



Innovative Leadership and Performance of Pentecostal Churches in Kenya

Thomas Ndetto, Dr. John Cheluget & Dr. Shadrack Jirma

ISSN: 2616-8421

Innovative Leadership and Performance of Pentecostal Churches in Kenya

^{1*}Thomas Ndetto, ²Dr. John Chelugut, PhD & ³Dr. Shadrack Jirma, PhD

¹PhD Student, Management University of Africa,

^{2,3} Lecturer, Management University of Africa

*Email Address for the Corresponding Author: ndetto1@yahoo.com

How to cite this article: Ndetto N., Chelugut J. & Jirma S. (2024). Innovative Leadership and Performance of Pentecostal Churches in Kenya. *Journal of Human Resource & Leadership*. Vol 8(4) pp. 67-79. <https://doi.org/10.53819/81018102t2434>

Abstract

This study investigated the relationship between innovative leadership and the performance of Pentecostal churches in Kenya. Grounded in the Path-Goal theory, which posited that leaders must guide and support their subordinates to achieve both organizational and personal goals, the research highlighted the critical role of innovative leadership in addressing the challenges faced by these churches. A cross-sectional survey design was used, with data collected from 331 respondents out of a targeted 385, yielding an 86% response rate. The analysis was conducted using descriptive statistics and regression analysis. The findings revealed a strong positive correlation ($r = 0.681$, $p < 0.01$) between innovative leadership and church performance, with innovative leadership accounting for 64.1% of the variance in performance outcomes ($R^2 = 0.641$). This indicated that innovative leadership significantly impacted the performance of Pentecostal churches, emphasizing the need for church leaders to adopt creative thinking, risk management, and change-oriented leadership approaches. The study concluded that innovative leadership was essential for enhancing church performance and recommended that the National Council of Churches of Kenya (NCCCK) and other relevant bodies develop policies and leadership development programs to foster these practices among church leaders. These findings provided valuable insights for religious organizations seeking to improve their effectiveness in a rapidly changing environment.

Keywords: *Innovative Leadership, Performance & Pentecostal Churches*

1.1 Introduction

In the contemporary context, the Pentecostal church in Kenya faces significant challenges in maintaining performance levels, particularly in areas such as operational efficiency, employee productivity, and client satisfaction. These issues have been attributed to factors like ineffective leadership, lack of clear vision, and poor communication, which have impeded the churches' ability to achieve their primary goals (Benedicte, Andemariam, & Wasike, 2022; Odongo & Okech,

<https://doi.org/10.53819/81018102t2434>

2019). The performance decline in Pentecostal churches is a critical issue, as these institutions have historically played a pivotal role in shaping social, cultural, and political structures (Nyandiri, 2020). The need for innovative leadership is more pronounced than ever, as it offers the potential to address these challenges by inspiring and motivating congregants, fostering unity, and developing strategies aligned with the church's mission and vision.

Globally, innovative leadership has been recognized as a key driver of success in Pentecostal churches, enabling them to effectively mobilize resources, engage communities, and respond to changing social and regulatory environments (Kim, 2020; Oliveira, 2022). This leadership style is particularly crucial in regions like Africa, where churches must navigate complex cultural, social, and regulatory landscapes (Adeboye, 2020; Ngong, 2021). In Kenya, the growth and performance of Pentecostal churches have been influenced by the unique religious, cultural, and regulatory environment, with effective leadership balancing diverse roles and promoting a culture of innovation and adaptability (Gez, 2018; Muriithi, 2020; Parsitau, 2022). However, the fragmented regulatory framework poses significant challenges to leadership and organizational development, underscoring the need for further research to optimize church performance and impact within this evolving landscape

An innovative leader is a necessity for every successful organisation. As defined by Supriatna and Zulganef (2023), innovative leadership refers to strategies and principles that combine multiple perspectives on leadership in order to convince and encourage people to develop new products, services, and ideas. Therefore, to improve business outcomes in the complex industry, creative thinking is required. Every organisation that desires a promising future along with significant internal shifts requires an imaginative and innovative leader to motivate staff members. Using the innovative leader strategy is incredibly beneficial for any company in the challenging situations of today (Riza et al., 2020).

A couple of fundamental concepts; leadership and innovation, need to be assessed initially in order to better understand innovative leadership (Alharbi, 2021). This suggests that innovative leadership involves using creative techniques, components, methods, or ideas to address particular customer requirements while identifying solutions to both short-term and long-term problems. Innovative leaders share a number of traits, including the skills, knowledge, values, and aptitude to recognize present risks and anticipate future negative outcomes (Jiang & Chen, 2021). In this study, innovative leadership was operationalized using four key dimensions: creative thinking, teamwork, risk management, and change-oriented leadership. These dimensions capture the essential characteristics and behaviors of innovative leaders, enabling a comprehensive assessment of their impact on organizational performance (Alharbi, 2021; Jiang & Chen, 2021; Riza et al., 2020; Supriatna & Zulganef, 2023).

1.2 Problem Statement

The performance of Pentecostal churches in Kenya has been increasingly challenged by leadership issues, leading to inefficiencies in church programs, ineffectiveness in project execution, and widespread dissatisfaction among congregants and church employees (Nyandiri, 2020; Benedicte, Andemariam, & Wasike, 2022). A survey by Nyandiri (2020) revealed that 65% of church leaders in Nairobi struggled with inefficiencies in their programs, while 58% reported ineffectiveness in church projects. Similarly, Benedicte, Andemariam, and Wasike (2022) found that 72% of congregants in Pentecostal churches across Kenya expressed dissatisfaction with church leadership, and 60% of church employees reported low productivity. Financial mismanagement

further exacerbates these challenges, with 55% of Pentecostal churches facing financial mismanagement issues (Kahura, 2018), and 68% experiencing insufficient funding for their activities (Odongo & Okech, 2019). Moreover, 75% of Full Gospel Churches of Kenya were unable to complete their projects due to financial constraints (Mbogori & Matena, 2019). These statistics collectively highlight the pervasive nature of performance issues in Kenyan Pentecostal churches, underscoring the urgent need for research into the factors that influence church performance, particularly focusing on the role of innovative leadership.

Although innovative leadership is recognized as a crucial approach for addressing performance challenges across various sectors, there is a significant gap in research specifically focusing on the context of Pentecostal churches in Kenya. Previous studies have largely been conducted in different sectors and countries, such as the Thai banking sector (Arunwarakorn & Suthiwartnarueput, 2019) and Indonesian state-owned enterprises (Ubaidillah et al., 2019), which limits the applicability of their findings to Kenyan Pentecostal churches. These studies have often focused on different industries, and their findings may not directly translate to the unique challenges faced by Pentecostal churches in Kenya. Furthermore, the methodologies used in these studies, such as structural equation modeling and multiple regression analysis, differ from those needed to explore the relationship between innovative leadership and church performance in the Kenyan context (Arunwarakorn & Suthiwartnarueput, 2019; Ubaidillah et al., 2019). This study sought to address these contextual and methodological gaps by investigating the relationship between innovative leadership and the performance of Pentecostal churches in Kenya, providing insights that are directly applicable to the religious and cultural landscape of the country.

1.3 Research Objective

To determine the relationship between innovative leadership and performance of Pentecostal churches in Kenya

1.4 Research Hypothesis

H₀: There is no significant relationship between innovative leadership and performance of Pentecostal churches in Kenya

2.1 Literature Review

2.2 Theoretical review: Path-Goal theory

The Path-Goal theory as the study anchor theory was proposed by Robert House (House, 1971). According to this theory, the fundamental duty of a leader is to offer direction to those who are beneath them, inspiration, and help they require to effectively accomplish both the objectives of the organisation and their own personal goals. In keeping with this theory, strong leaders' clear obstacles and challenges that block their teams' paths toward achievement by defining an explicit path for their employees to follow. The theory suggests ways for leaders to inspire and assist staff members in reaching their targets. In relation to the path-goal theory, every circumstance is unique and may necessitate a unique leadership approach from the person in charge. As stated by Olowoselu, Mohamad, and Aboudahr (2019), this implies that, contingent upon the characteristics of subordinates and environmental factors, a leader who employs the path-goal theory could at any time utilize any of the four leadership styles; supportive, directive, achievement-oriented, and participative behaviour or a combination of them.

Since it enables the distribution of leadership and responsibility among subordinates, the participative style is the most important application of the Path-Goal theory (Farha, 2018). A variety of relationships with internal and external stakeholders can be developed successfully through the use of participatory tools as learning resources. Innovative leaders can improve learning by encouraging creativity and innovation throughout their organisations by assembling new suggestions, ideas, and solutions while using a participative approach as a tool (Larasa, Kresnanto, Nurwiyantad, Basrie & Jatmi, 2020). Providing opportunities for participation may raise employees' levels of satisfaction, which might enhance productivity. A good leader, based on the theory, ought to be able adjust the way he/she manages based on the distinctive features of the people on the team.

Path-Goal Theory and innovative leadership are linked through the idea that innovative leaders can apply various leadership styles to adapt and provide clear paths or strategies (goals) for their team members to achieve innovation and navigate challenges effectively, ultimately enhancing organisational performance and fostering creativity and change. Innovative leaders may use different leadership behaviors and approaches to support their team's journey toward innovative solutions and help remove obstacles, aligning with the core principles of Path-Goal Theory to facilitate goal attainment.

2.3 Empirical review

Utilizing a descriptive as well as correlational research design, the research conducted by Abun, Valdez, Julian, Calipjo, and Macaspac (2023) examined the relationship between innovative leadership, knowledge, and skills of employees, and their impact on innovative work behaviour. According to the research, increasing innovative leadership would encourage innovative work practices within employees, and there had been a strong link among innovative leadership within leaders and innovative work practices among personnel. However, the study had methodological gaps where it relied on correlation analysis for inferencing which was not sufficient to provide cause and effect. In addition to methodological gaps, the research had conceptual gaps of inadequate measures of performance.

In their study, Bataineh, Zainal, Muthuveloo, Yasin, Wali, and Mugableh (2022) surveyed 169 private hospital nurses in Jordan to investigate how inclusive leadership affected their ability to adapt their performance where age, gender, and education constitute the study's controls. Cross-sectional and quantitative nature of the research investigation yielded descriptive and inferential statistics from data obtained by means of a questionnaire. The findings indicate that inclusive leadership has a favorable relationship with adaptive performances. This analysis displayed methodological gaps of relying on descriptive research design to explain the phenomena but it could not clarify the reasons behind a phenomenon. Therefore, the current research seeks to overcome this gap using explanatory research design.

Salman and Auso's (2022) research explored the relationship between innovative leadership and enhanced strategic performance using a questionnaire administered to 108 students of Duhok Polytechnic University in Iraq. The study which used qualitative approach, used correlation analysis to find that strategic performance depends on originality and innovative leadership. It was shown that innovative leadership may increase customer satisfaction. However, the study used correlational analysis which did not show cause and effect; methodological gap. More so, there were contextual gap where the research was conducted among students of Duhok Polytechnic

University in northern Iraq showing focus on industry specific. The study employed multiple regression analysis for inferencing its findings

Ghodang (2021) conducted a study to ascertain and evaluate the impact of innovative leadership and job satisfaction on the performance of 405 teachers in public high schools in North Sumatra. subsequent to the responses to the research was gathered using a questionnaire, Structural Equation Model (SEM) was applied for analysis. Based on the findings of the investigation, while innovative leadership and teacher job satisfaction have a positive and significant impact on teachers' performance, as they additionally possess a positive and significant impact on each other. The study by Ghodang (2021) had contextual gaps that restricted the generalizability of its findings because it concentrated on a particular sector and geographical area. By concentrating on Pentecostal churches in Kenya, the current study fills this void.

Sukkar and Diallo (2021) set out to investigate, using mixed research, impact of innovative leadership on raising educational standards. It employed a correlation survey design, with 150 staff members of the Julius Nyerere of Kankan University as the target population. Data that underwent quantitative analysis were given descriptive statistics. Results demonstrate that innovative leadership possesses a significant impact on improving educational quality, as well as administrative staff productivity. However, use of correlation analysis failed to show the cause and effect relationship. In this research, multiple regression analysis was used to overcome these limitations. More so, the study was industry specific in that it focused on education sector in Kankan limiting applicability of the findings. The research also had limited consideration of moderating and mediating variables. The present research is going to employ organisational culture to mediate while regulatory framework will moderate.

Arunwarakorn and Suthiwartnarueput (2019) investigated the impact of 317 teachers and administrators' innovative leadership on developing competency in high-performance organisations. It was possible to obtain descriptive statistics and perform stepwise multiple regression and Pearson's correlation. The results showed that adopting their creative leadership approach to a high degree resulted in high levels of performance. The transformational vision, risk management, moral and accountability, and the innovative organisational climate were used as the dimensions of innovative leadership in that study. The research only used their competencies as a basis for measuring performance, which resulted in limited measures of performance. Customer satisfaction, efficiency, and effectiveness was covered in the current study.

In their investigation, Hadiwijaya and Febrianty (2019) used a sample of 73 employees from Badan Perencanaan Pembangunan Daerah (Bappeda) to examine the effects of creative leadership and knowledge sharing on employee performance. Partial Least Squares (PLS) method was applied. The results of the research revealed that innovative leadership had a significant and positive impact on employee performance. The study's methodological flaws, including the use of a very small sample, prevented the results from being more broadly applied.

Akparep, Jengre, and Mogre (2019) examined the leadership style used at TumaKavi Development Association (TKDA) in Ghana's Northern Region and its influence on organisational performance using a qualitative approach and a sample of 11 respondents. The study discovered a significant relationship among organisational performance and leadership fashion. The investigation by Akparep et al. (2019) had methodological flaws due to the use of a very small sample size, which prevented the findings from being more broadly applied. A larger sample was used in the present research.

2.4 Conceptual Framework

The conceptual framework proposed that innovative leadership is related to performance of Pentecostal churches in Kenya and the relationship as shown in Figure 1.

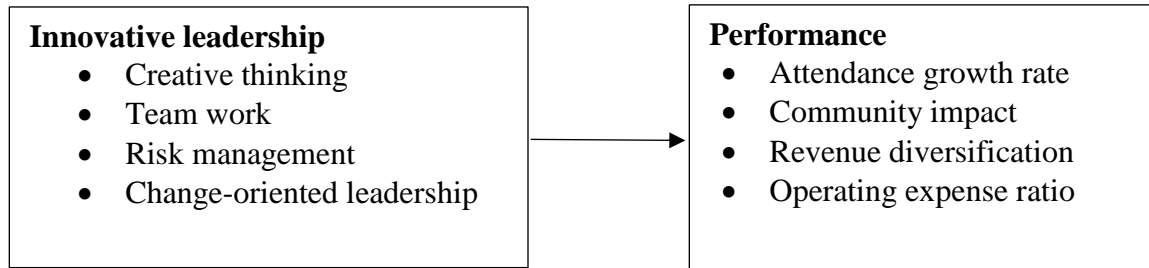


Figure 1: Conceptual Framework

3.1 Research Methodology

This study adopted positivism philosophy which is premised on the proposition that factual knowledge is accomplished through observation and measurement. Further, that the researcher remains objective, applies existing theory to develop hypothesis to test during the research process. A cross sectional survey design is more appropriate than others are since the data collected help answer research questions related to only one point in time (Alita, Putra & Darwis, 2021).

The population of the study is the 4,279 registered Pentecostal churches in Kenya (National Council of Churches in Kenya, 2023). The 4,279 Pentecostal churches in Kenya formed the unit of analysis. The unit of observation was the senior most pastoral staff from the 4,279 Pentecostal churches in Kenya. Thus, the target population was thus the 4,279 registered Pentecostal churches of Kenya. The sample size was 385 participants obtained using Saunders et al. (2012) formula. Proportionate sampling was the method to be used to determine the sample size of Pentecostal churches of Kenya. The participants in the study was selected using simple random sampling from the churches.

The study used structured questionnaire to collect data. The study utilized quantitative data analysis techniques. Qualitative technique utilizes non-statistical methods to arrive at findings. Quantitative research utilizes statistical techniques and a more flexible approach. The data collected for this study was entered into SPSS software for analysis to obtain descriptive statistics namely frequency, percentages, mean, standard deviation and coefficient of variation. The regression model was;

$$Y = \beta_0 + \beta_1 X_1 + \epsilon$$

Where;

Y= Performance

β_0 = Constant

β_1 = coefficients of innovative leadership

X_1 = innovative leadership

ϵ = Error Term

4.1 Results and Findings

Under response rate, out of 385 questionnaires administered, 331 were successfully completed and returned, yielding an 86% response rate. This high response rate is considered excellent for survey research. Thus, the 86% response rate achieved in this study is exceptional, providing a strong foundation for data analysis and enhancing the credibility and generalizability of the research findings.

4.2 Descriptive Statistics

The first objective of the study was to determine the relationship between innovative leadership and performance of Pentecostal churches in Kenya. The descriptive present the results for innovative leadership and are depicted in Table 1.

Table 1: Descriptive Statistics for Innovative Leadership

Statistics	Innovative Leadership
N	331
Mean	3.82
Median	3.86
Mode	4
Std. Deviation	0.68
Skewness	-0.24
Kurtosis	-0.78

The results show the descriptive statistics indicating central tendency and dispersion of all the measures of Innovative Leadership. The total number of respondents was 331. Distribution of data was measured using skewness and kurtosis, whereas central tendency was measured using mean, median, and mode. The standard deviation was used to measure dispersion. Innovative Leadership had a mean of 3.82, median of 3.86, and mode of 4.00. The mean of 3.82 implies that the majority of respondents agreed with the statements on Innovative Leadership. The standard deviation of 0.68 showed that the responses differed from the mean value by this amount, indicating a moderate level of consensus among respondents.

Skewness for Innovative Leadership was -0.24. According to Bai and Ng (2005), if skewness is between -0.5 and 0.5, the distribution is approximately symmetric. Therefore, we can conclude that the distribution of responses for Innovative Leadership is approximately symmetric. Kurtosis results showed that Innovative Leadership had a value of -0.78. Since this value is less than 3, we conclude that the distribution is platykurtic, indicating a flatter distribution than a normal curve with broader tails. This suggests a wider spread of opinions on innovative leadership practices among the respondents. These results indicate that while there is general agreement on the presence of innovative leadership in Pentecostal churches in Kenya, there is also a diversity of opinions, as reflected in the platykurtic distribution. This could suggest that innovative leadership practices are recognized and implemented to varying degrees across different churches.

4.3 Correlation Analysis

Correlation analysis was conducted to examine the relationships between Innovative Leadership and Performance of Pentecostal churches in Kenya. This analysis provides insights into the strength and direction of relationships between the study variables. The correlation results are presented in Table 2, offering a foundation for further analysis and interpretation of the study's findings.

Table 2: Correlation Matrix

	Performance	Innovative Leadership
Performance	1.000	
Innovative Leadership	0.681**	1.000
Sig. (2-tailed)	0.000	
Sig. (2-tailed)	0.000	0.725

The correlation analysis results reveal that innovative leadership shows a strong positive correlation with Performance of Pentecostal churches ($r = 0.681, p < 0.01$), indicating that higher levels of innovative leadership are associated with better church performance. The strength of these correlation with Performance, suggests that innovative leadership play a substantial role in the performance of Pentecostal churches in Kenya.

4.4 Hypotheses Testing

To examine the relationship between innovative leadership and performance of Pentecostal churches in Kenya, a simple linear regression analysis was conducted. The hypothesis was tested by regressing innovative leadership and Performance guided by the equation

$$Y = \beta_0 + \beta_1 X_1 + \epsilon$$

Where;

Y= Performance

β_0 = Constant

β_1 = coefficients of innovative leadership

X_1 = innovative leadership

ϵ = Error Term

Table 3 presents the model summary for innovative leadership.

Table 3: Model Summary for Innovative Leadership

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.800a	0.641	0.639	0.41382

The results indicate a strong positive correlation between innovative leadership and performance, with an R value of 0.681. The R Square value of 0.641 suggests that innovative leadership explains 64.1% of the variance in the performance of Pentecostal churches. This indicates that innovative leadership is a substantial predictor of church performance, accounting for nearly half of the variation in performance outcomes. The adjusted R Square of 0.641 provides a slightly more conservative estimate, accounting for the number of predictors in the model. The standard error of the estimate (0.51382) represents the average distance that the observed values fall from the regression line, indicating a relatively good fit of the data to the regression model. Table 4 displays the ANOVA (Analysis of Variance) results for the regression model.

Table 4: ANOVA for Innovative Leadership

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	103.201	1	103.201	602.956	.000b
Residual	57.799	329	0.176		
Total	161	330			

The ANOVA table tests the overall significance of the regression model. The results show a highly significant F-statistic (F = 602.956) with a p-value less than 0.05 (Sig. = .000b). This indicates that the regression model as a whole is statistically significant, suggesting that innovative leadership is a reliable predictor of church performance. The sum of squares for regression 103.201 represents the improvement in prediction by using the mean, while the residual sum of squares 57.799 represents the total deviation of the observed data from the fitted regression line. The large F-value and small p-value provide strong evidence against the null hypothesis, supporting the alternative hypothesis that there is a significant relationship between innovative leadership and church performance. Table 5 presents the regression coefficients for innovative leadership and performance.

Table 5: Regression Coefficients for Innovative Leadership and Performance

	Unstandardized Coefficients	Standardized Coefficients			
	B	Std. Error	Beta	t	Sig.
(Constant)	1.078	0.137		7.869	0.032
Innovative Leadership	0.587	0.035	0.681	16.821	0.021

The fitted model was:

$$\text{Performance} = 1.078 + 0.587\text{IL}$$

The coefficient for innovative leadership is 0.587, indicating that for every one-unit increase in innovative leadership, there is an expected increase of 0.587 units in church performance. The t-statistic of 16.821 and its associated p-value of 0.021 indicate that the relationship between innovative leadership and performance is statistically significant at the 0.05 level. The constant term of 1.078 represents the expected performance when innovative leadership is zero, although this may not have a meaningful interpretation in this context. Overall, these results provide strong evidence for rejecting the null hypothesis (H01) and concluding that there is a significant positive relationship between innovative leadership and the performance of Pentecostal churches in Kenya.

4.2 Discussions

The objective of this study was to determine the relationship between innovative leadership and performance of Pentecostal churches in Kenya. The results of the simple linear regression analysis provided strong evidence of a significant positive relationship between these variables. The model summary revealed a robust correlation ($R = 0.800$) between innovative leadership and church performance, with the R Square value of 0.641 indicating that innovative leadership alone explains 64.1% of the variance in the performance of Pentecostal churches. This substantial explanatory power underscores the critical role of innovative leadership in shaping church outcomes. The ANOVA results further reinforced the model's significance, with an F-statistic of 602.956 ($p < 0.001$), demonstrating that the regression model as a whole is statistically significant and that innovative leadership is a reliable predictor of church performance. The regression coefficients provided more detailed insights, with innovative leadership showing a significant positive effect on performance ($B = 0.587$, $t = 16.821$, $p = 0.021$). This coefficient indicates that for every one-unit increase in innovative leadership, there is an expected increase of 0.587 units in church performance, holding other factors constant. The constant term ($B = 1.078$, $p = 0.032$) represents the expected performance when innovative leadership is zero, although this may have limited practical interpretation in this context. Collectively, these statistical findings provide compelling evidence to reject the null hypothesis (H01) and conclude that there is indeed a significant positive relationship between innovative leadership and the performance of Pentecostal churches in Kenya.

The findings of this study regarding the positive relationship between innovative leadership and performance of Pentecostal churches in Kenya corroborate several previous studies in various contexts. Abun, Valdez, Julian, Calipjo, and Macaspac (2023) found a strong link between innovative leadership and innovative work practices among employees, which aligns with our results showing that innovative leadership significantly predicts church performance. While their study relied on correlation analysis and had methodological limitations, the consistency in findings across different sectors reinforces the importance of innovative leadership in organizational performance.

Bataineh, Zainal, Muthueloo, Yasin, Wali, and Mugableh (2022) reported a favorable relationship between inclusive leadership and adaptive performances among hospital nurses in Jordan. Although their study used a descriptive research design, which limited causal inferences, their findings are consistent with our results showing a significant positive effect of innovative leadership on church performance. This consistency across different cultural and organizational contexts suggests that innovative and inclusive leadership styles may have universal benefits for organizational performance.

Ghodang (2021) found that innovative leadership had a positive and significant impact on teachers' performance in public high schools in North Sumatra, using Structural Equation Modeling (SEM)

for analysis. Despite the contextual differences, these findings align closely with our results, reinforcing the idea that innovative leadership can enhance performance across various sectors, including education and religious organizations. The consistency in findings across different geographical areas and sectors lends credibility to the generalizability of the positive impact of innovative leadership on organizational performance.

Sukkar and Diallo (2021) demonstrated that innovative leadership had a significant impact on improving educational quality and administrative staff productivity in a university setting. While their study used correlation analysis and was industry-specific, their findings are in agreement with our results showing a strong positive relationship between innovative leadership and church performance. This consistency across educational and religious contexts suggests that innovative leadership may have broad applicability in enhancing organizational performance across different types of institutions.

Arunwarakorn and Suthiwartnarueput (2019) found that adopting a creative leadership approach to a high degree resulted in high levels of performance among teachers and administrators. Their use of stepwise multiple regression aligns more closely with our methodological approach, and their findings corroborate our results. However, their study focused on competencies as a measure of performance, while our study used a broader range of performance indicators. Despite this difference, the consistent positive relationship between innovative leadership and performance across studies suggests a robust link between these variables, regardless of the specific performance measures used.

5.1 Conclusions

The objective was to determine the relationship between innovative leadership and performance of Pentecostal churches in Kenya. The study concluded that innovative leadership has a significant relationship with the performance of Pentecostal churches in Kenya. The objective was achieved.

6.2 Recommendations

The study recommends that the National Council of Churches of Kenya (NCCCK) and other relevant religious governing bodies develop and implement policies that promote innovative leadership practices within Pentecostal churches. These policies should encourage church leaders to adopt creative thinking, risk management, and change-oriented leadership approaches. Specifically, the NCCCK should establish leadership development programs that focus on enhancing innovative leadership skills among pastors and church administrators. These programs should include workshops, seminars, and mentorship opportunities that expose church leaders to best practices in innovative leadership from both religious and secular contexts. Additionally, the NCCCK should create incentives, such as recognition awards or grants, for churches that demonstrate exceptional innovative leadership practices, thereby encouraging the widespread adoption of these approaches across the Pentecostal church network in Kenya.

References

- Abun, D., Valdez, E.B., Julian, F. P., Calipjo, M.G. Macaspac, L. G. R. (2023). The Effect of Innovative Leadership, Employees' Innovative Knowledge and Skills on the Innovative Work Behaviour of Employees. *Divine Word International Journal of Management and Humanities*, 2(2) 340-358
- Alharbi, I. B. A. (2021). Innovative Leadership: A Literature Review Paper. *Open Journal of Leadership*, 10, 214-229.
- Alita, D., Putra, A. D., & Darwis, D. (2021). Analysis of classic assumption test and multiple linear regression coefficient test for employee structural office recommendation. *IJCCS (Indonesian Journal of Computing and Cybernetics Systems)*, 15(3), 295-306.
- Arunwarakorn, S. & Suthiwartnarueput, K. (2019). The effect of the innovative leadership of competency of creating in high performance organisation. *Kasetsart Journal of Social Sciences*, 40 (2019) 311–318.
- Bataineh, M. S. E., Zainal, S. T. M., Muthuveloo, R., Yasin, R. Wali, J. A. & Mugableh, M. I. (2022). Impact of inclusive leadership on adaptive performance: The role of innovative work behaviour. *International Journal of Business Science and Applied Management*, 17(1),
- Benedicte, B. B., Andemariam, K., & Wasike, S. (2022). Leadership Styles and Church Performance; A Survey of Protestant Churches in Ongata Rongai. *Journal of Human Resource & Leadership*, 6(1), 99–113.
- Farha, B. Y. (2018). Application of Path-Goal Leadership Theory and Learning Theory in A Learning Organisation. *The Journal of Applied Business Research*, 34(1),13-22
- Ghodang, H. (2021). The effect of innovative leadership and job satisfaction on teacher's performance (Case Study: Innovative Leadership of Public Senior High School Principals in North Sumatra Province with Structural Equation Modeling). *International Journal of Education and Research*, 9(1), 39-54.
- Hadiwijaya, H. & Febrianty. (2019). The Effect Of Creative Leadership And Knowledge Sharing On Employee Performance. *International Journal of Scientific and Research Publications*, 9(7), 301-307.
- House, R. (1971). A Path-Goal Theory of Leader Effectiveness. *Administrative Science Quarterly*, 16(3), 19–31.
- Kahura, G. W. N., & Kamaria, J. K. (2018). Cost And Accessibility Related Factors Influencing The Selection Of Areas Of Residence In Kenya: A Survey Of Nairobi Residents. *International Journal of Finance*, 2(1), 41-65.
- Kim, S. H. (2022). *The Eschatology of the Korean Church from 1945–2018 and its Significance in the Light of Korean history and Theology* (Doctoral dissertation, University of Leeds).
- Larasa, T., Kresnanto, N. C., Nurwiyantad, R. R. Basrie, H. & Jatmi, B. (2020). Leadership Comparison Model at Higher University: Contingency Friendler Method; Path-Goal Theory Method and Harsey and Blanchard Method. *International Journal of Innovation, Creativity and Change*, 14(7), 1387-1387.

- Mbogori, Z. M. & Matena, K. (2019). Leadership Challenges and Performance of the Full Gospel Churches of Kenya. *International Journal of Research*, 2(2), 87-117.
- NCKK Communication (2023). *Membership of NCKK*. Retrieved from <https://www.nckk.org/nckk-membership/>.
- Nyandiri, O.C. (2020). Christianity at Crossroad: Contemporary Challenges Facing Mainstream Church Leadership in Kenya. *International Multilingual Journal of Science and Technology (IMJST)*, 5(9), 1622-1637.
- Odongo, D. & Okech, W. (2019). In God's name: Why our Pastors Fight for Church Leadership. *The Nairobiian*.
- Oliveira, E. (2022). Religion and politics: the Pentecostal participation in Brazilian Public Sphere. *Horizonte*, 19(58), 24-47.
- Olowoselu, A., Mohamad, M., and Aboudahr, S. M. (2019), Path-Goal Theory and the Application in Educational Management and Leadership. In: *Education Quarterly Reviews*, 2(2), 448-455
- Riza, M. F., Nimran, U., Al Musadieq, M. & Utami, H. N. (2020). The Effect of Innovative Leadership and Creative Leadership to Organisational Learning, Organisational Adaptation and Adaptive Performance. *Journal of Public Administration Studies*, 5(2), 51-55.
- Sukkar, A. & Diallo, O. (2021). The impact of innovative leadership in improving the quality of education at the university Julius Nyerere of Kankan. *EPH - International Journal of Business & Management Science*, 7(2), 6-22. Doi 10.53555/eijbms.v7i1.112.
- Supriatna, N., & Zulganef, Z. (2023). The Influence of Innovation Leadership on Employee Performance. *International Journal of Business, Economics, and Social Development*, 4(1), 20-24.
- Ubaidillah, M., Imron, A., Wiyono, B. B. & Arifi, I. (2019). Innovative leadership in improving the quality of education. *International Journal of Mechanical Engineering and Technology (IJMET)*, 9(7), 288–1299.