

**INFLUENCE OF STRATEGIC LEADERSHIP STYLES ON PERFORMANCE OF
CATHOLIC CHURCHES IN SAINT KIZITO PARISH, OLENGURUONE,
NAKURU COUNTY**

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DECLARATION AND APPROVAL

This research project is my original work and has not been submitted for a degree in any other university or institution of higher learning.

Signature:



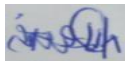
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DEDICATION

The research is devoted to my late dear mother Margaret Wangui Muchunnu; the Bishop of Nakuru, Cleophas Oseso Tuka, St Kizito Parish Priest, Daniel Mwangi, Parishioners of St Kizito.



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ABSTRACT

The 21st-century global economy is characterized by fierce and complicated competition. Organizations must adopt strategic leadership if they are to function well in the face of shifting demands and a changing environment. The ability of an organization to gain and maintain a competitive edge is severely limited in the absence of strong strategic leadership. In order to prevent a decline in their performance, modern businesses are quick to review their strategic objectives. Strategic leadership that works helps organizations perform better. Few studies have empirically investigated the impact of strategic leadership on performance, particularly in non-profit organizations, despite previous findings demonstrating its significance. In this study, the performance of Catholic churches in Saint Kizito Parish, Olenguruone, was examined in relation to the impact of strategic leadership styles on quality leadership. The study's goals were to determine how transformational leadership affected the performance of Catholic churches in St. Kizito parish, Olenguruone; how transactional leadership affected the performance of Catholic churches in St. Kizito parish, Olenguruone; and how situational leadership affected the performance of Catholic churches in St. Kizito parish, Olenguruone. Hambrick and Mason's Upper Echelon leadership theory, Robert Blake and Jane Mouton's Managerial leadership theory, and Stogdill's Trait leadership theory on organizational performance served as the study's guiding theories. The census method was used in the study, and every person in the population was examined. Five leaders from each of the 27 outstation churches that make up Saint Kizito parish provided primary data, resulting in 135 respondents, in order to meet the study's goals. Four leaders who serve on the executive decision-making committees of each church the chairperson, secretary, treasurer, and catechist were given structured questionnaires. By conducting a pilot study at St. Veronica Parish, Kuresoi North, Nakuru County, and continuously consulting with the supervisor for corrections, the validity and reliability of the data collected were realized. The descriptive method of frequency, mean, and standard

deviation was used to analyze the relationship between the strategic leadership and performance variables, and correlation and regression were used to reach a conclusion. Tables were used to present the results. Correlation analysis results show a significant and positive relationship between outreach Catholic churches' performance and transformational leadership style at r (TRM, P) = 0.521, p . 001. With a positive correlation of r (TRS, P) = 0.465, p 0.001, it also shows a strong relationship between transactional leadership and church performance. Lastly, the results also show that situational leadership was positively associated with church performance at r (ST, P) = 0.394, p 0.001. According to the results of the multiple regression analysis, there is a statistically significant positive correlation between transformational leadership and church performance (β = 0.241, $P < 0.05$). Additionally, the results showed a positive and statistically significant relationship between transactional leadership and church performance (β = 0.216, $P < 0.05$). Furthermore, it was discovered that there is a statistically significant positive correlation between situational leadership style and church performance (β = 0.194, $P < 0.05$). Based on the results, it was determined that situational leadership styles were important in explaining the performance of outreach Catholic churches at St. Kizito parish, Olenguruone; transactional leadership styles were important in explaining the performance of outreach Catholic churches at St. Kizito parish, Olenguruone; and transformational leadership styles were important in explaining it.

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LIST OF ABBREVIATIONS AND ACRONYMS

BSC	: Balanced Scorecard
MLQ	: Multi linear Questionnaire
NFPs	: Not for Profit Organizations
NGOs	: Non-Governmental Organizations

PIMS : Profit Impact of Marketing Strategy

SBSC : Sustainable Balanced Scorecard

TBL : Triple Bottom Line



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

A leader's domain and responsibility is to ensure uniformity of purpose, which is a prerequisite for optimizing profit and growth in an organization. This is achieved by aligning the interests of all stakeholders and taking a unidirectional approach to efforts towards progress and growth. Under the direction and oversight of a dynamic and transformative leader, organizations can adopt and pursue best practices that lead to growth and operational efficiency. Therefore, in today's competitive environment, a strong, dynamic, and transformational leader is essential to the success of the organization. A leader serves as a lighthouse who is seen by followers and staff as a role model, inspiration, and symbol. By working as an effective team leader, the leader makes sure that everyone's efforts are focused and that the pieces are put together to form a whole. All team members receive credit for accomplishments, and the team leader takes ownership of and accountability for all mistakes. In the fiercely competitive business world of today, companies that lack a competitive edge and capable leadership will fall behind. In order to improve operational performance and gain a competitive edge, organizations must employ smart and well-considered strategies in the current competitive environment, which presents a number of challenges (Jaramilo et al., 2005).

The availability of resources (human, material, financial, and informational), leadership style, and the development and application of strategies are all factors that affect an organization's ability to meet its goals and objectives. A leader establishes the organization's vision (destination), communicates the mission through employee involvement, develops a plan for achieving the goals and objectives, and guides the company toward success by using a competitive advantage. It is the responsibility of leadership to inspire, direct, and oversee staff members as they work toward the objective. Particularly in the early phases of the organization, when the staff is inexperienced and undertrained, a transactional leadership style aids both the organization and its employees in achieving goals and objectives in a timely and efficient manner. By implementing best practices, dynamic and transformational leadership helps the organization flourish by reducing expenses and increasing profits, which helps them realize their mission and vision.

Effective use of every resource available to the organization for maximizing profits and fostering future expansion is a component of organizational performance. To perform effectively and meet the required standards, employees require abilities, drive, and dedication. A dynamic and charismatic/transformational leader provides a clear vision, a comprehensive mission developed through the involvement of all stakeholders, and a wellthought-out plan for achieving the mission or vision. A leader's primary duty in enhancing organizational performance is to provide a supportive environment that fosters excitement and enjoyment, suitable coaching and training for the development of necessary skills, team building, and motivation through material and intangible rewards. Organizations use both financial and non-financial indices, such as production volume, product/service quality, customer satisfaction, reputation, increased market share, periodic profit, and efficient use of future growth prospects, to gauge performance.

Numerous authors have discussed a variety of leadership style theories, including visionary, transformational, charismatic, transitional, and culture-based leadership styles (Bass, 1985; Sergiovanni, 1987, Bass, 1990; Yukl, 1994; Sashkin, 1996). Employees and organizational outcomes can be significantly impacted by a leader's behavior and style (Waldman et al., 2001). One of the key determinants of organizational performance is the leadership practices and styles that focus on human resource mobilization.

According to Nahavandi (2013), not-for-profit (NFP) organizations are private entities that provide essential social services to communities without sharing profits with their members. According to Lewis and Kanji (2015), the NFPs provide a wide range of services. NFPs are the fastest-growing organizational types in the world, ranging from informal grassroots groups to multibillion-dollar foundations that work with advocacy groups, churches, healthcare facilities, and educational institutions (Nahavandi, 2013; Worth, 2014). Human services, credit and savings, ecological and natural resources, housing and local development, international development and charity, human rights, farming and agriculture, educational services, and religious services are among the various services offered (Anheier, 2017; Worth, 2018). The expansion of NFP organizations both domestically and internationally has drawn a lot of interest and criticism. According to Ahmed (2013), the non-profit sector has expanded in many nations in recent decades. Kabdiyeva and Amagoh (2014) both concur on this point of view. They came to the conclusion that the NGOs sector needed strategic leadership after observing its global expansion. Yet, despite the massive global expansion of non-profit organizations, it

has been noted that these organizations face a variety of difficulties. The information that is currently available on these phenomena shows that there are significant differences between nations.

According to Aksel and Baran (2016), among other things, NGOs struggle with recruitment, governance, progress, costing, strategy, and management dynamics. In order to overcome these obstacles, competent individuals who possess sufficient understanding of the issue and practical solutions in accordance with strategic leadership are needed. According to Arasa and Kioko (2014), without strong leadership, the NGO cannot overcome the heightened competition for limited resources. The number of NPOs increased rapidly, from 5,600 in 2008 to over 8,000 in 2012, according to the NGO Council. These organizations still confront a variety of difficulties in terms of leadership, technical capability, and resource mobilization, notwithstanding their expansion. NFPs play a major role in the economy and the social sector, and for this sector to remain so relevant, strategic leaders are required (Kanyinga & Mitullah, 2016). Despite NGOs' contributions to development in developing nations, Okorley and Nkrumah (2017) noted that sustainability, funding availability, and supportive leadership continue to be significant obstacles. Therefore, strong strategic leaders are needed to support NFPs' activities worldwide. According to Matei and Apostu (2013), non-governmental organization leaders frequently deal with unusual difficulties. Ahmed (2013) noted that the duties and workplaces of non-profit executives were unquestionably significant. Ahmed (2013) adds that strategic leadership is still a crucial predictor of an organization's success. Research has shown that the leaders become trustworthy to their followers depending on their ability to communicate and act especially during difficult times experienced by the organization (Kasper-Fuehrer & Ashkanasy, 2014). The capability of leaders is manifested by the quality of their decisions that steer the organization towards success. Through their leadership, they are able to manage change more successfully by their ability to study the environment around them and making pragmatic decisions. Their communication clearly articulates their strategies, formulate leadership teams that are effective as well as planning their moves based on priorities. Organization structures are redesigned making them easier to execute packaged into a strategy that is coherent. The implementation of the strategy enables group integrated practices making the organization manage change more effectively. For this organization performance to be sustainable it is important to integrate the commitment, top management composition,

employee capacity and motivation to take the organization forward (Wheeler, McFarland & Kleiner, 2018).

Generally, leaders have the opportunity to significantly influence the work behaviours of employees by setting the example that their followers can emulate through both formal communication and informal messages. This calls for effective strategic leadership that ensures that the organization gains competitive advantage making both the external and internal environment manageable (Yukl, 2014).

Strategic leadership

A set of qualities that a person possesses to persuade another person or group to act or obey them in a desired way is referred to as leadership. In the past, researchers have distinguished different leadership styles with characteristics appropriate for completing tasks in a given circumstance and for a range of tasks/projects. A leader develops a vision for the future of the organization and enlists the help of all members to work together to achieve that vision (Cadbury 1996). According to Colley et al. (2004), in an organizational context, leadership is a social tool that shapes the organization's members and resources to achieve its goals and objectives. Stogdill (1957) defined leadership as an individual's behavior that directs a group toward the accomplishment of shared objectives. According to Lawal (1993), leadership is the process of persuading people to respond voluntarily in order to achieve the goals and objectives of an organization by fostering trust and confidence in them. In the beginning, the terms manager and leader were synonymous and meant the same thing; there was no difference between them. According to Gannon (1977), who quotes Weber (1949), a manager used to be regarded as both a manager and a leader. Since it was assumed that subordinates would obey their managers because of their position and authority, the manager did not require any leadership training. As time went on, the idea of leadership gained prominence, and its importance became apparent when subordinates began to defy managers' and superiors' deemed legal orders. Therefore, the need to persuade others to respond voluntarily creates a different definition of leadership than that of management. Accordingly, Mullins (2005), drawing on Barnard's 1930 work, defined leadership as the superior's capacity to persuade subordinates to comply with a specific desired action. Nowadays, managers strive to assume and develop leadership skills in order to inspire their subordinates to increase production, rather than relying on their position to automatically obey them.

In many organizations, it is usually the work of the top management to formulate and execute strategies. However, the contributions by the lower levels of management (Local Church Council) as well as network of the employees collaboratively play a key role ensuring that the strategies are successfully implemented. Studying strategic leadership mainly focuses on the leaders at the organization's top levels (Phillips and Hunt 2017). Scholars assert the importance of top leaders in an organization since they are a mirror of the organization (Boal and Hooijberg 2015). This indicates that matters of spirituality manifested by the top leaders are significant; more so the scarcity of scholar works that integrate strategic leadership and spirituality. The main focus of strategic leadership is the direction and the mission of the organization that do not exclude the relationship between the leaders and their followers (Boal and Hooijberg 2015). It is there imperative to assume that spirituality may have experienced the slowing down of research and theory building in this area. The future of the organization may highly depend on the strategic leader's initiatives in the context of the organization (Cannella and Monroe 2017). The influence of spiritual leaders is worth finding out how they play the strategic leader role for organizations to be the reflect on their leaders at the top.

On the contrary, supervisory leaders' main focus is to guide, direct and support their followers as compared to strategic leaders whose main focus is to create the meaning and purpose of the organizations they head (Boal and Hooijberg 2015). Since organizations reflect on their leaders, it is therefore important to discuss spirituality (Cannella and Monroe 2017). The decision making and situational assessments should reflect on the top leader's competence, expertise, moral values as well as their preference. According to Avolio and Gardner (2015) leadership role at various levels are reflected as a catalyst to the performance of the organization.

Strategic leaders are able to influence the behaviour of their followers and significantly shape the environment, so as to make decisions that can propel individuals and groups to shape organizational strategies (Hitt et al., 2015). Strategic leaders competently integrate all stakeholders, for instance their subordinates, clients and suppliers making them more efficient (Post, Preston & Sachs, 2017). The buck stops at the top management in enhancing the strategic leadership's effectiveness as some of them are solely accountable of some key responsibility pertaining decision-making that cannot be delegated. It is strategic leaders' role in anticipating, envisioning, maintaining flexibility as well as empowering and motivating their followers. By offering rewards and benefits for completing tasks and enforcing penalties for poorly

completed tasks, leaders can motivate their subordinates to perform and ultimately achieve desired results (Bass, 2016). This approach is known as transactional leadership. According to Bono and Judge (2014), contingent reward, active management by exception, and passive management by exception are components of a transactional leadership style. These authors go on to demonstrate how a transactional leader encourages followers by rewarding them for completing tasks successfully. The objectives of the subordinates are made clear by this leader, who also sets up conditional rewards as incentives for reaching the goals.

According to Frederick and Stephen (2010), the organization's performance standards are used to gauge an employee's performance. When evaluating performance, a variety of metrics can be used, such as productivity, efficiency, effectiveness, quality, and profitability metrics. According to Uzochukwu, Ngozi, and Obiageli (2015). The managers of the companies are in charge of making sure that the organizations aim for and accomplish high performance levels. This suggests that managers must establish the performance standards they want for any given time period.

James MacGregor Burns created the concept of the transformational leadership model, which Eisenbach et al. (1999) continuously shaped and introduced into organizational context after applying it to political context. When an organization is faced with demands for renewal and transformation, it is thought that transformational leadership can lead to superior performance. The goal of transformational leadership is to foster environments that encourage the growth of creativity and innovation. Divergent viewpoints are frequently regarded as a normal occurrence. The leaders encourage their followers to come up with fresh concepts and innovative fixes for their issues. Subordinates are also highly engaged and made efficient in the process of formulating problems and solutions. One of the reasons transformational leaders are able to inspire their followers to go above and beyond expectations is because they provide them with individualized attention (Bass & Avolio, 1994). The act of identifying with, participating in, and aspiring to be a permanent member of an organization is known as organizational commitment. Three elements make up organizational commitment: (a) affective, which is the willingness of employees to identify with the organization and involve themselves because they share its values; (b) continuance, which is the commitment that results from employees' fear of losing the organization's benefits; and (c) normative, which is the commitment that results from employees who feel compelled to remain with the organization. Tests of these three commitments have revealed a wide range of possibilities. Since

transformational leadership provides a powerful sense of purpose and sufficient support to encourage employees to remain with the company, it is likely demonstrating a strong positive relationship with affective, while contingent reward is probably positively related to continuance commitment because there is an anxiety of losing benefits when leaving the organization.

A transformational leader inspires followers to perform at the required level by using values and principles (Bass, 1985). "One or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality," according to Buns (1978), who defined transformational leadership as a process. The motivating techniques used by leaders in transformational leadership are different from those in transactional leadership. When a leader adopts a transformational leadership style, followers show genuine loyalty, respect, and confidence in him. They are driven to surpass their leader's expectations (Bass, 1985; Katz & Kahn, 1978). The leader's chosen method of motivating followers depends on the desired result, encouraging them to put team and organizational interests ahead of individual ones. By triggering Maslow's theory's higher order needs, the leader inspires his followers. This approach promotes critical thinking and creative problem-solving, which is accomplished by stimulating followers' minds (Bass et al. 1995). As a result, employees' performance, satisfaction, and dedication to achieving the organization's objectives are all improved (Podsakoff et al., 1996).

According to Bass (1990), charisma, intellectual stimulation, inspirational motivation, and individual consideration are the four behavioral components of transformational leadership. The majority of researchers have contributed transformational leadership to organizational performance in the literature that has been reviewed thus far. (Howell and Avolio, 1993; Bycio et al., 1995). The majority of researchers concur that transformational leadership inspires followers to achieve better results by utilizing the leader's inspiring abilities and organizational vision. (Quick, 1992; Nicholls, 1988).

The foundation of transactional leadership is an exchange process that entails followers complying with the leader's requests, but it is unlikely to inspire enthusiasm and commitment to work. In this instance, the leader concentrates on the work being done by the organization's internal actors (Boehnke et al, 2003). The transactional leader's primary concern is ensuring that employees understand the organization's goals and that any possible communication barriers are eliminated. Constructive and corrective actions are both components of

transactional leadership. A leader that practices transactional leadership looks for ways to inspire staff members based on their interests. By using rewards and punishments, the leader inspires staff members and promotes a positive outlook (House and Aditya, 1997).

Transactional leadership is more of accepting the traditional goals and policies as it doesn't bring any significant change in the processes.

A transactional leader exhibits both remedial and constructive actions. Contingent rewards are a component of constructive behavior, and management by exception incorporates the corrective dimension. Contingent rewards make it clear what is expected of employees as well as the incentives and rewards that go along with that work. It takes followers' expectations into account and provides acknowledgment when objectives are met. Individuals and groups perform at the expected level when goals and objectives are clearly defined and acknowledged when they are achieved (Bass, 1985).

Since World War II, transactional leadership has had a significant impact on leadership studies. The path-goal model (House, 1971), which explains the use of transactional leadership and how it operates by contingent-reward, makes use of it. According to Buns (1978), transactional leadership is based on an exchange process wherein leaders give their subordinates rewards based on their performance and reaching goals. All things considered, a sequence of transactions between a leader and their followers is thought to be the foundation of transactional leadership. Furthermore, it is thought that transactional leadership relies on conditional reinforcement, which can be either positive or negative. This implies that followers only respond when their needs and desires are not met or when they fall short of their goals. Therefore, transactional leadership refers to the use of exception leadership techniques for either active or passive management (e.g., Bass, 1985, 1997; Hater and Bass, 1988; Howell and Avolio, 1993; Sosik et al. 1997). Active management by exception describes how the leader establishes the requirements for compliance and how they are carried out. It might entail disciplining adherents who fail to meet those expectations. This leadership approach entails keeping a careful eye out for deviations, errors, and mistakes and acting promptly to address them.

Sedarmayanti (2018) lists the following as situational leadership indicators: 1. Telling Tells, which describes the leader's capacity to specify the role required to complete the task and communicate to his followers the what, where, how, and when of his responsibilities. 2. Selling

or peddling refers to a leader's capacity to give followers well-organized instructions while also being encouraging. 3. Involving leaders and subordinates in discussions regarding the most effective way to finish a task. 4. Delegating, which describes how leaders can assign accountability for carrying out subordinate tasks so that the work is completed effectively.

Kenyan commercial banks have persisted in their efforts to gain market share through a variety of tactics, all of which are focused on improving customer satisfaction and service delivery. Kiriimi (2016) noted that the fierce competition in the banking subsector has compelled lenders to adapt. Other than controlling expenses and making the best use of scarce resources to boost productivity and sustain profitability, banks have few other choices. Making sure that employees work to the best of the bank and meet goals is one way to deal with the changes that are currently occurring in banks.

This study will look into the strategic leadership styles, namely; Transformational, transactional and situational leadership as the independent variables, and how these variables influence Performance in St Kizito Catholic parish.

Organization performance

Organizational performance is the ability of an organization to achieve its goals through the use of available resources efficiently and effectively (Daft & Marcic, 2013). This focuses on the organization attaining competitive advantage through the practices by strategic leaders as opposed to adequacy of resources. The challenges that an NFP encounters requires a decision to be made by the leader. Strategic leadership practices, skills and knowledge are a tool to realize the mission and objectives of the organization. NFPs offer essential services to marginalized groups in the society despite the challenges they face while delivering these kinds of services. NFPs purpose is to fulfil a social mission through different activities and projects.

The ability of an organization to achieve its goals for profit and output, as well as the development and expansion that the founder or leader has in mind, is known as organizational performance. According to Koontz and Donnell (1993), organizational performance includes the attainment of goals and objectives such as maximum profit, a highquality product, a larger market share, profitable financial results, and an efficient development and growth strategy. The term "organizational performance" also describes the organization's position in relation to other organizations based on its profit margin over a given time period, product quality relative

to others, and market share in that industry. Revenue, net profit, reputation, growth, and development are a few examples of performance metrics.

Organizational performance is more about an organization's ability to survive and make money. Both the manufacturing and service sectors depend on its measurement (Brynjolfson, 1993; Atkinson and Brown, 2001). For service firms, customer satisfaction and relationships are more important than short-term profit, according to Grooroos (1992), cited in Paulin et al. (1999). Because the hotel industry cares more about people than other service industries, it is even more crucial to focus on customer satisfaction (Bharadwaj et al., 1993). An organization's performance can be evaluated objectively or subjectively. Real numbers are taken into consideration in objective measures, whereas public perception of the organization is taken into consideration in subjective measures (Johannessen et al., 1999; Pizam and Ellis, 1999).

According to a recent study by Ozcelik et al. (2008), revenue earned can also be used to gauge organizational performance. Since the majority of researchers have come to the conclusion that leadership is one of the competitive tools that any dynamic organization needs to have, it is crucial to comprehend how leadership affects organizational performance in the current competitive environment. In today's cutthroat business world, having an effective transformational leader is essential to gaining an advantage over competitors in management and long-term performance (Avolio, 1999; Lado, Boyd, and Wright, 1992; Rowe, 2001).

Transactional leadership, on the other hand, ties performance to value rewards and attaches rewards for achieving goals, whereas transformational leaders inspire employees to achieve challenging goals and objectives, which leads to increased productivity and profitability. Additionally, it guarantees that the necessary resources are given to the staff (Zhu, Chew, and Spengler, 2005).

Strategic leadership and corporate performance complement each other in ensuring that organizations attain competitive advantage in the 21st century. Failure to acknowledge strategic leadership hinders their performance in terms of profits, growth and sustainability. Understanding organizational goals and strategies are the first step towards understanding organizational performance. Organizational performance is the measure of how successful organizations achieve their missions through core strategies. Performances in not-for-profit organizations have remained a hot topic for scholars over the years.

Unlike profit making organizations that seek to maximize reward on Capital for the shareholders. NFPs provide services to the community without profit making as an objective.

Their performance is measured by nonfinancial measures for example Value for Money (VFM). VFM is optimal utilization of NFP entity's resources for quality services and sustainability of the organization. VFM in an NFP is measured by making a comparison of results vis a vis the organization's objectives. NFP's aim is to meet the objectives of the stakeholders. Therefore, it is required of them to perform. An NFP is said to be performing to the extent it is meeting its objectives.

The Catholic Church in the world has a population of 1.1 billion people according to Pew Research Centre 2013. This is about half of the Christian population and 16% of the World's population 2010. The Church has The Pope as its Spiritual Head and the conference of Bishops in each region. The primary mission of the Church is Evangelization of the whole person for salvation of souls. This is realized by Preaching of the Word, Catechesis, administration of the Sacraments, care of creation, Education, Health Care, Home for homeless, Feeding programs, Agriculture, Justice and Peace Civic programs among others. The programs are sustained through donations, revenue retention, fundraising and offerings.

Catholicism came to Sub Saharan Africa alongside other Christian denominations around the 15th century. Their entry brought about much change in Africa, culture and belief systems. Africans accessed formal education, Healthcare, introduction of new crops, crusades against slavery, and commerce. Today, Sub Saharan Africa has about 236 million Catholics. This is 17 % of Sub Saharan population of 1.3billion people and a 19% of global Catholic population in 2020. The region is leading in growth. According to World Christian Database 2020, sub-Saharan African Catholics will be about 32% of world Catholics.

The Catholic Church reached Kenya in the 19th century. It has an estimate of 7.5million baptised faithful. This is 33% of Kenya population. (Kenya Bureau of statistics 2015). The Church is a major stakeholder on essential services to the people, globally, regionally and locally as a way of realizing her mission. The beneficiaries of her vital services are not limited to her faithful but the society at large. The Church as a non-profit institution require strategic management styles for its durability, and sustainability in the 21st century to perform in a very challenging competitive environment with transparency and accountability (Clinton, Williams, & Stevens, 2014). Any indications of poor leadership in NFP organizations means many people

will lack the provision of services which they have enjoyed from these organizations. Hence they require strategic leadership.

1.2 Statement of the problem

The environment in which both public and private organizations operate is highly competitive, and their activities are constantly closely monitored. The performance of Kenya's Christian churches is significant because they support the country's social-economic growth, which inevitably spurs economic expansion and aids in the realization of Vision 2030. As a result, academics have called for more research to determine whether strategic leadership styles affect NFP organizations' organizational performance. Odhiambo, Njanja, and Zakayo (2014), having carried out this investigation, found a correlation between strategic leadership styles and performance. The study found a downward trend performance of NFP organizations due to lack of strategic leadership styles in the majority of developing countries mainly among African Nations. Similar concern was raised by Paris declaration in 2005, Accra declaration in 2008, and in Busan declaration in 2011. Strategic leadership styles helps an organisation overcome or manage challenges hence achieving improved results and sustainability of NFPs. The influence of strategic leadership styles on organizational performance has not been widely extended to the non-profit sector especially the churches. The Catholic Diocese of Nakuru had to close several Programs that give very vital services to the communities such as Water Drilling and Defluoridation Program, Agriculture Program, Makao Project for Settlements, and some learning institutions due to managerial problems. Church leaders are often left to either interpret the empirical findings regarding strategic leadership styles to fit the non-profit sector, or to reject the findings as inapplicable. It is significant therefore to find out what role Strategic Leadership styles can play in improving results especially for churches in Kenya. Most of previous works in this area often covered profit making institutions (Mutia, 2018). This work has not been carried out previously on Catholic churches performance in Saint Kizito Parish, Olenguruone. It is within this backdrop of the growth, the challenges and prominence of not-for-profit organizations that the research looked at how strategic leadership styles influence the performance of churches at Saint Kizito Parish in Olenguruone.

1.3 Purpose of the study

To examine the influence of strategic leadership styles on quality leadership and how it impacts on performance of catholic churches in Saint Kizito Parish, Olenguruone.

1.3.1 Specific objectives of the study

These are as follows:

- i. To find out the influence of transformational leadership style on performance of Catholic churches in St Kizito parish, Olenguruone.
- ii. To examine the influence of transactional leadership style on performance of catholic churches in St Kizito parish, Olenguruone.
- iii. To evaluate the influence of situational leadership style on performance of catholic churches in St Kizito parish, Olenguruone.

1.4 Research Questions

This work tested the following hypothesis:

- i. What is the influence of transformational leadership style on performance of Catholic Church in St Kizito parish, Olenguruone?
- ii. What is the influence of transactional leadership style on performance of Catholic Church in St Kizito parish, Olenguruone?
- iii. What is the influence of situational leadership style on performance of Catholic Church in St Kizito parish, Olenguruone?

1.5 Significance of the study

The study will help those charged with leadership in churches to employ strategic leadership styles in order to improve performance. Good performance in an organization is significant for its growth and sustainability. The study will provide information aimed at enhancing church leadership within the catholic churches operating in Olenguruone parish, Kuresoi subcounty, Nakuru. The beneficiaries of services provided for by the church will continue to enjoy these important services. The study will also contribute to growth in knowledge about strategic leadership styles and how they affect performance. To future scholars, information from this study will be a good source of literature for their scholarly work.

1.6 Scope of the study

This study looked at the influence of strategic leadership styles on performance of catholic churches in Olenguruone Parish. It focused on twenty-seven Catholic out-station churches in Olenguruone parish in the year 2023. Olenguruone Parish is in Nakuru Catholic Diocese. Olenguruone Parish is involved with provision of community services meant to assist and benefit the community at large.

1.7 Limitations of the study

The limitation of the study was that the researcher experienced unwilling respondents who would not give information for fear that the information may be sensitive. Besides, these

respondents considered certain information as classified and confidential, and were not unwilling to share it.

1.8 Delimitation of the study

Where the researcher experienced unwilling respondents, necessary steps and measures were undertaken to ensure that proper communication was made on the purpose of the study and build trust with the respondents in the use of information provided. This was ensured by availing to them an introductory letter from the University and NACOSTI. The researcher also assured the respondents of confidentiality with the information being provided by them. To overcome the issue on busy schedule, the researcher did a daily follow up on the respondents.

1.9 Assumption of the study

The researcher assumed that if Not-for-profit organisations' leaders apply strategic management styles, this would improve their performance for sustainability and quality service delivery. It is assumed that the respondents also gave honest answers to the questions asked. The researcher also considered that all the respondents selected cooperated willingly and effectively in the study. The respondents were also expected to have interpreted all the questions correctly.

1.10 Operational definition of key terms

Leadership: Ability to see ahead of an event and possible outcomes, visualize how to manage the outcomes with flexibility, and to empower others.

Strategic leadership: Is the practice of transformational, transactional and situational leadership style

Transactional Leadership: Is the traditional management process through which the leader brings about desired actions from followers by using certain behaviour, rewards, and incentives.

Transformational Leadership: Is the process of influencing major changes in attitudes and assumptions of organizational members and building commitment for the organizational mission and objectives.

Situational Leadership: is a leadership style which looks at a unique situation and give a solution proper to the good of accomplishing the task as a team.

Organization performance: attributes of an organization to their ability to deliberate on the customer requirement effectively and efficiently.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The section entails empirical review of literature, theoretical review, conceptual framework as well as the recap of literature. To begin with, the empirical literature of the study is presented and discussed along the objectives. This is then followed by theories in relation to the objectives and how they are connected to the study. This brings into the fore the state of knowledge and extant gaps in knowledge that the study addressed.

2.1 Empirical Review

Strategic leadership's main focus is on executives who are in charge of and accountable of the entire organization. Studies have described top leaders based on transformational and transactional leadership behaviours (Elenkov, Judge & Wright, 2015; Chen & Wu, 2018) in relation the features of an organization namely; structure, culture, learning, and innovation (Elenkov et al., 2015). Bass, Avolio, Jung, & Berson, (2012) focused on two of the strategic leadership variables namely; transformational and transactional leadership style.

Transformational leadership behaviors include inspiring the team or individual members in undertaking challenging tasks while considering the individuals' ability to deliver results. (Morakul & Wu, 2012). Contingent rewards, exception-passive management, and exception-active management are examples of transactional leadership behaviors (Balster, 2012). Individual and organizational outcomes have been said to be directly impacted by these leadership behaviors. According to Bass et al. (2013), the paradigms of transformational and transactional leadership are complementary rather than diametrically opposed, with transformational leadership building upon transactional leadership but not the other way around. Realizing that both styles might be connected to the accomplishment of desired goals and objectives, they combined the transformational and transactional styles. According to this perspective, the two leadership philosophies are complementary in that the transformational leadership style is useless when there is no transactional relationship between leaders and followers.

2.2 Strategic leadership and organization performance

2.2.1. Transformational Leadership Style and organizational performance

Transformational leaders focus on ensuring that their subordinates are clearly aware of the importance of sharing organizational goals and values. They show and lead ensuring that other employees are acquainted with the knowledge of achieving these goals. These leaders are also supposed to motivate employees' purpose to achieve organizational goals (Burns, 2013).

A transformational leadership style has five components namely: idealized influence (attributes) idealized influence (behaviour), inspirational motivation, intellectual stimulation and individualized consideration (Bass & Jung, 2015).

For the idealized influence, the top-management forms the building block of transformational leadership (Bass, & Avolio, 2015). The chairman and the people at the helm of the organization is considered to be an extraordinary person portraying respect, pride, trust and confidence of followers; they transmit a strong vision and mission (Weber, 2014). Trust is a component that emanates from transformational leadership and is a crucial element of charismatic leadership (Bass, 2016). The leader is viewed as the role model that the followers emulate and look at with undisputed admiration (Avolio & Bass, 2013). Risk sharing is steered headed by the transformational leaders through formulating and realistic vision that their followers can identify with. Followers are also motivated and intellectually stimulated creating a culture of happiness in the organization. The subordinates feel empowered.

Transformational leadership also comprises of inspirational motivation as one of its concepts that entails motivating and inspiring the followers through the attractive vision statements created to inspire and boost interest and optimism (Bass & Avolio, 2014). It ensures that employees feel the sense of ownership and commitment to the organization and makes them ready to do anything to ensure its goals are met. Through strategic leadership, the followers are motivated which is a catalyst to their success, calmness in case of crisis, targets for competitiveness and focusing on a future that is attractive (Avolio & Bass, 2012). The inspirational leader also offers a realistic outlook on the future and demonstrates motivation and freedom commitments in accomplishing the goals. This type of management allows employees to receive more than they initially anticipated. According to Armandi, Oppedisano, and Sherman (2013), transformational leaders pay close attention to new problems that their followers are facing, assist them in coming up with workable solutions, and motivate them to

achieve their goals. The charismatic leadership of inspiration is typically a combination of idealize influence, motivation, and inspiration (Bass, 2012).

Intellectually stimulating leaders increase their juniors' confidence and accountability by educating them about a variety of needs, issues, and motivations (Bass & Avolio, 2014). Transformational leaders inspire their juniors "to be innovative and creative in calling into question the assumptions, reframing problems, and approach situations in a new way," according to Bass and Avolio (2014). Transformational leaders involve followers in problem solving and solicit creative solutions and ideas from their subordinates (Stone, Russell & Patterson, 2014). An intellectually stimulating leader emphasizes reason while encouraging followers to try new things (Bass, 2012). As a result, intellectually stimulating leaders try to inspire their followers to be creative and conscious of emerging performance styles.

In individualized consideration the leader pays keen attention to factors related to their followers' needs and progress at a personal level (Avolio & Bass, 2012). The sensitive and acknowledges the differences of the individual follower's need and desires by listen to each member of the organization with empathy (Stone, Russell & Patterson, 2014). This eventually enables the leader align the quality of their followers which ultimately promotes organizational growth by paying keen attention, mentoring, nurturing as well as giving them equal opportunities for development.

A study on the Effect of Transformational Leadership Style on Organizational Performance: Evidence from Jordan was carried out by Orabi (2016). The study took into account the function of transformational leadership, its constituent elements, and how they affect the performance of organizations. Multiple regression analysis was used to examine the data, with a significance level of $p < 0.05$. According to the results, idealized influence as a component did not significantly contribute to positive organizational performance, even though transformational leadership and three of its components—inspiring motivation, intellectual stimulation, and individual consideration did.

In their 2017 study, Nguyen, Winata, and Chong examined how management control systems and transformational leadership styles affected managerial performance. In addition to examining how subordinate managers' reliance on broad-scope accounting information supports their managerial decision-making processes and managerial performance, the study also looked at how transformational leadership style influences the design of a comprehensive

performance measurement and reward system. The findings indicate that managerial performance is significantly improved and directly impacted by transformational leadership. Additionally, it was discovered that while transformational leadership has no discernible impact on reward systems, it has a strong positive and direct impact on the use of comprehensive performance measurement systems and broad scope accounting information. It was also observed that transformational leadership style has a partial indirect effect on managerial performance through three mediators, namely, comprehensive performance measurement system, reward systems, and broad scope accounting information.

A study on the impact of motivation, burnout, and transformational leadership style on job satisfaction and employee performance was conducted by Risambessy et al. (2018). The study sought to characterize and examine the relationship between employee performance, job satisfaction, motivation, burnout, and transformational leadership styles. The study demonstrated that motivation was significantly and favorably impacted by transformational leadership combined with ideal indicators, leader behavior, intellectual stimulation, and individual consideration. Burnout was significantly impacted negatively by transformational leadership. Job satisfaction was positively impacted and enhanced by transformational leadership. Employee performance was significantly and favorably impacted by transformational leadership. Job satisfaction is significantly and favorably impacted by motivation. Employee performance is significantly and favorably impacted by motivation. Employee performance is significantly impacted negatively by burnout.

A study on the impact of organizational commitment and transformational leadership on job satisfaction and employee performance was carried out by Thamrin (2019). The study's goal was to examine how organizational commitment and transformational leadership affect worker performance and job satisfaction. The Structural Equation Model was the data analysis method employed in this investigation. According to the results, organizational commitment has a positive significant influence on job satisfaction and employees' performance, job satisfaction has a positive significant influence on employees' performance, transformational leadership has a positive significant influence on organizational commitment, and transformational leadership has no positive significant influence on job satisfaction.

2.2.2 Transactional Leadership Style and Organization performance

According to Bass (2009), transactional leadership is mutual relationship for the leader and follower. This form of leadership is anchored in the social learning and social exchange theories in which reciprocal nature of leadership (Deluga, 2009). The leaders give promises to their followers making them put more effort so as to earn the rewards and acknowledgement promised to them. The reaction of leaders is also based on the extent of which their followers have executed their mandate (Bass & Steidlmeier, 2013) by the leader clarifying to the followers through direction or involvement (Erkutlu, 2018). Therefore, those followers of transactional leadership have the opportunity to determine the how their leaders behave as the as the performance of the entire organization (Hollander, 2013). On the other hand, this leadership might appear to be passive leadership, particularly if the leader is not pro-active enough to mitigate issues or problems (Northouse, 2011).

According to Bass and Avolio (2014), Transactional leaders usually apply 3 concepts: contingent reward; management-by-exception active; and management-by exception passive. Contingent reward is founded on the exchange between economics and emotions, through the clarification of responsibilities, expected achievements and possible rewards. As Bass (2015) stated, the outcome of this leadership can either be positive or negative. While there are rewards to achievers, those who fall below the set targets suffer some consequences for example, withholding bounce, or pay decrease. Therefore, to be effective, contingent reinforcement must be augmented by adding transformational leadership behaviour (Avolio & Bass, 2014).

Management by Exception Active is one of the main characteristics entails the presence of monitoring tool by the leader to identify errors and gaps in performance and tasks in more corrective manner as opposed to punitive (Bass&, Avolio, 2014). However, it is more of a negative transaction, as the leader focus is on the short-comings and corrective actions provided. Management by exception passive is applied by leaders who are passive who only reacts when correcting errors that have already occurred. Attention followers are only at the point where they are being taken through corrective measures hence no monitoring by the leader is done (Bass & Avolio, 2014).

In Nairobi City County, Kenya, Kabiru and Bula (2020) conducted a study on the impact of transactional leadership style on employee performance at a few commercial banks. The purpose of their study was to find out how transactional leadership styles affected the

performance of workers in a few Kenyan commercial banks located in Nairobi City County. The study was carried out using a descriptive survey research design. The proportionate stratified sampling method was employed in the study to select participants from Kenya Commercial Bank, Cooperative Bank, Equity Bank, and Family Bank. A straightforward random sampling technique was used to choose the responders. Descriptive statistics like mean and standard deviations were used to analyze quantitative data. The study also performed a multiple regression analysis. The study found that transactional leadership had a significant positive impact on worker performance. According to the study's findings, transactional leadership inspires staff members to become more effective and productive members of the team.

An empirical study on the impact of transactional leadership on job performance was conducted by Shah and Hamid (2015). Data was gathered from middle managers of six major Pakistani banks using the survey method. Therefore, 500 questionnaires were sent to the bank branches along with self-addressed return envelopes using proportionate random sampling; 297 of these were usable. According to the study's findings, job performance and transactional leadership are significantly correlated. Convenience sampling, which is extremely susceptible to selection bias, was employed in this study.

In their 2018 study, Kalsoom, Khan, and Zubair investigated how employee performance was affected by transformational and transactional leadership in the context of Pakistan's FMCG sector. 318 employees' data was gathered, and it was determined that while both leadership philosophies have a positive relationship with worker performance, the transactional leadership style has a significantly stronger positive relationship. The predictor's contribution to employee performance has also been predicted using Linear Regression Analysis in addition to Pearson correlation. Nonetheless, the study focused on Pakistan's FMCG sector.

A study on the impact of transactional leadership style on the performance of agricultural enterprises in Kenya was conducted by Nyamota et al. in 2024. The study's goal was to evaluate how Kenyan agricultural enterprises performed in relation to the transactional leadership style. An explanatory sequential mixed methods approach was used in the study. Closed-ended questionnaires were used to collect quantitative data, and interview and focused group discussion guides were used to collect qualitative data. A cross-sectional survey design was used in the study. Version 28.0.1 of the Statistical Package for Social

Scientists (SPSS) was used to analyze the quantitative data. The hypothesis was tested using inferential statistics, and content analysis was used to examine the qualitative data. The findings showed that Kenyan agricultural enterprises' performance was significantly impacted by transactional leadership style. According to the study's findings, Kenyan agricultural businesses can greatly improve their performance by implementing a transactional leadership style.

2.2.3 Situational Leadership Style and Organization Performance

As for the situational leadership style, the leaders must understand specific situations and have a working solution unlike the charismatic leadership that involves both the leaders and the subordinates (Graeff, 2013; Grint, 2011). The origin of situational leadership was based on the task-oriented concept vis-à-vis the leadership that is people-oriented (Bass, 2008; Conger, 2012; Graeff, 2013; Lorsch, 2010). This requires the leader to be actively and consistently relating with their followers. It was founded by Hershey and Blanchard (1996), who emphasized on the necessity of the followers' levels of maturity linked to the leader's style. The leaders are expected to be task-oriented by defining the responsibilities of their subordinates, giving precise directions, creating organizational configurations, as well as establishing working and effective channels of communication (Bass, 2012; Hersey & Blanchard, 2012). On the contrary, relation-oriented leaders are concerned with others, endeavouring to mitigate emotional conflicts, search for harmony in relations and standardize equitable involvement (Bass, 2012; Hersey & Blanchard, 2012; Shin, Heath, & Lee, 2011).

Situational Leadership style has its main focus on the behaviours of leaders focusing on their followers. The intellectualization of Situational Leadership style acknowledges that task-oriented and relation-oriented behaviours are not independent of each other, but on the hand the approaches are mutually exclusive. For the leader to be effective, they need to engage a wide range of activities and responsibilities (Yukl, 2011; Yukl & Mahsud, 2010). The leadership style to be used is determined by the levels of employees' maturity both professionally as well as their previous education and training interventions (Bass, 2012).

In their study, Setyorini et al. (2018) examined how situational leadership style and pay affected employee performance at PT Bank Rakyat Indonesia (Persero), Tbk Denpasar Branch, using job satisfaction as an intervening variable. The study's objectives are to investigate and evaluate how situational leadership style and pay affect worker performance, using job satisfaction as

an intervening variable. Partial Least Square analysis is a model of structural equation based on variance that is used to analyze all of the data that was obtained from the questioner distribution. The study's findings demonstrated that situational leadership has a positive and significant impact on job satisfaction, that compensation has a positive and significant impact on job satisfaction, that job satisfaction has a positive and significant impact on employee performance, that situational leadership has a positive and significant impact on employee performance through job satisfaction, that compensation has a positive and significant impact on employee performance through job satisfaction, and that compensation has a negative impact on employee performance.

Situational leadership and compensation have a significant impact on employee performance, according to a study by Aryanti (2014). Employee performance also has a significant impact on job satisfaction, and situational leadership indirectly affects employee performance through job satisfaction because it is an acceptable intervening variable. Compensation also indirectly affects employee performance through job satisfaction because it can be received. Furthermore, at the National Library of Indonesia, Putra and Riyanto (2021) examined the effects of situational leadership, work environment, competence, and motivation on employee job satisfaction. The study sought to ascertain the impact of motivation, competence, work environment, and situational leadership on employee satisfaction at the National Library. Multiple linear regression is the data analysis method used in this quantitative study design. Employee job satisfaction is positively and significantly impacted by situational leadership, positively and significantly impacted by the work environment, positively and significantly impacted by competence, and also positively and significantly impacted by motivation, according to the study's findings. Employee job satisfaction is positively and significantly impacted by situational leadership, the work environment, competence, and motivation.

In order to improve employee performance in the bank sector in Bali, Indonesia, Kadek et al. (2019) conducted a study on the impact of situational leadership style and compensation. In order to enhance performance, the study set out to investigate and ascertain how situational leadership style and pay affected employee job satisfaction. In order to test the models and tools created by earlier researchers using inferential statistics, the study employed a quantitative method research design that combined the Partial Least Square (PLS) approach with Structural Equation Modelling (SEM). The findings of the study demonstrated that situational leadership significantly and favorably affects worker performance and job satisfaction.

In a study published in 2021, Mustofa and Muafi examined how situational leadership affected worker performance as mediated by Islamic organizational citizenship behavior and job satisfaction. The purpose of the study was to investigate and evaluate how situational leadership affects worker performance, as mediated by job satisfaction and Islamic organizational citizenship behavior among CV. Wahyu employees in Cepu, Indonesia. The study was quantitative in nature and was conducted using empirically supported rationale. The results of the study demonstrated that situational leadership significantly and favorably impacted employee job satisfaction; it also significantly and favorably impacted the employee's Islamic organizational citizenship behavior; job satisfaction and Islamic organizational citizenship behavior act as a mediating factor between situational leadership's positive and significant impact on employee performance and its lack of effect on it.

Using work motivation as an intervening variable, Dermawan, Susilo, and Aini (2018) conducted a study to ascertain and analyze the impact of situational leadership style on employee performance. An explanatory research design was employed in the study. The study employed proportionate stratified random sampling as its sampling method. The study analyzed the data using SPSS V.23 and the path analysis technique. The findings of the analysis demonstrated that the situational leadership style variable had a positive and significant impact on work motivation, that the situational leadership style variable had a positive and significant impact on employee performance, that the work motivation variable had a positive and significant impact on employee performance, and that work motivation mediates the relationship between the situational leadership style and employee performance.

Pahlawan and Rasmini (2021) undertook a study about the Effect of Situational Leadership Style and Motivation on Organizational Performance with Internal Locus of Control as Moderation Variables. The purpose of the study was to obtain empirical evidence regarding the influence of situational leadership style and motivation on organizational performance with internal locus of control as a moderating variable. The sampling method in this study was a non-probability sampling method which included saturated sampling. The data analysis technique used was multiple linear regression and moderated regression analysis. According to the research findings, situational leadership style and motivation both have a positive impact on organizational performance. Additionally, internal locus of control can enhance the impact of motivation on organizational performance, and situational leadership style can enhance the impact of motivation on organizational performance.

2.2 Theoretical Review

2.2.1 Upper Echelon Leadership Theory(UET)

In an effort to offer a fresh viewpoint on the two central questions of organizational theory— why organizations behave in certain ways and why they perform in particular ways— Hambrick and Mason's 1984 studies introduced the upper echelon theory. Prior to the introduction of UET, deterministic theoretical frameworks like institutional theory (DiMaggio & Powell, 1983) and population ecology (Hannan & Freeman, 1977) were primarily used to analyse organizational strategies and their performance results. This school of thought holds that because organizations are highly inertial and subject to external constraints, managers have little influence over organizational outcomes (Hannan & Freeman, 1977; DiMaggio & Powell, 1983). Furthermore, while strategy process research (Mintzberg, Raisinghani & Theoret, 1976) focused on explaining the various routines of strategic decision-making without taking into account the influences of the people who are actually involved in the process, strategic management theorists tended to attribute strategic choices and organizational performance to techno-economic factors like competition-related and industry-specific contingencies (Porter, 1980). According to the theory, a leader's personal traits, such as their expertise, experience, and area of expertise, can be seen in the choices they make for the organization (Hambrick & Mason, 1984).

By expanding on the ideas of the Carnegie School of Thought and bounded rationality theory, UET fills this theoretical void (Cyert & March, 1992; March, 1993). According to the theory, it is impossible to make perfectly rational decisions in strategic situations because of the extremely complex and ambiguous information present. The bounded rationality theory (Simon, 1990) recognizes that decision-makers have intrinsic cognitive limitations, such as knowledge and computational capacity limitations, that limit their ability to achieve technical rationality in their decisions, even though organizations may aim to be rational and base their decisions on a thorough analysis of internal (such as resources and capabilities) and external (such as market trends) conditions. According to this perspective, strategic decisions are the result of behavioral considerations rather than a rote pursuit of economic optimization, and strategic situations are only interpretable rather than objectively "knowable." Because managers rely on past experiences, take mental shortcuts, and interpret strategic issues and alternatives in their own ways (March, 1993), a firm's strategic decisions are heavily influenced by how its decision-makers view "actual situations."

These traits predict strategic leadership practice and organizational performance. From the organization performance, one can be able to see the characteristics of the leaders. Upper echelons theory integrates the ideas behind strategic leadership and organizational performance that is crucial for NFPO (Menz, 2012). The study attributed background features of strategic leaders to their behaviours that was found to ultimately influence organizational performance.

2.2.2 Managerial Leadership Theory

The proponents of this theory were Robert Blake and Jane Mouton in their studies in the years 1964 and also in 1978. The theory states that indeed training can make people become leaders. This makes it necessary the formulation of training programs aimed at changing the leadership behaviour of the managers and it is also possible to learn effective leadership (Northouse, 2013). The two main behavioural dimensions on which the theory is anchored on are: how the leaders value the rights, interests of their followers and to complete a task, produce results efficiently and effectively (Bhatia, 2009). This leadership style is considered more authoritarian or compliance leadership where the employees feel themselves a means to an end. It is a 'produce or perish leadership style. The management theory, which focuses on group performance, organization, and supervision, is sometimes referred to as transactional leadership. A system of rewards and penalties is known as transactional leadership, and it is frequently employed in business. Managers give their employees rewards for successful work. The theory emphasizes the importance of group performance, organization, and supervision. According to these theories, leadership is based on a system of incentives and penalties. Managerial theories are frequently applied in the workplace; employees receive rewards for their accomplishments and reprimands or punishments for their failures.

The transactional theory focuses on the notion that supervision, performance, and organization are all components of leadership. In his 1947 book, Max Weber was the first to explain this theory. According to Weber, it is the application of knowledge-based control. This leadership and management theory help managers concentrate on achieving quantifiable results by encouraging leaders to adhere to an organization's internal system of employee rewards and penalties. The transactional theory states that one of the best methods for gauging employee performance and success is a performance review. Managers who apply this theory frequently give their staff members a variety of short-term objectives. They appreciate tasks, policies, and procedures that have a regular, well-defined structure. It has its limitations, just like any other

leadership tactic. For instance, it could make it difficult for leaders to deal with circumstances that call for flexibility and fast change adaptation.

2.2.3 Trait Leadership Theory

Trait leadership theory was prominent in the early and late 90s. Initial studies in 1920's and 1930's managed to distinguish leaders from non-leaders. One of the oldest Trait theory focuses on what effective leaders are as opposed to what they do. According to Bhatia (2009), list of traits associated with successful leaders is large and progressive as new leaders emerge.

Leadership traits play a major role in strategic leadership practices. This is mostly seen where success is not dependent on a single factor. The traits specific leaders possess qualify why he or she is an important asset in the organizational performance. The leader and his/her leadership practices give the organization an opportunity for a competitive advantage so much required by required by NFPOs for their sustainability to continue delivering their vital services to the community. The tenets of the theory are in line with the traits of strategic leaders whose success relies on their background, competence and skills leading to organizations' performance (Northhouse, 2013).

2.2.4 The Path Goal Theory of Leadership

The path goal theory was first put forth by Martin Evans in 1970, and House refined it the following year in 1971 (Evans, 1970; House, 1971). The path goal theory states that a leader gains effectiveness by influencing the paths that lead followers to achieve their own objectives. Achievement expectations have an impact on employee motivation for achieving the set goals and delivering exceptional performance (Nzeneri, 2020). In order to increase employee satisfaction and performance, the theory focuses on the nature of work responsibilities and how employees are motivated to fulfill them. Leadership is the process by which leaders motivate, inspire, and direct their teams to achieve their goals. The leader creates and conveys the organization's future vision, motivating employees to complete their tasks. As they strive toward their shared goal, they consequently become more involved with the organization. According to the path goal theory, managers set goals and use them to help their employees reach those goals. After that, the employees work on projects that help them meet pre-established productivity targets, which can be tracked to determine how well they're being met (Northhouse, 2019). Numerous scholars have used the path goal theory in a range of contexts. According to Rohimin and Hariri's (2022) application of the theory in the field of education,

for instance, its directive and achievement-oriented components are the most commonly acknowledged. Similar studies were needed in other industries, like agriculture, to ascertain whether the findings were accurate. The Path goal theory of leadership, which provided a framework for assessing the leadership philosophies used by farming businesses, served as the basis for this investigation. The theory was also used to ascertain how managers in specific companies encourage their support staff to complete their tasks. It is expected of leaders to set specific goals and provide a plan that the team can follow to reach those goals. By addressing bottlenecks as they appear, team members can use this tactic to motivate the group to finish tasks.

2.3 Conceptual Framework

The framework for this study examines strategic leadership as a key component in affecting organization performance. Strategic leadership styles are the transformational leadership, transactional leadership and situational leadership. These components are the predictor variables to organization performance. Transformational leadership was measured by looking at idealized influence, inspirational motivation, intellectual stimulation and individual consideration. Transactional leadership was measured by looking at contingent rewards and management by exception both active and passive. Situational leadership was measured by looking at task oriented and relation oriented. On the other hand, organization performance was measured by the offerings and tithes provided number of faithful and responsiveness to sacraments and the new projects in session. The personal characteristics may have an effect on organization performance. They can become an obstacle in achieving organization performance. Employee age has been regarded as a positive predictor of performance for a variety of reasons. This relationship is presented in figure 1.

Independent Variables

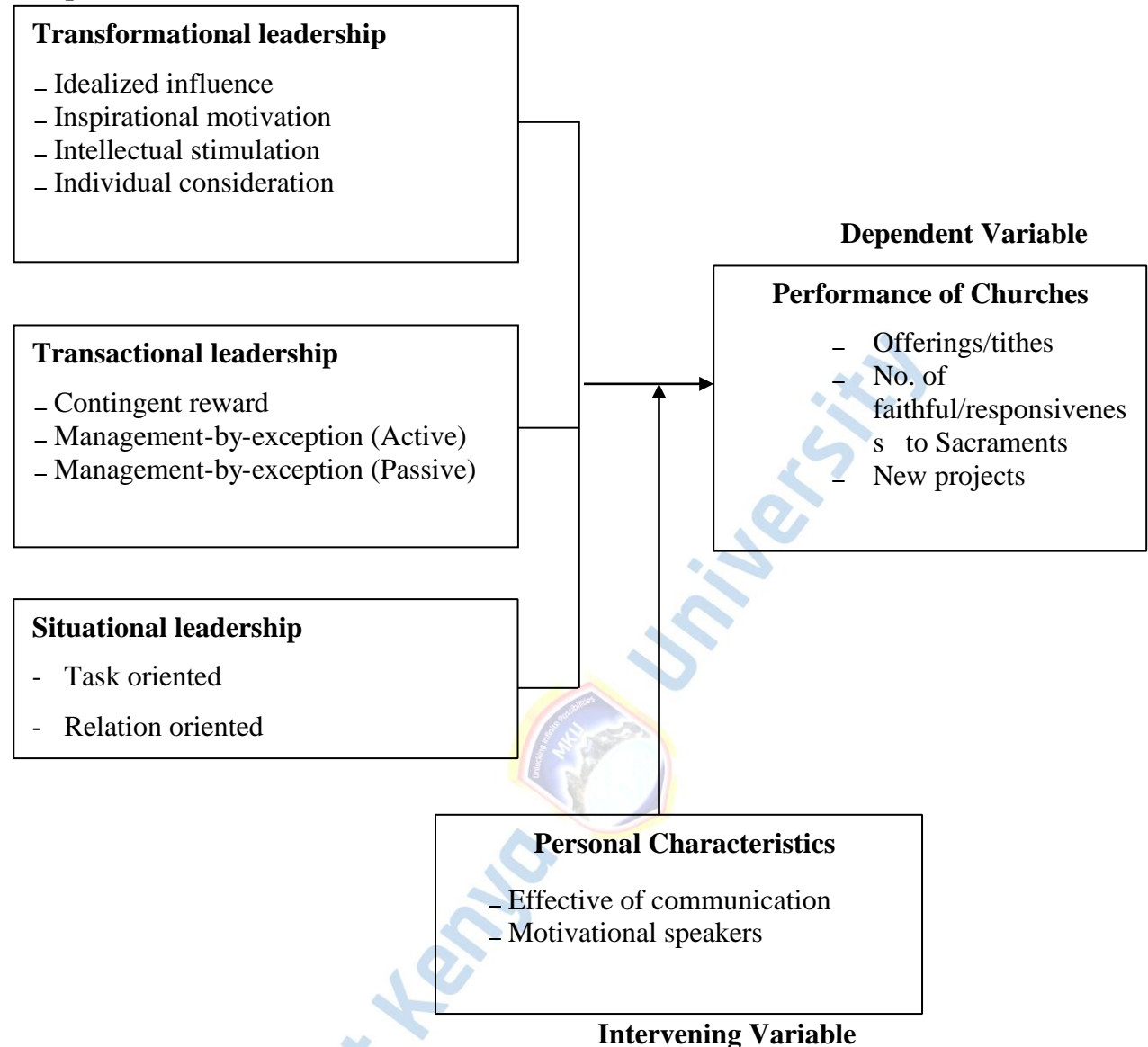


Fig 1: Conceptual framework.

Source: Researcher, (2024)

2.4 Recap of Literature Review

This section has presented the empirical literature which focused on transformation, transactional and situational leadership. Theoretical review covered Upper echelon, Managerial and Trait theories. The chapter further presented the conceptual framework along the study's major constructs i.e., both independent and dependent variables. Strategic leadership practices on different activities in an NFPO correlate to the outcome. Effectiveness of the NFPO is viewed as a key measure of its performance. This brought in to the fore the state of knowledge and extant gaps in knowledge that the literature addressed.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The chapter starts by discussing the research design upon which the study is adopted. It also talks about number of items targeted by the study. Its further discusses data collection methods, procedures and instruments, reliability and validity of measurements, ethical considerations, operationalization of research variables and analysis of data.

3.1 Research Design

The study adopted descriptive design where the researcher tried to describe the situation on how strategic leadership style affects organization performance. The study sought to establish interrelationships between strategic leadership and performance of Catholic churches in Saint Kizito Parish, Olenguruone. This enabled the researcher to establish problems or issues in actual setting, enabling the test of several study variables and most importantly facilitate the application of both quantitative and qualitative research approaches (Rowley, 2002).

3.2 Location of the Study

The study was done in Olenguruone, Kuresoi South, Nakuru County focusing on Saint Kizito Parish out-stations. Olenguruone is dominated by Kalenjin tribe and with kikuyu also residing there. Farming and agriculture is the main economic activity taking place in the area.

3.3 Target Population

The target population of this study consisted of Catholic out-station churches operating in Saint Kizito Parish, Olenguruone as at July, 2018. According to the Catholic Diocese of Nakuru (2018), there are 27 out-stations in Saint Kizito Parish, Oleguruoune. The out-stations have an executive decision-making committee consisting of four positions (chairman, secretary, treasurer and catechist). The target population consisted of 108 respondents in total. The distribution of population is as in table 1.

Table 1: Distribution of Target Population

Outstation Churches	Executive Committee Members per Outstation Church
1. St kizito,Olengurune.	4
2. St Martin,Kabigiriet.	4
3. St Clement, Sigowet.	4
4. St Joseph's, Korofa.	4
5. St Paul, Chapakundi.	4
6. St Thomas, Kitoben.	4
7. St Peter, Saosa.	4
8. St Thomas Aquinas, Nukiat.	4
9. St Stephen, Ambusket.	4
10. St Mary's,Kaplamboi.	4
11. St Daniel Comboni,Kiptaragon.	4
12. St Peter's, Sinendet.	4
13. St Joseph's, Seanin.	4
14. St Theresa, Cheptuech.	4
15. St James, Kipsogon.	4
16. St Peter's, Kabugnot.	4
17. St Paul, Emetik.	4
18. St Augustine, Chigamba.	4
19. St Joseph's, Ainamoi.	4
20. Christ The King, Simotwet.	4
21. St John, Wamkong.	4
22. St Mark, Kiptagich.	4
23. St Monica, Chepkiswet.	4
24. St Andrews, Arorwet.	4
25. St Paul, Konoin.	4
26. St Mary's, Timbwalo.	4
27. St Philip, Chebotoi.	4
Totals	108

Source (Olenguruone parish, 2023)

3.4 Sample size and Procedure

Mugenda and Mugenda (2008), defined sample as a sub-group obtained from accessible population termed as subject. Sampling is the selection some given respondents that will be representative of the whole population. The study used census where the whole population was part of the response group. Census was relevant for this study given that enabled the researcher to collect information from the respondents that are known to have the relevant information for the study.

3.5 Construction of research instruments

Data was collected using semi-structured questionnaires. The structured questions followed a five-point Likert Scale format. Open ended questions were integrated to give the respondents room to share more insights that could not be well captured by the Likert Scale format. The questionnaires were used because they increase objectivity, reduce biasness, are time saving, affordable and easily analysed.

3.6 Validity and Reliability of the Study

3.6.1 Validity of the study

Validity is the accuracy and meaningfulness of inferences, drawn from research results (Mugenda and Mugenda 2003). The researcher saw to it that the data collection instrument captures content that was relevant to the need of the study and gap established. The validity of the content was assured of by involving the research supervisor for corrections and guidance for accuracy of data expected.

3.6.2 Reliability of the study

Reliability in research is concerned with the extent by which an instrument of research is able to show results or data which is consistent after repeated trials (Blanche et al., 2006). Reliability of these instruments was tested by conducting a pilot study at St Monica Catholic Parish in Nakuru Town which is Nakuru County which is a Cosmopolitan County. Ten respondents were used for this purpose. Cronbach's alpha reliability coefficients was calculated to estimate the reliability of the MLQ and organization performance instrument.

The average Cronbach's alpha reliability coefficient was obtained for the MLQ. The threshold should be 0.7 and above in order to be considered relevant (Sekaran, 2018). Therefore, for this research, the MLQ instrument and organization performance was a reliable measures of strategic leadership and organization performance.

3.7 Data Collection Procedures

An introduction letter from Mount Kenya University and a research permit from the National Council for Science and Technology (NACOSTI) was sought by the researcher. After getting the permission, appointments were booked form the selected respondents. The researcher visited each of the selected out-stations to administer the questionnaires. The selected respondent was given relevant instructions verbally after which they were allowed enough time to respond to the questionnaires, and then the researcher picked them back.

3.6 Data Presentation and analysis

Quantitative data was analysed using descriptive statistics measure, tabulated via percentages and frequency, mean and standard deviation to allow for interpretation. Descriptive statistics allowed the researcher to meaningfully describe a distribution of measurements and summarize data (Mugenda & Mugenda, 2003). This study also conducted inferential statistics through correlation analysis. Pearson correlation coefficient was used for testing relationship between the independent and the dependent variables. Correlation coefficients between independent variables and dependent variables was computed to explore possible strengths and direction of relationships. Multiple regression analysis was also carried out. The model for regression was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \text{ Where:}$$

Y = Performance of Churches β_0

= Constant

X1 = Transformational leadership

X2 = Transactional leadership

X3 = Situational leadership

B1... B3 = strength of relationship.

3.7 Ethical considerations

Authority from Mount Kenya University together with authority from research regulatory body NACOSTI was pursued prior to the beginning of the data collection process. Out of the respondents to be sampled, consent of participating on voluntary basis was explained before the study is undertaken. The researcher ensured an avoidance of those actions that are likely to cause harm, both of physical or emotional nature to the respondents. This was ensured by having a careful wording of sensitive or difficult questions in the questionnaire. Confidentiality and privacy was put into consideration by ensuring that the information got from the respondents was only for academic purpose.

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

This section is about the findings of the study on the influence of strategic leadership styles on performance of catholic churches in saint kizito parish, olenguruone, Nakuru County. It commences by presenting the response rate with regards to questionnaires issued. The chapter explains about descriptive statistics in detailed way.

4.2 Reliability and Validity Test

The study carried out a pilot study to check that the instrument to be used for collecting information is valid and reliable. According Hazzi and Maldaon, (2015), performing a pilot study is significant in making sure the tools used to get information are dependable. Piloting is done for identification of any weakness in designing of the instrument and getting relevant information that can be used in choosing the sample.

The results are in Table 2.

Table 2: Reliability Assessments for the Cronbach Alpha

Element of Variable	Alpha Value
Transformational Leadership	0.881
Transactional Leadership	0.795
Situational Leadership	0.757

Source, Researcher (2024)

According to the result of table 2 it is observed that Cronbach Alpha values for transformational leadership, transactional leadership, situational leadership and performance all are above 0.7 which confirms the variables were reliable for the study.

The researcher checked if the questionnaires were good by using construct validity method. According to Muganda (2018), construct validity refers to the extent to which a test captures the intended outcome. One way to check how worthy a test may be is to enquire from experts in it. These experts can look at the questions and decide what they are trying to find out. Experts were asked to check out the instrument and give suggestions on how to make sure it really works well. These recommendations were then incorporated

into the new version of the instrument which was then given to a few people in similar jobs.

4.3 Response Rate

From the questionnaires that were distributed, the study aimed to establish the response rate. Table 3 presents the findings.

Table 3: Response Rate

Response rate	Executive Committee Member	
	Frequency	Percentage
Respondent	89	82.4
Non-respondent	19	17.6
Total	108	100

Source, Researcher (2024)

The population of this study was 108 executive committee members in the outreach churches of St Kizito Parish Olenguruone, Nakuru County. Of the 108 questionnaires that were issued to the members, 89 members answered the questionnaires and returned them. This response represented 82.4% of the executive committee members of the outreach churches. This response rate was satisfactory and in line to Mugenda and Mugenda (2003) which states that when 60% of people respond, it is good for analysis and reporting.

4.4 Demographic Information

This part notifies about the respondents who answered the questionnaires, based in different groupings categorized in terms of t; gender, age, education qualifications level they had in the Company duration of employment as a committee member, position as a committee member. Table 4 displays the results.

Table 4: Demographic Information

Item	Executive Committee Member	
	Frequency	Percentage
Gender	55	61.8
Male		
Female	34	38.2
Total	89	100
Age in years		
Below 25	6	6.7
25-34	13	14.6
35-44	23	25.8
45-54	19	21.3
55 and Above	28	31.6
Total	89	100
Education level		
Diploma	34	38.2
Bachelors	29	32.6
Masters	14	15.7
Any other	12	13.5
Total	89	100
Duration of employment		
6 – 11 Months	19	21.4
1-2 years	21	23.6
3-5 years	28	31.4
More than 5 years	21	23.6
Total	89	100
Position held in the committee		
Chairman	14	15.7
Secretary	25	28.1
Treasurer	18	20.2
Catechist	32	36.0
Total	89	100

Source, Researcher, (2024)

Result of table 4 indicates that majority of committee members in the outreach churches are men at 55(61.8%) while women are at 34(38.2%). The outcome in table 4 also informs

that 5(62.5%), 11(52.4%), and 5(12.8%) of company employees are in the age bracket of 41 and above years for administrative, executive and supervisory levels respectively. 3(37.5%), 7(33.3%), and 18(46.2%) are of between 31-40 years respectively for administrative, executive and supervisory levels of management. Additionally, 0(0.0%), 3(14.3%), and 15(38.5%) are in the ages of between 21-30 years for administrative, executive and supervisory levels respectively. Those in the ages of between 18-20 years are 0(0.0%), 0(0.0%), and 1(2.6%) for administrative, executive, and supervisory levels of management in that respect. This confirms that in Coca-Cola company, has a well diversified and distributed labor force in terms of the age.

With regards to the academic qualification, those with PhD qualification are 1(12.5%), 1(4.8%), and 0(0.0%) for administrative, executive and supervisory levels of management. For those with Master are represented by 3(37.5%), 3(14.3%), 3(3.7%) respectively for administrative, executive and supervisory levels of management. Additionally, those with degree represents 2(25.0%), 9(42.9%), and 10(25.6%) correspondingly for administrative, executive and supervisory levels of management. Likewise, those with diploma represents 2(25.0%), 6(28.6%) and 15(15.5%). At last are those with certificate qualification which represents 0(0.0%), 2(9.5%), and 9(23.1%) respectively for administrative, executive and supervisory levels. This finding indicate that employees in these company had relevant education requirement for managers.

Table 4 is also showing results for the duration of the employees in the company. Those who have been with the company for more than twenty years are 1(12.5%), 2(9.5%), and 6(15.4%) of the employees for administrative, executive and supervisory management levels correspondingly. 11 to 20 years' duration are 2(25.0%), 6(28.6%), and 9(23.8%) for administrative, executive and supervisory levels respectively. 6 to 10 years are represented by 3(37.5%), 3(14.3%), and 3(3.7%) in that respect for administrative, executive and supervisory levels. 1 to 5 years are 1(12.5%), 4(19.0%), and 8(20.5%) correspondingly for administrative, executive and supervisory levels of management. Finally, those who have been with the company for not more than one year are 1(12.5%), 2(9.5%), and 6(15.4%) respectively for administrative, executive and supervisory levels of management. In respect to the positions held by committee members, those in the position of chairperson were 14(15.7%), secretary was 25(28.1%), Treasurer we had 18(20.2%) while the position of catechist was 32(36.0%). The findings inform that the company is able to maintain its work force for longer time hence less turnover rate and

that majority at higher management levels are those who have been working for some time in the company.

4.5 Descriptive Statistics with regards to variables under study

The descriptive findings and the debates on performance of outreach churches were examined in this part. Standard deviation, mean, and percentages were used to present the findings.

4.5.1 Descriptive statistics on transformational leadership

The first objective of this study was to find out the influence of transformational leadership style on performance of Catholic churches in Olenguruone parish. The response was ranked in a scale of 1 to 5, with 1 denoting Not at all, 2 indicating Little extent, 3 indicating Moderate extent, 4 suggesting Great extent, and 5 denoting Very great extent. Using mean and standard deviation of descriptive statistics, the replies were assembled. Results are presented in table 5.

Table 5: Responses to transformational leadership

Opinion	1	2	3	4	5	M	Std Dev
	%	%	%	%	%		
Has capacity to motivate and maintain staff	5.2	5.9	4.7	46.2	34.6	4.02	1.07
Show confidence and trust in others	4.1	6.9	6.7	44.2	38.1	3.78	1.05
Allows the committee to think for themselves and make their own decisions.	4.6	6.1	3.8	41.3	44.2	3.98	1.13
Believe that setting goals for the outstation churches is one's duty.	4.4	5.3	5.8	51.9	36.4	3.43	1.12
Can work well with wide range of people	7.6	9.1	6.2	44.9	32.2	3.19	1.07
Always free and open when in a discussion with committee members and the church at large	3.7	5.2	3.5	45.9	41.7	3.07	1.11

Considers others as having different needs, abilities, and aspirations	3.2	4.1	5.9	44.5	42.3	3.13	1.03
Gives feedback to the committee concerning church issues from the Bishop	3.4	3.8	6.4	47.3	39.1	3.06	1.08
Treats committee members as individuals rather than just as a member of a group	2.9	3.3	4.9	48.1	40.8	3.13	1.05

Source: Researcher, (2024)

Key: n = 89, 1= Not at all, 2 =Little extent, 3 = Moderate extent, 4 = Great extent, 5 = Very great extent, M = mean, Std. Dev = standard deviation.

In table 5 are the results showing that all items had a standard deviation of above 1.0. The statement “Allows the committee to think for themselves and make their own decision” had the highest standard deviation of 1.13. In the statement “Has capacity to motivate and maintain staff”, the figure shows that a small number of people stated not at all or to little extent at 5.2% and 5.9% respectively while a large number of people stated great extent or very great extent at 46.2 % and 34.6 % respectively, this shows that, there was no extreme in the item, it makes a good measure. For the statement, “Show confidence and trust in others” 4.1% and 6.9% said not at all or to little extent in that respect while 44.2% and 38.1% stated to great extent or very great extent with the statement. The statement “Allows the committee to think for themselves and make their own decisions.” had a variability of 1.13. The result show that 4.6% said not at all with the statement and a slightly bigger percentage 6.1% said to little extent. Though, a bigger percentage at 41.3% stated to great extent with the statement while 44.2% saying to very great extent. Therefore, it can be stated from the result that indeed, the churches allow the committee to think for themselves and make their own decisions. Additionally, result shows that majority of respondents at 51.9% and 36.4% supported the statement that “the committee believe that setting goals for the outstation churches is one’s duty” by stating to great extent and to very great extent with only 4.4% and 5.3% stating not at all or to little extent respectively. Respectively 44.9% and 32.2% said to great extent and to very great extent to the statement “Can work well with wide range of people.”. Regarding the statement “Always free and open when in a discussion with committee members and the

church at large”, an overwhelming majority at 45.9% and 41.7% stated to great extent and to very great extent. For the statement, “Considers others as having different needs, abilities, and aspirations”, 44.5% and 42.3% of the respondents agreed to the statement by stating to great extent and to very great extent. Additionally, concerning the statement “Gives feedback to the committee concerning church issues from the Bishop”, 47.3% and 39.1% were in agreement by stating great extent and very great extent in that respect. Lastly, for the statement “Treats committee members as individuals rather than just as a member of a group”, 48.8% and 40.8% supported it by stating great extent and very great extent.

Moreover, the highest mean value was 3.19 and the lowest mean was 3.06. This tells us that on average, respondents all had a positive position which is over 3.0. This establishes that, on the whole, the respondents showed optimism with the statements. These findings are validated by the scores from this section which informs that committee members at outreach churches of St Kizito concur that transformational leadership style are a significant factor in performance of Catholic churches in Olenguruone parish.

4.5.2 Descriptive statistics on transactional leadership strategies

The second objective of the study was to examine the effect of transactional leadership strategies on performance of Catholic churches in Olenguruone parish. The response was ranked in a scale of 1 to 5, with 1 denoting Not at all, 2 indicating Little extent, 3 indicating Moderate extent, 4 suggesting Great extent, and 5 denoting Very great extent. The mean and standard deviation of descriptive statistics were used to summarize the response. Findings are presented in table 6.

Table 6: Responses to transactional leadership style

Opinion	1	2	3	4	5	M	S Dev.
	%	%	%	%	%		
Focuses too much attention on irregularities, mistakes, exceptions and deviations from standards	4.3	3.1	5.6	44.6	42.4	3.11	1.03
Monitors committee members to ensure they follow laid down procedures and decisions	3.7	4.9	3.7	45.8	41.9	3.12	1.09
Demonstrate that problems in the outstation church must become chronic before taking action	3.5	5.7	6.1	43.6	41.1	3.13	1.12
Makes clear what committee members can expect to receive when performance goals are achieved	4.0	6.6	4.8	46.2	38.4	3.02	1.03
Provides committee members with assistance in exchange for their efforts.	4.2	4.8	5.6	41.1	44.3	3.16	1.14
Set high standard for oneself and other committee members	7.7	9.2	7.2	39.1	36.8	3.07	1.04
Issue directives and demand duties to be accomplished without questioning	7.4	9.1	8.1	38.3	37.1	3.14	1.08

Source, Researcher (2024)

Key: n = 89, 1= Not at all, 2 =Little extent, 3 = Moderate extent, 4 = Great extent, 5 = Very great extent, M = mean, Std. Dev = standard deviation

Table 6 shows that all the items under consideration had standard deviations that were more than 1.0, informing that the items had accurate measures without extremes. The statement “Focuses too much attention on irregularities, mistakes, exceptions and deviations from standards” had a variability of 1.03 which shows no extremes. The number shows that very few respondents expressed the lack of support at 3.1% and 4.3% who stated little extent and Not at all but a big number of the respondents were in support of the statement by stating great extent and very great extent respectively at 44.6% and

42.4%. The statement "Monitors committee members to ensure they follow laid down procedures and decisions" had a standard deviation of 1.09. This tells that most of the respondents had similar opinions (great extent and very great extent) about the statement as being good measures. Results show that 45.8% and 41.9% supporting the supporting the statement while a total of 9.6% did not support the said statement.

For the statement "Demonstrate that problems in the outstation church must become chronic before taking action", 43.6% and 41.1% supported it by stating great extent and very great extent in that order with only 9.2% and disagreeing with the same statement. Though a few of the respondents showed indecisiveness at 6.1%. In addition, the statement "Makes clear what committee members can expect to receive when performance goals are achieved" provided a standard deviation of 1.03. A good number of the respondents were in support of this statement with 46.2% and 38.4% stating great extent or very great extent while 6.6% and 4.0% expressed their disagreement with the same statement. On whether the church provides committee members with assistance in exchange for their efforts, 41.1% and 44.3% of the respondents agreed by stating great extent and very great extent to the statement while 4.8% and 4.2% expressed their disagreement by stating little extent and Not at all to the statement. Concerning the statement "Set high standard for oneself and other committee members", an average number of respondents did not support it in that 9.2% and 7.7% said little extent or Not at all respectively while 39.1% and 36.8% were in support of it by stating great extent or very great extent in that respect. Lastly on the statement "Issue directives and demand duties to be accomplished without questioning", 38.3% and 37.1% showed their support with the statement by saying great extent or very great extent respectively. Only 9.1% and 7.4% of the respondents expressed lack of support by either stating little extent or Not at all respectively.

The mean was 3.16 at its highest and 3.02 at its lowest. The findings showed that respondents took a more positive stance of more than 3.0. This indicates that the majority of respondents to the survey agreed with the statements. The majority of committee members of outreach churches of St Kizito parish concurred that having transactional leadership strategies was essential in performance of Catholic churches in Olenguruone parish.

4.5.3 Descriptive statistics on situational leadership style

The third objective of the study was to evaluate the effect of situational leadership style on performance of Catholic churches in Olenguruone parish. The response was ranked in a scale of 1 to 5, with 1 denoting Not at all, 2 indicating Little extent, 3 indicating Moderate extent, 4 suggesting Great extent, and 5 denoting Very great extent. The mean and standard deviation of descriptive statistics were used to summarize the response. Results are presented in table 7.

Table 7: Responses on situational leadership style

Opinion Statements	1	2	3	4	5	M	Std.Dev
	%	%	%	%	%		
Gives directive based on your maturity as a committee member.	9.1	11.3	5.1	41.3	33.2	3.32	1.05
Use instruments designed to gauge the level of task accomplished.	11.8	16.3	7.6	34.7	29.6	3.26	1.11
Is more interested in task accomplishment	2.2	3.1	4.8	45.8	44.1	3.21	1.13
Committee's ability and willingness is considered when allocating duties.	3.2	5.4	5.9	44.2	41.3	3.17	1.14
Usually identify most important tasks or priorities for the committee..	5.9	6.9	3.2	43.9	40.1	3.17	1.11
Give directive based on the situation hand	4.7	6.4	4.1	46.1	38.7	3.09	1.09

Source, Researcher, (2024)

Key: n = 89, 1= Not at all, 2 =Little extent, 3 = Moderate extent, 4 = Great extent, 5 = Very great extent, M = mean, Std. Dev = standard deviation

Table 7's findings show that the items' highest standard deviation was 1.14. 9.1% and 11.3% of respondents stated Not at all or little extent respectively with the statement "Gives directive based on your maturity as a committee member" whereas 41.3% and 33.2% stated great extent or very great extent to the statement. This indicates that indeed giving directive based on maturity of a committee member it there in churches

which then affects performance of Catholic churches in Olenguruone parish. In addition, with regards to the statement “Use instruments designed to gauge the level of task accomplished”, 16.3% and 11.8% of the respondents did not support the statement by stating little extent or Not at all respectively while 34.7% and 29.6% showed their support by stating great extent or very great extent respectively.

2.2% said Not at all and 3.1% said little extent to the statement "Is more interested in task accomplishment " respectively, though 45.8% and 44.1% indicated great extent or very great extent in support of the statement. A significant number of respondents at 85.5%, supported the statement that “Committee’s ability and willingness is considered when allocating duties” with 8.6% not in support of the statement. In regards to the statement “Usually identify most important tasks or priorities for the committee”, 5.9% and 6.9% of the respondents did not support the statement by stating Not at all or little extent respectively while 43.9% and 40.9% agreed with the statement by stating great extent or very great extent in that respect. At last was the statement “Give directive based on the situation at hand” where 4.7% and 6.4% did not support it by stating Not at all or little extent, while 46.1% and 38.7% supported the same statement by stating great extent and very great extent respectively.

The highest mean value was 3.32 and the lowest mean was 3.09. This informs that on average, respondents all had a positive position which is over 3.0. This establishes that, on the whole, the respondents showed confidence with the statements. These findings are validated by the scores from this section which informs that committee members at outreach churches of St Kizito catholic parish concurred that having situational leadership style was essential in performance of Catholic churches in Olenguruone parish.

4.5.5 Descriptive statistics on performance of catholic churches

The study was also concerned with statements in relation to performance of outreach churches in Olenguruone parish. The response was ranked in a scale of 1 to 5, with 1 denoting Not at all, 2 indicating Little extent, 3 indicating Moderate extent, 4 suggesting Great extent, and 5 denoting Very great extent. The mean and standard deviation of descriptive statistics were used to summarize the response. The outcome was presented in table 8.

Table 8: Responses on performance of catholic churches

Opinion Statements	1	2	3	4	5	M	Std. Dev.
	%	%	%	%	%		
The offering and tithes in the church has increased significantly due to good leadership.	4.1	6.8	7.4	44.1	37.6	3.27	1.15
The number of Faithfull's have increased tremendously as a result of good leadership	6.4	7.3	5.2	43.6	37.5	3.15	1.13
The number of faithful responding to Sacraments has grown	5.5	7.6	5.7	45.7	35.5	3.25	1.21
There has been new projects e.g. schools and permanent church building initiated by the church	2.1	4.4	1.2	37.4	54.9	2.89	1.17
The church has been able to sponsor the less fortune in the society	5.4	11.5	4.6	40.2	38.3	3.18	1.16

Source, Researcher (2024)

Key: n = 89, 1= Not at all, 2 =Little extent, 3 = Moderate extent, 4 = Great extent, 5 = Very great extent, M = mean, Std. Dev = standard deviation

The outcome in table 8 reveals that all the five items had standard deviations that was more than 1.0. The items' highest standard deviation was 1.21, indicating that the scoring had extremes. 4.1% and 6.8% of respondents stated Not at all or Little extent for the statement, " The offering and tithes in the church has increased significantly due to good leadership," respectively, while 44.1% and 37.6% indicated their strong support by stating great extent or very great extent responses to the statement. The substantial standard deviation observed indicates that the respondents were dispersed between the positive and the negative but there was skewedness towards the positive. 6.4% and 7.3% of the respondents disagreed with the statement "The number of Faithfull's have increased tremendously as a result of good leadership " by stating Not at all or Little extent while 43.6% and 37.5% showed their support by saying great extent or very great extent respectively to the same statement. Moreover, as per the statement "The number of faithful responding to Sacraments has grown", 5.5% and 7.6% expressed their disagreement with the statement by stating Not at all or Little extent respectively though 45.7% and 35.5% expressed agreement by saying great extent or very great extent respectively with the statement. In regards to the statement "There has been new projects e.g. schools and permanent church building initiated by the church", 2.1% and 4.4%

disagreed to the statement when they stated Not at all or Little extent respectively with the statement, with 37.4% and 54.9% agreeing to the statement in which they stated great extent or very great extent respectively. As to whether The church has been able to sponsor the less fortune in the society, 5.4% and 11.5% disagreed with the statement when they stated Not at all or Little extent in that respect though 40.2% and 38.3% of the respondents agreed with the statement by stating great extent or very great extent in that order.

The highest mean value was 3.27 and the lowest mean was 2.89. This notifies that on average, all the respondents had a positive position which was over 3.0. This establishes that, on the whole, the respondents showed confidence with the statements. These findings are validated by the scores from this section which informs that committee members at outreach churches of St Kizito catholic parish concurred that having situational leadership style was essential in performance of Catholic churches in Olenguruone parish.

4.6 Correlation Analysis

The study used the Pearson correlation coefficient (r) to examine the strength of the relationship between the variables. The correlations matrix in table 9 provides an illustration of the relationship between the variables.

Table 9: Correlation Matrix of the Variables under Study

Variable	P	TRM	TRS	ST	
P	Pearson Correlation	1			
	Sig.(2tailed)				
TRM	Pearson Correlation	.521*	1		
	Sig.(2-tailed)	0.001			
TRS	Pearson Correlation	.465*	.416*	1	
	Sig.(2-tailed)	0.001	0.001		
ST	Pearson Correlation	.394*	.375*	.338*	1*
	N	89	89	89	89

Source, Researcher (2024)

Key: P= Performance of Churches, TRM=Transformational Leadership, TRS=Transactional Leadership, ST=Situational Leadership.

According to table 9's findings, there is a substantial and positive correlation between transformational leadership style and performance of outreach catholic churches at r (TRM, P) = 0.521, p. 001. This informs that any positive adjustment in transformational leadership will result in positive performance of Churches.

Results in Table 9 also show that transactional leadership is strongly linked with performance of churches, with a positive correlation of r (TRS, P) = 0.465, p 0.001. Situational leadership at r (ST, P) = 0.394, p 0.001, was likewise revealed to be positively linked with performance of churches.

4.7 Regression Analysis

Multiple Regression analysis was done to establish the relationship between the variables under study

4.7.1 Joint effect of transformational leadership, transactional leadership, and situational leadership on performance of churches

The study carried out multiple regression analysis to establish the joint effect of transformational leadership, and situational leadership on performance of churches. The results are presented in Table 10.

Table 10: Joint effect of transformational leadership, transactional leadership, and situational leadership on performance of churches.

Model Summary				
Model	R	R Square	Adj. R Square	S.E
	0.564 ^a	0.443	0.413	0.213

a. Predictors: (Constant), Transformational leadership, Transactional leadership, Situational leadership

b. Dependent Variable: Performance of Churches

ANOVA ^a					
	Sum of Squares		Mean Square	F	Sig.
Regression	9.642	3	3.214	14.949	0.046
Residual	18.275	85	0.215		
Total	27.917	88			

a. Predictors: (Constant), Transformational leadership, Transactional leadership, Situational leadership

b. Dependent Variable: Performance of Churches

	Coefficients ^a		Unstdzed Coef	Stdzed Coef	t
	B	S. E			
Constant	3.342	0.142			3.032
Transformational leadership	0.276	0.143	0.241		2.224
Transactional leadership	0.234	0.114	0.216		2.315
Situational leadership	0.224	0.132	0.194		2.121

a. Predictors: (Constant), Transformational leadership, Transactional leadership, Situational leadership

b. Dependent Variable: Performance of Churches

According to Table 10's multiple regression results, the combined impact of transformational, transactional, and situational leadership contributed to the dependent variable (church performance) to the extent of 44.3%. This is indicated by the R² of 0.443. The error and other unrelated factors were responsible for the remaining percentage (55.7%). Furthermore, the R=0.564 value was more than adequate to show that the model was modified when additional variables were added in an attempt to ascertain the combined impact of the independent variables on the dependent variable. The ANOVA's findings show that the residuals' mean square (0.215) was somewhat lower than the regression's mean square (3.214). $F(3, 85) = 14.949$ was also statistically significant ($p < 0.05$), according to the results. This suggests that the model fit the data well overall and that the coefficients are not equal to zero. As a result, the model predicts that the predictor variables will cause a significant change in the dependent variable.

According to the equation by taking all other factors constant at zero performance of churches will increase by 3.342 units. The results also indicate that there exists a positive statistically significant relationship between transformational leadership and performance of churches ($\beta = 0.241, P < 0.05$). This implies that when transformational leadership styles are adjusted to the positive by an additional unit, performance of churches increases by 0.241. It was also established that the relationship between transactional leadership and performance of churches is positive and statistically significant ($\beta = 0.216, P < 0.05$), and that when transactional leadership style increases by an additional unit, performance in churches increases by 0.216. In addition, it was also revealed that there exists a significant positive relationship between situational leadership style and performance of churches with a statistical significant of ($\beta = 0.194, P < 0.05$) in that when situational leadership style increase by an additional unit, performance in churches increases by 0.194.

From the regression results, the following regression model was derived;

$$Y = 3.342 + 0.276X_1 + 0.234X_2 + 0.224X_3$$

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary, conclusion, recommendation plus suggestion for future study that were driven by objectives.

5.2 Summary of the Finding

The purpose of the study was to examine the influence of strategic leadership styles on quality leadership and how it impacts on performance of catholic churches in Saint Kizito Parish, Olenguruone. Particularly, the study looked at how transformational leadership, transactional leadership and situational leadership, affect performance of churches catholic churches in St Kizito parish, Olenguruone.

5.2.1 Transformational Leadership Style and Performance of Churches

The first objective for study was to find out the influence of transformational leadership style on performance of Catholic churches in St Kizito parish, Olenguruone. For this objective, the leading question was “What is the influence of transformational leadership style on performance of Catholic Church in St Kizito parish, Olenguruone?”. The findings from this study indicated a relationship that was positive between transformational leadership and performance of catholic churches at St Kizito Parish. From this result it was a confirmation that transformational leadership styles were a major factor in performance of the outreach churches at St Kizito parish, Olenguruone.

5.2.2 Transactional Leadership Style and Performance of Churches

The second objective for study was to find out the influence of transactional leadership style on performance of Catholic churches in St Kizito parish, Olenguruone. For this objective, the leading question was “What is the influence of transactional leadership style on performance of Catholic Church in St Kizito parish, Olenguruone?”. The findings from this study indicated a relationship that was positive between transformational leadership and performance of catholic churches at St Kizito Parish. From this result it was a

confirmation that transformational leadership styles were a major factor in performance of the outreach churches at St Kizito parish, Olenguruone.

5.2.3 Situational Leadership Style and Performance of Churches

The third objective for study was to evaluate the influence of situational leadership style on performance of Catholic churches in St Kizito parish, Olenguruone. For this objective, the leading question was “What is the influence of situational leadership style on performance of Catholic Church in St Kizito parish, Olenguruone?”. The findings from this study indicated a relationship that was positive between situational leadership and performance of catholic churches at St Kizito Parish. From this result it was a confirmation that situational leadership styles were a major factor in performance of the outreach churches at St Kizito parish, Olenguruone.

5.3 Conclusion

The following conclusions were derived from the findings of study.

5.3.1 Transformational Leadership Style and Performance of Churches

Results indicate that transformational leadership have a positive, significant impact on performance of catholic churches at St Kizito Parish. Findings show that there is a positive, significant effect of transformational leadership style on performance of outreach catholic churches at St Kizito parish, Olenguruone. From the result the researcher was able to conclude that transformational leadership styles were significant in explaining performance of outreach catholic churches at St Kizito parish, Olenguruone.

5.3.2 Transactional Leadership Style and Performance of Churches

Findings also indicate that transactional leadership have a positive, significant impact on performance of catholic churches at St Kizito Parish. Findings show that there is a positive, significant effect of transactional leadership style on performance of outreach catholic churches at St Kizito parish, Olenguruone. From the result the researcher was able to conclude that transactional leadership styles were significant in explaining performance of outreach catholic churches at St Kizito parish, Olenguruone.

5.3.3 Situational Leadership Style and Performance of Churches

Results are also indicating that transformational leadership have a positive, significant impact on performance of catholic churches at St Kizito Parish. Result show that there is a positive, significant effect of situational leadership style on performance of outreach catholic churches at St Kizito parish, Olenguruone. From the result the researcher was able to conclude that situational leadership styles were significant in explaining performance of outreach catholic churches at St Kizito parish, Olenguruone.

5.4 Recommendations

From the result of the study, it is clearly shown that all the three factors considered in the study have positive effect towards performance of outreach catholic churches at St Kizito Parish, Olenguruone. Specially, study observed that transformational leadership style had a significant relation that is positive on performance of outreach catholic churches at St Kizito catholic parish, Olenguruone. Recommendation from study is for the parish to put in place and implement transformational strategies that will work positively and lead to positive performance of the outreach catholic churches in order to ensure fulfillment of the objectives they have.

The study also confirmed that transactional leadership have effect on performance of outreach catholic churches at St Kizito parish, Olenguruone. It is revealed that there exists a relation that is positive, and significant concerning transactional leadership style towards performance among outreach churches at St Kizito parish, Olenguruone. The study consequentially makes a recommendation that St Kizito parish should apply transactional strategies that will promote positive delivery of services thus continue to improve performance within the parish.

Furthermore, because findings of the research confirmed that situational leadership styles have effect on performance among outreach catholic churches at St Kizito parish, Olenguruone. It is revealed that there exists a relation that is positive, and significant concerning situational leadership styles towards performance among outreach catholic churches at St Kizito parish, Olenguruone. The study consequentially makes a recommendation that St Kizito parish should apply transactional strategies that will promote positive delivery of services thus continue to improve performance within the parish.

5.5 Suggestion for Further Study

The purpose of the study was to examine the influence of strategic leadership styles on quality leadership and how it impacts on performance of catholic churches in Saint Kizito Parish, Olenguruone. Study puts a suggestion for studies of similar nature be extended in other parishes. The study also suggests that a further study on some other factors that are likely to affect performance of outreach catholic churches that might not have been covered in the study to be considered.

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Mount Kenya

University

Appendix I: Consent Letter

Mt Kenya University
P.O. Box 17273-20100
Nakuru

Dear Sir/Madam,

RE: PERMISSION TO CARRY OUT ACADEMIC RESEARCH

I am a postgraduate student in the school of Business Administration at Mount Kenya University seeking permission to conduct a research study entitled ***“INFLUENCE OF STRATEGIC LEADERSHIP STYLES ON PERFORMANCE OF CATHOLIC CHURCHES IN SAINT KIZITO PARISH – OLENGURUONE, NAKURU COUNTY”***.

I would like your permission to use the attached questionnaire copies to interview church members. We respectfully ask that they complete the questionnaire accurately and completely. The purpose of the questionnaire is to help with the specific goals of the research being conducted in order to fulfill a university requirement. Any information provided here will be kept completely private and used exclusively for research.

Thank you.

Yours faithfully,

John Mbaria Gathaiya

Appendix II: Questionnaires for the Respondents

The study intends to establish the relationship between strategic leadership styles and performance of catholic outstation churches. Any information provided will be treated with utmost confidentiality and will be used for scholar purposes.

Section A: General Information

Kindly respond to the questions given below by ticking/filling the correct option where applicable and never write your name on any page.

1. Please indicate your gender; male () female().

2. Indicate your Age

Below 25 () 26-34yrs () 35-44 yrs () 45-54 () 55 and above ()

3. Indicate your highest education level

Diploma () Bachelors () Masters () Any other()

4. How long have you been serving as the executive committee?

6 months – 11 months () 1 -2 years () 3 -5years () More than 5 years()

5. Please indicate your position at the moment

Chairman () secretary () treasurer () Catechist ()Others(specify)-----

SECTION B: Transformational Leadership

Please indicate the extent to which the statements characterize strategic leadership style: key (Where: 1-Not at all; 2 – Little extent; 3 – Moderate extent; 4 – Great extent, and; 5 – Very great extent)

No.	Statements	Not at all 1	Little extent 2	Moderate extent 3	Great extent 4	Very great extent 5
	Transformational Leadership Style					
1.	Has capacity to motivate and maintain staff;					
2.	Show confidence and trust in others;					
3.	Allows the committee to think for themselves and make their own decisions;					

4.	Believe that setting goals for the outstation churches is one's duty					
5.	Can work well with wide range of people;					
6.	Always free and open when in a discussion with committee members and the church at large.					
7.	Considers others as having different needs, abilities, and aspirations					
8.	Gives feedback to the committee concerning church issues from the Bishop					
9.	Treats committee members as individuals rather than just as a member of a group					
SECTION C						
	Transactional Leadership Strategy	Not at all	Little extent	Moderate extent	Great extent	Very great extent
1.	Focuses too much attention on irregularities, mistakes, exceptions and deviations from standards					
2.	Monitors committee members to ensure they follow laid down procedures and decisions					
3.	Demonstrate that problems in the outstation church must become chronic before taking action					

4.	Makes clear what committee members can expect to receive when performance goals are					
	achieved					
5.	Provides committee members with assistance in exchange for their efforts					
6.	Set high standard for oneself and other committee members					
7.	Issue directives and demand duties to be accomplished without questioning;					
SECTION D						
	Situational Leadership Style	Not at all	Little extent	Moderate extent	Great extent	Very great extent
1.	Gives directive based on your maturity as a committee member					
2.	Use instruments designed to gauge the level of task accomplished					
3.	Is more interested in task accomplishment					
4.	Committee's ability and willingness is considered when allocating duties					
5.	Usually identify most important tasks or priorities for the committee.					
6.	Give directive based on the situation at hand					

Section E: Performance of Catholic Churches

Kindly tick the correct option according to your perception about the performance of outstation church. This statement targets strategic leadership and how it influences performance in your church. Where (1-Strongly Disagree; 2 - Disagree; 3 - Uncertain; 4 - Agree; 5 - Strongly Agree)

No.	Statements	Not at all	Little extent	Moderate extent	Great extent	Very great extent
1.	The offering and tithes in the church has increased significantly due to good leadership.					
2.	The number of Faithfull's have increased tremendously as a result of good leadership					
3.	The number of faithful responding to Sacraments has grown					
4.	There has been new projects e.g. schools and permanent church building initiated by the church					
5.	The church has been able to sponsor the less fortune in the society					

Appendix III: ERC Certificate



REF: MKU/ISERC/3300
TO: JOHN MBARIA GATHAIYA

Date: 26 October 2023

REG: KBT/MBA/513/0082

Dear Sir/Madam,

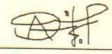
RE: INFLUENCE OF STRATEGIC LEADERSHIP STYLES ON PERFORMANCE OF CATHOLIC CHURCHES IN SAINT KIZITO PARISH –OLENGURUONE, NAKURU COUNTY

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2344**. The approval period is **26/10/2023 - 25/10/2024**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

The Chairman
Mount Kenya University
Ethics Review Committee
P.O. Box 342 - 0100, Thika

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

Appendix IV: Introduction Letter



DIRECTORATE OF GRADUATE STUDIES

KBT/MBA/513/0082

26th October, 2023

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,


RE: JOHN MBARIA GATHAIYA - REGISTRATION NO. KBT/MBA/513/0082

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**

The title of the research is "**Influence of Strategic Leadership Styles on Performance of Catholic Churches in Saint Kizito Parish, Olenguruone, Nakuru County.**" It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **November, 2023 and January, 2024.**

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karenga, Ph.D.
Director, Graduate Studies
Enc.

Mount Kenya University
P. O. Box 342 - 01000, THIKA
Office of the Director,
Graduate Studies

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Tel: 020-2878 000, Cell: +254 709 153 000
Email: info@mku.ac.ke, Web: www.mku.ac.ke
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Appendix V: NACOSTI Permit



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

Ref No: **471721**

Date of Issue: **12/December/2023**

RESEARCH LICENSE



This is to Certify that Fr.. John Mbaria Gathaiya of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nakuru on the topic: INFLUENCE OF STRATEGICLEADERSHIP STYLES ON PERFORMANCE OF CATHOLIC CHURCHES IN SAINT KIZITO PARISH _OLENGURUONE, NAKURU COUNTY for the period ending : 12/December/2024.

License No: **NACOSTI/P/23/31711**

471721

Applicant Identification Number

Director General
**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
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JOHN MBARIA

INFLUENCE OF STRATEGIC LEADERSHIP STYLES ON PERFORMANCE OF CATHOLIC CHURCHES IN SAINT KIZITO



Assignment title



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Mount Kenya University

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