance (0.05). Therefore, the study rejects the null hypothesis (H_0) and fails to reject the alternative hypothesis (H_A). The study therefore posits that talent development has a positive significant influence on stability of evangelical churches in Nairobi City County, Kenya.

The study findings agree with the findings of other scholars. A study by Mujtaba et al (2021) did a study for the purpose of developing a construct to measure talent management in organizations in Pakistan using a fourfold approach. The findings indicating that talent development tactics play a critical role in the contemporary volatile business environment characterized by technology and globalization. Identification of critical positions, talent acquisition, talent development, talent

engagement, and talent retention were found to be talent development strategies and especially during hard economic times.

Table 35: Coefficients for Talent Development and Stability

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.611	0.102		16.427	.000
1 Talent Development	0.529	0.091	0.619	9.021	.000

a. Dependent Variable: Stability

From the coefficients table, the following model was fitted: $Y = 2.611 + 0.529 X_2 + \epsilon$

Source (Research Data)

Career Management and Stability of Evangelical Churches in Kenya

Linear Regression.

The third hypothesis of the study was H_{03} career management has no significant influence on stability of evangelical churches in Nairobi City County, Kenya. To test this hypothesis, the study carried out regression between career management and stability. The findings as presented in Table 35, show the value of adjusted R^2 was 0.199 which implies that 19.9% of variations in stability of evangelical churches in Nairobi City County, Kenya can be attributed to changes in career management. The remaining 80.1% variations in stability can be attributed to other variables other career management. The findings also show that there is a moderate positive relationship between career management and stability as indicated by a coefficient (R) value of 0.359.

Table 36: Model Summary for Career Management and Stability

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.359 ^a	.210	.199	.121091
a. Predictors: (Constant), Career Management				
<i>Source (Research Data)</i>				

Analysis of Variance.

F-values are used to determine the significance of a group of variables. From the ANOVA findings, the p-value obtained was 0.00 which is less than 0.05, an indication that the model was significant. The findings also show that the f-statistic value (15.121) is greater than the F-critical value ($F_{1,132}=9.419$). Since the f-statistic value is greater than the f-critical value it can be deduced that there was goodness of fit of the model fitted for this study and therefore career management can predict stability of evangelical churches in Nairobi City County, Kenya.

Table 37: ANOVA for Career Management

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	0.111	1	0.201	15.121	.000 ^b
Residual	1.589	298	0.012		
Total	1.700	299			
a. Dependent Variable: Stability					
b. Predictors: (Constant), Career Management					
<i>Source (Research Data)</i>					

Beta Coefficients.

From the equation below, when career management is held at a constant zero, stability of evangelical churches in Nairobi City County, Kenya will be at a constant value of 1.901. The findings further revealed that a unit improvement in career management will lead to a 0.340-unit improvement in stability of evangelical churches in Nairobi City County, Kenya. The findings reveal the t-statistic (11.921) and a p-value

(0.00) which is less than the study’s level of significance (0.05). Therefore, the study rejects the null hypothesis (H_{03}) and fails to reject the alternative hypothesis (H_{A3}). The study therefore posits that career management has a positive significant influence on stability of evangelical churches in Nairobi City County, Kenya.

Findings agree with those by other scholars. In Nigeria, Onyekwere (2022) conducted a study to appraise the role of manpower development on employees’ productivity, career development and competence in selected organizations in Nigeria. Career development was found to be significant in terms for institutional continuity. Additionally, Ayodo (2022) in his study found out that both descriptive and inferential statistics revealed a positive and significant association between career development and employee job satisfaction in the institutions where the study was conducted. Job satisfaction contributes to stability.

Table 38: Coefficients for Career Management and Stability

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.901	0.102		11.921	.000
1 Process Execution	0.340	0.091	0.329	9.022	.000

a. Dependent Variable: Stability

From the coefficients table, the following model was fitted: $Y = 1.901 + 0.340 X_3 + \epsilon$

Source (Research Data)

Employee Retention and stability of evangelical churches Kenya

Linear Regression.

The fourth hypothesis of the study was H₀₄ employee retention has no significant influence on stability of evangelical churches in Nairobi City County, Kenya. To test this hypothesis, the study carried out regression between employee retention and stability. The findings as presented in Table 39, show the value of adjusted R² was 0.489 which implies that 48.9% of variations in stability of evangelical churches in Nairobi City County, Kenya can be attributed to changes in employee retention. The remaining 51.1% variations in sustainability can be attributed to other variables other employee retention. The findings also show that there is a strong positive relationship between employee retention and stability as indicated by a coefficient (R) value of 0.733.

Table 39: Model Summary for Employee Retention and Stability

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.733 ^a	.540	.489	.10091

a. Predictors: (Constant), Employee Retention

Source (Research Data)

Analysis of Variance.

F-values are used to determine the significance of a group of variables. From the ANOVA findings, the p-value obtained was 0.00 which is less than 0.05, an indication that the model was significant. The findings also show that the f-statistic value (16.413) is greater than the F-critical value ($F_{1,413}=13.196$). Since the f-statistic value is greater than the f-critical value it can be deduced that there was goodness of fit of the model fitted for this study and therefore employee retention can predict stability of evangelical churches in Nairobi City County, Kenya.

Table 40: ANOVA for Employee Retention and Stability

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	0.219	1	0.201	16.413	.000 ^b
	Residual	1.301	298	0.012		

Total	1.520	299
a. Dependent Variable: Stability		
b. Predictors: (Constant), Employee Retention		

Source (Research Data)

Beta Coefficients.

From the equation below, when employee retention is held at a constant zero, stability of evangelical churches in Nairobi City County, Kenya will be at a constant value of 2.109. The findings further revealed that a unit improvement in employee retention will lead to a 0.311-unit improvement in stability of evangelical churches in Nairobi City County, Kenya. The findings reveal the t-statistic (11.921) and a p-value (0.00) which is less than the study's level of significance (0.05). Therefore, the study rejects the null hypothesis (**H₀₄**) and fails to reject the alternative hypothesis (**H_{A4}**). The study therefore posits that employee retention has a positive significant influence on stability of evangelical churches in Nairobi City County, Kenya.

The findings concur with the findings of other scholars. Ushakov and Shatila (2021) conducted a study to establish the degree to which employee retention in Lebanon was a result of workplace culture. The results showed a positive correlation.

Table 41: Coefficients for Employee Retention and Stability

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.109	0.291		13.914	.000
1 Process Execution	0.329	0.210	0.320	8.021	.000

a. Dependent Variable: Sustainability

From the coefficients table, the following model was fitted: $Y = 2.109 + 0.329 X_4 + \epsilon$

Source (Research Data)

Multiple Regression-Unmoderated and Moderated

The study sort to establish the combined influence of all the independent variables on the dependent variable without moderation and with moderation. This was guided by the fifth hypothesis H₀₅ which was – transformational leadership has no positive significant influence on the relationship between the leadership succession planning and stability of evangelical churches in Nairobi City County, Kenya.

Each independent variable (mentorship, talent development, career management, employee retention) was moderated by transformational leadership and the moderated variables regressed. For the moderating influence, the model used was $Y = \beta_0 + M(\beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon)$ Where M = Transformational Leadership (the moderating variable).

The study findings as given in Table 4.31 indicate that the value of adjusted R² was 0.576 which suggests that 57.6% variation in stability of evangelical churches in Nairobi City County, Kenya can be explained by changes in unmoderated independent variables including mentorship, talent development, career management, employee retention. The findings indicate that the value of the adjusted R² increased when the moderating variable (transformational leadership was introduced; that is from 0.576 to 0.687. This suggests that introduction of the moderating variable increased the amount of variation to 68.7%. The implication is that 68.7% variation in stability can be explained by changes in the moderated variables.

Table 42: Multiple Regression Moderated & Unmoderated Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1- Unmoderated	.791 ^a	.625	.576	.06158
2- Moderated	.801*	.642	.687	.11921

a. Predictors: (Constant), mentorship, talent development, career management, employee retention
 *Mentorship*Transformational Leadership, Talent Development*Transformational Leadership, Career Management*Transformational Leadership, Employee Retention*Transformational Leadership

Source (Research Data)

Analysis of Variance.

The analysis of variance results show that both the model of moderated and that of unmoderated variables were statistically significant since the p-value (0.000) was less than 0.05. Hence, the models were suitable in establishing the influence of moderated variables mentorship, talent development, career management, and employee retention on stability, as well as the influence unmoderated variables on stability. Further, the F-statistic (32.194) was greater than the F-critical ($F_{7,104}=10.629$) suggesting that there was goodness of fit of the moderated variables model. There was also goodness of fit of the unmoderated variables since F statistics was 25.514 which was greater than the F- critical at ($F_{5,119}=9.572$).

Table 43: ANOVA for Overall Regression Model-Moderated & Unmoderated

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.091	4	0.449	25.514	.000 ^b
	Residual	3.561	295	0.017		
	Total	5.652	299			
2	Regression	3.935	8	0.571	32.194	.000 ^c
	Residual	2.569	291	0.016		
	Total	6.504	299			

a. Dependent Variable: Stability

b. Predictors: (Constant), mentorship, talent development, career management, and employee retention

c. Predictors: (Constant), *Mentorship*Transformational Leadership, Talent Development*Transformational leadership, Career Management*Transformational Leadership, Employee Retention*Transformational Leadership.

Source (Research Data)

Beta Coefficients - Moderated and Unmoderated

Mentorship.

Regression coefficients were computed for unmoderated and moderated variables. The findings are presented in table 44. The findings indicate that mentorship*transformational leadership has a positive and significant influence on stability of evangelical churches in Kenya at ($\beta = 0.492$) and p-value ($P = 0.001$)-model 2. This influence is greater than without moderation at ($\beta = 0.438$) and p-value ($P = 0.000$)-model 1. Therefore, the study rejected the null hypothesis and consequently concluded that transformational leadership has a positive significant influence on the relationship between mentorship and stability of evangelical churches in Kenya.

Talent Development.

Regression coefficients were computed for unmoderated and moderated variables. The findings are presented in table 44. The findings indicate that talent development*transformational leadership has a positive and significant influence on stability of evangelical churches in Kenya at ($\beta = 0.601$) and p-value ($P = 0.001$)-model 2. This influence is greater than without moderation at ($\beta = 0.539$) and p-value ($P = 0.000$)-model 1. Therefore, the study rejected the null hypothesis and consequently concluded that the transformational leadership has a positive significant influence on the relationship between talent development and stability of evangelical churches in Kenya.

Career Management.

Regression coefficients were computed for unmoderated and moderated variables. The findings are presented in table 44. The findings indicate that career management

*transformational leadership has a positive and significant influence on stability of evangelical churches in Kenya at ($\beta = 0.421$) and p-value ($P = 0.001$)-model 2. This influence is greater than without moderation at ($\beta = 0.354$) and p-value ($P = 0.000$)-model 1. Therefore, the study rejected the null hypothesis and concluded that the career management has a positive significant influence on the relationship between career management and stability of evangelical churches in Kenya.

Employee Retention.

Regression coefficients were computed for unmoderated and moderated variables. The findings are presented in table 44. The findings indicate that employee retention*transformational leadership has a positive and significant influence on stability of evangelical churches in Kenya at ($\beta = 0.391$) and p-value ($P = 0.002$)-model 2. This influence is greater than without moderation at ($\beta = 0.309$) and p-value ($P = 0.000$)-model 1. Therefore, the study rejected the null hypothesis and consequently concluded that the transformational leadership has a positive significant influence on the relationship between employee retention and stability of evangelical churches in Kenya.

Table 44: Moderated Coefficients for Overall Regression Model

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error			
			Beta		
	1.298	.151		8.699	.003
	.438	.057	.465	4.247	.000
1	.539	.216	.691	7.471	.000
	.354	.120	.337	3.127	.000
	.309	.169	.271	5.627	.000
	0.781	0.101		4.519	0.002
2	0.492	0.082	0.412	5.713	0.001

Talent Development * Transformational Leadership	0.601	0.092	0.941	7.186	0.000
Career Management * Transformational Leadership	0.421	0.051	0.391	3.258	0.001
Employee Retention* Transformational Leadership	0.391	0.082	0.319	3.220	0.002

a. Dependent Variable: Stability

Source (Research Data)

$$Y = 1.298 + 0.438X_1 + 0.539X_2 + 0.354X_3 + 0.309X_4 + \epsilon \quad \text{Model 1}$$

$$Y = 0.781 + 0.492 X_1 * M + 0.601 X_2 * M + 0.421 X_3 * M + 0.391 X_4 * M + \epsilon \quad \text{Model 2}$$

Summary of Hypotheses Testing.

The study was guided by five research hypotheses. These hypotheses were tested using regression models where the goodness of fit of the models fitted was checked as well as the levels of significance. The findings summarized in Table 45 indicate that all the null hypotheses were rejected while all the alternative hypotheses were accepted.

Table 45: Summary of Hypotheses Testing Results

Hypothesis	Criterion (Rule)	p-value	Comment
H₀₁: Mentorship does not have a positive significant influence on the stability of evangelical churches in Kenya	Reject H₀₁ if p value >0.05	p<0.05 since p=0.003	H₀₁ rejected. Alternate hypothesis accepted
H₀₂: Talent Development does not have a positive significant influence on the stability of evangelical churches in Kenya	Reject H₀₂ if p value >0.05	p<0.05 since p=0.000	H₀₂ rejected. Alternate hypothesis accepted

Hypothesis	Criterion (Rule)	p-value	Comment
H₀₃: Career Management does not have a positive significant influence on the stability of evangelical churches in Kenya	Reject H₀₃ if p value >0.05	p<0.05 since p=0.000	H ₀₃ rejected. Alternate hypothesis accepted.
H₀₄: Employee retention does not have a positive significant influence the stability of evangelical churches in Kenya	Reject H₀₄ if p value >0.05	p<0.05 since p=0.000	H ₀₄ rejected. Alternative hypothesis accepted.
H₀₅: Transformational leadership does not have a positive significant moderating influence on the relationship between leadership succession planning & the stability of evangelical churches in Kenya	Reject H₀₅ if p value >0.05	p >0.05 since p=0.000	H ₀₅ rejected. Alternate hypothesis accepted.

Source (Research Data)

The Optimal Model

Based on the statistical modelling results, all the four independent variables and one moderating variable were considered valid. The figure 4. Gives the optimal model of this study.

$$Y = 0.781 + 0.492 X_1 * M + 0.601 X_2 * M + 0.421 X_3 * M + 0.391 X_4 * M + \epsilon$$

Where:

Y = Stability

X₁ = Mentorship

X₂ = Talent Development

X₃ = Career management

X₄ = Employee Retention

M = Transformational Leadership

ε = Error Term

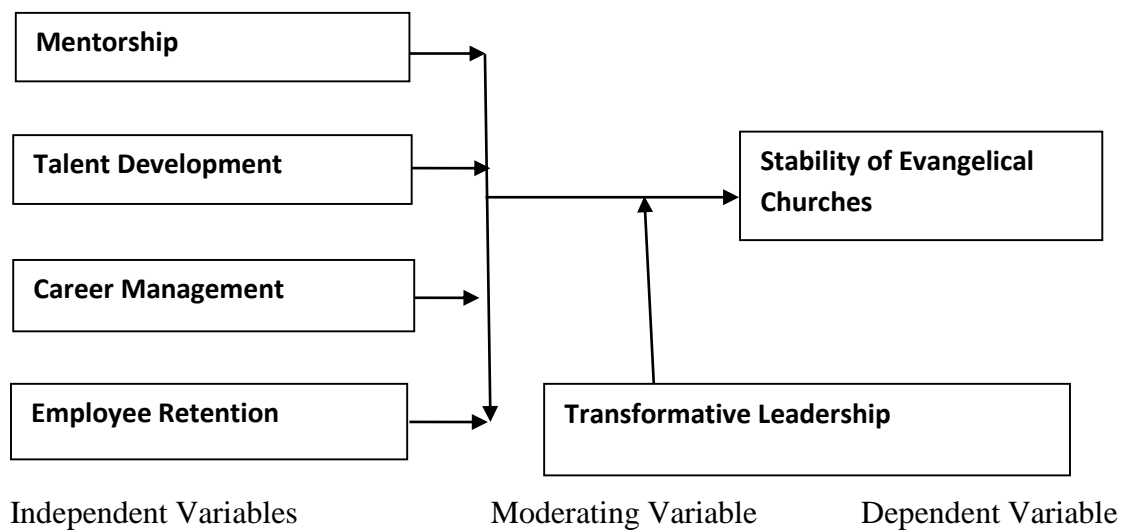


Figure 6: Optimal Model

Chapter Five: Summary, Conclusions and Recommendations

Introduction

This chapter presents the key findings from the study along with the conclusions drawn and recommendations derived from the results. Additionally, areas warranting further research are identified. Further, the limitations encountered during the study are discussed and strategies that mitigated these limitations explained. All these discussions are framed in the context of the research objectives. Finally, recommendations for future research are given.

Summary of Findings

This section presents a summary of the findings and results from the analysis, aligning with the study's objectives. The results highlight the key associations identified and confirmed during the study to understand the impact of succession planning on church stability, as well as the moderating role of transformational leadership in Evangelical Churches in Nairobi City County, Kenya. The following section presents the key findings of the study.

Mentorship

The first objective of the study was to evaluate the effect of mentorship on the stability of evangelical churches in Nairobi City County, Kenya. Various tests were carried out to determine the relationship that existed between the two variables. The study found out that mentorship and stability were strongly and positively correlated at ($r = 0.637$, $p = 0.000$). Linear regression and ANOVA statistic were carried out to test the hypothesis.

The linear regression results indicated that 32.9% variation in church stability can be attributed to changes in mentorship. Further there was a positive significant relationship and goodness of fit of the model fitted between mentorship and church stability. The results of coefficients of the model estimates were significant at the 0.05 level of significant since the p value was 0.000. This implied that the study rejected the null hypothesis and therefore held that there is a positive significant relationship between mentorship and stability of evangelical churches in Nairobi City County Kenya.

Beta coefficient regression analysis was also done to determine the influence of the transformational leadership on the relationship between mentorship and stability. The regression coefficients showed that mentorship interception with the transformational leadership was significant since it had a p value of 0.001 which was less than 0.05 ($\beta = .492, t = 5.713, p = .001$). Since the coefficient of interception was significant this implies that the transformational leadership had a moderating effect on the relationship between mentorship and stability of evangelical churches in Nairobi City County Kenya.

Talent Development

The second objective of the study was to establish the effect of talent development on the stability of evangelical churches in Nairobi City County, Kenya. Various tests were carried out to determine the relationship that existed between the two variables. The study found out that talent development and stability were strongly and positively correlated at ($r = 0.837, p = 0.000$). Linear regression and ANOVA statistic were carried out to test the hypothesis.

The linear regression results indicated that 57.3% variation in church stability can be attributed to changes in talent development. Further there was a positive significant relationship and goodness of fit of the model fitted between talent development and church stability. The results of coefficients of the model estimates were significant at the 0.05 level of significant since the p value was 0.000. This implied that the study rejected the null hypothesis and therefore held that there is a positive significant relationship between talent and stability of evangelical churches in Nairobi City County Kenya.

Beta coefficient regression analysis was also done to determine the influence of the transformational leadership on the relationship between talent development and stability. The regression coefficients showed that mentorship interception with the transformational leadership was significant since it had a p value of 0.000 which was less than 0.05 ($\beta = .601, t = 7.186, p = .000$). Since the coefficient of interception was significant this implies that the transformational leadership had a moderating effect on the relationship between talent development and stability of evangelical churches in Nairobi City County Kenya.

Career Management

The third objective of the study was to analyse the effect of career management on the stability of evangelical churches in Nairobi City County, Kenya. Various tests were carried out to determine the relationship that existed between the two variables. The study found out that career management and stability were strongly and positively correlated at ($r = 0.550, p = 0.000$). Linear regression and ANOVA statistic were carried out to test the hypothesis.

The linear regression results indicated that 19.9% variation in church stability can be attributed to changes in career management. Further there was a positive significant relationship and goodness of fit of the model fitted between career management and church stability. The results of coefficients of the model estimates were significant at the 0.05 level of significant since the p value was 0.000. This implied that the study rejected the null hypothesis and therefore held that there is a positive significant relationship between career management and stability of evangelical churches in Nairobi City County Kenya.

Beta coefficient regression analysis was also done to determine the influence of the transformational leadership on the relationship between career management and stability. The regression coefficients showed that mentorship interception with the transformational leadership was significant since it had a p value of 0.001 which was less than 0.05 ($\beta = .421$, $t = 3.258$, $p = .001$). Since the coefficient of interception was significant this implies that the transformational leadership had a moderating effect on the relationship between career management and stability of evangelical churches in Nairobi City County Kenya.

Employee Retention

The fourth objective of the study was to determine the effect of employee retention on the stability of evangelical churches in Nairobi City County, Kenya. Various tests were carried out to determine the relationship that existed between the two variables. The study found out that employee retention and stability were strongly and positively correlated at ($r = 0.747$, $p = 0.000$). Linear regression and ANOVA statistic were carried out to test the hypothesis.

The linear regression results indicated that 48.9% variation in church stability can be attributed to changes in employee retention. Further there was a positive significant relationship and goodness of fit of the model fitted between employee retention and church stability. The results of coefficients of the model estimates were significant at the 0.05 level of significant since the p value was 0.000. This implied that the study rejected the null hypothesis and therefore held that there is a positive significant relationship between employee retention and stability of evangelical churches in Nairobi City County Kenya.

Beta coefficient regression analysis was also done to determine the influence of the transformational leadership on the relationship between employee retention and stability. The regression coefficients showed that employee retention interception with the transformational leadership was significant since it had a p value of 0.001 which was less than 0.05 ($\beta = .391, t = 3.220, p = .002$). Since the coefficient of interception was significant this implies that the transformational leadership had a moderating effect on the relationship between employee retention and stability of evangelical churches in Nairobi City County Kenya.

Transformational Leadership

The fifth objective of the study was to determine the moderating influence of transformational leadership on the relationship between all the independent variables (mentorship, talent development, career management and employee retention), and the dependent variable stability of evangelical churches in Nairobi City County, Kenya. It was hypothesized that -there is no statistically significant moderating effect of transformational leadership on the relationship between leadership succession planning (mentorship, talent development, career management and employee retention) and the

stability of the Evangelical churches in Nairobi City County, Kenya. Multiple regression was carried out to test this hypothesis.

Before moderation the study found a multiple regression R^2 value of 0.576 explanatory power. This means that 57.6% of stability of the Evangelical churches in Nairobi City County, Kenya was explained by changes in mentorship, talent development, career management and employee retention. After moderation the R^2 was 0.687 implying that jointly, the variables after the moderation effect of transformational leadership explain 68.7% of stability of the Evangelical churches in Nairobi City County Kenya. The study also found out that all the regression coefficients increased when the moderating variable was introduced. The coefficients were also found to be significant since all the p values were less than 0.05 level of significance.

Conclusion

The study found out that there exists a relationship between mentorship and stability of evangelical churches in Nairobi City County Kenya. The statistical results of coefficients showed that transformational leadership moderates the relationship between mentorship and the stability of evangelical churches in Nairobi Kenya. The study therefore concludes that an improvement in mentorship will lead to an improvement in the stability of evangelical churches in Nairobi City County Kenya. This relationship will further be enhanced if the variable transformational leadership is strengthened and institutionalized.

On the second objective, the study found out that there exists a relationship between talent development and the stability of evangelical churches in Nairobi City County Kenya. The statistical results of coefficients showed that transformational leadership moderates the relationship between talent development and the stability of

evangelical churches in Nairobi City County Kenya. The study therefore concludes that an improvement in talent development will lead to an improvement in the stability of evangelical churches in Nairobi City County Kenya. This relationship will further be enhanced if the variable transformational leaders is strengthened and institutionalized.

On the third objective, the study found out that there exists a relationship between career management and the stability of evangelical churches in Nairobi City County Kenya. The statistical results of coefficients showed that transformational leadership moderates the relationship between career management and the stability of evangelical churches in Nairobi City County, Kenya. The study therefore concludes that an improvement in career management will lead to an improvement in the stability of evangelical churches in Nairobi City County, Kenya. This relationship will further be enhanced if the variable transformational leadership is strengthened and institutionalized.

On the fourth objective, the study found out that there exists a relationship between employee retention and the stability of evangelical churches in Nairobi City County, Kenya. The statistical results of coefficients showed that transformational leadership moderates the relationship between employee retention and the stability of evangelical churches in Nairobi City County, Kenya. The study therefore concludes that an improvement in employee retention will lead to an improvement in the stability of evangelical churches in Nairobi City County Kenya. This relationship will further be enhanced if the variable transformational leadership is strengthened and institutionalized.

The study findings further revealed that the joint influence of mentorship, talent development, career management, and employee retention after moderation by the

variable transformational leadership had a greater influence on the stability of evangelical churches than before moderation. The study therefore concluded that transformational leadership leads to improved stability of evangelical churches in Nairobi City County Kenya. Therefore, there is need for strengthening transformational leadership for stability to be enhanced.

Recommendations of the Study

The study findings indicated that there exist positive relationships between mentorship, talent development, career management & employee retention and the stability of evangelical churches in Nairobi City County Kenya. The findings also revealed that transformational leadership has a moderating effect on the relationship between mentorship, talent development, career management & employee retention and the stability of evangelical churches in Nairobi City County Kenya.

On the first variable mentorship, the study therefore recommends that the evangelical churches in Nairobi City Kenya should work towards strengthening the framework for mentorship for stability to be attained. There is great need to review and ensure there are practical mentorship programs in evangelical churches. Churches need to creatively come up with different tasks and activities that would enable skills to transfer from experienced leaders to less experienced leaders. The study recommends that incumbent leaders must have the onus, willingness and readiness to shape positive attitudes in younger leaders. Senior/older leaders must be willing to have a mentee under their tutelage for mentorship purposes. The study recommends that transformational leadership around mentorship engagements should be strengthened to ensure proper succession planning if stability has to be achieved.

On the second variable talent development, the study also recommends that there is need for streamlining talent development activities to ensure all- inclusive engagements: - church leaders to professionally identify strategic positions to be filled in future, articulately develop a pool of talented members that can have their talents developed, create leadership development programs in the church and ensure that the best talents are identified, rewarded, and retained. The study recommends that these tasks around talent development have to be professionally done if stability has to be achieved. The study recommends that meritocracy must be considered during recruitment into leadership in a manner that is transparent to everyone.

On the third variable career management, the study further recommended that there should be structures to ensure church leaders responsibilities are commensurate to their levels of competence as well as relevant tools are used to objectively measure individual performance in church. The study strongly recommends that the church needs to establish frameworks that can foster provision of equal opportunities for employee career growth in a transparent and accountable manner. The study further recommends that employees skills must be aligned and matched to the tasks that they carry out. The study recommends that church leaders need to encourage a culture of life- long learning in the churches given that education is the back-borne of progress.

On the fourth variable employee retention, the study recommends that church leaders have put in place mechanisms for staff engagement, invest in practices that can ensure that there is job satisfaction and happiness among church leaders. This is extremely important given that the global pandemic mental health challenges -have not spared the church. The study further recommends that the church leadership adopts a modus operandi that would ensure attrition rate is low among our church leaders- including church hoping. As well the study recommends that the church leadership must

develop the spine to ensure that the level of employee commitment & citizenship behaviour is enhanced in evangelical churches. Further that church leaders must develop a positive attitude towards their followers.

On the fifth variable transformational leadership, the study recommends that evangelical churches need to intentionally invest in the various aspects of transformational leadership including idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. The study recommends that churches must invest in gainful and professional training programs on transformational leadership for all future leaders- if church stability has to be achieved. Transformational leadership training is important to ensure that leaders are kept abreast with winning trends if stability has to be realized.

Policy Recommendations

Based on the empirical evidence of this research, the study recommends that policy makers, churches, and other interested stakeholders should design policies that support all-inclusive mentorship activities and develop rules & guidelines that strengthen talent management. Policies should be revised, re-designed and developed to strengthen sound talent development strategies in churches, taking cognizant of the need for church stability. There is a need for policies to ensure professionalism and meritocracy in career management attracting in the evangelical churches. There is also a need for policies, regulations and standard operating procedures that would facilitate compliance to set out employee retention strategies.

Areas for Further Study

The study recommends conducting comparative studies to be carried out across different regions or denominations. This could provide a broader understanding of the

concepts under study including leadership succession planning, transformational leadership and their impact on church stability from a different perspective. The study also recommends more studies to be carried on other perspectives of leadership succession planning, transformational leadership and church stability so that all-inclusive knowledge can be generated. Also, the study recommends more research on the same variables but in different geographical locations so as to take advantage of different environmental contributions.

Knowledge Contribution

Based on the research findings, this study has established with empirical evidence that there is a positive statistically significant association between succession planning and the stability of evangelical churches in Nairobi, Kenya. There is empirical evidence that the relationship between succession planning and stability is moderated by transformational leadership. This study therefore adds to the existing knowledge the empirical facts that the constructs of succession planning including mentorship, talent development, career management and employee retention influence church stability. Also, there is new knowledge that transformational leadership is very important in strengthening the relationship how succession planning affects church stability.

Chapter Summary

This chapter focused on a summary of key findings, conclusions, recommendations, areas for further studies and the new knowledge generated by this study. The research findings showed that mentoring was the most appealing model to most leaders in Evangelical church organizations. It was also found that succession planning positively impacted stability of the Evangelical Churches in Nairobi City County, Kenya. The study made specific recommendations based on the empirical findings of this study.

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Appendices

Appendix I: Introduction Letter

Dear Respondent,

RE: ACADEMIC RESEARCH

I am a PhD student at Pan Africa Christian University and conducting a study entitled “*The effect of succession planning on church stability and the moderating role of transformational leadership in Evangelical churches in Nairobi City County, Kenya*”. A questionnaire has been designed and will be used to gather relevant information to address the research hypotheses of the study.

You are therefore, kindly requested to provide information for the above study. Please note that this study is academic research and the information given will be treated in strict confidence and will be used for academic purposes only.

Your participation will be highly appreciated.

Yours faithfully,

Kepha Nyamweya Omae

Student

Appendix II: Questionnaire

This questionnaire is meant to gather information regarding the effect of succession planning on church stability and the moderating role of transformational leadership in Evangelical Churches in Nairobi City County, Kenya.

Confidentiality Clause

The responses you provide will be used for academic purposes only and will be strictly confidential.

SECTION A: DEMOGRAPHIC DATA

Tick the most appropriate answer this section).

1. What is your gender?

Male () Female ()

2. What is your age bracket'?

Below 30 Years ()

31 – 40 years ()

41 – 50 years ()

Above 51 years ()

3. What is your highest level of education?

Secondary level ()

Diploma level ()

Undergraduate level ()

Masters level ()

Doctorate level ()

4. For how long have you been a church leader?

Below 5 years ()

Between 6 and 10 years ()

Between 11 and 15 years ()

Between 16 and 20 years ()

Over 21 years. ()

SECTION B: SUCCESSION PLANNING

This section attempts to establish the influence of succession planning on the stability of Evangelical Churches in Nairobi City County in Kenya. The questions will be based on the measurable aspects of succession planning which are mentoring, talent management, career development, and employee retention. The response scale for the questions is as follows: 1=Strongly Disagree. 2= Disagree. 3= Neutral. 4= Agree. 5 = Strongly Agree. Place a tick against your most suitable choice of opinion.

MENTORSHIP	1	2	3	4	5
1. The church has mentoring program where skills are transferred to upcoming leaders					
2. Skills transfer is made possible by the multiple tasks and exercises					
3. The incumbent leaders are well prepared to shape positive attitudes					
4. Church members in succession line undergo church sponsored leadership training continuously					

5. Upcoming church leaders are assigned mentors to help them grow in leadership					
TALENT DEVELOPMENT					
1. Church leaders identifies key strategic positions to be filled in future					
2. Church leaders prepares a pool of talented members to take up					
3. There are leadership development programs in the church					
4. The best talents are identified, rewarded, and retained					
5. Meritocracy is considered during recruitment into leadership					
CAREER MANAGEMENT					
1. Church leaders have a level of competence commensurate with responsibility					
2. Individual performance is objectively measured in our church					
3. There are equal opportunities for employee career growth					
4. Employees are encouraged to choose to work where they are most suited based on their skills					
5. Church leaders encourage a culture of life- long learning in the organization					
EMPLOYEE RETENTION					
1. Church leaders have put in place mechanisms for staff					
2. There is job satisfaction and happiness					
3. Attrition rate is low among our church leaders					

4. The level of employee commitment & citizenship behaviour is good.					
5. Church leaders have a positive attitude towards their followers					

Put any other comments about succession planning here

.....

SECTION C: TRANSFORMATIONAL LEADERSHIP

Using the scale below, indicate by ticking in the appropriate box how you would agree or disagree with the statements of the four elements of transformational leadership (Idealized influence, inspiration motivation, intellectual stimulation, individualized consideration). The response scale for the questions is as follows: 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5 = Strongly Agree. Place a tick against your most suitable choice of opinion.

IDEALIZED INFLUENC E	1	2	3	4	5
1. Church leaders act as strong role models for their followers					
2. Followers want to identify themselves with the leaders					
3. Church leaders are having high standards of moral and ethical conduct					
4. Church leaders are able to articulate clear organizational objectives to their followers					
5. Church leaders are dedicated to their work and do the right things					
INSPIRATIONAL MOTIVATION					
1. Church leaders are able to communicate high expectations to followers					

2. Church leaders are able to motivate their followers to be committed to the shared vision of the organization					
3. Church leaders use symbols and emotional appeals in order to focus					
4. Church leaders are able to change the mindset of their followers					
5. Church leaders shows confidence in their followers					
INTELLECTUL STIMULATION					
1. Church leaders stimulate followers to be creative and innovative					
2. Church leaders are able to challenge the followers' beliefs and values including those of the leader and the organization					
3. Church leaders allow followers to try new innovative approaches					
4. Church leaders are able to allow followers to think on their own and engage in careful problem- solving techniques					
5. Church leaders allow followers to make mistakes in the process of trying new innovative ways					
INDIVIDUALIZED CONSIDERATION					
1. Church leaders are able to provide supportive climate in the					
2. Church leaders are able to listen to and solve individual needs of their					
3. Church leaders act as coaches and mentors as they help their followers grow at a personal level					
4. Church leaders make efforts to discover what motivates each individual follower					

5. Church leaders are able to improve a two-way communication						
---	--	--	--	--	--	--

Put any other comments about transformational leadership here

.....

.....

.....

SECTION D: CHURCH STABILITY

This section contains on the stability of Evangelical Churches in Nairobi City County in Kenya.

The questions are based on the measurable aspects of stability which are numerical growth, spiritual growth, financial growth, and turnover rate. The response scale for the questions is as follows: 1=Strongly Disagree. 2= Disagree. 3= Neutral. 4= Agree. 5 = Strongly Agree. Place a tick against your most suitable choice of opinion.

NUMERICAL GROWTH	1	2	3	4	5
1. The number of church members has been growing during the past five years					
2. New church members join the church every Sunday					
3. The church has opened a new branch in the last ten years					
4. There are plans to expand the current church hall to accommodate the new members					
5. The church has a hospitality team to cater for new members					
SPIRITUAL GROWTH					
1. The church has programs dealing with those who do not know Jesus Christ					
2. The belief system & character profile of church members is very good					

3. An unadulterated preaching occupies a central part in church					
4. The few conflicts that occur are professionally handled					
5. The church has effective training programs for new believers					
ECONOMIC STABILITY					
1. The church is able to meet its financial obligations					
2. Church members have enhanced livelihoods					
3. Church members are trained on economic empowerment					
4. Financial collections have been growing in the last 5 years					
5. Our church has adequate physical infrastructure					
SYSTEMS STABILITY					
1. There are clear policies upon which our operations are grounded					
2. We have clearly understood principles that govern our activities					
3. Our church has standardised procedures, processes, and					
4. My church has an enabling culture that is embraced by all					
5. Our system is guided by our vision and mission					

1. Numeric Growth

Give your opinion on church

growth.....

.....

.....

Suggest how church growth can be

achieved.....

.....

.....

2. Spiritual Growth

Evaluate the level of spiritual growth in your church.....

.....
.....

Suggest what else could be done to enhance spiritual growth.....

.....
.....

3.Economic Stability

Give your understanding of the economic status of your church.....

.....
.....

Explain how the economic status of your church could be improved.....

.....
.....

4.Systems Stability

Evaluate your church systems stability


.....
.....
.....

Explain how else your church system could be improved.....

.....

Thank you

Appendix III: University Letter



**Pan Africa
Christian University**

Thika Road Campus Valley Road Campus
P.O. BOX 56875 - 00200 +254 730955000 +254 730955501/2
enquiries@pacuniversity.ac.ke www.pacuniversity.ac.ke

29th September 2023

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

**RE: RESEARCH AUTHORIZATION & ETHICS CLEARANCE LETTER FOR
OMAE KEPHA NYAMWEYA REG. NO: POLD/7276/16**

Greetings! This is an introduction letter for the above named person a final year student at Pan Africa Christian University (PAC University), pursuing a Doctor of Philosophy in Organizational Leadership (Phd).

He is at the final stage of the programme and he is preparing to collect data to enable him finalize on the dissertation. The dissertation title is *"The Effect of Leadership Succession Planning on Church Stability and the Moderating Role of Transformational Leadership in Evangelical Churches in Nairobi County, Kenya."*

We kindly request that you allow him obtain a research permit so as to proceed and collect data from selected Evangelical Churches in Nairobi County, Kenya.

Warm Regards,




Lilian Vikiru

**PAN AFRICA CHRISTIAN UNIVERSITY
REGISTRAR**
P.O. Box 56875 - 00200.
TEL: 0721 932050- 0734 400694
NAIROBI, KENYA


Dr. Lilian Vikiru
Registrar Academic Affairs
Pan Africa Christian University
Lumumba Drive, Roysambu, off Kamiti Rd, off Thika Rd
P.O Box 56875-00200, Nairobi, Kenya
Tel: +254 721-932050/726-595863/734-400694
Email: registrar.aa@pacuniversity.ac.ke
Website: www.pacuniversity.ac.ke

Where Leaders are Made

Appendix IV: University Certificate of Ethical Clearance

	<h2 style="margin: 0;">Certificate of Ethical Clearance</h2>	 <p style="font-size: small; margin: 0;">Pwani University P.O. Box 515-80101 +254 759230001 +254 759230002 email: info@pwani.ac.ke www.pwani.ac.ke</p> <h3 style="margin: 0;">INSTITUTIONAL SCIENTIFIC ETHICS REVIEW COMMITTEE (ISERC)</h3>	
<p>This Certificate is awarded to <i>Kepha Nyamweya Omae (POLD/7276/1615)</i></p> <hr/> <p>For the research titled THE EFFECT OF LEADERSHIP SUCCESSION PLANNING ON CHURCH STABILITY AND THE MODERATING ROLE OF TRANSFORMATIONAL LEADERSHIP IN EVANGELICAL CHURCHES IN NAIROBI COUNTY, KENYA</p> <p>Ref/PAC/ISERC/33/9/23</p> <hr/> <p>having complied with PAC University Institutional Scientific Ethics Review Committee's guidelines and Standard Operating Procedures for ethical clearance.</p>			
<p>This Certificate is issued subject to compliance with the following requirements:</p> <ul style="list-style-type: none"> i. Before commencing the study, you are required to obtain a Research License from the National Commission for Science, Technology and Innovation (NACOSTI) as well as other institutional clearances as and where needed. ii. Only approved documents including research instruments and informed consent forms will be used. iii. All changes including amendments and/or deviations are to be submitted for review and clearance by PAC University Institutional Scientific Ethics Review Committee before use. iv. Any expected or unexpected changes that may increase the risks to study participants or affect the integrity of the study must be reported in writing to PAC University Institutional Scientific Ethics Review Committee within two days. v. Any request for renewal or approval must be submitted to PAC University Institutional Scientific Ethics Review Committee at least four weeks prior to the expiry of this Certificate and must be accompanied by a comprehensive progress report to support the renewal. 			
Date of issue	28/9/2023	Expiry date	28/9/2024
<p>DR. JANE KINUTHIA  Secretary PAC_ISERC</p>			


Appendix V: NACOSTI Research License



REPUBLIC OF KENYA

Ministry of Science, Technology and Innovation


Ref No: **522980**



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

Date of Issue: **10/October/2023**

RESEARCH LICENSE




This is to Certify that Rev. Kepha Nyamweya Orma of Pan Africa Christian University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: **THE EFFECT OF LEADERSHIP SUCCESSION PLANNING ON CHURCH STABILITY AND THE MODERATING ROLE OF TRANSFORMATIONAL LEADERSHIP IN EVANGELICAL CHURCHES IN NAIROBI COUNTY, KENYA; for the period ending : 10/October/2024.**


License No: **NACOSTI/P/23/30224**

Applicant Identification Number: **522980**

Director General
**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION**



Director General
**NATIONAL COMMISSION FOR
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The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way:
 - i. Endanger national security
 - ii. Adversely affect the lives of Kenyans
 - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
 - iv. Result in exploitation of intellectual property rights of communities in Kenya
 - v. Adversely affect the environment
 - vi. Adversely affect the rights of communities
 - vii. Endanger public safety and national cohesion
 - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. The Licensee any rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The Licensee does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
Innovation (NACOSTI),
Off Waiyaki Way, Upper Kabete,
P. O. Box 30623 - 00100 Nairobi, KENYA
Telephone: 020 4007000, 0713788787, 0735404245
E-mail: dig@nacosti.go.ke
Website: www.nacosti.go.ke

Appendix VI: Certificate of Editing



KENYATTA UNIVERSITY
DEPARTMENT OF LITERATURE, LINGUISTICS AND FOREIGN LANGUAGES
Website: www.ku.ac.ke Tel: 020-870-4069 Ext. 4112/ 4113 Fax 871575

Email: mwai.loise@ku.ac.ke

To Dr. Jane Kinuthia,
Dean, Postgraduate Studies

Pan African Christian University

P.O. Box 56875-00200

Nairobi.

29th May 2024

Dear Madam,

RE: CERTIFICATE OF EDITING

This is to confirm that I have read through and edited the final dissertation for Omae Kepha Nyamweya (POLD 7276/16), entitled *The Effect of Leadership Succession Planning on Church Stability and the Moderating Role of Transformational Leadership in Evangelical Churches in Nairobi County, Kenya*. I confirm that the corrections suggested, most of which touched on expression, sentence structure, citations and referencing as well as formatting have been effected by the candidate. For further enquiry, kindly do not hesitate to contact me.

Yours Sincerely,

A handwritten signature in blue ink that reads "L. Mwai".

Loise W. Mwai (PhD)

Lecturer

Department of English, Linguistics and Foreign Languages

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Kenyatta University is ISO 9001: 2015 Certified

