# INFLUENCE OF STRATEGY ON ORGANIZATIONAL STRUCTURE OF PROTESTANT CONFESSION CHURCHES IN KENYA

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# DECLARATION

This project is my original work and has not been submitted for a degree in any other university.

Signed…………….. Date…28th November 2023

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This Research Project has been submitted for examination with my approval as University Supervisor.

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# DEDICATION

I dedicate this project to my wife Martha, my sons Jermain, Innocent, Jesse and my daughter Jewel for their support and encouragement during the project.

# ABSTRACT

The relationship between strategy and organization structure is a key component to the success of any organization. Strategy thrives in an organization with the right structure, management is therefore required to align structure to strategy. Several research have focused on influence of strategy on structure of an organization. Many of these studies have not focused on churches to provide sound argument for the causal direction for the two elements specific to churches. The study sought to establish how strategy influences structure among the protestant confession churches who are members of the National Council of Churches in Kenya (NCCK). Survey design approach was used with a population of 37 churches who were members of NCCK. The respondents were the Pastor or an executive of the church. Primary data was collected using semi-structured questionnaires to collect quantitative and qualitative data. Data was analyzed using descriptive, regression and content methods. The study found that there was a gender gap with more male respondents than female. The gap could be explained by the fact that many churches have few appointment of females to senior positions in the church. Also, in the tradition African society, pastoral care was a male-dominated and even biblically, all the disciples and apostles of Jesus Christ were male. Most of the respondents had been in the church for over 12 years and had attained higher education placing them in a better position of comprehending the questions and provide valuable responses. The churches involved members in strategy formulation and the strategy was interpreted to members of the congregation. The study found that there was growth in membership largely attributed to a clear strategy implementation. Most churches had formal structure with a head office where decisions on structure and resource allocation were made. Most of the Churches had branches and departments with employees managing various tasks and had undertaken some changes to their structure. The findings revealed that the structure in the protestant confession churches who are members of NCCK was influenced by strategy. The regression analysis found positive and significant relation between strategy and structure. The study concluded that strategy influenced the structure of protestant churches and that the strategy and structure used in the churches improved the church's ability to meet its goal, mission and objectives. Therefore, the study recommended the alignment of strategy with structure. The findings of the study are significant to managers in different organizations by highlighting the association between strategy and structure.

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# ABBREVIATIONS AND ACRONYMS

**KHMC**    **-**    Khalidi Hospital and Medical Center

**NPO**    -    Non-for profit organization

**RBV**    -    Resource-Based View Theory

**SPSS**    **-**    Statistical Package for Social Sciences

**UAE**    -    United Arab Emirates

**USA**    -    United State of America

**NCCK**    -    National Council of Kenya

RDT    -    Resource Dependency Theory

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# CHAPTER ONE

# INTRODUCTION

## 1.1    Background of the study

In any organisation, the relationship between strategy and structure is a key component to its success. Chandler (1962) highlighted this relationship in his study of strategy and structure in American companies. The results of his study have been a subject of many researchers and scholars. According to Johnson et al. (2017), in order for a strategy to thrive there must be the right structure which aligns to strategy. Structure is important to strategy success since every department and individual in an organization has to pay attention to supporting vision and direction of the company. The organization must integrate how things are done and all the operation so that all the resource effort supports the strategy.

The existing structure of an organization may sometimes determine what strategic opportunities management may see available. In such cases, management will mainly be concerned with the outcome and therefore might experience a tendency to lead employees on what is supposed to be done without concentrating on the more efficient and effective way the organization is structured to achieve its objectives (Gupta, 2015). In any organization, it is important for people to carry out actions individually in a manner that their everyday workings is directly connected to the strategy and the direction in which the organization is heading and that should be maintainable in the future. For the organization to attain the needed efficiency and effectiveness, it needs to change its structure strategically (Marx, 2016).

Theoretically, relationship between strategy and organizational structure can be explained by the following theories namely; the resource based view theory (Barney, 1991), dynamic capability theory (Teece et al., 1997) and the resource dependence theory (Pfeffer & Salancki, 1978). For the resources-based view theory, an organization relies on its resources to gain competitive advantage and therefore performance. Implementation of strategy requires resources that are unique, rare with no close substitutes which are the subject of the resource based view theory (Graham, 2016). The dynamic capability theory argues that firms operating in a competitive and ever-changing environment should strive to integrate, built as well as reconfigure its key internal and external competences. This is an important step in ensuring that the ever-changing business

environment is addressed. Strategy calls for reconfiguration of the competences of the firm which seeks to improve on performance. Resource dependence theory suggests that external resources of the firm have an influence on operations of the organization. Procurement of external resources is an important factor when it comes to strategic and management position of the firm (Skordoulis et al, 2017).

**1.1.1 Concept of Strategy**

Ansoff et al. (2018), state that strategy is a statement that has an important mission of an organization, the goals to be achieved and the principal manner on how the available resources are to be utilized. The strategy formulation phase is about giving the general direction of the organization and by setting out the agenda for each phase. This phase has no immediate tangible results but rather the outcomes will be realized in the future. In this case, the strategy helps in generation of strategic projects from the process of search; that will first consider the areas defined under the stated strategy and secondly asses to find out what aspects of the project are practical and what are inconsistent with the general angle of the strategy (Gupta, 2015). During the historical dynamics of an organization, the strategy is not a key tool since the search process has already been done and the organization has already mapped out the desired areas. Furthermore, the strategy formulation cannot identify the project possibilities and thus, as the strategy is formulated, it must give alternative course of actions and pathways that will lead to success of the project (Sundkler & Steed, 2019).

Lasserre (2017) stated that the way for formulating and achieving objectives is referred to as strategic management, while the strategy is the tool that paves way for attaining the stated objectives. The strategy is the outstanding design or the general action-plan that an organization picks so that it can move or react to the established objectives by utilizing resource. Mostly, strategies often apply an overall programme of action and an implied organization of important resources to achieve objectives. An organization is reflected as efficient and actively effective if there are strong relations of the strategies, objectives and structure. Strategy plays a big role in facilitating an organization to achieve its objectives. Absence of an efficiently employed suitable strategy means the future of the organization will always be dark leading to the failure of the business (Schilling & Shankar, 2019).

Strategy implementation, according to Salamzadeh et al. (2019), is an activity aimed at implementing action plans that were in the strategic document and these activities help in the realization of the overall and specific strategic plans. The process involves communication, interpretation, adoption and enactment of strategy. Pearce and Robinson (2018) write that effective strategy needs to be inclusive of elements pertaining the structure, leadership format, cultural aspects and systems within the organization that can monitor all the organizational actions. For a smooth and effective implementation process, actual execution must be integrated with the organization's goals, strategies, policies and the general culture.

### 1.1.2 Organizational Structure

According to Ahmady et al., (2016), the structure of an organization is a hard wiring of design and it is described as the way an organization is evident in way divisions, function, departments and how individual relate together and interact. Organizational structure outlines vertical work duties and horizontal connection and it can be symbolized by an organizational chart. Defining structure comprises of making decision on who answers to whom, who does what, who are the people with power to make decision and the extent to which there are rules in place to oversee what people are doing. Organizational structure is meant to control resources according to schedules and plans which enhance the flow of information and gives an essential level of control. Organizing functions in an organization is very significant.

Sablynski (2013), outlined the organizational structure by emphasizing formal group reporting relationships and, control and coordination of activities is firmed by properly designed segregation of duties . He identifies organizational structure key components as formalization, complexity and decentralization.

Formalization is achieved by establishing order within an environment of chaos i.e. a situation that is generally in disorder or disorganized. Parizeau (2013) state that employees can be well structured and planned in a manner that enabled individuals to organize themselves and carry out any assignment in an orderly manner. Complexity is generally associated with uncertainties (Schmidt et al, 2015). A more complex environment is determined by the nature and number of dissimilarities that are relevant to a business operation. Change is a constant in a complex environment which forces managers to struggle and maneuver through unknown risks. Knowledge therefore, in a more complex structure is paramount in enabling managers to solve

puzzles that require quick solutions (Schmidt, 2015). Warman (2016), refers to decentralization as the alteration of powers and responsibilities from a centralized management to other components of its control. He subdivides powers and responsibilities into; political in relation to decision making, administrative for managing allocated resources and responsibilities, and fiscal that guides financial and resource mobilization. Decentralized setup allows information to be available to everyone therefore, management should provide support in managing the decentralized powers and responsibilities.

Structure plays a key role in institutionalization of strategy therefore, the firm structure is paramount during the implementation phase for the strategies (Ansoff et al., 2018). In instances where the strategy and structure are not aligned and well-coordinated, the resulting effects is inefficiencies, misunderstandings, efforts that are fragmented and outright failure. A good structure is one that can create a balance between aspects of specialization and integration while creating room for decentralization and centralization in a way for the organization to be able to still control all the elements of the strategy. According to Hunger (2020) in all forms of the organization structure, there is need for division of labor for effective and efficient functioning. The boundaries of each functioning unit must be clearly defined to avoid conflicts and misunderstandings.

### 1.1.3 Protestant Confession Churches

Protestantism is defined as a Christian Movement whose foundation and concepts embodies aspects of personal salvation through Christ and transformations that is done through the Holy Spirit. The presence of the Holy Spirit is identified by the ability of speaking in tongues (Glossolalia). Other features of Protestantism include having the gifts of the spirit leading to healing, strong faith, having prophetic word and ability for exorcism. Most of these ideals and standings held by Protestants, originate from the figure head in the Dutch Renaissance and social critic - Desiderius Erasmus.

In Kenya, the people who confirm and can be identified under the Protestantism movement are the second-largest groupings after those who profess the Catholicism faith and practices. In the global arena, the figure stands between 800 Million and 1 Billion adherents, which accounts for approximately 37% of all Christian (Protestantism. (2021)). Over the years, the Protestants have developed their own cultural practices from the influence of elements such as education,

scientific discoveries, socio-political aspects, socio-economic aspects and the artistic arena (Tanui et al., 2016).

## 1.2 Research Problem

Many studies on the relations that strategy and structure have with each other have not provided sound argument for the causal direction for the two elements. Thus, unable to affirm how this relationship has affected the performance of the organization. Chandler (1962) was among the founders who stated the value of fitting the structure to the strategy and from a wide research base and looking at different organizations; the author realized that successful organizations are those that adopted diversification of the firm structure. Highly performing organizations used multi-division format of the firm structure.

Strategy implementation boils down to management of change and handling resistance and thus forms part of the acid-test for success of the strategic plan. The strategy formulation incorporates elements of entrepreneurial foresight and theoretical elements, while implementation is about administration of people and their motivations, organization, changing the cultural aspects and finding best fit for the strategy and the structure. In reality, the implementation process involves a lot of adjustments in the culture, structure and system of any organization (Wheelen, et al., 2017).

In Churches, relationship between strategy and structure may take different forms. Non-denominational churches do not affiliate with any denomination and are often established and managed by individuals or a community and therefore are not tide down by tradition and church dogmas related to affiliation. This has made it easier for them to adopt simple structures which may inform their increased growth. Denominational Churches have tended to have elaborate structures mainly due to their size influenced by geographical and administrative factors. For these churches to achieve their objectives and with the heightened competition from non-denominational churches, they need to redesign their effort and therefore strategy and structure. Yet, in most of these denominational churches, change is resisted by holding to their traditional practices, dogmas and cultures which is detrimental to achieving their objectives.

Several researches have focused on influence of strategy on structure of an organisation. For instance, a study by Heide et al. (2002) in USA, conducted a study on assessment of barriers to

success during implementation of already formulated strategies. Results showed that elements of the firm structure pose the greatest barrier during implementation phase, since the structure dictates the motivation, coordination and control elements of the activities. Therefore, the structure is instrumental in success of the strategy implementation process.

In UAE, Qarashay and Alzu'bi (2018), investigated on how management of strategy affect the performance of an organization employing the balance scorecards method in measuring the performance in (KHMC). The results indicated internal standpoint as the most affected perspective in managing strategy that had a significant effect on performance. Tavitiyaman et al. (2015), looked at how competitive strategies affects the organizational structure in hotels. The study findings indicated that organizational structure doesn't affect the performance of an organization.

In Kenya, Nzyuko (2018) investigated the influence of strategic leadership in implementing strategies in geothermal development companies in Kenya. The study found that the role of strategic leadership stimulates commitment between individuals in the organization and helps them to accept change and apply strategies mainly directed to attain the strategic vision. The church as an organization is also adopting business strategies for its survival and relevance in the environmental sphere. Kiarie (2008) investigation was on strategies that have been adopted by the church - the case of Kenya Assemblies of God Church. The findings indicated that use of differentiation strategy was in play to serve the different caliber of church members and concentrate efforts to meet their needs. The study further indicated that there was setting-up of departments for various categories of members and each had its own objectives working in the attainment of the vision and mission of the church. These reviewed studies are based on different backgrounds and create gaps in context and concept thus leading to varied findings. This leads to a research gap that the current study sought to answer; how does strategy influence the organisational structure of protestant confession churches in Kenya?

## 1.3 Research Objectives

The main study objective was determining the influence of strategy on organizational structure of protestant confession churches in Kenya.

## 1.4  Value of the Study

This study will offer great value to academia and scholars as a source of reference and suggest areas for further research. It will increase knowledge on specific areas of strategic management in Churches, Kenya and beyond. The knowledge from the study donates to present literature on the influence of strategy on organisational structure.

The study findings will also give awareness to the church leaders both local and international on the how to structure work, departments functions and communication in the Church and congregation. The study will inform protestant confession churches and other churches on how useful the relationship between strategy and structure is to church and the importance of developing and implementing strategy so that the church can achieve its objectives and also have proper structure that supports reporting relations and communication linkages.

It will also inform church stakeholders, the church congregants, community, government and other organizations on their role in strategy, structure and decision making in church that will improve working together in one work unit.

The study findings will be helpful in policy formulation by policy makers and assists in providing the best practices in churches and also to the society. The study will be of value to theories in advancing set of propositional truth that explains certain facts and phenomena on strategy and structure.

# CHAPTER TWO

# LITERATURE REVIEW

## 2.1 Introduction

This chapter reviewed literature on the influence of strategy on organizational structure and how the relationship influences the success/failure rates for firms implementing the strategy. The review of literature was centred on the theories that provide anchorage to the study. Besides the theories, the chapter also reviewed literature from past studies exploring the link between these two elements –strategy and structure. There is a conceptual framework and the summaries for the reviewed literature showing research gaps that was also presented in this chapter.

## 2.2 Theoretical Foundation

Three theories guided this study, resource-based view theory, dynamic capability and resource dependence theory. These theories are discussed in detail in subsequent sections.

### 2.2.1 Dynamic Capability Theory

Teece et al. (1997), explains how various resources of the firm can be developed and deployed for better performance. The term dynamic capability according to Ahmed and Wang (2007) refers to the ability of integrating, reconfiguration, renewal and recreation of capabilities and resources in view of the ever turbulent and changing business environment for gaining of competitive advantage. Thus, firms are able to attain superior performance from the adjustment of the resources. Capability according to Teece et al. (1997) refers to means the format used by organizations to get a variety of skills and capabilities that are new.

Teece (2014) viewed capability in terms of resource utilization when handling different activities and tasks. The theory operations and assumes that firms will always have a means of reconfiguration of its resources such that they are in line with the changing environment both at market and consumer level. The dynamic capability approach strives to establish how firms renew their specific competencies (that can be external or internal) resulting into new competencies that align to the ever-changing operating environments. The theory assumes that firms possessing large dynamism in the capability will perform better compared with those with little dynamism. Hence, the survival of firms is attributed to ability to configure and reconfigure in an effort to gain a competitive position in the sector or industry (Teece, 2007). It is hard to

come with and transfer the dynamic capability since it is tacit in nature and embedded in histories and relationship of the firm that are unique in a way.

The dynamic capabilities is criticised since the concepts it holds are very hard to be measured in empirical terms. The operational process and relations that the various aspects have to firm performance is equally difficult to measure (Wilden, Devinney & Dowling, 2016). In essence, the dynamic capacities are essential elements to firms in their quest for gaining competitive advantages. Ultimately, these capabilities are critical in the long-term quest for firm success. The acquired capability aims at coordinating and deploying various resources. Capability is also seen as a composition of knowledge occurring from different learning perspectives within an organization (Ahmed & Wang, 2007).

The theory is therefore relevant to the study because the changing religious environment in which churches operate in today requires formulation of new strategies in shaping the church structure which is best achieved through a strategic management process. Therefore, the theory explains how a change in the environment of an organization influences formulation and implementation of strategies for better performance of the organisation.

### 2.2.2 Resource-Based View Theory

This Resource-Based View (RBV) theory was developed by Barney (1991). According to this theory, using internally generated resources help realize improved performance as opposed to externally generated resources. Competitive advantage is achieved through effective utilization of internal resources to which a firm has full control and, as a result performance of the firm will improve. The RBV theory indicates that an organisation should strive to ensuring efficiency and effectiveness of the internal operations and processes through use of resources internally available. Although it is hard to substitute resources, their effective use results into value creation to the firm.

The theory gives an explanation of why organisations should exploit their resources in a manner to enhance their performances. Organizations utilize their firm accessed resources that they possess in gaining competitive edge over rival firms and individuals (Colbert, 2004). It is only when firms have a competitive edge in the industry that they are able to improve their performance. Thus, the theory implies that resources are key determinants of competitive

positioning and thus performance of the firm. In summary, in as much a firm may have well outlined ideas of how to increase efficiency; these can only be actualized by having resources in place (Barney, 2001).

The two main assumptions of the theory is such that these firm resources are heterogeneous and they are immobile. On heterogeneity, it is assume that one firm can have unique and differentiated skills and capabilities from other players in the market. The criticism on RBV is that it implies that the resources have infinite regress and application of the resources is limited. It is looks at sustaining competitive edge as easily achievable through the resources value and it's indeterminate and useful in management of organizations (Hitt, Carnes & Xu, 2016). Colbert (2004), support RBV noting that the concepts can be applied to a singular function unit like a department or across the entire organization. For managers of small organizations, the theory insight can be applied to exploit and utilize the underutilized resources and gain competitive edge.

The relevance of this theory to the study is that churches should leverage on church's internal resources in order to gain competitively. The RBV theory is hinged on the foundation that successful implementation of strategies requires an organisation to identifying the key resources, so that it can be able to develop a competitive strategy and market its products.

### 2.2.3 Resource Dependency Theory

It was advanced by Pfeffer and Salancki (1978) after examining board composition of organizations and the influence they hold. It is based on managers leveraging the authority, power and influence they have to manage the inter-organizational relations and reliance on each other. This theory is able to explain how exchanging resources between two or more firms create a bond and mutual dependency on each other. But, the successful and competitive firms are such that they can get key resources from scourging the environment. The inter-organizational relation is not free based on exchange of resources but there is transaction costs that are incurred and agreed upon by the parties. In an organization, the board of managers handle a key role through ensuring that external dependency is managed, reduce uncertainties in the environment and the transactional cost emanating from interdependency in the environment (Williamson, 1984).

The theory assumes during uncertain times, the organization will lose control of its resources and hence the choices of strategies are lessened. Increment in uncertainty and dependence makes the managers to enhance the linkage to other organizations. Williamson (1984) criticized RDT by stating that when a company is controlled by external forces, it can pose serious challenges in its management and performance and even survival. The RDT also operates under a lot of changes both in the external and internal change and these changes affect workers, since some may lose jobs or get transfers to other divisions that are unfitting to their career path by diminishing the use of their skill-set and qualifications. The changes are then are costly affair and in instances where there will be need for more training, mentoring and coaching.

Olsen and O'Connor (2018) further support the RDT since it allows the organization to comprehend the competitive agents and forces and the dependency level and factor in how best to bring about diversity of business practices. The managers equally strategize on how best to reduce competitiveness through formation of partnerships with the different market players. Possessing own unique resources enables power and influence in the industry which provides the basis of monopoly power in most economic systems and markets. Managing external resources including suppliers, requires formulation of proper strategies to manage risks of exploitation and the level of dependency (Williamson, 1984).

This theory is relevant to the study as it explains how churches rely on good management of interdependencies in obtaining and maximising resources in implementation of strategies and structure that improves performance and creates competitive advantage.

## 2.3 Strategy and Organization Structure

Strategy is a statement that has an important mission of an organization, the goals to be achieved and the principal manner on how the available resources are to be utilized (Ansoff et al., 2018). Organizational structure is a term used to address the manner an organization views hierarchy, allocates work duties to individuals and make sure people work in collaboration to accomplish same goal (Ilin et al., 2016). The aim is to evade overlapping of work and confusion in workforce, mostly when it comes to putting a strong basis for long term performance.

Strategy is related to organizational structure because strategy assists the company to describe and make its organizational structure which in turn helps the organization successfully

implement the strategy (Joseph & Gaba, 2020). Chandler (1962) was one of the pioneers in studying the relationship between strategy and organizational structure. His case studies of American companies led him to a thesis that structure follows strategy. He asserted that the nature of environment and resources of an organization determined its strategy which in turn influenced its structure. Drucker (2017) extended the work of Chandler by asserting that structure that is effective and sound should accompany the formulated strategy.

Drucker (2017) describes what is done when it comes to structural changes and shifting the management system through formulation of plans, its execution and management. The researcher further stated that the structure of an organization will not change since the only changes occurring are based on frictions, dis-orders and mal-performance. According to Drucker (2017), it is important for an organization to note and arrange for the building block of the company since these are the steps needed in the formation of the final structure that carry the load of the structure for the final edifice

The structure of a company is defined by the outcome of the analysis of organizational strategy (Benzer et al., 2017). An organization uses these outcomes to detect areas of concentration and how to place itself so that it can attain its objectives. The first step a company will take is assessment of its operational environment so that it can detect the environment in which it must work. The second step is investigating the competition, culture and consumer trends. The third step is finding out the strength and weakness of the competitors (Fitria et al., 2017).

On the flip side, there are studies on how structure influences the strategy of an organization. Neis et al. (2017), state that structural characteristics function like filters and controls what is visible in the company's environment. The sensorial capacity of the structure in broader part controls the interpretation, quality and speed of the information being received which in turn influences the planning of strategy. Decentralized structures react faster to events, whilst bureaucratic structures limit the perceptual capability of the company, the flow and how fast the communication spread in the company which in turn has an effect on strategy. Many large firms are likely to face resistant to change which if not well managed affects strategic change and thus might for sure collapse. (Dedahanov et al., 2017) observed that organization have come to view the environment as it is supposed to be and not as it is which in effect affects their strategic planning. According to Neubert et al. (2016), change in strategy means that the task of people in

the organization will change. When organizational structure is changed and not the strategy, the strategy can change to fit the new structure.

## 2.4 Empirical Literature

Mon et al. (2019) studied how organizational strategy, structure and management change affect the performance and commitment of an organization as mediation variable in manufacturing companies. The findings indicated that the commitment of the organization doesn't mediate the structure and performance of an organization. The study also found out that organizational commitment is a bridge between the strategies of an organization and change management in organizational commitment are mediation in organizational performance.

Gupta (2015) conducted a study on how organizational structure is affected by strategic change. The findings indicated that for an organization to maintain its long run success, they must always make change when it comes to strategy. Competitive market is forcing companies to formulate quick changes to the company's strategy. The study further indicated that updating strategies continuously affect the culture, structure, outcomes and productivity of the organization. A change in strategy leads to wonderful changes in the structure of the organization.

Kavale (2012) conducted research on the connection and relationship between structure and strategy. The focus was identification of the connection of the two elements, the relations the two have with each other and how they influence the performance of the organization. Results showed that structure and strategy are connected at close range and when there is good-fit for the two elements, it leads to high performances in the organization. The strategy comes before the structure and they are married to each other. The study makes the recommendations that top management team must be involved from the initial stages in crafting the strategies, during its execution phase and the alignment with the organizational structure.

Tadesse and Yassin (2018) investigated how organizational structure and strategy are related in the sports clubs. The main tasks are those handled by the club manager and include making designs for the strategy that includes making plans for the mission, vision and objective of the sports club and how to implement the various aspects included in the strategy. Proper implementation of the strategy calls for the club managers to have a precise and clarity in the structure of the club; that enhances strategy implementation for higher performances. The

success in performance of sports club relies on the having an appropriate club strategy that is aligned to the firm structure. Interconnected firm structure and strategy leads to improved club performance with elements of enhanced performances of the athletes. Club managers are therefore tasked with formulation and managing of the clubs' structure and strategy for high performances.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.1 Introduction

This chapter entails the research design, target population, data collection as well as analysis techniques for this study.

## 3.2 Research Design

It is a framework which guide and define how the study is to be conducted (Sekaran & Bougie, 2016). Bell et al. (2018) noted that the research design helps in organizing ideas of the project and how the key activities including data collection as well as analysis were done. The study used the survey design. This allowed the study to get an in-depth understanding on the influence of strategy on organizational structure of protestant confession churches in Kenya.

## 3.3 Target Population

A target population in research is inclusive of an identified population that interest the researcher and has the desired information. Based on Yin (2013), the population covers a clearly defined group of people, elements, events and things that the researcher is investigating. This study's population included all the 37 protestant confession churches members of NCCK in Kenya (Appendix I). Thus, this was a census study of all the protestant confession church members in Kenya. The study targeted one executive or pastor from each of the 37 protestant confession churches members of NCCK in Kenya making a total of 37 respondents.

## 3.4 Data Collection

The study collected primary data using questionnaires. Primary data was used because it represents the first hand source of information for the study. The study targeted 37 church executives and pastors since they are closely linked to strategy or deemed to be individuals who directly implement some of the church strategies in churches. The questionnaire was designed starting with the general information and the subsequent sections covering the variables of the study. The researcher collected primary data by use of structured questionnaires. The researcher used the 'drop and pick' method such that the instrument was dropped at the places of work for the study participants and then picked for processing and analysis. The study participants were given one-week to fill the instrument as a way of not interfering with the work day and improve response rate.

## 3.5 Data Analysis

The collected data was analysed by using qualitative and quantitative means; that provided information on understanding the influence of strategies and their interaction with structure of protestant confession churches in Kenya. Results were analysed and presented in an orderly manner so as realize the study objectives. The study used tables to present the results. The use of tables in presentation of the findings was justified by the fact that they gave a visual impression of the results and are easily understandable. Tables were also relevant in exploring the influence of strategy and its interaction with structure of protestant confession churches in Kenya. Tables helped in presentation of information on statistics of profits generated by the firm within the period the study covered.

This study used SPSS version 25.0 for analysis that included both descriptive and regression analysis. The multiple regression analysis was conducted in helping to determine the relations that the dependent and independent objectives have on each other. The multiple regression formula is:

$Y = a_1 + \beta_1 X_1 + \varepsilon$

Whereby:

$Y$ = Organizational structure

$A_1$ = Constant

$\beta_1$ = Coefficients of influence of strategy on organizational structure of protestant confession churches in Kenya.

$X_1$ = Strategy

$\varepsilon$ = Error term

# CHAPTER FOUR

# DATA ANALYSIS, FINDINGS AND DISCUSSION OF RESULTS

## 4.1 Introduction

The chapter discusses the findings after conducting descriptive and regression analysis. The chapter is divided into sections covering demographic information about the respondents, the descriptive analysis, regression analysis and its discussions. The section discusses the information about characteristics of the study participants, the strategy and how strategy influences organizational structure for the protestant confession churches in Kenya.

The response rate was 75.7% after 28 of the 37 distributed questionnaires were completed and collected. The response rate abides by the stipulations made by Mugenda and Mugenda (2003) that any response rate of 70% is sufficient for generalization of findings to the entire population. The response rate is an indication that the response is ideal and good enough to generalize the findings to cover all the protestant confession churches in Kenya. Similarly, in their researches Moga (2021) had a response rate of 90% and Gitonga (2013) response rate was at 75%, where there findings and drawn conclusions could be generalized to cover the entire study population. Mellahi and Harris (2016) noted that low response rate of below 50% is disadvantageous to the research as it raises questions on generalization of findings and conclusions. The implication is that the findings may be biased and not comprehensive.

## 4.2 Demographic Information

This section presents the analysed findings that share the features of the study respondents.

### 4.2.1 Gender

The respondents were asked to indicate their gender. Table 4.1 shows their responses

**Table 4. 1: Gender**

| Gender | Frequency | Percent |
|--------|-----------|---------|
| Male | 21 | 75% |
| Female | 7 | 25% |
| **Total** | **28** | **100%** |

Table 4.1 results indicates that male respodednts were majority accounting for 75% of the entire response group. The female respondents were few accounting for 25% of the study respondent

group. These results show that both genders were included in the study and there was no gender bias. The gaps between the genders could be explained by the fact that many church leaders are males, with some churches having restrictions on appointment of females to senior positions in the church. In addition, in the tradition African society, pastoral care was a male-dominated function and even biblically, all the disciples and apostles of Jesus Christ were males. So, this could account for the low female respondents in the study.

### 4.2.2 Highest Education Level

The respondents indicated their highest education level as shown in Table 4.2

**Table 4. 2: Highest Education Level**

| Highest Education Level | Frequency | Percent |
|---|---|---|
| Certificate | 3 | 10.7% |
| Diploma | 6 | 21.4% |
| Bachelors' Degree | 4 | 14.3% |
| Masters' Degree | 11 | 39.3% |
| PhD | 4 | 14.3% |
| **Total** | **28** | **100%** |

Many of the respondents held Masters' degree level at 39.2%. This was followed by diploma holders at 21.4% of the study respondents. Those who had PhD and those who held Bachelor's degree accounted for the same population size at 14.2%. 10.7% of the respondents stated that their highest education level was certificate level. These results show that all the respondents had sufficient education, since all of them had some form of tertiary education and thus, they could read and understand what they were asked and help in filling the research instrument. Similar results were found in the studies by Muathe (2010) and Kimani (2014) sharing that data collection exercise is made easier when the respondents are educated. Jerke, Johann, Rauhut and Thomas (2019) added that how respondents think, perceive and answer questions is based on their comprehension of the basic instructions. But comprehension and honest responses are not related to educational level of the respondents.

### 4.2.3 Length being a Church Member

The respondents' length in time in church membership of their church was analysed and the findings are presented in Table 4.3

**Table 4. 3: Length being a church member**

| Length being a church member | Frequency | Percent |
|---|---|---|
| 1-3 years | 1 | 3.6% |
| 4-6 years | 3 | 10.7% |
| 7-9 years | 3 | 10.7% |
| 10-12 years | 4 | 14.3% |
| Over 12 years | 17 | 60.7% |
| **Total** | **28** | **100%** |

Majority of the respondents at 60.7% indicated that they had been church members for longer than 12 years. The other 14.2% respondents had been members of the church for 10-12 years. Those who have been church members for the duration of 7-9 years and 4-6 years were 10.7% and only 3.6% of the respondents had been church members for a short period of between 1 to 3 years.

These results imply that the respondents had sufficient information on strategy and organizational structure in their respective churches and hence they could enrich the present study. Similar sentiments were echoed by Kamau (2014) who noted that respondents who had stayed for long in the commercial bank and even in the Kenyan banking industry gave valuable responses. These respondents shared trends and responses based on different operating environments and internal and external changes affecting the sector. This confirms the importance of understanding the length that the respondent has been in the organization and thus shares in-depth perception and workings of the organization.

### 4.3 Descriptive Analysis

The researcher conducted descriptive analysis and the findings are shared in the tables herein and their discussions.

### 4.3.1 Strategy

**Table 4. 4: Strategy**

| Statement | Mean | Std. Dev. |
|---|---|---|
| We have attained our mission as a church in the last decades | 3.92 | 0.899 |
| Our church has developed a clear strategy | 4.32 | 1.090 |
| Our church has documented its strategy | 4.43 | 1.069 |

| | | |
|---|---|---|
| Strategy has influenced the growth of our church in a positive way | 4.17 | 0.772 |
| The congregation participates in the process of developing and reviewing the strategy | 3.96 | 0.792 |
| We have reviewed our strategy in the last five years | 3.75 | 1.142 |
| We have reemphasized our strategy to the church in the past five years | 4.03 | 0.922 |
| Strategy is communicated to the congregation on time | 3.71 | 0.975 |
| We interpret strategy to the congregation | 3.78 | 1.166 |
| We have adopted our strategy in all our church activities | 3.64 | 1.061 |
| We have reviewed how our strategy has been implemented in the past five years | 3.82 | 1.055 |
| **Aggregate Scores** | **3.95** | **0.995** |

Table 4.4 shows that the many of the respondents agreed to a great extent that the church had adopted strategies that affected the organizational structure. This is the aggregate score for strategy of the churches (M=3.95 and standard deviation SD=0.995). The respondents agreed to a great extent that the church had a documented strategy at (M = 4.43, SD = 1.069) that guided its structure and the activities conducted by the church as a religious organization. Many of the respondents to a great extent agreed that the church having developed a clear strategy (M = 4.32, SD = 1.09). Furthermore, a lot of the study respondents agreed that the growth experienced in the church was influenced by the strategy (M = 4.17, SD = 0.772) and the strategy has been re-emphasized to church members in the last five years (M = 4.03, SD = 0.922). Similar sentiments were shared by Kavale (2012) who revealed that connection between strategy and structure improves performance outcomes in organizations. The performance can include indicators such as growth, expansion, increased numbers of clients and quality output. In the church, set-up performance can be viewed in terms of increased membership and planting of new church branches.

The respondents also agreed to the fact that the congregation were involved in developing and reviewing such that the means and standard deviations were (M = 3.96, SD = 0.792). The respondents also agreed that the church had attained its mission in the last decades with scores of (M = 3.92, SD = 0.899). These findings are shared by Ansoff, *et al.* (2018) who noted that strategy shows how goals will be achieved through utilization of resources. Just as Kavale (2012) noted that all team members must be involved in the initial stages in the crafting of strategies and

also during the execution. In addition, Lasserre (2017) agreed that strategy plays a big role in influencing attainment of organizational objectives.

On the statement about review of the strategy being implemented during the past five years, the respondents agreed to a great extent at (M = 3.82, SD = 1.055). In addition, the respondents agreed that there was interpretation of the strategy to all church congregants at obtained scores of (M = 3.78, SD = 1.166). Just as Tadesse and Yassin (2018) noted that there was value in the club managers clarifying the strategy and structure that enhanced the implementation process. In that study, it was also revealed that success of sports club relies on formulating and executing appropriate strategy fit for the club. The findings inform the protestant confession churches to align their strategy to the structure and functioning of the church for improved outcomes.

The respondents agreed to a great extent and shared that the strategy had been reviewed in the last five years with scores of (M = 3.75, SD = 1.142). At the same time, the strategy was communicated to the church congregants with scores recorded of (M = 3.71, SD = 0.975). Some of the respondents agreed that the strategy had been adopted in the church when handling all activities, with the scores of (M = 3.64, SD = 1.061). Pearce and Robinson (2018) concur that effective strategies need to be inclusive and re-aligned to fit the structure, the leadership format, culture and systems. The strategies are effective if they are communicated and its implementation has the input of all stakeholders.

### 4.3.2 Organizational Structure

**Table 4. 5: Organizational Structure**

| Statement | Mean | Std. Dev. |
|---|---|---|
| Our church has written formal structure | 4.32 | 1.055 |
| The Church has departments in which employees fulfill multiple jobs/functions | 4.00 | 0.720 |
| Strategic and operational decisions are influenced by employees and church members before a decision is made | 3.28 | 1.181 |
| Our church has a head office and other churches | 4.64 | 0.487 |
| The head office decides the structure of the churches | 4.14 | 0.970 |
| The current structure is adequate to ensure the success of the strategy in our church | | 0.860 |
| We have had restructurings in our church in the past decade | 3.75 | 1.377 |
| We amended our structure as part of our strategy process | 3.67 | 1.218 |
| The congregation love our current structure | 3.96 | 0.692 |
| **Aggregate Scores** | **3.97** | **0.951** |

The findings shown in table 4.5 reveal that many of the respondents agreed to a great extent that the protestant confession churches in Kenya had an organizational structure. This is based on aggregate scores of M=3.97. The respondents agreed to a very great extent at (M=4.64 and SD =0.487) that their church had a head office and there were other churches in different locations. The respondents also reported their agreement on the church having a formal structure that dictates their activities at scores of (M = 4.32; SD = 1.055). Many of the respondents agreed to a great extent that their church structure was formed and decided upon at the head office (M = 4.14; SD = 0.97). These findings are echoed by Ilin, *et al.* (2016) who agrees on the fact that the organizational structure affects the hierarchy and the decision making process on allocation of resources and duties. Formal structures and clear communication channels ensure there is no overlapping of task allocation that creates confusion.

The results were also agreed to a great extent by the respondents, sharing that the church had departments and employees in these departments handled several job tasks and functions. This is linked to the obtained scores of (M = 4; SD = 0.72). The findings also revealed that respondents agreed to a great extent that the church congregants had shown love for the present used structure at (M = 3.96; SD = 0.692). These findings are echoed by Drucker (2017) and extended the research work by Chandler (1962) sharing that the environment and resources determine the strategy which affects the structure and influence implementation of strategies. Thus, the structure adopted in the protestant confessions churches helped in executing of the strategies.

The respondents also agreed to a great extent that the church had done restructuring in the past decade with scores of (M = 3.75; SD = 1.377). Further, these findings imply that the respondents revealed that the church had made some changes on the structure as part of the strategic processes at (M = 3.67; SD = 1.218). The sentiments are echoed by Drucker (2017) who shared that changes in the organizational structure are due to frictions, dis-orders and mal-performance. Thus, the management should work to re-arrange the building blocks of organization and follow the steps that form the final structure. While Neubert, *et al.* (2016) stated that changing the strategy will result in changes in tasks that people manage in the organization and in turn make adjustments in the organizational structure. Furthermore, Gupta (2015) shared that for

organizations to maintain their success, they must change their strategies and structure frequently.

The respondents agreed to a moderate extent that the strategic and operational decisions being made at the church were influenced by the employees as well as the church members. The scores were (M = 3.28; SD = 1.181) an indication that the some respondents disagreed to decision making had the participation of church members and employees while some agreed that church members and employees were involved. In contrast, Mon, *et al*. (2019) revealed on the fact that strategy, structure and commitment levels of staffs is based on involvement and participation that result in improved performance outcomes. Hunger (2020) shared that the structure enables effective division of labor, boundary formation and avoids conflicts and misunderstanding through coordination of functional units.

## 4.4 Regression Analysis Results

Regression analysis was used to predict the extend strategy influences the organizational structure in protestant confession churches in Kenya. The findings are provided in the subsequent sections.

## 4.4.1 Model Summary

The results from the conducted analysis on model summary are as shown in Table 4.6

**Table 4. 6: Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .730[a] | .532 | .521 | 1.11420 |

Table 4.6 indicates that 53.2% changes in the organizational structure in the protestant confession churches is explained by strategy since $R^2$ = .532). These results imply that there are other factors that influence the structure in these churches based on the residual effect of 46.8%. These influencing factors are outside the scope of the present study and future research studies can focus on that.

### 4.4.2 Analysis of Variance (ANOVA)

In this study, analysis of variance was conducted and the findings and its summary is shown in Table 4.7.

**Table 4. 7: Analysis of Variance**

|  | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Regression | 75.225 | 1 | 75.225 | 35.889 | .000[b] |
| Residual | 54.505 | 26 | 2.096 |  |  |
| Total | 129.730 | 27 |  |  |  |

The findings realized and presented in Table 4.7 indicate that overall regression model is fit and ideal for use in the present study. This is based on F calculated being greater than the F critical ($F_{calculated} > F_{critical}$ since $35.889 > 4.225$).

### 4.4.3 Beta Coefficient and Significance

The analysed regression coefficient presented its results as shown in Table 4.8

**Table 4. 8: Beta Coefficient and Significance**

|  | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|
|  | B | Std. Error | Beta | T | Sig. |
| (Constant) | 18.696 | 2.694 |  | 6.939 | .000 |
| Strategy | 2.581 | 1.006 | .219 | 2.570 | .000 |

Table 4.8 results were used to complete the equation:

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

Where: Y = Organizational Structure in Protestant Confession Churches in Kenya

$X_1$ = Strategy

Such that: $Y = 18.696 + 2.581 X_1$

The beta coefficient of the regression analysis in Table 4.8 shows the effect of the variable ($X_1$) to organizational structure in the protestant confession churches in Kenya. 18.696 is the result when the variable and other factors are not in operation. A unit increase in strategy and its

elements resulted in increased organizational structure by 2.581 an indication that strategy influences the organizational structure in the protestant confession churches in Kenya.

The study established that strategy with ($\beta$ =2.581; p = 0.000 < 0.05) had significant effect on organizational structure in the protestant confession churches in Kenya. These results are also shared by Ansoff, *et al.* (2018) who revealed that firm structure is paramount in strategy implementation. On the contrary, instances where structure and strategy are not aligned and well-coordinated it creates inefficiencies, conflicts, fragmentations and misunderstandings. At the same time, Schilling and Shankar (2019) found that an efficient and effective organization is based on string relations between the strategy, objective and the structure. Joseph and Gaba (2020) revealed that strategy is related to organizational structure because strategy helps in describing the structure of the organization and in turn helping in successfully implementing the strategy.

### 4.5 Discussion of Content Analysis Results

The respondents were asked to share what changes their church should implement on strategy – structure alignment. The results showed that some respondents shared the need to reduce the number of regions and place the churches into groups. There was also a need to have clearly assigned duties and responsibilities of each church and its members. The structure and strategy should be written down and placed on boards to be read by all church members. Another respondent revealed that the adopted structure was too hierarchical and hence the need to flatten it and allow more middle-level managers and leaders in the decision making table. Just as Ilin et al. (2016) mentioned that the structure should be formed by collaborating efforts of all people. The formed structure should be clear to avoid overlap of work and confusion for accomplishment of organizational goals.

Another study respondent noted that the structure and strategy should be expanded to include digital systems and applications. There was need to conduct church affairs like meetings using digital and technological systems as aligned to the environmental changes. The strategy and structure should be shifted to expand the circle of influence and decision makers, such that focus moves from the general overseer or bishop to pastors handling different departments. For instance, decision making for initiatives and projects made for the youths, should be done by the youth pastor with contribution by the general overseer or bishop and the youths themselves. Just

as noted by Joseph and Gaba (2020) the strategy is linked to the structure and help in executing plans for improved performance outcomes. It needs the involvement of key people and in this case, the youths and youth pastor are integral in decision making for youth-related activities and projects. In addition,

The respondents shared their ideal strategy – structure alignment that will see the church meet its objectives. There were several opinions that were shared by the respondents including correlation between strategy, objective and structure and the same is clearly communicated to church congregants. A respondent shared the need for oversight of the church board, its committees and leadership and conducting of external audits. Another respondent noted the need for involvement and participation of congregants in strategy formulation and head office working with church branches. These sentiments are echoed by Johnson et al. (2017) mention that there is need for integration of how things are done with the operations and operators. Furthermore, Lasserre (2017) noted that effective strategies are those that link organizational objectives to its structure since strategy and structure facilitate success in organizations. Kavale (2012) noted that strategy and structure are married to each other, showing their close association.

Another response was based on the need for capacity building for the members of the church board of directors to improve on strategic planning. Yet another respondent shared that there was need for strategic fit for financial and technological aspects. The structure and strategy should be aligned to the church values and principles, the communication to be strengthened and maintain the monthly meetings. These findings are similar to what Johnson et al. (2017) revealed that successful strategies rely on right organizational structure. Another respondent shared that there was need for the church to become progressive in its quest for discipleship through training the leaders to be dynamic and sharing the vision of the church. Whenever the strategy and structure are aligned, then the church is able to attain its vision, objective and goals. Just like Marx (2016) mentioned that attainment of efficiency and effectiveness is linked to organizations making changes on its structure.

# CHAPTER FIVE

## SUMMARY, CONCLUSION AND RECOMMENDATIONS

### 5.1 Introduction

The chapter presents the discussions based on summaries made from the findings after the researcher conducted descriptive, regression and content analysis. The chapter sections include summary of the findings, the drawn conclusions, recommendations and limitations of the study. The chapter concludes by sharing the suggested areas in which future research can be conducted in. This information is shared in the subsequent sections.

### 5.2 Summary of Findings

The study focused on determining how strategy influenced the organizational structure in the protestant confession churches in Kenya. Primary data sources were collected using semi-structured questionnaires that were distributed to church executives and pastors, who filled the tool. The collected data was then analysed using descriptive methods, the regression and content analysis formats and presented in tables and prose form for discussions.

Male respondents were the majority of the respondents. The findings showed that most of the respondents had tertiary education and therefore, they could read, comprehend and respond to the research questions. On length of being a church member, the responses showed that majority of them had been church members for more than a decade and they were able to give detailed information on the church strategy and structure. The information was viable and enriched the study and from which findings and conclusions were made.

From the conducted descriptive analysis, the study revealed that the structure in the protestant confession churches in Kenya was clear, documented and communicated to all congregants. The respondents also agreed to a great extent that the structure is reviewed every five years and used in execution of all church activities. The regression analysis revealed that strategy influenced the organizational structure in the protestant confession churches in Kenya. The findings indicated positive and significant relations between strategy and structure within the protestant confession churches in Kenya.

On organizational structure, the respondents agreed to a great extent that the church had a formal structure with departments that handle different functions and there was a head office where

decisions were made and there was coordination of church activities. The respondents also agreed that the church made changes to the structure and congregants loved the current church structure. Thus, the findings the church adopted a structure that guided its activities leading to attainment of the church mission, objectives and goals.

The findings revealed that respondents also agreed to a great extent that the strategy influenced the adopted structure in their churches, by sharing there was a clear, well-written and documented strategy. The strategy was also frequently reviewed, interpreted and communicated to the church congregants. The respondents also noted that the structure employed was formal, it dictated the actions of each employee and its formulation was through involvement of church members and congregants and aligned to the strategy. The structure and strategy was amended and restructured to help in delivering on the objectives of the church. The respondents also agreed that the strategy greatly influenced the structure and helped the church to meet its goals and objectives.

## 5.3 Conclusion

From the study the respondents had adequate tertiary education and had been in the church for long to sufficiently answer the research questions and share valuable information on the study objective. The findings established that strategy strongly and positively influenced organizational structure in the protestant confession churches of Kenya. Therefore, the study made these conclusions that the strategy influenced the organizational structure of the protestant confession churches in Kenya. This was based on the information shared by the respondents that the strategy was clear, well-documented and shared to church congregants such that it influenced the growth and attainment of the church missions.

The study found that congregants were involved in formulating and reviewing the strategy and the strategy was communicated to church members and adopted in all church activities leading to its growth. The congregants were also involved in the formulation of strategic and operational decisions with the head offices taking the lead. There was the restructuring of the church processes and changes made in the strategy process. Thus, the study concluded that strategy influenced all activities, departments and fulfilment of functions in the church resulting in adjustments of the structure and attainment of the church mission. The study also concluded that

strategy led to improvements in the structure and resulted in attainment of the objectives and goals of the protestant confession churches in Kenya.

## 5.4 Recommendations from Findings

The study was able to answer its research questions because its respondents had tertiary education and had been in the church for many years. Thus, the study recommends to future researchers to scrutinize characteristics of the respondents and assess their suitability to be used in the study. This will ensure that the selected respondents have the necessary information to answer all research questions.

The strategy was detailed, clear, documented and communicated to the congregants leading to attainment of the church's mission and objective. Thus, the study recommended to other churches and other organizations to formulate strategies that are clear and details all aspects of the plan. This will improve implementation of the strategy and help in attainment of goals. The organizational structure for the churches was formal and hierarchical and ensured its success. The churches also made changes on the structure and did restructuring every decade for its attainment of goals. Therefore, the study recommends adopting an organizational structure that can help in attaining set objectives and goals.

To the other religious organizations, mainstream churches, protestant churches, Coptic and Catholic Churches, the study recommends the alignment of the strategy to the structure. This will improve the execution of activities, strategic and operational decision making process and fulfilment of functions that will improve performance outcomes at the church level. The religious leaders must have a strategy in place and communicate the same to the congregants and seek their opinion. The head office must show guidance and directions to the church branches and divide the activities as per departments that will improve on attaining church goals and missions.

The study gives the academic fraternity a better understanding of strategy and structure and how the two are associated and help in delivering organizational missions, goals and objectives. It also shares on opportunities for further research for either supporting or disapproving the findings.

## 5.5 Limitations of the Study

The study sought out to determine how strategy influence on organizational structure in the protestant confession churches in Kenya. But the study faced some limitations such as some of the respondents were unwilling to share information on the strategy and structure of their church. This might have reduced the response rate for the study and would have negatively affected credibility of the results and generalization of findings. The researcher assured that the information needed and collected was used in this study and for academic purposes only. The identities were not included in the study, the information collected was used in the study and after completion all the questionnaires will be destroyed. The researcher built rapport with respondents that helped to improve participation and response rate.

The researcher focussed on only on protestant confession churches in Kenya and excluded other church types like the general protestant churches, mainstream churches and the Catholic Church. Furthermore, the study focus was on religious organizational setting and limits applicability of the study in other industry. But the study concept on strategy and organizational structure and the information in the study was general and hence can be adopted in all types of organizations.

## 5.6 Suggestions for Further Research

The study was on how strategy influences organizational structure in the protestant confession churches in Kenya. The researcher collected data from church executives and pastors, future researchers can consider other type of religious organizations and church categorizations and also include congregants as part of the respondent list. Future researchers can also consider other organizations like profit-making and non-profit making organizations in other sectors like education, healthcare and manufacturing. It will help in comparison purposes for strategy and structure in different organizational types.

The regression analysis showed that 53.2% changes in the organizational structure can be explained by the strategy and there was a residual effect of 46.8% of factors excluded in the scope of the current study. Future researchers can assess what other factors influence the organizational structure and enrich the academic body.

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## APPENDIX I: PROTESTANT CONFESSION CHURCHES IN KENYA (MEMBERS OF NCCK)

1. Africa Brotherhood Church
2. African Christian Church and Schools
3. African Church of the Holy Spirit
4. African Independent Pentecostal Church of Africa
5. African Interior Church
6. African Israel Nineveh Church
7. African Orthodox Church in Kenya
8. Anglican Church of Kenya
9. Church of Africa Sinai Mission
10. Church of Christ in Africa
11. Church of God East Africa (Kenya)
12. Coptic Orthodox Church
13. Episcopal Church of Africa
14. Evangelical Lutheran Church of Kenya
15. Free Methodist Church in Kenya
16. Free Pentecostal Fellowship in Kenya
17. Friends Church in Kenya (Quakers)
18. Full Gospel Churches of Kenya
19. Kenya Assemblies of God
20. Kenya Evangelical Lutheran Church
21. Kenya Mennonite Church
22. Lyahuka Church of East Africa
23. Maranatha Faith Assemblies
24. Methodist Church in Kenya
25. National Independent Church of Africa
26. Overcoming Faith Center Church of Kenya
27. Pentecostal Evangelistic Fellowship of Africa
28. Presbyterian Church of East Africa
29. Reformed Church of East Africa

30. Scriptural Holiness Mission

31. The Salvation Army

32. Zion Harvest Mission

# APPENDIX II: QUESTIONNAIRE

Kindly fill out this questionnaire on: **INFLUENCE OF STRATEGY ON ORGANIZATIONAL STRUCTURE OF PROTESTANT CONFESSION CHURCHES IN KENYA.**

**PART A: BACKGROUND INFORMATION**

1.  What is your gender?

    Male [      ]          Female [          ]


2.  What is your highest level of education attained?
    Certificate              [       ]       Diploma          [          ]
    Bachelor's Degree    [       ]       Masters         [          ]
    PhD                        [          ] Other [ ]


3.  For how long have you been a member in this church?

    1 – 3 years [          ]

    4 – 6 years [          ]

    7 – 9 years [          ]

    10-12 years [        ]

    Over 12 years [ ]


**PART B: STRATEGY**

5.  Below are several statements on role of strategy. Kindly indicate the extent to which you agree on the following statements. Use a five point Likert scale where 1=no extent and 5=very great extent.

| Statement | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| We have attained our mission as a church in the last decades |  |  |  |  |  |
| Our church has developed a clear strategy |  |  |  |  |  |

| | | | | | |
|---|---|---|---|---|---|
| Our church has documented its strategy | | | | | |
| Strategy has influenced the growth of our church in a positive way | | | | | |
| The congregation is involved in the process of developing and reviewing the strategy | | | | | |
| We have reviewed our strategy in the last five years | | | | | |
| We have reemphasized our strategy to the church in the past five years | | | | | |
| Strategy is communicated to the congregation on time | | | | | |
| We interpret strategy to the congregation | | | | | |
| We have adopted our strategy in all our church activities | | | | | |
| We have reviewed how our strategy has been implemented in the past five years | | | | | |

## PART C: ORGANIZATIONAL STRUCTURE

6. Below are several statements on Organizational structure. Kindly indicate the extent to which you agree on the following statements. Use a five point Likert scale where 1=no extent and 5=very great extent.

| Statement | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Our church has written formal structure | | | | | |
| The Church has departments in which employees fulfil multiple jobs/functions | | | | | |
| Strategic and operational decisions are influence by employees and church members before a decision is made | | | | | |
| Our church has a head office and other churches | | | | | |
| The head office decides the structure of the churches | | | | | |
| The current structure is adequate to ensure the success of the strategy in our church | | | | | |
| We have had restructurings in our church in the past decade | | | | | |
| We made changes to our structure as part of our strategy process | | | | | |
| The congregation love our current structure | | | | | |

## PART C: COMMENTARY

7. What changes should be made to the strategy - structure alignment of your Church?

…………………………………………………………………………………………

…………………………………………………………………………………………

…………………………………………………………………………………………

8. Comment on the ideal Strategy-Structure alignment to ensure your Church meets its objectives?

……………………………………………………………………………………………
……………………………………………………………………………………………
…………………………………………………………………………………………….

**Thank you**