THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

The Effect of Church Members' Empowerment on Church Growth among Pentecostal Churches in Kenya

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Abstract:
Despite the known effect of employees' empowerment in education and health, little is known regarding empowerment on church growth. The purpose of this study was to assess the effect of church members' empowerment on church growth among Pentecostal Churches in Kenya. Empirical literature in this study provided the basis for the study gap. The study was guided by pragmatism research philosophy, which is typically related with mixed method approach and, with the focus being on the significance of research and research questions as opposed to focusing on methodologies (Zukauskas et al., 2018). Theories guiding the study were Shared Leadership Theory (Conger & Pearce, 2003) and Mead's Theory of Church Growth (1993). The descriptive survey design targeted 1235 pastors and 1210 church elders in Pentecostal churches in Machakos, Murang'a, Kajiado, Nakuru and Nairobi Counties under the umbrella of Evangelical Alliance of Kenya (EAK). The study employed simple random, purposive and stratified sampling techniques. The study was made of 245 respondents. The study employed convergent mixed method design approach, which had open ended and closed ended questionnaires. Focus group discussion was also employed to gather qualitative data. Descriptive, correlation and multiple regression analysis used Statistical Package for Social Sciences (SPSS) and STATA. The results revealed that Church members' empowerment had significant relationship with church growth with a correlation co - efficient of 0.342, p< 0.05. Regression analysis results revealed that church members' empowerment significantly affected church growth in Pentecostal churches in Kenya. The inference of the outcomes was discussed and proper pastoral leadership practice commendations made to apprise the work of Church leaders in Kenya.

Keywords: Church growth, Pentecostal churches, church members' empowerment

1. Introduction

There is a pronounced challenge with the numerical growth of the church in some parts of the world. Accessible studies on church growth from the US and Europe give credibility to the opinion (Paas, 2017; Jordan, 2019; Burdick,2018; Butcher, 2015). As the church in the West continue to decline in terms of numbers, the church in Kenya, Africa is experiencing numerical a high church growth (Nkonge, 2013). Although the numerical church growth may be credited to many probable determinants, church leadership comes across as one of the main contributing factors (Christopherson, 2014). Unfortunately, as Brooks (2018) argues, church growth has not been examined closely from the leadership perspective. Mutia, K'Aol and Katuse (2016) suggested need for further studies to define the different leadership styles that are strategic in guaranteeing maintainable growth of the church. In areas where the Church has been observed to be declining, plateauing or not growing in terms of numbers, inadequate leadership has been proposed as the main cause. In that regard, there is need for additional study on the effect of leadership styles on numerical church growth (Brooks, 2018). For the purpose of this study, employees' retention in a business organization serves as a comparison to church members' retention and consequent numerical church growth. Church members' empowerment practice has become a necessity. Modern organizations (church included) need leadership, which is well-versed about the intricacies of the fast-changing work environment (Nanjun desarras wamy & Swamy, 2014).

Key questions that guided the study were:
- Is there church growth among Pentecostal churches in Kenya?
- Is there church members' empowerment among Pentecostal churches in Kenya?
- In what way does church members' empowerment affect church growth among Pentecostal churches in Kenya?

2. Literature Review

Empowerment is seen as an act of providing people freedom to effectively do what they want to do, instead of requiring them to do what the leader wants (Whetten& Cameron, 2011). It involves a leader's resolve to allow or give others in the organization space or opportunity to exercise influence (Yukl, 2013). It means allowing, permitting or giving a chance to followers or employees to be able to make their own decisions (Men, 2011). Employee empowerment carries

the implication of entrustment of some leadership roles and responsibilities by those in the organization's leadership to other emerging leaders or generally other people. The purpose or aim of empowering others is to have them carry on certain responsibilities such as making decisions (Meyerson&Devettinck, 2012). Employee or followers' empowerment is the focal point that defines organizational stability, continuity and productivity.

Empowered employees or followers tend to perform well at individual and organizational level. Equally, they tend to operate with a mind free from control, which enhances their innovativeness and efficacy (Baird & Wang, 2010). Empowerment helps followers to function or operate with a sense of self-empowerment devoid of fear in discharging their day – to - day work. When there is adequate freedom and empowerment, essential sense of ownership that helps followers to accomplish their obligation is created (Fapohunda, 2013). Scholars suggest that unnecessary bureaucratic control and constraints affect successful and effective completion of tasks in an organization (Becerra, 2017).

Employee empowerment contributes significantly to customers' satisfaction (Meyerson, 2012). Employees cannot deal successfully with their customers unless individuals in management give authority and required backing (Peters &Mazdarani, 2008). In their study, Peters &Mazdarani (2008) established that there was a positive connection between workers' empowerment practice and the quality of services provided. This has a lot of bearing on the customers' satisfaction. In their view, organizations that appreciate that fact have made significant steps in addressing service delivery and customer satisfaction. This will help organizations compete effectively. Every organization must appreciate and concentrate on improving their performance. In this era of intense competition, customer or followers' expectations are high. The business environment is increasingly becoming competitive (Abbas &Asghar, 2010).

Due to challenging business environment, organizations should develop employees or followers' empowerment programs. These will catapult them to a position where they can be able to make decisions within the required period and respond effectively to changes that may occur in the work environment. Commitment to employee empowerment enhances an organization's capacity to motivate and retain employees. Employee empowerment is a motivational skill aimed at improving performance if handled appropriately through improved involvement. Employee empowerment programs should endeavour to do away with boundaries between top leaders and employees, policymaking, inspiration and trust (Ongori, 2009). Schwarze (2003) observes that the reason why some Churches grow more than others is that the leader's preoccupation is empowering other Christians for ministry. Leaders of growing churches do not regard lay workers as aides in achieving their own. Rather, they do things differently by ensuring that they assist followers to realize their God given spiritual potential.

Further, these leaders find fulfillment in equipping, supporting, motivating and mentoring followers in order to assist them to become the people that God intended them to be. In these growing Churches, discipleship, delegation and reproduction are given emphasis (Schwarze, 2003). In employee or followers' empowerment, organizations could choose to go structural or psychological empowerment. Structural empowerment embraces the transfer of authority and control from the top down throughout the chain of command to subordinates or assistants in an organization. In structural empowerment, the attempt is to empower team members and raise their current ranked positions within the team (Jiang et al., 2016). The structural perspective of empowerment considers how assistants or juniors are allowed chances or opportunities to take part in official authority over organizational resources (Biron& Bamberger, 2010). Structural empowerment is the aspect of giving followers or employees' opportunity, support and formal power. Structural empowerment is about providing followers or employees with effective access to resources, opportunities and information. It is concerned with provision of guidance, some freedom to make decisions, provide feedback and ultimately learning opportunity (Latifa, 2017). In psychological empowerment the emphasis or focus is on subordinates' view or feeling of being empowered (Jiang et. al, 2016). It considers how they are fundamentally encouraged to carry out their responsibilities with the aim of raising the organization's performance (Shen et al., 2007). Psychological empowerment concerns with giving followers or workers sense of appreciation, value and independence (Latifa, 2017). In human resource management, mental and emotional (psychological) empowerment is seen as a critical component of workplace empowerment. It is concerned with basic incentives or employees' rewards that are integral to an enabling work environment (Laschinger, Finegan& Wilk, 2009).

Studies suggest that empowering leadership and empowerment in various organizational setting has the capacity to stimulate and enhance employee performance. Followers or employees' empowerment significantly influences their performance and consequently organizations' performance (Srivastava, Bartol& Locke, 2006). Once followers or employees recognize or perceive that the organization's leaders consider them as being important to the realization of the organization's goals, they develop a feeling of satisfaction that results in high performance (Chauhan, 2018). Organizational leaders should be aware of their followers' aspiration.

Empowerment through giving of power and authority, responsibility and some level of recognition to the followers creates mutual trust between leaders and followers. This undeniably results in increased level of satisfaction of the followers. Organizational leaders who understand that fact act responsibly when problems touching on followers occur in order to avoid destructive effects on the followers' work and efficiency. When followers feel empowered then they are ready to work more and more for they are aware that their performance increases possibilities of elevation (Chauhan, 2018).

Uzunbacak (2015) conducted a study that sought to understand the extent in which employee empowerment impacted employees or organizations' innovative competence. This study was a survey among Isparta&Burdur organized industrial zones in Turkey. The findings of his study found out that employee empowerment had significant positive impact on organizational innovative competence. The findings suggested that when employees are empowered, their innovative capability is enhanced. This influences organizational innovativeness. While the study focused on industrial

zones and industry's employees, the focus of the current study was on Christian Ministry pastors and church elders who may not be in a payroll.

A qualitative study by Peter &Mazdarani (2008) that assessed the impact of employee empowerment on service quality and customer satisfaction in Lansforsakringar bank in Sweden found out that by engaging in empowering employees or workers, their service improves significantly in terms of quality thus impacting positively on the customers' perception of service quality. The implication of Peter &Mazdarani's findings is that in attracting customers' approval, organizations should focus on the workers. While the contextual area of their study was the banking sector in Sweden, the contextual area of the current study was Pentecostal churches in Kenya.

Meyerson & Dewettinck (2012) did a study that sought to explore the extent in which employee empowerment was related or connected to employee performance. Their study established that employee empowerment had a significant positive relationship with employee performance. The findings meant that when employees are effectively empowered, it translates to enhanced performance and consequently sustained organizational performance. Contextually, the focus of the study was a Telecommunication Company. The current study looked at the leadership of Pentecostal Churches in Kenya in relation to growth.

Suresh & Jaleel (2015) carried out a study that sought to establish to what extent employee empowerment was related or connected to organizational performance of Indian firms. Their study found out that there was a significant positive relationship between employee empowerment and organizational performance. Their study revealed that when employees are empowered, they tend to work more effectively thus impacting on the organizational performance. The study done in Indian firms focused on employees. The current study focused on Pastors and Church leaders of Pentecostal Churches in Kenya. It targeted pastors and church elders.

Mehrabani&Shajari (2013) conducted a study that sought to understand whether employee empowerment had any potential cause and effect relationship on employee effectiveness. This study revealed that employee empowerment had a significant positive cause and effect relationship with employee effectiveness. As seen in their study, the focus was employees. Although the current study looked at pastors who in some aspects may be considered as employees, it also sampled church elders who ideally are not employees, but rather volunteers. Elnaga& Imran (2014) carried out a theoretical study that sought to investigate how the employee empowerment influenced or impacted on job satisfaction. The purpose of their study was to assess if there existed any relationship between employee empowerment and job satisfaction. Further, their study reviewed the potential factors that significantly influenced the relationship between employee empowerment and job satisfaction. This study was descriptive in nature. It was based on secondary data related to the topic. The conclusion of this study was that companies or organizations that practice employee empowerment understand and appreciate its effect on enhancing performance. Employee empowerment has different aspects which organizations could use. This study is based on primary data.

Kok (2011) conducted a study that investigated the manner in which employee empowerment related to employee performance in the Malaysian automotive industry. The study sought to establish whether there was any significant relationship between employee empowerment and performance. The context of this study was the automotive industry in Malaysia. The current study's context was Pentecostal churches leadership in Kenya. Kok's study focused on automotive industry employees. The current study focused on Pastors and Church elders in Pentecostal Churches in Kenya.

In Hong Kong a study was done by Fong & Snape (2015). The study sought to understand the extent in which empowering leadership related to employees in a customer service organization. This study sought to establish whether empowering leadership had any significant influence on employees who worked in Hong Kong Telecommunications Corporation. The findings of this study revealed that empowering leadership was significantly and positively connected to employees' emotional empowerment attitudes and related work behaviors of followers. According to this study, empowering leadership in a way influences psychological empowerment.

Another study done in Sweden by Chhotray, Silvertsson & Tell (2018) that sought to investigated the roles of leadership, vision and empowerment in two Swedish born global companies concluded that a company's vision should reflect a culture that supports the employees' daily activities and decisions. Further, this research revealed that empowerment leadership style embraces sharing of responsibilities, appreciates employees and gives them freedom for creativity and innovation. It releases them to make decisions that they consider beneficial for the growth of the organization.

Empowerment is often associated with teamwork, ownership and added responsibility. The assumption is that followers would prefer an environment where they are involved in decision making instead of being directed on what to do (Fapohunda, 2013). A paper written by Manzoor (2012) that sought to identify the factors that affected employee motivation and examined the relationship between organizational effectiveness and employee motivation concluded that empowerment and recognition have positive effect on employee motivation. Motivation has a significant positive relationship with organizational effectiveness. The more workers are empowered and accepted in an organization, the more their work-related enthusiasm would be enhanced.

Celik&Iraz (2014) conducted a study that sought to understand whether employee empowerment in any way impacted on organizational creativity and innovativeness. They did data analysis using regression analysis and found out that employee empowerment significantly and positively impacted on organization's ability for creativity and innovativeness. The implication of their study was that when employees are effectively empowered, it translates to organization creative and innovative competitiveness. The research's context was enterprises. The current study's context was Pentecostal Churches in Kenya. It investigated the extent in which Church members' empowerment effected on Church growth in Pentecostal Churches in Kenya. It looked at empowerment as a sub variable of shared leadership.

Marjani&Alizadeh (2014) conducted a study that sought to assess whether in any way employee empowerment impacted on employees' performance in Standard Office of Tehran, Iran. The major objective of this study was to assess whether there existed any significant relationship between employee empowerment and performance in the Standard Office of Tehran, Iran. This study utilized library research and questionnaires. Data analysis was carried out by descriptive survey design. Their study's findings revealed that there was significant positive relationship between employee empowerment and performance. Their findings suggested that employees in Standards Office of Tehran were empowered. That was evidenced through motivation and performance. They further suggested that the leadership in the Standard Office of Tehran had the potential to further increase employees' performance if they effectively implemented the process of empowerment. The study presented a research gap. While the main objective of the study was to analyze the impact of empowerment on employees' performance, the current study considered church members' empowerment.

The Marjani and Alizadeh's study context differed with the context of the current study in that while their study focused on employees of the Standard Office in Tehran, the current study focused on pastors and church elders of Pentecostal churches in Kenya. Data collection was done through questionnaires and focus groups.

Augustain, Agu and Okocha (2019) conducted a study on the effect of employee empowerment on the performance of selected manufacturing organizations in Enugu State, Nigeria. Their study's findings indicated that training had significant effect on productivity in manufacturing organizations. Further, the findings revealed that employee involvement in decision - making significantly influences employee commitment.

Nzuve and Bakari (2012) carried out a study whose aim was to assess the extent to which the City Council of Nairobi (CCN) had engaged employee empowerment strategies. The study evaluated the connection between employee empowerment practice and the performance of the City Council of Nairobi. Their research design was a case study. Data for the study came from the organization. The target population was all the employees of the City Council of Nairobi. Their study collected data from primary data, which was by use of structured questionnaires. Data analysis was done by the use of descriptive statistics and correlation technique. The findings of showed that employees were empowered largely. The findings also revealed that there was strong positive correlation between employee empowerment and performance. The conclusion of the study was that employee empowerment had a great positive influence on the performance of the City Council of Nairobi. The study focused on employees of a County Council. The current study focused on pastors and church elders of Pentecostal Churches in Kenya.

A study byKegoro and Onyango (2020) investigated the effect of employee empowerment on performance of selected Pharmaceutical manufacturing firms in Nairobi City County, Kenya. The study revealed a significant positive correlation between organizational agility practices and performance of selected Pharmaceutical manufacturing firms. The study established that employee empowerment was positive and statistically significant. This study considered empowerment from an employee perspective. The current study looked at empowerment from a church leadership perspective. While Kegoro and Onyango's (2020) study looked at empowerment from Pharmaceutical manufacturing firms' context, the current study looked at empowerment from a church ministry context.

The studies conducted by other scholars, though valuable in that they added knowledge in regard to how empowerment impacts positively on employees' attitudes, the gap remains of how empowerment, delegation and establishment of a culture that supports employee's activities and decisions will influence Church members attitudes. Church members differ from employees in that their services are voluntary, without expecting payment. That calls for a research that considers empowerment from a Church leadership perspective.

3. Research Methodology

As a mixed method research, the study employed both descriptive survey and exploratory designs. Both descriptive survey and exploratory designs sought to determine whether church members' empowerment has effect on church growth among Pentecostal churches in Kenya. In addition, the study employed convergent mixed method design approach where quantitative and qualitative data was gathered and analyzed separately. The findings of the study were then compared in order to establish whether the findings approve or disapprove each other. The target population of the studywas 2445 individuals. It comprised all 1235 Pastors and 1210 Church elders in the Pentecostal churches in Nairobi, Machakos, Kajiado, Nakuru and Murang'a Counties under EAK umbrella.

	Pastors		Church Elders	
Denomination	No.	Sample Size	No.	Sample Size
Kenya Assemblies of God	432	43	426	43
Redeemed Gospel Church	340	34	342	34
Deliverance Church International	352	36	329	33
Christian Church International	111	11	113	11
Total	1235	124	1210	121

Table 1: Sample Size Distribution
Source: Pentecostal Churches under Eakwithin the Five Counties (2019)

Regarding sampling technique, **t**he study employed simple random, purposive and stratified sampling techniques. Through random sampling ten percent (10%) out of forty-seven counties in Kenya were sampled (Mugenda&Mugenda (2003). The selected counties were; Nairobi, Machakos, Kajiado, Nakuru and Murang'a. Purposive sampling was used to identify Pentecostal churches under Evangelical Alliance of Kenya umbrella organization within the five Counties.

Stratified sampling technique was used to gather views from a representative sample of the actual target population. The strata were composed of Pastors and Church elders, the group that is viewed as being responsible for establishing, promoting and maintaining organizational characteristics that encourage or discourage shared effort (Madu, 2012). In relation to sample size, the study targeted one church elder per church totaling to 1210. In determining the sample size, the study followed Mugenda and Mugenda's (2003) commendation (10%). The sample size for pastors was 124, while that of church elders was 121. The total sample size for both pastors and church elders was 245.

Concerning data collection methods, the study used mixed methods research design with both quantitative and qualitative aspects of research, the instrument for data collection was a semi - structured questionnaire with both open and closed ended questions. The study also used one focus group discussion to gather qualitative data for the purpose of triangulation. The purpose of using triangulation was to reduce the occurrence of any potential investigation errors that sometimes involve single study approaches (Creswell, 2014). Focus group discussions assist in understanding peoples' attitudes, perceptions, beliefs and opinions concerning a specific issue (Then, Ali & Rankin, 2014). Further, focus group discussion assist in in obtaining adequate material in a group setting, which principally helps in understanding issue(s) based on the way research participants perceive it (Dilshad&Latif (2013).

The aim of the Focus Group Discussion (FGD) in this study was to investigate the Pastors' and church elders' attitudes, perceptions, beliefs and opinions in regard to the effect of church members' empowerment on Church growth among Pentecostal churches in Kenya. Sahaya (2017) is of the view that the recommended size of an ideal focus group is between 6 and 10 participants. Through random sampling Nairobi County was picked. The one focus group discussion comprising of eight (8) participants was picked through purposive and random sampling. As indicated below, the distribution of respondents was based on population or the size of the denomination.

In order to distribute the sample size scientifically, the researcher used the following formular: number of churches, multiply by the ideal number of focus group, divide by total number of churches for the four denominations. Apart from Kenya Assemblies of God (KAG) that contributed 2 pastors, the others contributed 1 pastor per denomination. In case of church elders, from each denomination the researcher got one church elder, apart from Christian Church International, which did not contribute a church elder.

Denomination	No. of Churches	No. of Participants
Kenya Assemblies of God	150	3
Redeemed Gospel church	96	2
Deliverance Church International	83	2
Christian Church International	13	1
Total	354	8

Table 2: Focus Group Sample Size Distribution in Nairobi County
Source: Pentecostal Churches under EAK within the Five Counties (2019)

Testing for reliability and validity used the Cronbach's Alpha to estimate internal consistency reliability in determining how items of the instruments relate to each other and to the entire instrument. Field (2009) views measures of reliability using Cronbach's Alpha value as follows: Between 0.5 and 0.6 as fair reliability, 0.6 and 0.7 as satisfactory, 0.7 and 0.8 as good and 0.8 to 1.0 as very good reliability. Since Cronbach's Alpha of 0.6 and 0.7 is satisfactory, this study considered reliability of Cronbach's Alpha value of 0.6 and above as acceptable. Face, construct and content validity was established by inputting the supervisors, other experts' suggestions and input from the pilot testing to revise and improve the questionnaire (Taherdoost, 2016). The questionnaire was divided into six sections to ensure that each section reviewed information for the specific objectives and to guarantee linkage to the conceptual framework. The questionnaire was adjusted in line with the supervisors' advice before final data collection.

4. Data Analysis Plan

As a mixed research, the study combined quantitative and qualitative research techniques into a single study. Combs and Onwuegbuzie (2010) argue that analyzing data is one of the challenging steps in the mixed research process. The rationale for conducting the mixed analysis in this study is for triangulation where the researcher compared findings from qualitative data with the quantitative results. The study had one quantitative and qualitative analysis. The study employed content analysis technique to analyze qualitative data collected using open -ended questions and the focus group. The data was grouped into themes according to the research objectives.

Content analysis for qualitative data was arranged as per the objectives. The next phase was to convert or transform qualitative data into quantitative form in order to have the numerical code. Quantitative data from the questionnaires was coded, assigned scores and entered into the computer for the computing of descriptive statistics in order to appreciate the underlying issues and the fundamentals affecting the causative correlation (Loeb et al., 2017).

The scores were used to gauge the strength of each response and these were further used to gauge the impact the independent variable on church growth. Descriptive, correlation and regression analysis were done. In the study, SPSS was used to run descriptive statistics like frequency and percentages to present quantitative data in the form of tables. SPSS has the ability to provide quick and accurate data analysis (Orodho, 2016). The particular inferential statistics were correlation and regression analysis. Correlation analysis was used to determine the relationship between the church members' empowerment and church growth (Schober, Boer &Schwarte, 2018).

5. Results and Discussion

Church members' empowerment was measured using three aspects. The respondents were required to evaluate from their perspective various statements concerning church members. Empowerment concerning Church growth in Pentecostal churches in Kenya. The study sought to understand the three aspects that formed church members' empowerment.

The study sought to understand the three aspects that formed church members' empowerment (which is another sub - variable in shared leadership). The data obtained from the field regarding Church members' empowerment was statistically analyzed and results presented in Table 1.

The following is the explanation of the abbreviations: 1 = Strongly Disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree, 5 = Strongly Agree, SD = Standard Deviation.

Description			SD	D	U	A	SA	Total	Mean	SD
Church Members' Empowerment	Pastor provides training opportunities for church leaders and members in different areas of ministry	Freq.	1	2	10	101	91	205	4.3188	0.7912
		%	0.5	1.0	4.8	48.8	44.0	99.10		
	Pastor gives church members enough freedom for creativity and innovation	Freq.	0	0	15	109	82	206	4.3043	0.67488
		%	0	0	7.2	52.7	39.6	99.5		
	Pastor involves church leaders in decision making and allows Church members to participate in effecting the decisions made	Freq.	0	4	6	101	96	207	4.3961	.64431
		%	0	1.9	2.9	48.8	46.4	100		

Table 3: Church Members' Empowerment
Source: Research Data (2019)

The results from descriptive analysis indicated that involvement of church leaders by pastors in decision - making and allowing church members to participate in effecting the decisions made had the highest mean of 4.3961 and standard deviation of 0.6443. Further, majority of the respondents suggested that in Pentecostal churches in Kenya Pastors involve church leaders in decision - making and allow church members to participate in effecting the decisions made. Coming second was the provision of training opportunities for church leaders and members in different areas of ministry with a mean of 4.3188 and standard deviation of 0.7912. The majority of the respondents felt that pastors in Pentecostal churches in Kenya provided training opportunities for church leaders and members in different areas of ministry. Coming last was empowering of church members by giving them enough freedom for creativity and innovation. This was supported by the Mean and Standard Deviation of 4.3043 and .67488 respectively. The study findings are supported by the study done in Sweden by Chhotray, Silvertsson& Tell (2018) that sought to explore the roles of leadership, vision and empowerment in two Swedish born global companies.

The study concluded that in organization that has a leadership style that features delegation of responsibilities and recognition of employee work autonomy empowers employees in a way that can advance the development and internationalization of a born global company, especially in situations where top managers are often away from company headquarters. It is important to note that the three aspects of church members empowerment assessed were moderately dominant with an overall mean of 4.33. In regard to church growth, the study sought to measure to what extent church growth had been achieved. To understand this, the respondents' opinions regarding the extent of church growth and factors that they thought were responsible to church growth were sought. The data obtained from the field regarding the four sub - variables that measured the extent of church growth were statistically analyzed and the results presented in Table 5.2

The following is the explanation of the abbreviations: 1 = Strongly Disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree, 5 = Strongly Agree; SD =Standard Deviation.

	Description		SD	D	U	A	SA	Total	Mean	SD
Church Growth	The born-again women are increasing in number	Freq.	2	4	7	99	94	206	4.3333	.78826
		%	1.0	1.9	3.4	47.8	45.4	99.5		
	The born-again men are increasing in number	Freq.	3	19	35	108	41	206	3.7826	.94822
		%	1.4	9.2	16.9	52.2	19.8	99.5		
	The born-again youth are increasing in number	Freq.	1	10	17	116	60	204	4.0386	.91824
		%	.5	4.8	8.2	56.0	29.0	98.5		
	The born-again children are increasing in number	Freq.	1	2	9	87	105	204	4.3720	.85434
		%	.5	1.0	4.3	42.0	50.7	98.5		

Table 4: Church Growth
Source: Research Data (2019)

In regard to church growth, descriptive analysis showed that the increase in number of born-again women was higher than the increase of other groups. This had a mean value of 4.3333 and a standard deviation of 0.78826. The other group that informed church growth was the increase in the number of children, which had a mean value of 4.3720 and a standard deviation value of 0.85434. At position three was the increase in number of born-againyouths, which had the mean and standard deviation of 4.0386 and 0.85434 respectively. The study showed that the increase in number of born-again men ranked last with a mean value of 3.7826 and a standard deviation value of 0.94822. That meant that the number of men who are getting converted and coming to church is low. Overall, the study suggested that there was an increase in the number of born-again church members. This was supported by the mean value of 4.1424 with a standard deviation of 1.0356. The findings of the study are in line with a study by Nyabwari&Kagema (2014) which observed that although charismatic Pentecostals churches started in cities, at the moment they have extended to the rural areas. Definitely, that extension speaks of numerical growth.

Correlations			Church Growth	Church Members' Empowerment
Pearson Correlation		Church Growth	1.000	.342
		Church Members' Empowerment	.342	1.000
Sig. (1-tailed)		Church Growth	.	.000
		Church Members' Empowerment	.000	.
N		Church Growth	207	207
		Church Members' Empowerment	207	207

Table 5: In Correlation Analysis

Correlation analysis as seen in Table 3 shows that church members' empowerment hada correlation coefficient of 0.342, $p < 0.05$. Thematic analysis of the focus group also showed that the themes of delegation, allowing church members' room for creativity, innovation, suggestions, development of talents and provision of training opportunities were very dominant in the discussion. The following excerpts from the focus group discussion data demonstrate this.

Respondent 1: 'In our church just as is the case in many churches, church members and elders have some level of delegated authority, but answerable to the appointing authority who is the pastor'.

Respondent 2: 'Church members are given some responsibilities to work closely with the pastor. The given opportunities help them to develop their talents; something that contributes to church growth. '

Respondent 3:'In some churches, pastors welcome new ideas through the soliciting of suggestions from church members. Some also encourage and benefit from multifaceted ideas brought by church members' creativity and innovativeness.'

Respondent 4: 'While a good number pastors involved church members and elders, there are some who somehow hesitant because of some level of insecurity.'

Respondent 5: 'Many of our churches have church members' empowering forums such as trainings, seminars, economic empowerment, conferences and delegations.'

Respondent 6: 'In our church I have an example of how the young people came up with an innovative idea to put ceiling and to beautify the front part of our church because we have freed them and allowed them operate free and do whatever they would like to do for the glory of God.'

Respondent 7: 'Church members empowerment through delegation, nurturing of talents, having special interest group services, inviting suggestions and feedbacks from church members and other leaders has played key role in growing our church.'

Respondents 8: 'There is no doubt that church members empowerment play critical role in ensuring that work is done faster because more people are involved. Where there has been church members empowerment, there has been growth, and where there has been no empowerment, growth has been lacking.'

The results from the focus group revealed that Pentecostal churches in Kenya practiced church members' empowerment evidenced by delegation where church members are trained and given responsibilities to maximize their potential, something that contributes to church growth. The findings also revealed that there was a small fraction of churches that did not practice sharing responsibilities because pastors had insecurity. Results are in agreement with the findings of a study done in Somalia by Dahie et al. (2016) that assessed the relationship between employee empowerment and organizational performance: 'Empirical study from telecommunication companies in Mogadishu – Somalia'. The study found out that employee empowerment correlated with organizational performance. The findings thus imply that there is a positive relationship between empowerment and performance, which translates to organizational growth.

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.342a	.117	.113	.12824	.117	27.218	1	205	.000	1.914

Table 6: Regression Analysis
a. Predictors: (Constant), Church Members' Empowerment
b. Dependent Variable: Church Growth

Regression analysis indicated that the effect of church members' empowerment on church growth has numerical significance because P - value is below 0.05. The results further showed that church members' empowerment correlated with church growth with an R - value of 0.342. This means that the independent or predictive variable accounts for 34.2% in church growth. Yukl (2013) and Becerra (2017) observe that the leader's resolve to allow or give those under him/her in the organization chance to exercise influence and give them a sense of authority, freedom of choice and self-determination, facilitate more work and production of better ideas. These helps improve the organization's performance. The outcomes further agree with the findings of a research work carried out by Fapohunda (2013) which suggested that for any organization to experience effectiveness in terms of performance and growth, some level of empowerment is needed. This allows followers or employees to carry out work efficiently. In an environment characterized by adequate measure of freedom and empowerment, followers or employees have a sense of ownership that helps them to perform effectively even beyond of the expectation of their superiors (Fapohunda, 2013).

6. Conclusion

Growth is an important concern and focus of every organization, church included. This study investigated the potential effect that church members' empowerment has on church growth in Pentecostal Churches in Kenya. Based on the study outcomes, it can reasonably be settled that church members' empowerment contributed to church growth in Pentecostal Churches in Kenya. The effect of Church members' empowerment was found to be positive and significant. That implied that pastors, church elders and other church leaders should understand that church members play a central role in church growth. Today's Pentecostal Churches attract members who are educated, professional and exposed to many things both within and without. Pastors and church leaders could benefit a lot from church members if they embarked on empowering and providing them with a conducive environment, where creativity and innovation will thrive. It means that Pastors and other church leaders must be open to church members' ideas, needs and responsive to their suggestions. The findings suggest that involving and sharing responsibilities with church members is a sure, effective and strategic means of improving church growth.

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