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ISSN NO: 2616-8421

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How to cite this article: Tsuma D, M., Siringi E. & Wambua L. (2019), The Intervening Effect of Leadership Style in the Relationship between Stakeholder Engagement and Sustainability of Anglican Church Funded Projects in Kenya. *Journal of Human Resource & Leadership*, Vol 3(3) pp. 27-43.

Abstract

Church funded projects are a powerful global concept which describes those businesses with primarily social and environmental objectives. However, these projects undertaken by the Church have been facing critical challenges in sustainability. The objective of the study was to establish the intervening effect of leadership style in the relationship between stakeholder engagement and sustainability of Anglican Church funded projects in Kenya. The study's theoretical review was based on behavioral theory on leadership. The study adopted a cross-sectional research design aimed at collecting large number of quantitative data to establish patterns of value addition in the church projects. The study used positivism philosophy. The study's respondents was drawn from all the Anglican Churches in Mombasa Region. The unit of analysis was the Anglican churches funded projects while the respondent was the development committee, parochial church council and church members. One development committee member was selected from each of the 11 deaneries while 2 parochial church council members was selected from the 11 deaneries while sampling was done for the church members. Yamane (1967) simplified formula was used to obtain the number of church members from the 11 deaneries. Stratified random sampling was used to select church members while purposive sampling was used to select the church committee members, parochial church council and church members. Primary data was obtained using self-administered questionnaires. The questionnaire was made up of closed questions relating to the study's objectives. Descriptive statistics such as percentages, frequencies, mean and standard

deviation was used for the quantitative data. Inferential data analysis was done using Pearson correlation coefficient and regression analysis. The results was presented in form of tables and graphs. The results indicated that there exists a partial mediation effect on the mediating role of leadership style on the relationship between stakeholder engagement and sustainability of projects. The study recommended on introduction of effective controls including processes and procedures, having a clear set of objectives and well defined staff roles and responsibilities, member involvement in project activities and having a means of measuring performance which are all geared towards ensuring effective and efficient utilization of resources and achieving satisfactory progress on sustainability of projects

Keywords: *Leadership Style, Stakeholder Engagement, Sustainability, Anglican Church & Kenya.*

1.0 Introduction

1.1 Background of the Study

Anglican Church funded projects are a powerful global concept which describes those businesses with primarily social and environmental objectives whose surpluses are principally reinvested for that purpose in businesses or in the community rather than to provide returns to owners and shareholders as profit (Moyer, 2015). Anglican Church and other concerned organizations invest large sums every year for the implementation of church-initiated income-generating projects. However, construction of church-initiated income-generating projects does not help if they fail after a short time (Hezekiah, Onkware & Iteyo, 2017).

In most countries in Sub-Saharan Africa, failure rates of many church funded projects is alarming with most church development efforts in Africa have failed to deliver their promises. In Nigeria, recent years have seen growing criticism of church development strategies, followed, with minor adjustment (Akanbi & Beyers, 2017). These conventional strategies have seen development primarily as series of technical transfers aimed at boosting production and generating wealth amongst church members (Freeman, 2015). In practice, conventional projects usually target medium to large scale “progressive” producers, supporting them with technology, credit and extension advice in the hope that improvement will gradually extend to more backward strata of rural society

In Kenya, churches have been involved in various development projects. Their involvement started with early Christian missionaries who played a dominant role in relation to development ranging from education and health. Today, churches in Kenya continue to provide health services, education, and new techniques in agriculture, safe drinking water, civic education as well as election monitoring (Okomo, 2014). According to available statistics, about 76.7 percent of primary schools in the Kenya are Christian based (Mawudor, 2016). Moyer (2015) finds that many local churches in Kenya have been developing partnerships with a range of international donors to strengthen its programs and enhance its performance towards the communities. Various churches organizations in Kenya are involved in activities that benefit their local communities. In some circumstances, the churches are able to cover and contribute to the costs of these activities. However in most cases, churches in Kenya that want to be more involved in their communities look for external sources of funding to cover costs for equipment, running activities, staff and building.

Northouse (2018) defined leadership as influencing others towards achievement of a common goal. Van Wart (2014) considered leadership as the process of influencing and inspiring people thereby enabling them achieve their full potential. Leadership involves creating vision through establishing clear objectives and empowering followers to achieve those objectives. Leadership style is the aspect of behavior that characterizes a leader. The concept of leadership has become important in the recent years due to its important contribution towards organizational success (Ghasabeh, Soosay & Reaiche, 2015).

Sustainability implies that society must use no more of a resource than can be regenerated. This can be defined in terms of the carrying capacity of the ecosystem (Boons, Montalvo, Quist and Wagner, 2013), with input-output models of resource consumption. Unsustainable operations can be accommodated for either by developing sustainable operations or by planning for a future lacking in resources currently required (Oino, Towett, Kirui & Luvega, 2015).

1.2 Statement of the Problem

The ACK funded projects in Kenya are facing sustainability challenges in quality assurance from cases of incomplete projects and some of the projects going way above the estimated cost budget (Wachira, 2018). The major projects that have missed the targeted implementation deadline over the last five years have risen by 20 % (ACK, 2018) leading to additional budgets for projects completions. In addition, the cost overruns of the projects have increased by 23% over the period 2012-2017. Further, most of the church funded projects in Mombasa region usually end their operations when funding stops (Hezekiah, Onkware & Iteyo, 2017). It is from this information that the study focused on establishing the factors influencing sustainability of church funded projects.

According to Swaraswamy and Swamy (2014), leadership style may affect firms or projects in different ways and concluded that there are two aspects that influence sustainability of organization: these are competitive and innovative culture. The importance of leadership style is that it affects the quality of work life within an organization. Church projects as a vehicle for development has increased empowerment ability in many families. While there has been a number of studies on the role of the church on development as argued by (Mawudor, 2016), little attention has been devoted to leadership style on sustainability of Anglican Church funded projects. Therefore, this study aimed at bridging the existing knowledge gap by assessing the intervening effect of leadership style in the relationship between stakeholder engagement and sustainability of Anglican Church funded projects in Kenya.

1.3 Objectives of the Study

To establish the intervening effect of leadership style in the relationship between stakeholder engagement and sustainability of Anglican Church funded projects in Kenya.

1.4 Hypotheses of the Study

Ho: There is no significant intervening effect of leadership style on the relationship between stakeholder engagement and sustainability of Anglican Church funded projects in Kenya.

2.0 Literature Review

2.1 Theoretical Framework

2.1.1 Behavioral Theory on Leadership

Behavioral theory of leadership proposed by Rensis Likert (1950) is based upon the belief that great leaders are made, not born. This leadership theory focuses on the actions of leaders, not on mental qualities or internal states (Gavetti, Greve, Levinthal & Ocasio, 2012). According to this theory, people can learn to become leaders through teaching and observation. Autocratic leaders make decisions without input from their subordinates, democratic leaders encourage subordinates to offer opinions and laissez-faire leaders allow subordinates to make their own decisions. Effective leaders use each of these leadership styles to ensure project completion and success. Effective leaders use leadership theories to help them to choose the best approach for fostering teamwork and solving operational problems (Westphal & Zajac, 2013). Leadership attributes theories help leaders exhibit qualities such as empathy and assertiveness to enhance performance from their team members. Leaders use power and influence to exert their authority, coerce defiant subordinates and reward their team members by using for example bonuses to encourage performance.

However, behavioral theory approach has been critiqued as not adequately shown how leaders' behaviors are associated with performance outcomes (Bryman, 1992; Yukl, 1994). Researchers have not been able to establish a consistent link between task and relationship behaviors and outcomes such as morale, job satisfaction, and productivity. According to Yukl (1994) asserts that the results from this massive research effort have been mostly contradictory and inconclusive. He further pointed out that the only strong finding about leadership behaviors is that leaders who are considerate have followers who are more satisfied. Another criticism is that this approach has failed to find a universal style of leadership that could be effective in almost every situation. The overarching goal for researchers studying the behavioral approach appeared to be the identification of a universal set of leadership behaviors that would consistently result in effective outcomes.

Behavioral theory will inform the study understand how the behavior of Anglican Church leaders in Kenya will influence the leadership style on sustainability of church funded projects. Behavioural Theory is relevant as it embraces church and community leaders choosing the best approach for fostering teamwork and solving operational problems and thus opening forums for new ideas and new ways of doing things and brings out clearly that the strategic leadership characteristics.

2.2 Empirical Review

Kitonga (2017) studied strategic leadership practices and sustainability of not-for-profit organizations in Nairobi County. The study used convergent mixed method research design. The study target population was 1475 not-for-profit organizations operating in Nairobi County. The study sample size was 305 strategic leaders from not-for-profit organizations operating in Nairobi County. The study was confined to not-for-profit organizations operating in Nairobi County in Kenya. The study established that there is significant positive correlation between strategic leadership practices in general and sustainability in not-for-profit organizations. Specifically, the study findings established positive correlations between determining strategic direction, developing human capital, ethical practices, strategic control and sustainability. The study presents

a methodological gap as it used convergent mixed method research design while the current study used cross-sectional survey research design.

Nanthagopan (2016) studied the impact of strategic leadership and management capability on organizational sustainability of NGOs. Stratified random sampling technique and primary data collections methods were used to conduct the study. Exploratory Factor Analysis Technique has been used to reduce the variables and regression analysis has been used to compare the variables. The results show that, leadership and management capability are accounted for coefficient for determination with organizational performance of Local NGOs and international NGOs. Leadership of Local NGOs had a considerably stronger positive relationship on organizational performance compared with strategic leadership of International NGOs. When the study compared the leadership and management capability of NGOs, management capability is was the comparably significant factor in influencing the organizational performance. Management capability is of high importance than strategic leadership for international NGOs. Both capacities are averagely high importance to Local NGOs.

Mutia (2016) undertook a study on community engagement and strategic leadership on church projects sustainability in Kenya using a descriptive correlational study. Obunga, Marangu, and Masungu (2015) studied strategic leadership and sustainability of savings credit cooperative societies in Kakamega County in Kenya. The study found that the performance of these SACCOs could be explained by strategic leadership practices. Alalfy and Elfattah (2014) studied strategic leadership and its application in Egyptian universities using a descriptive approach and suggested the use of strategic leadership practices in Egyptian universities to resolve problems of efficiency and effectiveness. The study presents a conceptual gap, as is used strategic leadership on church project growth while the current study used stakeholder's engagement, resource mobilization and leadership style on sustainability of Anglican Church funded projects in Mombasa Region.

According to Mayo (2015), leadership entails a display of vision and integrity, perseverance and courage, hunger for innovation and willingness to take risks. Effective leaders have the ability to read the forces that shaped their times and seize on the resulting opportunities, in addition, good governance must be a priority as it is the single most important factor which will determine the rate at which the country will eradicate poverty. There is need to identify and remove institutions and regulatory obstacles that hamper the participation of citizens in the process of formulation and implementation of economic policies. Leadership, as enshrined by the guiding principles of leadership and integrity entails selfless service based solely on the public interest demonstrated by honesty in the execution of public duties; accountability to the public for decisions and actions; and discipline and commitment in service to the people. On account of such leadership perceptions, it is apparent that adequate community leadership is pivotal to the sustainability of community based development projects.

Kimutai (2016) asserts that a good leader listens and takes into consideration team member's views. The leader should be able to allow people to contribute, never overbearing and always motivating. For community based development projects to be sustained, it is incumbent upon the leaders to steer the process of setting the community goals. These goals must be agreed on by the majority and should be congruent with the aspirations, desires and expectations of the people. This can only be attained by involving the community members in decision making, planning, and design of the projects, implementation, monitoring and evaluation in addition to future sustainability of the projects.

2.3 Conceptual Framework

The study’s conceptual framework is conceptualized by leadership style was used as an intervening variable. The dependent variable is sustainability of church projects. The study’s conceptual framework is illustrated in Figure 1.

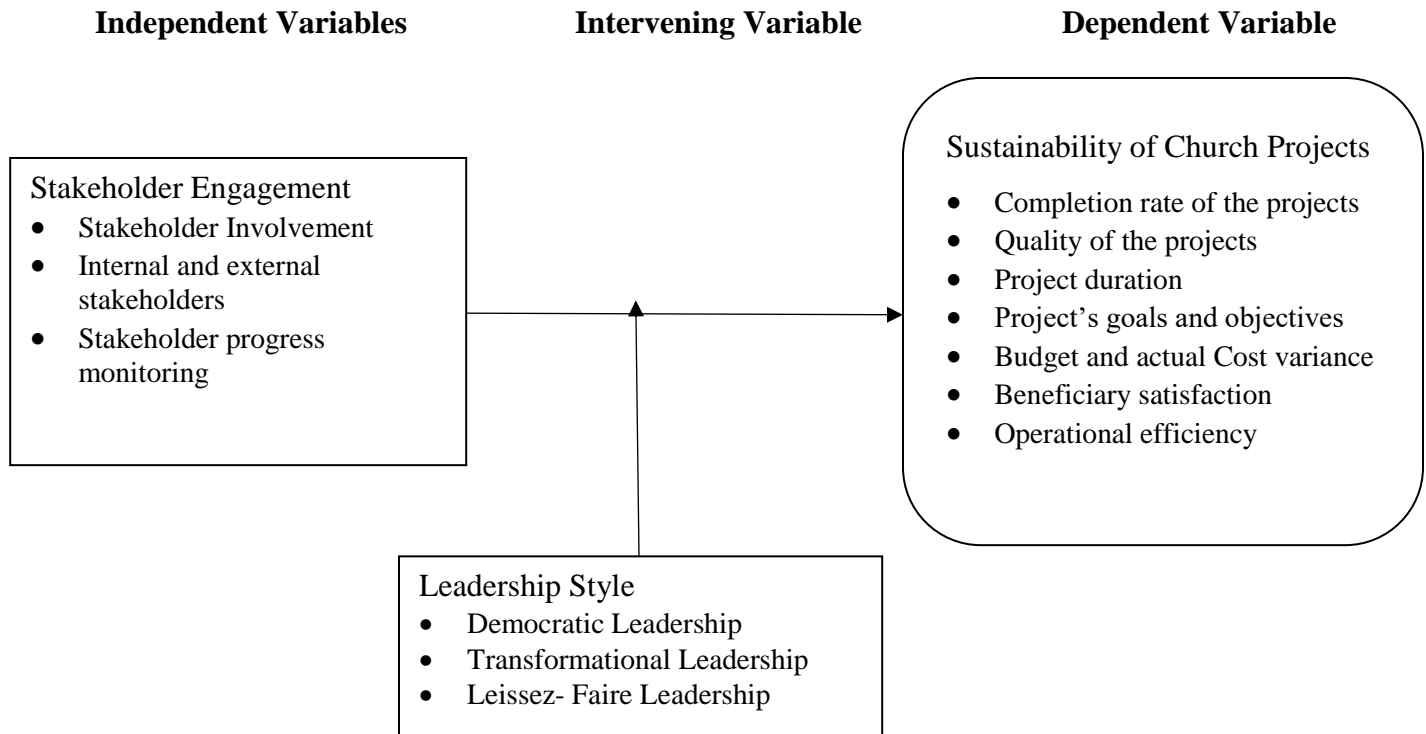


Figure 1: Conceptual Framework

3.0 Research Methodology

The study adopted a cross-sectional research design aimed at collecting large number of quantitative data to establish patterns of value addition in the church projects. The study used positivism philosophy. The study’s respondents was drawn from all the Anglican Churches in Mombasa Region. The unit of analysis was the Anglican churches funded projects while the respondent was the development committee, parochial church council and church members. One development committee member was selected from each of the 11 deaneries while 2 parochial church council members was selected from the 11 deaneries while sampling was done for the church members. Yamane (1967) simplified formula was used to obtain the number of church members from the 11 deaneries. Stratified random sampling was used to select church members while purposive sampling was used to select the church committee members, parochial church council and church members. Primary data was obtained using self-administered questionnaires. The questionnaire was made up of closed questions relating to the study’s objectives. Descriptive statistics such as percentages, frequencies, mean and standard deviation was used for the

quantitative data. Inferential data analysis was done using Pearson correlation coefficient and regression analysis. The results was presented in form of tables and graphs.

The mediating effect was tested using a four step approach as suggested by Baron and Kenny (1986) where regression analysis are conducted and the significance of coefficients is tested at each step.

Step 1: A Regression analysis with SE predicting SUST

$$SUST = \beta_0 + \beta_1SE + \varepsilon \dots\dots\dots (1)$$

Step 2: A Regression analysis with SE predicting LS

$$LS = \beta_0 + \beta_1SE + \varepsilon \dots\dots\dots (2)$$

Step 3: A Regression analysis with LS Predicting SUST

$$SUST = \beta_0 + \beta_2LS + \varepsilon \dots\dots\dots (3)$$

Step 4: A Regression analyses with SE and LS Predicting SUST

$$SUST = \beta_0 + \beta_1SE + \beta_2LS + \varepsilon \dots\dots\dots (4)$$

Where:

SUST = Sustainability of Church funded Projects

SE = Stakeholder Engagement

LS =Leadership Styles

β_0 = Constant

β_1, β_2 = Beta coefficient

ε = Error term

4.0 Results and Findings

4.1 Descriptive Statistics

4.1.1 Descriptive Statistics for Stakeholder Engagement

The first objective of the study was to establish the relationship between stakeholder engagement and sustainability of Anglican Church funded projects in Kenya. The results are as depicted in Table 1.

Table 1: Descriptive Statistics for Stakeholder Engagement

Measure	Stakeholder Engagement
N	412
Mean	2.910
Median	3.000
Mode	3.000
Std. Deviation	1.230
Skewness	0.054
Std. Error of Skewness	0.120
Kurtosis	-0.772
Std. Error of Kurtosis	0.240

The results from the Table 1 shows the descriptive statistics for stakeholder engagement. The total number of respondents in each measured was 412. Distribution of data was measured using skewness and kurtosis whereas central tenancy was measured using mean, median and mode. The standard deviation was used to measure dispersion. The results show that stakeholder engagement practice had a mean of 2.910, median of 3.000 and mode of 3.000. The standard deviation of 1.230 showed that the members of the group differed from the mean value of 2.910 for the group in the observation. The standard deviation of 1.230 further implies that the data points tend to be very close to the mean of the data and a high standard deviation implies that the data points are spread over a wide range of the values.

The measures of kurtosis and skewness are used to determine if indicators met normality assumptions (Kline, 2005). According to Bai and Ng (2005), if skewness is less than -1 or greater than 1, the distribution is highly skewed, if skewness is between -1 and -0.5 or between 0.5 and 1, the distribution is moderately skewed, if skewness is between -0.5 and 0.5, the distribution is approximately symmetric. Skewness for stakeholder engagement was 0.054. Since the values were between -0.5 and 0.5, we thus conclude that the distribution is approximately symmetric. Kurtosis results showed that stakeholder engagement had -0.772. Thus we can conclude that the values were platykurtic since they are less than 3 and thus had a broad tail distribution and no outliers. Stakeholder engagement was evenly distributed and the measure between the high and low score was small and exhibits normal stakeholder engagement.

4.1.2 Descriptive Statistics for Leadership Style

The third objective of the study was to establish the intervening effect of leadership style in the relationship between stakeholder engagement and sustainability of Anglican Church funded projects in Kenya. Leadership was categorized in three styles that is Democratic, Transformational and Laissez. Descriptive statistics were carried out on leadership styles and the results are shown in Table 2.

Table 2: Descriptive Statistics for Leadership Style

Measure	Democratic Leadership Style	Transformational Leadership Style	Laissez-Faire Leadership Style
N	412	412	412
Mean	2.993	2.990	3.658
Median	3.000	3.000	4.000
Mode	3.000	3.000	4.000
Std. Deviation	1.264	1.342	1.084
Skewness	0.079	-0.019	-0.278
Std. Error of Skewness	0.120	0.120	0.120
Kurtosis	-0.890	-1.088	-1.197
Std. Error of Kurtosis	0.240	0.240	0.240

The results from the Table 2 shows the descriptive statistics for leadership styles. The total number of respondents in each measured was 412. Distribution of data was measured using skewness and kurtosis whereas central tenancy was measured using mean, median and mode. The standard deviation was used to measure dispersion. The results show that democratic leadership style had a mean of 2.993, median of 3.000 and mode of 3.000. The standard deviation of 1.264 showed that the members of the group differed from the mean value of 2.993 for the group in the observation. Skewness for leadership style was -0.079. Since the values were between -0.5 and 0.5, we thus conclude that the distribution is approximately symmetric. Kurtosis results showed that leadership style had -0.890. Thus, we can conclude that the values were platykurtic since they are less than 3 and thus had a broad tail distribution and no outliers.

The results show that transformational leadership style had a mean of 2.990, median of 3.000 and mode of 3.000. The standard deviation of 1.342 showed that the members of the group differed from the mean value of 2.990 for the group in the observation. Skewness for transformational leadership style was -1.088. Since the values were between -0.5 and 0.5, we thus conclude that the distribution is approximately symmetric. Kurtosis results showed that transformational leadership style had -1.088. Thus, we can conclude that the values were platykurtic since they are less than 3 and thus had a broad tail distribution and no outliers.

The results show that laissez-faire leadership style had a mean of 3.658, median of 4.000 and mode of 4.000. The standard deviation of 1.084 showed that the members of the group differed from the mean value of 2.990 for the group in the observation. Skewness for laissez-faire leadership style was -0.278. Since the values were between -0.5 and 0.5, we thus conclude that the distribution is approximately symmetric. Kurtosis results showed that laissez-faire leadership style had -1.197. Thus, we can conclude that the values were platykurtic since they are less than 3 and thus had a broad tail distribution and no outliers.

4.1.3 Descriptive Statistics for Sustainability of Projects

Descriptive statistics were carried out on sustainability and the results are shown in Table 3.

Table 3: Descriptive Statistics for Sustainability of Projects

Measure	Sustainability
N	412
Mean	3.571
Median	3.670
Mode	3.700
Std. Deviation	0.473
Skewness	0.004
Std. Error of Skewness	0.120
Kurtosis	-0.511
Std. Error of Kurtosis	0.240

The results from the Table 3 shows the descriptive statistics for leadership style. The total number of respondents in each measured was 412. Distribution of data was measured using skewness and kurtosis whereas central tenancy was measured using mean, median and mode. The standard deviation was used to measure dispersion. The results show that sustainability had a mean of 3.571, median of 3.670 and mode of 3.700. The standard deviation of 0.473 showed that the members of the group differed from the mean value of 3.571 for the group in the observation. The standard deviation of 0.473 further implies that the data points tend to be very close to the mean of the data and a high standard deviation implies that the data points are spread over a wide range of the values.

Skewness for sustainability was 0.004. Since the values were between -0.5 and 0.5, we thus conclude that the distribution is approximately symmetric. Kurtosis results showed that sustainability had -0.511. Thus we can conclude that the values were platykurtic since they are less than 3 and thus had a broad tail distribution and no outliers. Sustainability was evenly distributed and the measure between the high and low score was small and exhibits normal sustainability.

4.2 Correlation Analysis

Table 4 below presents the results of the correlation analysis.

Table 4: Correlation Matrix

		Sustainability	Stakeholder Engagement	Democratic	Transformational	Laissez
Sustainability of Projects	Pearson Correlation	1.000				
	Sig. (2-tailed)					
Stakeholder Engagement	Pearson Correlation	.617**	1.000			
	Sig. (2-tailed)	0.000				
	Sig. (2-tailed)	0.000	0.000			
Democratic Leadership Style	Pearson Correlation	.645**	.569**	1.000		
	Sig. (2-tailed)	0.000	0.000			
Transformational Leadership Style	Pearson Correlation	.570**	.513**	.578**	1.000	
	Sig. (2-tailed)	0.000	0.000	0.000		
Laissez Leadership Style	Pearson Correlation	-.627**	-.576**	-.554**	-.512**	1.000
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	

The results in Table 4 indicated that stakeholder engagement was positively and significantly associated to sustainability of projects ($r=0.617$, $p=0.00<0.05$).

Under leadership styles, democratic leadership style was positively and significantly associated to sustainability of projects ($r=0.645$, $p=0.000<0.05$), transformational leadership style was positively and significantly associated to sustainability of projects ($r=0.570$, $p=0.000<0.05$). However, Laissez leadership style was negatively but significantly associated to sustainability of projects ($r= -0.627$, $p=0.000<0.05$). This was an indication that stakeholder engagement, resource mobilization, leadership styles and sustainability portrayed a strong connection with sustainability of projects.

4.3 Intervening Effect of Leadership Style on the Relationship between Stakeholder Engagement and Sustainability of Projects

The objective of the study was to establish the intervening effect of leadership style on the relationship between stakeholder engagement and sustainability of projects. The hypothesis stated in the null form is as follows:

Ho: There is no significant intervening effect of leadership style on the relationship between stakeholder engagement and sustainability of Anglican Church funded projects in Kenya.

The intervening effect of leadership style on the relationship between stakeholder engagement and sustainability was analyzed in 4 steps.

The results for the 4 steps are presented in Table 5.

Table 5: Regression Results for Intervening Effect of Leadership Style on the Relationship between Stakeholder Engagement and Sustainability of Projects

Dependent Variable	Step 1	Step 2	Step 3	Step 4
	$SUST = \beta_0 + \beta_1 SE + \epsilon$	$LS = \beta_0 + \beta_1 SE + \epsilon$	$SUST = \beta_0 + \beta_1 L S + \epsilon$	$SUST = \beta_0 + \beta_1 SE + \beta_2 LS + \epsilon$
Sustainability of Projects	0.237(0.000)	-	0.239(0.000)	SE: 0.183(0.000)
LS	-	0.350(0.000)	-	LS: 0.584(0.000)
Constant	2.881	2.216	2.798	2.541
Rsquared	0.381	0.163	0.29	0.482
F-Statistic	252.336	79.89	168.206	189.936
Sig	0.000	0.000	0.000	0.000

Step 1: Stakeholder Engagement and Sustainability of Projects

In step one, the fitted model is as shown below;

$$SUST = 2.881 + 2.337SE$$

The findings show that the regression model of sustainability of projects on stakeholder engagement is significant with an Rsquared of 38.1% and supported by $F=252, p=0.000 < 0.05$.

Step 2: Stakeholder Engagement and Leadership Style

In step two, the fitted model is as shown below;

$$LS = 2.216 + 0.350SE$$

The findings show that the regression model of leadership style on stakeholder engagement is significant with an Rsquare of 16.3% and supported by F=79.89 and p-value =0.000.

Step 3: Leadership Style and Sustainability of Projects

In step three, the fitted model is as shown below;

$$SUST = 2.798 + 0.239LS$$

The findings show that the regression model of leadership style on sustainability of projects is significant with an Rsquare of 29% and supported by F=168.206 and p-value =0.000.

Step 4: Stakeholder Engagement, Leadership Style and Sustainability of Projects

In step four, the fitted model is as shown below

$$SUST = 2.541 + 0.183SE + 0.584LS$$

The findings show that the regression model of stakeholder engagement ($\beta=0.183$, 0.000) and leadership style ($\beta=0.584$, 0.000) were significant with an Rsquare of 48.2% and supported by F=189.936.

Thus step 1, 2 and 3 were met as the P-value were below 0.05. However, step 4 was not met as the p value for stakeholder engagement was below 0.05. Therefore this indicated that there exist a partial mediation effect on the mediating role of leadership style on the relationship between stakeholder engagement and sustainability of projects.

The findings are in line with Kitonga (2017) who studied strategic leadership practices and sustainability of not-for-profit organizations established that there is significant positive relationship between strategic leadership practices in general and sustainability in not-for-profit organizations. Specifically, the study findings established positive correlations between determining strategic direction, developing human capital, ethical practices, strategic control and sustainability.

The results also conform to the findings of Nanthagopan (2016) who studied the impact of strategic leadership and management capability on organizational sustainability of NGOs and the results showed that, leadership and management capability are accounted for coefficient for determination with sustainability of NGOs projects. Leadership of Local NGOs had a considerably stronger positive relationship on sustainability compared with strategic leadership of International NGOs. When the study compare the leadership and management capability of NGOs, management capability was the comparably significant factor in influencing the sustainability. Management capability was the high importance than strategic leadership for international NGOs. Both capacities are averagely high importance to Local NGOs.

5.0 Conclusions

The study concluded that there exist a partial mediation effect on the mediating role of leadership style on the relationship between stakeholder engagement and sustainability of projects. In the first step, regression model of sustainability of projects on stakeholder engagement was significant with an Rsquared of 38.1%. In the second step, the regression model of leadership style on stakeholder engagement was significant with an Rsquare of 16.3%. In the third step, the regression model of leadership style on sustainability of projects was significant with an Rsquare of 29%. In the fourth step, the regression model of stakeholder engagement ($\beta=0.183$, 0.000) and leadership style ($\beta=0.584$, 0.000) were significant with an Rsquare of 48.2%. The first, second and third steps were met as the P-value were below 0.05. However, step 4 was not met as the p value for stakeholder engagement was below 0.05. Therefore, the study concluded that there exist a partial mediation effect on the mediating role of leadership style on the relationship between stakeholder engagement and sustainability of projects.

6.0 Recommendations

The objective of the study was to establish the intervening effect of leadership style on the relationship between stakeholder engagement and sustainability of projects. The findings showed that there exist a partial mediation effect on the mediating role of leadership style on the relationship between stakeholder engagement and sustainability of projects.

The study recommends adoption and application of effective project management leadership practices. Due to the complex nature of projects, the study recommends that project teams acquire a mix of competencies like conceptual skills, people skills and technical skills while problem solving, interpersonal and communication skills cut across all levels of management. Technical and professional expertise should be embraced in order to moderate the impact of project complexity and familiarity on project performance. The study suggests emphasis be given to the experience of project staff to ensure projects are effectively executed in order to fully meet set objectives. The project leaders appointed by the church need a minimum years of experience in order to be better placed to design project teams that incorporate a mix of employees who are more capable of effectively executing projects, thus ensuring sustainability of the church projects

The study also recommends introduction of effective controls including processes and procedures, having a clear set of objectives and well defined staff roles and responsibilities, member involvement in project activities and having a means of measuring performance which are all geared towards ensuring effective and efficient utilization of resources and achieving satisfactory progress on sustainability. The study also recommends that project leaders should use democratic style of leadership and Transformational Leadership since it involves stakeholders in decision making with the leaders providing supportive communication.

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