

Role Of Organizational Structure In Firm Growth Among Pentecostal Churches In Nairobi County,
Kenya

by

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APPROVAL

ROLE OF ORGANIZATIONAL STRUCTURE IN FIRM
GROWTH AMONG PENTECOSTAL CHURCHES IN NAIROBI
COUNTY, KENYA

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In accordance with Daystar University policies this thesis research is
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DECLARATION

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GROWTH AMONG PENTECOSTAL CHURCHES IN NAIROBI
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I declare that this thesis research is my original work and has not been submitted to any other college or university for academic credit

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I am excited to have come this far. The Almighty God to whom all power and wisdom belongs granted me the grace through and through. This thesis would not have been successful without the help of my supervisors, Dr. Joannes Kyongo and Mr. Michael Opok. Their input in interrogating various concepts brought invaluable insights that informed the shape of the document. The encouragement of my family through every step was equally remarkable. My wife, Ini Okendo motivated me to put in long hours. The interrogation of every detail added value. All the late-night moments in research and readings happened out of the permission I received from her to make the best out of this opportunity. Thank you.

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LIST OF ABBREVIATIONS AND ACRONYMS

EAK	Evangelical Alliance of Kenya
GDP	Gross Domestic Product
KLR	Kenya Law Reports
NACOSTI	National Commission for Science, Technology and Innovation
NIV	New International Version
ONS	Office of National Statistics
PhD	Doctor of Philosophy
SMEs	Small and Medium Sized Enterprises
SPSS	Statistical package for the social sciences
UK	United Kingdom

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ABSTRACT

The study sought to establish the role of organizational structure in firm growth among Pentecostal churches within Nairobi County, Kenya. The study adopted a descriptive research design and the population of the study was the senior management team of the Pentecostal churches. This included senior pastors and their designates. Data was collected using a questionnaire out of which 49 responded constituting a response rate of 79%. Data was analysed with the help of Statistical package for the social sciences version 25. The findings of the study were, Pentecostal Churches had adopted formalization, multiple functions for roles, decentralization of decision making, specialization of tasks and coordination of activities. The measures of growth included expansion in terms of new departments and opening of new branches, starting new ministries, increased congregants, increased staff and increased tithes and offerings. The study concluded that Pentecostal churches embraced highly formalized procedures with specialized tasks and well-coordinated activities. The churches grew through expansion of new departments or branches, formation of new ministries, increase of congregants, increase in the employment of new staff and in tithes and offerings. Organizational structure stimulated the increase of church resources and capacity expansion to accommodate more congregants through highly formalized, complex, decentralized, moderate specialized and well-coordinated church activities. The study recommended that lines of authority should be defined clearly among staff through clear communication lines that promote teamwork and respect among different levels of authority. The churches should identify the competencies in skills, resources and capacities necessary for discipling their congregants.

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

Introduction

Every single organization is created for a purpose and for a well-defined role. There are key business drivers in each organization that business leaders make a personal responsibility to spearhead, organizational structure is one of them (Atherton, 2017). Whether this is an assignment of leadership or a management tool is a matter worthy to be explored. This is confirmed by Eva, Sendjaya, Prajogo, Cavanagh, and Robin (2018) who argued that organizational performance is dependent on the key internal fit which include leadership, strategies and structure.

The parameters of a firm's existence such as vision, mission, and the resources that complete the cycle are detailed as a blue print that ultimately inform the shape any organization takes when in operation. Organizational structure, according to Chandler (1962) refers to the way an organization is created to administer relevant activities and resources to the achievement of its key mandate.

As a result of usage of the available resources, growth is inevitable (Brown & Mawson, 2013). Anything by nature that has life grows and is expected to grow. Whether by size, infrastructure, personnel and customers, an organization becomes stagnant if in the process of its existence does not experience an input and a corresponding output.

Structure of an organization informs the rate of growth thereof (Hinings & Foster, 1973). Formal structure is a concept of bureaucracy concerned with the way tasks and task relationships are demarcated. Churches are seen as religious institutions

where things of the world are not expected to be seen. However, Richards and Hoeldtke (1981) affirmed that there is nothing intrinsically wrong in a christian's use of tools of management to plan and achieve ministry objectives. This study sought to understand the role of organizational structure in the growth of pentecostal churches in Nairobi County.

Background of the Study

Organizational Structure

In their concluding assertions, Kim and Shin (2017) maintained that organizational structure is a tool that can be used as a means of empowering individuals within centralization and formalization. They look at an organizational structure as a formal configuration between individuals and groups regarding the allocation of tasks, responsibilities, and authority.

What forms the basis of organization strength to achieve its core objectives revolves around day to day tasks and responsibilities towards a clearly defined direction. However, for these tasks and responsibilities to be achieved, there needs to be order under which every task is carried out. This order demands authority and leadership which is the backbone of empowerment (Kim & Shin, 2017).

An authority that is designed within the makeup of the institution must provide leadership and ensure results are realized. This is because, there is no responsibility without power and there is no power without responsibility. The fundamentals of a structure are based on the tasks and responsibilities that are done within an organization. An authority is expected to define the communication lines and what to be communicated. Ideally, who does what and how?

The pillars that uphold an organization to stability must be informed by the operational demands of the organization. In a general perspective, organizational structure informs a framework within which the responsibilities of anyone in the organization is defined. According to Mintzberg (1976), organizational structure assumes congruence or harmony of an enterprise as care is undertaken through effective performance in its key operational functions. This allusion to congruence, is a presumption that structure creates an alignment, unity of purpose, and synergy in operations which facilitates growth. Mintzberg further outlines, different types of organizational structures as adopted by majority of organizations as; Simple structure, Machine bureaucracy, Professional bureaucracy, Divisional form and Adhocracy. Selected theoretical studies under organizational structure are covered within the literature review of this document.

The Firm

A firm refers to an organization in business which exists for purposes of production, exchange of goods and services and is also involved in consumption within a given industry (Gorgol, 1972). The goal of every firm is to convert inputs to outputs with an aim to maximize value to the stakeholders (Kay, 2018). This value is relative to different firms depending on their goals, however the elements involved in production is universal to all organizations and these include; land, capital and human labor which is collective of skills, abilities and talents. Gorgol further argued that the core function of a firm is to transform inputs into outputs in a given environment whereby for businesses, value means maximization of profit. Ultimately, no decision will or can be made which detracts the accomplishment of this goal.

As a responsibility to society, Drucker (1983) asserted that business is seen as an organization or social structures that bring together human beings in order to satisfy economic and social needs and wants of a community. For along time, businesses were seen as tools of their founders to influence communities. However, Chandler (1962) while focusing on the history of General Motors established that a business unit deserve the respect of an entity in its own right. Therefore, any organization that seeks to convert inputs into output, can be referred to as a firm. If an organization is registered as an independent entity it is a firm. Social structures that bring together human beings in order to satisfy their economic, social and community wants, it is a firm.

The Church

A church is not a building of worship as many people have believed (Perry, 1981). Church is derived from the Greek word *ek* denoted as 'out of' and *kaleo* 'to call'. This basic meaning sees church as an assembly and translate it as 'the called out'. This view of the church is used extensively as a reference to the universal church as a body of believers (Deissmann, 1927). Apostle Peter writing to the Asia minor referred to the church as a chosen people, a royal priesthood, a holy nation, a people belonging to God (1 Peter 2:9). Why? Because they were at first not a people of God but now they are, because of the calling into faith through Jesus Christ.

The first-time church is mentioned in the Bible is a reference to Simon in Mathew 16:17-18 after he identified Jesus as the Christ. In his response, Jesus replied, "Blessed are you Simon son of Jonah, for this was not revealed to you by flesh and blood but by my Father in heaven. And I tell you that you are Peter (meaning rock from Greek translation) and on this rock I will build my church and the gates of this

Hades will not overcome it. The bedrock to which the universal church must be built is Jesus Christ, the teachings of Christ and the confession of faith in Jesus Christ as the Messiah just as Peter confessed. In Ephesians 2:20 the writer emphasized that the church is built on the foundation of the apostles and prophets, with Christ Jesus himself as the chief cornerstone. In simple terms, an institution can be termed as a church if and only if their doctrine of faith is in Jesus Christ, the confession of faith in the power of his salvation and acceptance of the teachings of the apostles and the prophets.

It is critical to note that in the New Testament, church appears 115 times (Perry, 1981). After the gospels, apart from two occasions in Matthew 16:18 and 18:17, it appears in all the books except for 2 Timothy, Titus, 1 and 2 Peter, 1 and 2 John, and Jude. This doesn't mean that these books do not refer to the existence of the church, however, the concept is still considered to be relevant. The definition of church according to Perry (1981) referred to church as a group of believers in Christ who form a unit of permanent fellowship in a locality. Perry believes that there are approximately 90 occurrences in the New Testament where this usage is implied for the church and often used in its plural form as indicated in Romans 16:16 'churches of Christ'. This research therefore, adopted the definition of church as the local assembly for Christian believers.

Firm Growth

Growth in an organization results from a combination and appropriate usage of its resources, abilities and routines to multiply its infrastructure, and bring up new start-ups (Brown & Mawson, 2013). Every firm needs to survive by ensuring that its projected turnover is achieved. This firm turnover is therefore, what shareholders

employ as a growth indicator in the enterprise context. For growth to be well defined, the resources must ultimately convert into realizable monetary value which is considered as profit maximization.

According to Blink (2015), a firm needs to survive by ensuring that its projected turnover is achieved. This firm turnover is considered as one of the growth indicators in the enterprise context. Saxena and Maru (2016) echoed that growth results from an increase in firm attributes such as sales, expansion, employ multiplication and increase of profits between different periodic points in time. This is to say that, when organizations use their resources with an aim to advance in the number of its employees and profits, it is meant to enable the organization to stabilize through a creation of a favourable turnover towards sustainability in the foreseeable future. Blink continues to say that an organizational growth is determined by an increase in sales, a concerted effort by the employees to meet customer needs, and an aim to make profit.

Church as a Firm

A church is considered as a firm within the market for religion (Smith, 1979). In essence, churches are motivated and challenged like other firms in a similar way. All factors held constant, when there is an increase in products in an ordinary market, there is a proportional increase in sales, however, religious markets are no ordinary markets (Hull & Bold, 1998). Smith contrasts an established church that is state or politically funded and well protected monopoly-with disestablished competing churches supported by member donations.

Since they survive on voluntary contributions, successful disestablished churches are compelled to behave in a way that is attractive to members. Smith then predicts disestablished competing churches will have greater total membership than an established church. A substantial research attribute economic models to religious activity other than the market structure and conduct (Iannaccone & Hull, 1991).

The view of religious organizations particularly churches as a firm which operate within a marketplace has also been looked into from the perspective of regulation (Patrikios & Francesco, 2014). From the aspect of institutional theory of regulatory enforcement, churches among other religious institutions relatively mirrors to a larger extent, business regulations. It however remains a topic of interest to many scholars regarding the similar way in which government efforts to regulate all religious bodies fairly the same. This combined with regulatory institutional theory renders a church and a firm as similar organizations.

In his renowned sermon “Acres of Diamonds” the nineteenth century preacher, Conwell (2008) identified religion with business. In his assertions, he argues that if one does not engage in business, he or she advertises him or herself as imbecile in business, or the road to bankruptcy, or a thief, one of the three. However, church and business are normally considered by majority of Christians today to be worlds apart, reason being, many Christians consider church as a spiritual affair and business a secular affair (Perry, 1981). Perry argued on the authenticity of business management within a church setting as a tool for the spiritual man.

Running a church as a business set up with business management skills should be used as a supplement and not as a substitute for spirituality. The spiritual man can

take this tool and use it for the glory of God. The bottom line is, whether or not the tool of business management is used by the spiritual man. Jesus Christ is pictured as a successful business man who mentored twelve ordinary people and built a successful corporation which has stood the test of time (Barton, 1925). He likens the Church of Jesus Christ with founders of Modern businesses such as those of Henry Ford and Morgan Pierpont (Clouse, 1984).

Church Growth

In a biblical perspective, church growth is experienced in Acts 2:42-47 (NIV), “they devoted themselves to the apostle’ teaching and to fellowship, to the breaking of bread and to prayer... praising God and enjoying favour of all the people. And the Lord added to their number daily those who were being saved. From this view, church growth is seen as increase in the number of people getting saved in the church since this is the mandate of the church. A picture of a growing church is one which seeks to meet the need of the apostles’ teaching, fellowship, breaking bread and prayer. This is naturally expected to result to an increase of people that are saved on a daily basis. This growth is not a function of people doing something but the Lord adding to the numbers of those who get saved.

In recent times, the origin of church growth movement was introduced by McGavran (1970). McGavran defined church growth as effective evangelism. This angle by definition of growth within the church, is vested on an emphasis of the great commission as provided in Mathew 28:18-20

“Then Jesus came to them and said, “All authority in heaven and on earth has been given to me. Therefore, go and make disciples of all nations, baptizing them in the name of the Father and of the Son, and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always and to the very end of the age.”

The movement of church growth has metamorphosed from the mission field to the local church. This means that the focus of growth of the church has been streamlined from the general perspective of mission outreach events to the influence and effectiveness of the local church.

The majority of McGavran students including, Win Arn, Eddie Gibbs, Lyle Schaller, Elmer Towns, and Tom Rainer, and Peter Wagna were involved in the development process of church growth theory. As defined by Wagna (1989), church growth is the discipline which investigates the nature, expansion, planting, multiplication, function, and health of Christian churches as they relate to the effective implementation of the great commission of "making disciples of all nations" this definition pictures the major attributes this research built its arguments. It is necessary to note that the concept of church growth is captured in myriads of publications (Rainer, 1993; Staylor, 1989). This study focused on the role of organizational structure on church growth

Organizational Structure and Church Growth

Structure in the context of the church is an emotive subject because it can easily be misinterpreted to be secular. However, Richards and Hoeldtke (1981) affirmed that there is nothing intrinsically wrong in a christian's use of tools of management to plan and achieve ministry objectives. They further stated that individuals cannot dismiss management processes and organizational structures because they are secular and somehow unspiritual.

As a conclusion to the matter of organizational structure vis a vis growth, Saxena and Maru (2016) posited that growth cannot be explained by a single

determinant. These determinants have a combination of individual environmental and organizational dimensions. Of critical importance among these are organizational determinants which is considered to have the greatest effect on organization growth. Ultimately, for growth to be measurable, it is important to consider both the organizational objectives and the individual contribution which are the basics of organizational determinants such as, the number of staff, infrastructure, income and the number of customers or congregants in church cases, and especially those who get saved daily.

In his assertions, Chandler (1962) attributed a classical firm growth within the confines of its age and size over time. This also means that the growth rate of an organization is not dependent on its initial size but rather the rate of growth within that industry. As the church continues to grow by the increase of those who get saved, churches exist to absorb these people hence increase in the rate of its growth.

Pentecostal Churches in Kenya

Church like any other organization is an institution that has a multiplicity of factors working together. According to Sundkler and Steed (2004), church refers to both ecclesiastical institutions and the totality of Christian believers. The background of Pentecostalism as a subset of the church, is a wide-reaching movement that is attributed to two major events, one in Topeka, Kansas on 1 January 1901 pioneered by Charles Parham, and the Azusa Street Revival led by William Seymour in Los Angeles in April 1906 (Anderson, 2004). A definition by Onyinah (2013) outlined Pentecostal as a description of all churches and movements that underscore the work

of the gifts of the Holy Spirit. It is a movement that promotes life lived in Jesus Christ and empowered by the Holy Spirit.

Onyinah (2013) further argued that Pentecostalism was an idea driven by the concept of perfect love or “baptism with the Spirit” as espoused by a team of revivalists including Jonathan Edwards, Charles Finney, Dwight Moody and Reuben Torrey. These were gallant personalities that worked extensively alongside the founder of Methodism, John Wesley between 1703 and 1791. The baptism with the Spirit refers to an infilling with power for service and was a common phenomenon mostly among the North American revival preachers. Pentecostal movement in its various facets is one of the fastest growing movements within the Christian faith around the world.

Apparently, there are a variety of reasons why the Pentecostal church has grown faster especially, in the sub-Saharan Africa. The core mandate that drives the agenda of freedom to the captives and initiating an integral development through justice and reconciliation makes the institution attractive for the majority in Africa (Llo, 2014). The basics in this sense include but not limited to peace through addressing the root causes of skirmishes, conflicts, division based on religion, ethnicity, political, economic, and social-cultural differences. This has been known to instill a renewed commitment to deepening the Christian faith through enculturation, Christian education and the mining of the cultural, spiritual and religious resources of Africa.

Africans are awake to the benefits of Christianity and this is helpful to ensure that as the Church grows, its systems in terms of structure, must be organized to

achieve sustainable growth. The focus of this study was however, conditioned to the role of organizational structure on its growth in terms of the resource base, expansion, new ministries, increase in congregants and the number of employees.

Kenya National Bureau of Statistics (2009) approximated that 80% of the population in Kenya is Christian and 10% Muslim. Groups constituting less than 1 percent of the population include Hindus, Sikhs and Bahais. Most of the remaining population adheres to various traditional religious beliefs. Of the Christian population, 58% is Protestant which has further divisions into charismatics or Pentecostals, evangelicals, and Baptists among others, and 42% is Roman Catholic.

The extent to which the church is valued has received a prominent treatment in the field of research has demonstrated that churches have a reputation to portray an organizational design which can be replicated in other corporate organizations. Since it is possible to work within the empowerment of the Holy Spirit, it should be noted with significance that, risks of living out of the realities of today's world is probable (Nwankwo, Gbadamosi, & Ojo, 2012). However, the professionalism required to run institutions must be given attention to enable Kenyan Pentecostal Churches to own up their growth as far as structure is concerned. The study focused on the structures that give shape to running any organization with a focus on the growth of Pentecostal Church.

Statement of the Problem

According to Dobson (2011), 40% of pastors consider bailing out of their job because the prevailing organizational structures inhibit the growth and efficiency of the respective churches. Literally, everything starts and stops at the pastor's desk and

portrays the office of the pastor as the sole decision maker. The resultant conclusion on this has been affirmed by Rutledge (2015) as an erosion to the church's influence hence a receding growth. Most churches therefore, do not understand the role of organizational structure in the growth of the church itself. This necessitates the need for the research on the role of organizational structure in firm growth within the church fraternity.

An extensive literature review has been done in the study of organizational structure with inclination to, design, learning and innovation, strategy, bureaucracy, its effects on organizational scale, success and performance. However, very few studies on organizational structure with respect to the growth of firms especially the church have been done (Hinings & Foster, 197). A plethora of scholarly work have an enormous interest captured on organizational survival, and leadership (Wong, 2012).

Studies linking organizational structure to other variables such as organizational performance, design, learning and innovation have been done but very few in the context of the church. Many of the studies carried out in the field of organizational structure have been done in the global west (Denicolai, Ramusino & Sotti, 2015; Mitrokostas & Petrakis, 2014). However, very few have been done locally hence the need for a local study.

Purpose of the Study

The purpose of this study was to establish the role of organizational structure in firm growth among Pentecostal churches within Nairobi County, Kenya.

Objectives of the Study

- i. To identify the components of organizational structure adopted by Pentecostal churches.
- ii. To determine the measures of growth of Pentecostal churches in Nairobi County.
- iii. To establish the role of organizational structure in Pentecostal church growth.

- i. What were the components of organizational structure adopted by Pentecostal churches?
- ii. What were the measures of growth of Pentecostal churches in Nairobi County?
- iii. What was the role of organizational structure in Pentecostal church growth?

- i. Creating a difference between the nature of denominations especially between Pentecostal, and mainstream churches; the researcher sought verification from the registration with Evangelical Alliance of Kenya and clarified the differences.
- ii. There was a possibility of experiencing language barrier during the study. The researcher engaged an interpreter to translate from English to the Swahili language for the respondents who could not understand English language.

Significance of the Study

This study would prove important to all churches around the world because it gives an insight of the role of organizational structure to organization growth. The

church leadership could use these insights to initiate a model that can inspire accountability to the members of the church and to the elders.

The study would be helpful to theology students and pastors who have a desire to see growth in churches. Understanding the role of organizational structure; its strength and weaknesses would enable a positive inclination toward creating good systems for the operations of the church.

The findings of this study would help current and future researchers to gain an understanding of the role of organizational structure as a contributor to growth of not only churches but other organizations in all industries around the globe.

The results of the study would form a vital literature material for future studies in a similar field or topic. This study would also provide researchers with a practical understanding of the role of organizational structure and how it impacts organizational growth.

Justification of the Study

Whereas substantial amount of research has been carried out on the structural importance of running institutions, a larger percentage of churches still run in the monarchical order (Donnelly, 2007). What the church require is a contribution that would only make it much stronger towards realizing its main focus in enhancing value systems and more importantly, a pillar that everyone including governments can emulate for direction. According to Lennon (2012), a proposition of balance in how things work rather than maintaining the laity across all stages. People make up congregations and it is the same people who must be involved in building up the

institution that drive values of faith, hope and love, the Church must exercise balance at all levels.

Often, individuals with greater influence stay in silence or grumble from a distance rather than promote the structures of churches (Donnelly, 2007). The researcher in this context believed the church is the only pillar in society that could transform all essence of mystery in the human race turning all spiritual realities to be more sensible and logical. Therefore, there has never been a better time than now when the need for the church is required to step up especially in running its own affairs in a structural orderly manner that motivates all.

Moving away from the monarchical systems to accommodate the relevance in today's church structures and ensuring that the influential members of the same institution speak out with boldness require a more conspicuous and clearly defined role on how church structures can inform its own growth. Therefore, this study is a contribution to that voice which many desires to listen to as timely as today.

Assumptions of the Study

- i. All targeted churches under study had formal structures.
- ii. The researcher would gain access to the information required.

Scope of the Study

This study sought to establish the role of organizational structure as a contributor to growth of churches. The case covered Pentecostal churches in Nairobi Kenya. The senior pastors or their designate were selected and considered as respondents.

Definition of Terms

Organizational Structure: According to Tran and Tian (2013) organization structure refers to internal order and relations among organization parts that work together toward the firm's core vision.

Pentecostal Church: These are churches that were initially part of mainstream churches. The distinctive factors are that Pentecostal churches speak in tongues, they engage in singing praises to God, they dance to God and operate healing experiences to their members (Nyabwari & Kagema, 2014). Shouting for the Lord in these churches is believed to be an evident explanation of the believer's experience of the Holy Spirit.

Growth: According to Wagna, (1989), church growth is seen as the discipline which investigates the nature, expansion, planting, multiplication, function and health of Christian churches as they relate to the effective implementation of the great commission of "making disciples of all nations"

Tithe and offerings: Tithe it means a tenth of material possessions attributed to earnings of an individual (Heward-Mills, 2009). Tithe in this study represented the designated giving of ten percent from members. Offerings on the other hand refers to free will giving received from members as well.

Role of Organizational Structure: The role of organizational structure was viewed as the influence and expectations that every organizational structure was meant to achieve. In this case, this expectation is tied to growth viewed from the perspective of increase in revenue, institutional membership and infrastructural development.

Summary

This chapter has provided the introduction and background of this study. It outlines the research problem, the research objectives and the significance of the study. The assumptions and limitations of the study are also discussed. The next chapter is on literature review.

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CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter discusses the theoretical framework and a brief introduction of organizational structure as a recipe for organizational growth. It discusses the growth prospects for organizations that have a structural make-up. Growth in this respect is resource or financial based, departmental or institutional expansion, number of congregants in terms of attendance and increase in the number of employees. Finally, the researcher outlines the conceptual framework showing how the dependent and independent variables are related in this study.

Theoretical Framework

The study of organizational structure mirrors theoretical work within a biblical perspective, and classical theorists. The focus of these theorists' work has put an amazing significance in the study of management and more specifically organizational structure. Contributions that have informed the running of organizations today in an orderly measurable criterion still continue to revolutionize the field of management.

McGavran's People Movement (Church growth) Theory

As the father of church growth movement, Donald McGavran will be remembered chiefly as a proponent of the church growth around the world (Wagner, Arn, & Towns 1986). The advent of growth was primarily a topic of interest for McGavran in his early years of ministry in India. His interest in understanding people movement to Christ Jesus was sparked by Pickett (1933) which inspired him to pen

down his famous book, *“The Bridges of God”* (McGavran, 1955). McGavran sought to discover how people become christians with a focus on groups and not individuals.

McGavran (1955) demystified the individualistic way of of missions that characterized the western christianization. Because social bonds were not as strong in the western cultures due to factors that included migration, movements of rural folks to cities, and repeated shifts of homes, a culture of independence was established. It is apparent that this attitude was encultured within the church cycles. In the indian culture however, individuals could not make a decision without being ostracized, it then necessitated a platform for evangelizing whole clans, tribes, families and villages. This process was refered to as “people movement” (McGavran, 1994).

As individuals interacted with his writings on people movement theory four principle areas of discussions have been outlined from; theological, ethical, missiological, and procedural perspectives. The theological perspectives suggest that the central perspective of missions was interpreted as God’s will that the lost people be found, reconciled to him and incorporated in the Christian churches. The ethical perspective was interpreted as a matter of counting the costs of resources (personnel and finances) towards the advancement of God’s kingdom. He therefore, demanded more accountability in Christian stewardship. In this way stewards or church workers would take responsibility partly on the factors that hindered or promoted church growth or decline.

Missiological perspective was a thesis against the individualistic approach to outreach, claiming that this was not the way to bring multitudes to Christ. He discovered new ways of convincing a multi-individual to enable community decisions

to be made hence propagating group and mutually interdependent conversions into the Christian faith. In this manner families, villages, tribes, and clans were converted to Christianity.

Wagner's Church growth theory

Wagner (1990) espoused the growth of the church as part of God's will. Ideally, the growth of the church is a process that God desires to see happen. However, as part of leaders' responsibilities, the growth must be measured within the precipice of seven key performance measures. These are the thinking of ideas of this growth must be an active process that pastors must carry, this happens through provision of strong leadership and model a path that inspires the church to grow.

The second is a process that enables everyone to discover their gifts of the Holy Spirit and put them to work for effective growth. Thirdly, the church should seek to meet the needs of the congregants by providing services and competencies that enable the same (Wagner, 1990). Fourthly, striking a balance between the services revolving around Sunday worship services, meetings and cell groups. Fifth, the structural unit should be an outflow of the new believers. Sixth, all believers should follow the great commission that talks of reaching all nations through discipleship and seventh, all priorities should be backed by biblical provisions. Wagner believed that if the seven key steps are followed with the help of God through the power of His Holy Spirit, growth of the church should be inevitable.

Morgan's Theory

Organizations are in eight different perspectives (Morgan, 1986). These are organizations as machines which is typical of bureaucracies, organizations as

organisms which emphasizes growth adaptation and environmental relations, organizations as information processors i.e. brain metaphor that can learn, organizations as culture with a view on values, norms and beliefs among others, organizations as political set-ups where conflict and power issues are handled, organization as psychic prisons where people are trapped by their mindsets, organizations as transformational where they can adapt to change and organizations as instruments of domination where exploitation is the norm (Morgan, 1986).

Since this study intended to determine the role of organizational structure on church growth, the researcher narrowed the arguments on the basis of organizations as organism where organizations are viewed with a perspectives of growth adaptations and environmental relations.

Burns and Stalker's Mechanistic and Organic Theory

This theory is also called contingency theory (Burns & Stalker, 1961). It resulted from a phase of discovering whether the differences of technological and market environment were regarded as factors that affect the organizational structure. In the process of their quest they assessed 20 manufacturing firms and classified environments into two major segments namely stable and predictable environment and unstable and unpredictable environment. Their conclusion resulted into a general classification of organizational structure into; mechanistic and organic structure.

According to Burns and Stalker (1961), mechanistic organizations are found where the environment is relatively stable and predictable, while organic organizations are found where the environment is unstable and unpredictable. The components of firm structure vary in between the two forms of structural formation; in mechanistic

structure, tasks and responsibilities are differentiated into highly specialized functions. Roles and rights are clearly defined into key deliverables with hierarchies of control, authority and levels of communication highly formalized; the knowledge and coordination of the organization is vested and centralized at the top of organization and members of staff interact with seniors from a vertical perspective in terms of hierarchy. The opposite of these facets of distinction is true for organic firms. They are considered to be more fluid and relevant for changing environment hence allow growth through emergent strategies and innovative response.

Perry's View of Church Organizational Structure

Alongside Burns and Stalker's theory, Lloyd (1981) identified three basic types of organizational structures of churches. These include; mechanistic structures, human relation structures and the organic structures. Mechanistic structure is characterized with centralization of power, control and specialization. High specialization, existing hierarchies and formalized processes largely associate this kind of structure with bureaucracies (Perrow, 1970).

Human relations structure emphasizes togetherness rather than individuals. In its basic sense, it is a flat type of structure and mostly used where the institution has few staff involved. Due to existing uncertainties it is important to maintain a few numbers of staff for purposes of quick decision making to manage the complexities. There exists a mantra of belonging and friendship. Perrow (1970) further claimed that leaders not only create work but also ensure support is provided in the accomplishment of tasks. However, the downside with this kind of organizational structure is that it focuses only on its members, meets the needs of its members but

loses sight of the needs of the world. The pastor looks through a microscope instead of a telescope hence characterized as a closed corporation.

In the organic structure, knowledge is shared through every department and with everyone in the organization rather than at the top as compared to mechanistic structure. The level and flow of communication is both vertical and horizontal. Activities are well-coordinated to manage any misinformation or negative grapevine. Perry (1970) elaborated the three basic principles that characterize this kind of structure namely; individual dignity, creative freedom, and self-development. The leader not only talks but also listens, learns and stand alongside his people. In essence, he is involved in every stage of communication. In summary, Perry outlines the basic components of organizational structure as formalization, complexity, centralization or decentralization, specialization and coordination.

General Literature Review

Organizational Structure

An outline of organizational structure is given by Sablynski (2013). Sablynski emphasized reporting relationships through formal groups, segregation of duties well designed to ensure control, and coordination of activities. Sablynski (2013) further assumed that the presence of an operational structure or lack thereof, has a considerable influence on the performance of an organization. From his view the major components of an organizational structure include formalization, complexity, centralization, specialization and control or coordination.

Organizational structure informs a lot about the set up and layout of how firm activities are coordinated. A flat organizational structure has a significant influence in

the performance of an organization (Valaei, 2017). This performance is inclined towards gaining competitive advantage within its industry. The dynamics of environment renders an organization incapacitated without an orderly way of goal achievement. Furthermore, organizations find themselves in different tasks, different strengths, different challenges and circumstances that demand unique ways of approaching them. This means that, the organizational structure can only be used to fit certain circumstances that are not generic to every institution.

Formalization

This refers to establishing order within an environment of chaos. Chaos here define a situation that is generally in disorder and disorganized. According to Parizeau (2013), formalization is defined through assortment and grouping of individuals in the process of garbage collection within the municipal setting where collection has been manual for a while. In these groups, individuals are made to join cooperatives that have won municipal contracts to ease the garbage collection process.

Parizeau (2013) recognized that various barriers in some circumstances that hinder the benefits of formalization are worth noting. Among these include geographical which are characterized by logistical elements and interpersonal barriers which are characterized by unwillingness or incapacity to work within groups. These municipality contracted groups are well structured and planned in a manner that enables individuals to organize themselves and carry out any assignment in an orderly manner. Formalization is often characterized by bureaucracy.

Hsieh (2016) affirmed the essence of order within institutions through certain functions like personnel and purchasing. These are well defined in how operations are

well classified in terms of common values, task characteristics, and sectoral environments that provide an enabling context. Formalization therefore as a component of organizational structure defines the limits of interaction into an orderly platform which may include bureaucratic channels. This may be referred to as institutions, departmentalization, and hierarchy among other related terms as such.

Complexity

Business environments can either necessitate the ease to manage the inherent challenges by the amount of information relevant to solve them or not. Complexity is generally associated with uncertainties (Schmidt, Connell, Miyake, Shah, Baron, Nieboer, & Robinson, 2015). A more complex environment is determined by the nature and number of dissimilarities that are relevant to a business operations.

In essence, a well stable organization with predictable circumstances can be said to be less complex as compared to a growing organization that faces a myriad of growth expectations by seeking to gain competitive advantage through unpredictable circumstances. Since change is the only constant, managers struggle to maneuver through risks that are unknown, knowledge therefore in a more complex structure is paramount in enabling managers to solve puzzles that require quick solutions (Schmidt et al., 2015). By virtue of the many interrelated factors in the environment, surprises are inevitable for which most managers are ill prepared. These interrelated factors seem to expose the organization to a lot more good or harm in how they address the expected outcomes.

The more complex a task is, the less the number of staff required to handle the issues. Ries (2016) supported the idea of a lean staff handling a huge amount of

information to have control on the decision making process. At the same time decentralizing the implementation of the decisions reached by ensuring the staff do not have any bottlenecks toward the achievement of their goals. To make the process more simpler, Ries (2016) advised that new assignments do not require new people. It is better managed by individuals who have had a working relationship over a period of time. This is because, the environment of operation is more predictable and the information that define the levels of interaction is readily available to each person, as the efforts required from every participant is interrelated. It also requires that the systems of bureaucracy are made easy for the decision making process to be seamless.

Decentralization

Critical decisions must be made in every setup for growth purposes. Some of these decisions influence the shape of leadership that characterizes an organization; some are made from the top and disseminated through the organization levels downward, while others are made from a consolidation of individual contribution from the members. Decentralization in its core sense indicates the powers that a portfolio of leadership has. According to Warman (2016), decentralization refers to the alteration of powers and responsibilities from a centralized management to other components of its control. These powers and responsibilities can be subdivided into; political in terms of making decisions, administrative as a way of managing allocated resources and responsibilities, and fiscal to guide financial and resource mobilization. It is important to note that, in a decentralized setup, information is at the disposal of everyone. This does not mean authorities avoid their duties but provide support and ensures every

person involved in the process of governance takes responsibility for any and every direction taken by the firm.

As a policy issue, Friedman and Kuruvilla (2015) asserted that decentralization of decision-making initiates a process of autonomy in the municipal operations of governance. The danger this poses is a continued unrest that trade unions emerge to call for demands that can only be solved within a framework of collective bargaining forum. Frenkel and Yu (2014) highlighted how young workers are knowledgeable of their rights which is increasingly becoming a part and parcel of decentralization.

Knowledge is key as much because it is from the sources of information a decision can be made to manage institutions. For a collective bargaining forum to thrive, it is paramount that individual are made aware of every detail information that is useful to their operations to speak in one voice. Decentralization therefore results out of scaling down information to other constituents of authority to enable decision making process to become collective within a firm (Friedman & Kuruvilla, 2015).

Specialization

Specialization as a concept from Fredrick Taylor has influenced the nature in which division of labour within organization has been redefining work world over. Hierarchical and structural firms necessitate practices and arrangements that enhances the efficiency of the operations and produces the right quality of products through specialization (Arundel, Lorenz, Åke, Lundvall, & Valeyre, 2016). As a quality control process, this results to practices that involve bringing employees to clusters designed to enhance increamental improvements to the efficiency of its work process.

Coordination

A combination of alliances or departments within a firm must be aligned and harnessed to enhance productivity of any working group. This is because no single person can work solely and achieve both efficiency and effectiveness. This is a collective effort. Yen-Chun, Po-Chien, and Ya-Hui (2013) assumed that since organizations have myriads of activities to perform in order to stay afloat, these activities are to be harmonized well enough to enable the organizations focus on the most important performance indicators. Coordination is the interrelationship that exist between functions that so easily enable firms to create, transfer, and utilize the knowledge required in product development.

Lim, Haddad, and Daugherty (2013) confirmed the importance of coordination in harnessing the efforts of every individual in an organization. According to their assertions, coordination supports accountability by cultivating the level of transparency through standardized monitoring mechanisms (such as metrics for recruiting, promotion, and response time to complaints) throughout the organization. Alongside accountability and monitoring, coordination of efforts also saves resources and time by reducing redundancy wherever necessary.

Organization is about people. These are the most valuable assets of any firm. Many a firm has people without commitment, experience failure in their pursuits. This has to be channelled and focused ostensibly. Organizations must ensure that all parts of its existence are committed to and are optimally organized to realize the strategic goals.

Church Growth

Growth of a church like any other organization, is by extension a desire by all members. In this respect, growth is mainly attributed to various aspects that include tithes and offerings (financial perspective), number of congregants (including those that are saved daily), number of employees, and departmental expansion (include emergence of new ministries and branches). Whereas these factors are key to organizational growth, Chan, Fawcett, and Lee (2015) emphasized caution on the possibility of a decline of churches if consideration is not given to financial support. Seemingly, this holds to a large extent the growth trajectory taken by churches. Similarly, attendance to a worship service is aligned as an implication of growth or decline which churches need to put a lot of effort on since it is directly proportional to amount of donations received.

Expansion of Departments and New Branches

Church has been described by Perry (1981) as the “called out”. This view sees the church as a gathering with one goal of worship, and are united together in the name of Jesus Christ. Often, this kind of assembly starts in small congregations in a room, tent or even under a tree. Many churches have a temporary structure which are rather small (Adeboye, 2015). This is because they believe earth is a temporary dwelling while heaven is their permanent residence. However, as churches increase in size they desire and demand a much bigger space to accommodate the souls that come to Christ. Because they need to be connected to a Bible believing church to grow stronger in the faith. But through this kind of expansion and increase of resources, the

church infrastructure increases to enable them manage the crowd in a more efficient and effective manner.

New departments arise, utilities and other systems are put in place, buildings spring up and branches are opened to allow room for more converts into the faith. This is expansion. Infrastructure is attributed to physical elements that enhance security, communication, and accessibility to the church premises, and internal systems within the firm is enhanced. Mirgani (2017) suggested that lack of infrastructure renders an institution less attractive. This is because lack of expansion is an assumption of lack of activity that subsequently makes an institution dormant in terms of growth. An organization is a sum total of, products and services, resources, and key stakeholders (investors, customers, employees and suppliers and in this case applicable to say; church members, elders, staff and suppliers). For seamless operations, these different groups need to exist within an interconnected framework which calls for expansion

New Ministries

An anticipated growth, result to new ministries in churches (Chan et al., 2016). An increase in the number of ministries and departments as a result of the increase of church members over time is a measure of growth. The changing environment however has led to a change of systems that organizations must move swiftly to ensure compliance with.

Pastoring today's children is not the same as pastoring children of the 19th or 18th Century. Churches have had to introduce new parenting classes as ministries that help parents learn how to bring up their children in the age of technological advancement. This is because new needs have arisen since most mothers are not stay at

home mum (house wives). The roles in the family have metamorphosized that has affected how the family is run. The church must then respond to this need since it is the center of value creation-a ministry must be created for this. If governments create systems to keep up with the changing environments, should firms stay stagnant without initiating change? No they won't. This is growth.

Churches that grow, expand their capacity to manage the changing social needs. They create ministries to enable them meet these needs, they handle growth challenges. This ensues additional systems that support the growth that is anticipated (Stern School of Business, 2016). However, cautions on the huge initial outlay of what such new establishments entail. The investment in some instances does not guarantee an almost immediate return but promises a built in capacity that can provide a buffer in the foreseeable future whenever a crisis looms.

Income (Offerings and Tithes)

Often, revenues in organizations are obtain through sales of products and services. These sales are attached to the forces of demand and supply. Whether in commercial or not for profit sectors, it is possible to obtain revenue for disposition of physical products or services that add value to its recipients. In not-for-profit organizations, revenues are obtained through donations, offerings and tithes in churches. Hilt and Rahn (2016) attached the financial health to the individual member habits that make the whole. In their attempt to establish the savings culture in the United States, they relate organizational growth in terms of its financial base, to the culture emulated by the individual members.

Garon and Sheldon (2012) confirmed that the rate at which Americans spend compared to its saving is far worrying in comparison to other nations of the world. This is attributed to the individual habits that are espoused by citizens. Similarly, organizational financial base and management can only be as healthy as the individual members (management and staff) in that organization.

As a matter of growth, if the financial management knowledge is lacking within the custodians of firm resources, then it becomes worrying to find capacity to move to another level of growth with such deficiencies. This can may also hinder progress into other avenues of expansion possibilities. Shumba (2017) affirmed that poor management of financial resources can lead to failure in nationalism. It is a reflection of poor and incompetence in the individual custodians of the same.

Number of Employees

Organizations define capacity through the skills and human capital within the firms. Employees have generally been considered as cost centres and for purposes of job security, schemes such as collective bargaining platforms have been created by individual employees through employee representation platforms (Whitney, 1919). This practice has also obtained a wide range of attention from the SMEs towards seeking to meet and regulate the needs and expectations of employees as espoused by (Atkinson, Mallett, & Wapshott, 2016).

To balance the forces of demand and supply of labour, employers strive to manage the rate of employment representation to the extent only considered necessary. It is not the number of employees that form a great company, it is the quality of staff with special skills and talents that when managed well define the weight behind

successful firms that gain competitive advantage. Some of the factors that inform the kind of labour to employ include the organization strategy skills required to achieve the goals, the cost of labour and ability of the organization to meet such costs (Chandler, 1962).

It is important to note that growing firms measure themselves with the yardstick of the right kind of labour through the resources that back their statue. Nonetheless, SMEs are firms with 249 employees or less. This threshold does not define the success rates, appropriateness, or even performance of firms but only but only sizes. Growth in terms of numbers therefore can be seen within the lenses of these numbers if the organization can manage the maximum wage bill obligations on a monthly basis.

Number of Congregants

Churches in Nairobi are bulging with numbers every Sundays and Saturdays. Whether this is an indication of growth or not is a matter of speculation. However, growth in churches is viewed in different perspectives by different organizations. Whereas the mission statement of Nairobi Chapel is “Growing deep to reach wide”, their definition of growth is encompassed in terms of steps through discipleship and reaching the masses. This is well seen by the numbers of people whose convictions have been renewed to be Christians. In addition, the number of congregants have increased over a specific period that individuals who go to Nairobi Chapel and its affiliate churches within Kenya totals up to over 15,000 people every given Sunday service (Nairobi Chapel, 2018). This constitutes the number of ecclessial groups to over 80 up from 44 in 2009. This is a clear description of numerical growth therefore,

numerical numbers within an organization and churches specifically can be used as a measure of growth. It is also right to say that when there is a reduction in these numbers the growth of that institution is in jeopardy because people come with resources that affect the infrastructural developments.

Organization Policy

Organization policy in simple terms is a provision of standards, formal functional artefacts and by-laws that define systems and procedures of operations within a set-up. According to Snyder, Powers, Bodine-Baron, Fox, Kendrick, and Powell (2015), these systems have the ability to affect the design, architecture, protocols and interfaces of every segment of a business set-up. These include procurement, research and development, and all major interrelated operations in an organization.

A definition of roles and responsibility within organization as a matter of policy is given by Snyder et al. (2015) to the extent that satisfies the achievement of key business objectives. Organization policy changes frequently to fit the needs of any firm, this is because the business environment is very dynamic, and tasks of people may change as need may arise. It is also through organization policy that monitoring, and feedback is made possible so that all gaps hindering progress towards achievement of growth is achieved.

Mintzberg (1979) related the structuring and policy institutions of an organization on effects of the environment. In his responses, Mintzberg defined three major environmental forces and characteristics that affect how organizations are structured to survive and penetrate through the bottlenecks of growth. These are; when

the environmental challenges that faces the firm do not change much over time, and the changes it faces can be predicted, the environment is said to be stable.

On the other hand, an environment that changes in a manner that is deemed unpredictable and dynamic (Mintzberg, 1979). A complex environment is considered as one where a specialized knowledge to finding a solution to a given challenge is required whereas challenges that can be managed with ease and without specialized knowledge is termed as simple environment. Where there exist a wide range of challenges with a need for a multiple amount of resources to solve is called diverse while where there are few challenges with few specific activities to meet needs is referred to as integrated.

Where the environment is stable, the organization can adopt a more standardized and formalized system or policy in pursuant of growth. The more dynamic the environment is, the more it becomes unpredictable and hence less formalization and standardization of its systems and policies because tasks are more likely to shift as need arises.

Organizational Culture

Culture is universally agreed by scholars to be shared among a group of people, it is a way of life that enlightens why people do what they do. In an attempt to define culture, Murphy, Cooke, and Lopez (2013) borrowed a description of Hofstede that culture is a collective programming of the mind that differentiates members of one organization from another based on shared values and norms in an organization. These norms are deeply founded on a base believed to be stable, historical, anthropological, socially constructed and holistic. Organizational culture is a construct of human beings

and therefore elongates the extent to which humans influence the shape an organization takes.

It is believed that organizational culture is a creation of the firm founders and leaders, this is because they exhibit characteristics that must encompass the values desired to drive every sense of operations towards the institution's growth. All organizations are made up of people from diverse origins and backgrounds, the collective paradigms converge into a conflict and shape up into acceptable modes that work for the benefit of the organization. Ojo (2015) while explaining the paradigms, parameters and paradox of culture within a church setting affirmed the predominant existence of networks of a range of people into one congregation (both africans and western cultures)

The church is known by its egalitarian culture, where everyone is equal and individuals call each other "brother and sister" despite age, or position. People accord respect on the basis of faith and not tradition. Ojo (2015) continued to describe a contradiction espoused by Yorubas where individuals prostrate or kneel at the site of their seniors in terms of age, pastors and even elders of the church. This practice of showing respect in this manner is considered endemic in the West African Churches even beyond the call to egalitarianism. The church still holds on the hierachical way of life that African have for along time held sacrade. While the church in the west expects gender equality to be practiced across, the African church can easily forget the role of women within that setting, it therefore has an influence in the way the church structure is shaped to accommodate a wide range of people all coming from a diverse background.

Cultures especially Indian that believe in caste, joint family systems, community and joint religious groupings, rules of paternalism, and authoritarian culture often stand on a hierarchical base of leadership where decisions are top-down (Frantz & Jain, 2017). In essence, culture affects a larger confines of firm operations. People find it easy to follow that which a majority considers favourable. Where most people don't appreciate the value of an activity it is rather difficult to find that behaviour practiced at large. It is therefore paramount to note that there is a high preference for fitting to a larger social context in which individuals are expected to act in accordance to the greater good of a person's defined clique or in-group.

Empirical Literature Review

Various scholars and researchers have done studies on the subject of organizational structure, in a bid to get answers to research questions on structural efficiency. Lau and Snell (1996) did a study entitled 'structure and growth in small Hong Kong enterprises. The objective of the researcher was to establish growth patterns of medium sized firms through their organizational design and structural development in Hong Kong. The study was done on company size of between 20 and 550 employees from different industries using questionnaires and interviews. Out of the 21 enterprise replies, the study found that 30 employees from small enterprises in the strategic apex had made a deliberate policy decision not wishing the company to grow any larger. Under 50 employees in companies that were small but growing admitted to having further plans for growth and 100 other companies showed no interest of getting significantly larger while others declined in size. However, they

appeared to lack sufficient resources, opportunities and management structures for growth to be possible.

The flow of communication through operations is crucial to the delivery of the strategy, and without a sense of coordination and division of labour, the response to action by a firm is limited (Tran & Tian). In this regard, to say that structure is harmony of an organization is to bring distinct functions together towards achieving a similar objective. It is however important to note that this study did not incorporate the church as part of its samples.

In a research on corporate finance and governance as carried out by Zhu and Jiao (2013) between 2001 and 2006, they examined the efficiency of flat structure (multi-unit structure) in 6,065 listed corporations in China securities market. Their aim was to link the relative value of the flat structure on capital allocation on corporate performance. With the pressure contained in the volatile and legislative environment alongside taxation and other uncertainties, they established that in a less developed economy and capital markets where investors are fairly unskilled and less knowledgeable in understanding the profits and the financial statements of organizations, flat structures are often more preferable.

The evidence provided affirmed the efficiency of organizational structure in aiding positive corporate performance. The result of this research was concluded that, flat structure is more favorable for firms that are within emerging markets because it is efficient in resource allocation. On the other hand, management can derive flexibility from this type of organizational structure but to be careful on its implementation within other market structures to avoid disappointment. This study based its

assumptions on the flat and hierarchical types of structure which have received multiple criticisms from (Baker, 2015; Henricks, 2005). The criticism is that personalities can override the flatness or hierarchies instituted within a firm therefore. However, in this study the researcher argued from a wide variety of theories.

A study conducted by Lupton and Beamish (2014) to investigate the role of organizational structure and its effect both intended and unintended, on the transfer of knowledge-based practice. The conclusive findings indicate that knowledge transfer occur both informally and formally within any institution, however, the shape and structure of basic and geographical units have an impact on the rate at which this happens. Their design and methodological approach were majorly case study, in essence, secondary data which comprised of semi-structured interviews with parent companies and their subsidiaries in USA, Canada, Mexico, China, Eastern Europe and India. It is nevertheless important to note that within such multi-national corporations the kind of structure used in the parent company is different from what is used in the subsidiaries and any other small and medium sized institution. It is not defined whether the link between organizational structure and the transfer of knowledge has an impact on the growth of the multi-national corporations.

Organizational structure is a key interest to modern business environment. Managers, desire to understand the channels of communications as far as their security, leadership and growth is concerned. Their view is influenced by the knowledge capital attributed to the staff and subordinates they work alongside. A study conducted by (Mitrokostas & Petrakis, 2014) in a duopolistic market structure was done in the United States (US) to investigate the relation between strategic

managerial contracts, innovation and firm performance in a market where the founders choose their firm structure.

In this study firm owners were expected in their decision process of the firm would give full deligation to their managers or partial responsibility. For example, the firm owners had a dilemma of whether to give partial deligation on market competition and research and development decision and take full responsibuiltly on strategic decision making. Although this picture has issues that opose various aspects of corporate governance principles, the structure is skewed and does not leave managers with the authority to exercise autonomy with the exception of the strategy. This research accredited the 50% of United States's (US) economic growth between 1945-2002 to research and development investment. In addition, between 2002 and 2006, more than 10 US companies increased their growth by 42%.

Mitrokostas and Petrakis (2014) concluded that research and development investments and profitability are expected to be higher in firms that strategically delegate innovation decisions to their managers providing them incentives to depart from strict profit maximization. This study incorporated the economic environment of the United States which is a developed country while the researcher here focused on Nairobi, Kenya.

A study conducted on firm growth by Denicolai, Ramusino, and Sotti (2015) using descriptive research was done to investigates and measure the impact of intangibles on firm growth. Part of activities was to analyze the role played by firm size and its relation between the intangibles and the firm performance. Intangibles in

this case refers to technological knowledge, firm brand, reputation and customer base among others.

Intangibles are also deemed to mean intangible assets as per the accounting principles which is considered an attribute for firm growth. This empirical analysis was done encompassing 294 listed companies in Europe. According to their findings, firm intangible assets are a recipe for firm performance and this effect varies with the size of organizations. The research was carried out on 2178 listed companies combining 4 major European Union economies namely; UK, Germany, France, and Italy which is a representative of more than half of European Union's GDP. The focus in this research was done on a sample of 310 companies (153 in the UK, 54 in France, 81 in Germany and 22 in Italy).

A study by Denicolai et al. (2015) was on the role played by firm size on the firm performance, this study however focuses on the role of organizational structure on firm growth. It is paramount to note that from these evidence, a substantial research has mostly been carried out on organizational structure as an independent variable and not specifically on its role. Additionally, the dependent variables have rarely touched on growth of firms especially the pentecostal church in Kenya.

Conceptual Framework

This study sought to establish the role of organization structure as a major contributor to organizational growth among Pentecostal churches in Nairobi. The dependent variable as a matter of significance is that which changes upon change in the independent variables. For the dependent variable to change, the independent variables must be altered. The independent variables on the other hand are not subject

to any alteration on the dependent variable. In this study, the dependent variable is growth of the organization in terms of congregation numbers, income in form of offerings and tithe, expansion of departments or opening of new branches and staff growth in numbers, whereas, the independent variables are the components of organizational structure according.

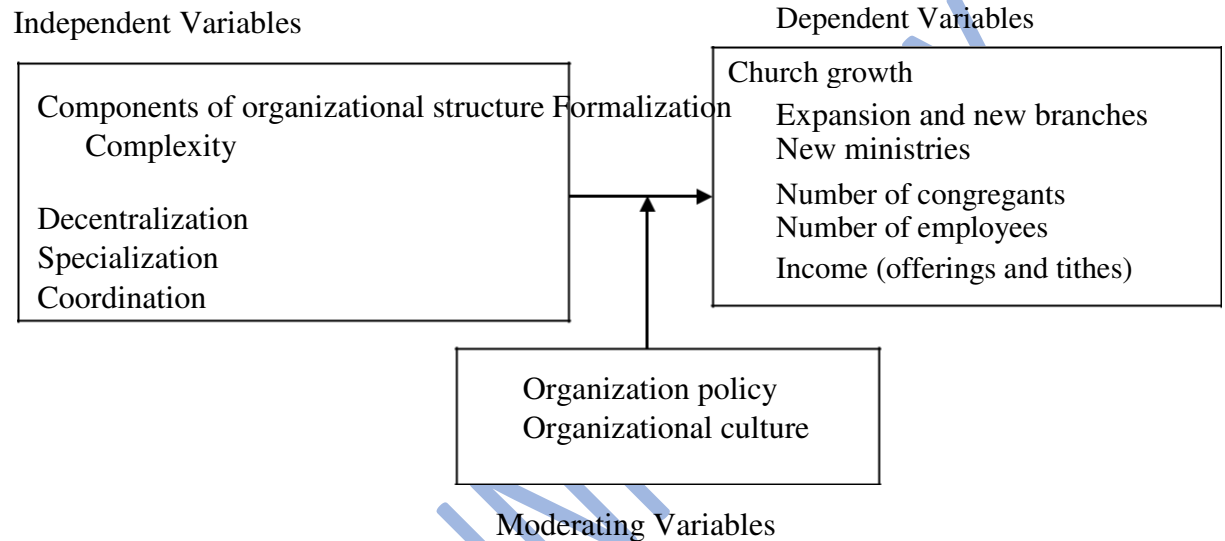


Figure 2.1: Conceptual Framework

Source: Okendo (2018)

The conceptual framework outlines the role of organizational structure in church growth. This is defined by the components of organizational structure as shown in the left box. Growth perspectives are derived as shown in the right box. The vertical arrow indicates how organizational policy and organization culture influences the relationship between the independent and the dependent variables.

Summary

This chapter has discussed related literature with regard to organizations in relation to structural shapes with supporting theoretical framework to help in understanding the topic. Chapter three is on research methodology.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

The purpose of this study was to find out the role of organizational structure on firm growth. This chapter handles the aspects of research methodology including the research design, population, sampling technique, data collection and analysis for reporting findings.

Research Design

A research process must question the knowledge claims and theoretical perspectives that are under study, this is because they determine the kind of methods used in collection and analyses of information (Creswell, 2014). A research design is defined by Hakim (2000) as the plan and structure of investigation so conceived as to obtain answers to research question. This must reflect researcher's ideas on the strategies of data collection.

Research design is part of research methodology. Kothari (2004) defined research methodology as the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. The choice of a research design is determined by the research purpose, aim, categories of data needed, sources and cost factors among others (Chandran, 2004).

Generally, the design which minimize bias and maximize reliability of the data collected and analyzed is considered a good design (Kothari, 2004). Research design can be qualitative or quantitative. Qualitative research deals with non-numeric data

while quantitative research on the other hand provides quantifiable data. Chandran (2004) described four general classifications of research designs ideal for social researches. These are observation, descriptive, exploratory and experimental. Observation design is non-interactive and non-communicative whereas descriptive design is appropriate to describe and portray characteristics of an event, situation, group of people, community or a population.

Exploratory research is inquisitive in nature and provides new insights and discovery of new ideas for establishing relationships between two or more concepts or variables often called causal relationship. In this study, the researcher used descriptive research design. This is because descriptive research attempts to explain conditions and details of the present phenomenon by obtaining enough information for making an inference. In this regard questionnaires were administered and were very helpful in identifying and establishing the relationship of organizational structure and firm growth among churches.

Population

According to Mugenda and Mugenda (2003), a population can be defined as a group of individuals, events or objects which are classified with factors of similar observable characteristics where a researcher desires general inference of a study. On the other hand Saunders, Lewis, and Thornhill (2009) purports that population is a total collection of elements from which a sample can be used to make substantive conclusions. The population studied in this research consisted of Pentecostal churches in Nairobi County, Kenya. According to the EAK (2017), Kenya has approximately

38,000 Pentecostal and evangelical churches. Of this number, 308 were operating within Nairobi County.

Target Population

A target population is the group of individual and participants, from which a sample is drawn (Asiamah, Mensah, & Oteng-Abayie, 2017). This population must have specific characteristics that are of interest and relevance to the research study, Creswell (2003). The target population studied were the senior management team. This included Senior Pastors or their designates in these respective Pentecostal Churches in Nairobi County. The churches must also have been in existence for at least 3 years, with an attendance of 40 congregants and above, and at least 1 staff member within Nairobi County.

Sample Size

There are two main methods of data collection namely census and sampling. Sampling is a way of selecting a portion of the entire population which adequately represents the entire population (Chandran, 2004). Sampling ensures a generalization of the entire population's characteristics based on observations or studies on a representative part of the population. A census on the other hand is a complete enumeration of all the items in the population (Kothari, 2004).

According to Mugenda and Mugenda (2003), sample size between 10%-30% is acceptable as a representative for the entire population. Nairobi County has a population of 308 Pentecostal churches hence, the need for a sample (Evangelical Alliance of Kenya, 2018). Therefore, this study adopted 20% of 308 churches in Nairobi. This translated to 62 Pentecostal Churches as a representative sample size.

Sampling Techniques

Chandran (2004) specified two main sampling techniques. These are probability and non-probability sampling techniques. In probability sampling, the principle of equal representation for all members of the entire population is the norm without bias. The researcher used simple random sampling where every member of the population has an equal chance of being selected.

Non-probability sampling is used in populations composed of non-homogeneous units or structures where samples in such population need not be probabilistic to ensure that the sample represents the population. Some of the common non-probabilistic methods used are stratified sampling, proportional sampling, systematic sampling, multi-stage sampling, quota sampling, judgment sampling, convenience sampling, purposive sampling and snowball sampling (Chandran, 2004).

Stratified sampling is a technique whereby the samples are chosen by taking the required number of subjects from each identifiable strata of population. It's applied where the population is relatively small. In such cases random sampling result in some members of the population being under or over represented. Because of this factor, the researcher employed random sampling method in obtaining the samples which targeted the senior pastors or their designates.

Types of Data

According to Kothari (2004), primary data are those which are collected afresh and for the first time, and thus happen to be original in character. The secondary data, on the other hand, are those which have already been collected by someone else and have been passed through the statistical process. These are normally documented in

books and magazines for future reference. The researcher used both primary and secondary data.

Data Collection Instruments

Data collection refers to gathering information and empirical evidence towards gaining insights about a situation and getting responses to the research questions (Chandran, 2004). Data to be collected is classified into two categories namely primary or secondary. There are two main methods of data collection namely census and sampling. Chandran (2004) added that other methods ideal for social research are group discussion and indirect methods. This study adopted random sampling method and the data collection instrument used was questionnaires.

A questionnaire is defined by Chandran (2004) as a measurement tool which translates research objectives into precise field of questions following a logical sequence of research objectives. Chandran further argued that a questionnaire becomes the means of obtaining evidence related to the research questions and objectives. Kothari (2004) further explained that a questionnaire consists of a number of questions printed or typed in a definite order on a form or set of forms.

A questionnaire can either be structured or unstructured (Kothari, 2004). Structured questionnaires have definite, concrete and pre-determined questions. The questions are presented with exactly the same wording and in the same order to all respondents. Questions may be either closed (i.e. in a Likert scale) or open (i.e. inviting free response) but should be stated in advance and not constructed during questioning. Structured questionnaires may also have fixed alternative questions in which responses of the informants are limited to the stated alternatives. Structured

questionnaires are simple to administer and relatively inexpensive to analyze (Kothari, 2004). The researcher prepared questionnaires and personally distribute them to the respondents sampled from the population. To the unreachable respondents, the researcher sent the questionnaires via e-mail and followed up the respondents through phone calls and e-mails.

Data Collection Procedures

A procedure in every research project is a documented order in how the event or project is to be carried out logically, systematic and in an objective manner (Kothari, 2004). It is a step by step process that defines what happens after every stage in data collection. This research happened in the following order: a letter of introduction was obtained by the researcher from the School of Business and Economics, Daystar University. The researcher also obtained a research clearance permit from NACOSTI that have been attached as part of the appendices of this document.

Reliability and Validity of Data

For a study to be considered reliable, it needs to meet specific tests. These tests according to Mahmood (2017) are reliability and validity tests. Reliability is the consistency of results carried out repeatedly and is representative of the total population under study, while validity is the degree of connection or overlap between instruments used and the intended elements to be assessed (Crano, Brewer, and Lac, 2014). Whereas, there are many reliability tests, Lockwood, Raymond, Oczkowski, and Morrison (2015) recommended two commonly and majorly applied reliability tests. These are, composite reliability (Peterson & Kim, 2013) and Cronbach alpha.

Their conclusion on the reliability using either of the two aspects have been accepted in the field of research because, tests with high stability coefficients tend to have high internal consistency. The researcher affirmed the reliability of this study using Cronbach alpha.

The reliability test has a range between 0 and 1. The closer the coefficient is to 1.0, the greater the internal consistency and vice versa. The reliability of the consistency of the latent variables in the consistency test is acceptable if the scale is 0.7 and above (Nunnaly, 1978). From Table 3.1, it is evident that there is excellent internal consistency considering that the Cronbach's alpha reliability is 0.91 which is >0.7. This is an indication that the research instruments (questions) had a very high internal consistency increasing the reliability of the findings.

The Cronbach alpha (α) was calculated in a bid to measure the reliability of the research instrument. This was achieved by testing the reliability of all the questions in the questionnaire that were addressing a particular variable.

Table 3.1: Overall Cronbach's Alpha Reliability Test

Variable	No of Items	α =Alpha	Comment
Organizational structures	7	0.923	Reliable
Church growth	5	0.876	Reliable
Overall reliability	12	0.90	

The results show that the average Cronbach alpha (α) for the variables in this study is equal to 0.90 this result indicate that all the variables were reliable since their Cronbach alpha (α) was above 0.7 which was used as a cut-off of reliability for the study.

Validity on the other hand is divided into 4 types namely face validity, content validity, criterion validity and construct validity (Creswell, 2005; Pallant, 2011).

Creswell defined face validity as the degree to which a test appears to measure what it is intended to test. Whereas content validity refers to how well a test measures the behavioral aspects of the domain it is intended to measure. Criterion related validity according to (Burns et al., 2017) is the test done for predicting the future. They are used to relate tests of other criterion interests.

Construct validity is used for empirical measures and hypothesis testing. As defined by Thatcher (2010) these types of validity is used to derive theories and as such researchers use these theoretical models to define, explain and predict behavior. The researcher in this study used content validity, because it deals with the actual measurement test and not what appears to measure as that of face validity. The researcher also ensured validity through asking questions which were in line with the objectives of the study.

Pretesting

Pretesting as defined by Teijlingen and Hundley (2001), a pretest is a study that depicts a much smaller volume trial or attempted research in preparation of a major study. It acts as a dummy research which is not generally representative of the entire population. Before a major study is done, it is recommended to carry out a pre-test of the research instruments. This is because it gives advance warning and prepares the researcher of any impending challenges (Zientek, Nimon, and Hammack-Brown, 2016). For this study, the pretesting was carried out in Riruta Satellite area located within Dagoreti Constituency, Nairobi County. A sample of six churches were taken through the pretest process. Since the trend of the responses were favorable to the

research objectives, the researcher did not change any aspect of the research instrument.

Data Analysis Plan

The raw data that was collected was compiled, processed and then analysed in order to make it ready for interpretation to give answers to the research questions. According to Kothari (2004), data processing involves editing, coding, classification and tabulation of collected data so that they are easy for analysis. This was done and data analysis began with checking for errors, incompleteness, misclassifications, and gaps in the information. This was necessary to ensure accuracy and unambiguity.

The data was then coded, classified and keyed in to a computer with the help of SPSS version 25 program for analysis of the data. The researcher used this program's functionality for analysing the data, and then present it in form of tables, percentages and a bar graph. From this presentation, the researcher interpreted the findings from which conclusions and recommendations were made.

Ethical Considerations

What is good and what is wrong are decisions relative to individual researchers from all walks of life. According to (Resnik, 2015), most people learn the virtues of life at home, school, church and social settings. Resnik defines ethical behavior as, norms and conduct that distinguish what is acceptable and not acceptable. While people learn behavior in their formative ages, ethics is considered a matter of life long development. From the view of Gibbs (2013), the distinction between these two aspects are converged to define moral decisions within a given society.

What is good through the lenses of Aristotle's as discussed by (Anderson, 1968) prescribe core virtues as justice, courage, temperance, magnificence, magnanimity, liberality, gentleness and prudence of wisdom. These make one a person of excellence. There are five basic virtues include respectfulness, tolerance, trustworthiness in word, quickness and generosity. In simple terms, respect attract respect, trustworthiness attract responsibility, quickness translates to result and generosity attracts leadership. Ethics in research promote knowledge and enables the researcher to avoid error as well as promoting the virtues of honesty, objectivity, integrity, carefulness, openness, respect for intellectual property, confidentiality, and responsible publication among others.

This study observed these virtues specifically by observing, honesty without falsification and fabrication of data, care and informed consent from participants, openness in sharing information in the appropriate time and form, intellectual freedom in exploring new ideas, credit and acknowledgement where it is due and non-tolerance to plagiarism and public responsibility in terms of publishing and dissemination of findings. The researcher also got clearance from National Commission for Science Technology and Innovation (NACOSTI) and Daystar University's Ethics Review Board before conducting the study.

It is of necessity that before a respondent is taken through the tools of data collection for any response, an informed consent is done. According to Bulger, Heitman, & Reiser (2002), informed consent refers to the acts of seeking a participant consent to participate in a research study after being informed of its procedures, risks, and benefits. After the respondent has given his/her consent the researcher has the

leeway to administer the tools of the research. The researcher ensured that all respondents' questions were answered before the questionnaires were administered to them. The respondents were duly informed that their responses would be kept confidential and used only for the purposes of this research.

Summary

This chapter has discussed the research methodology for this study in depth. It has elaborated on the research design, the population, the sampling technique, the data collection instruments and then data analysis and interpretation.

DAYSTAR UNIVERSITY

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Introduction

This chapter covers data analysis, presentation and interpretation of the results obtained from the study as set out in the research methodology. The main sections covered here include response rate, demographic information, data presentation and interpretation of: organizational structure, church growth and the role of organizational structure in church growth, summary of findings and conclusion.

Presentation, Analysis and Interpretation

Response Rate

The target population was made up of the pastors of Pentecostal churches or their representatives. Out of the 62 respondents sampled, 49 responded. The valid questionnaires were 49, which was a response rate of 79%. According to Mugenda and Mugenda (2003), a 50%-60% response rate is considered sufficient, 61-70% is good and above 70% is excellent. Given that the response rate for the research was 79%, the response was sufficient to undertake analysis. In terms of none responses, 6.12% did not answer to the question of the number of employees in their church while 2.04% did not respond to the classification criteria of their structural units.

Demographic Information

The study sought to establish the highest level of education attained by the staffs working in various Pentecostal churches. The results are as depicted in Table 4.1.

Table 4.1: Respondents Level of Education

Level of Education	Frequencies	Percentage (%)
Secondary	5	10.2
Diploma	7	14.3
Post Graduate Diploma	3	6.1
Degree	21	42.9
Master	11	22.5
PhD	2	4.1
Totals	49	100

From Table 4.1 the study revealed that 42.86% of the respondents were degree holders. The least respondents were reported to be PhD holders at 4.08%. This implies that high proportion of the respondents or those who served in Pentecostal churches were largely degree holders. This denotes that there was a high literacy level among the staff of these churches. These outcomes mean that most of the respondents had at least a college level of education and hence, understood the information sought by this study.

The findings further indicate that all the respondents were academically qualified and familiar with their duties. Therefore, they can dispense these duties effectively in formulation and implementing strategic policies in the church. Pearce and Robinson (2003) established that strategic management comprised a variety of learning activities such as the training of the workers, mentoring and coaching of employees which is highly influenced by their academic or literacy levels.

The study sought to establish the various years of church establishment among the study respondents.

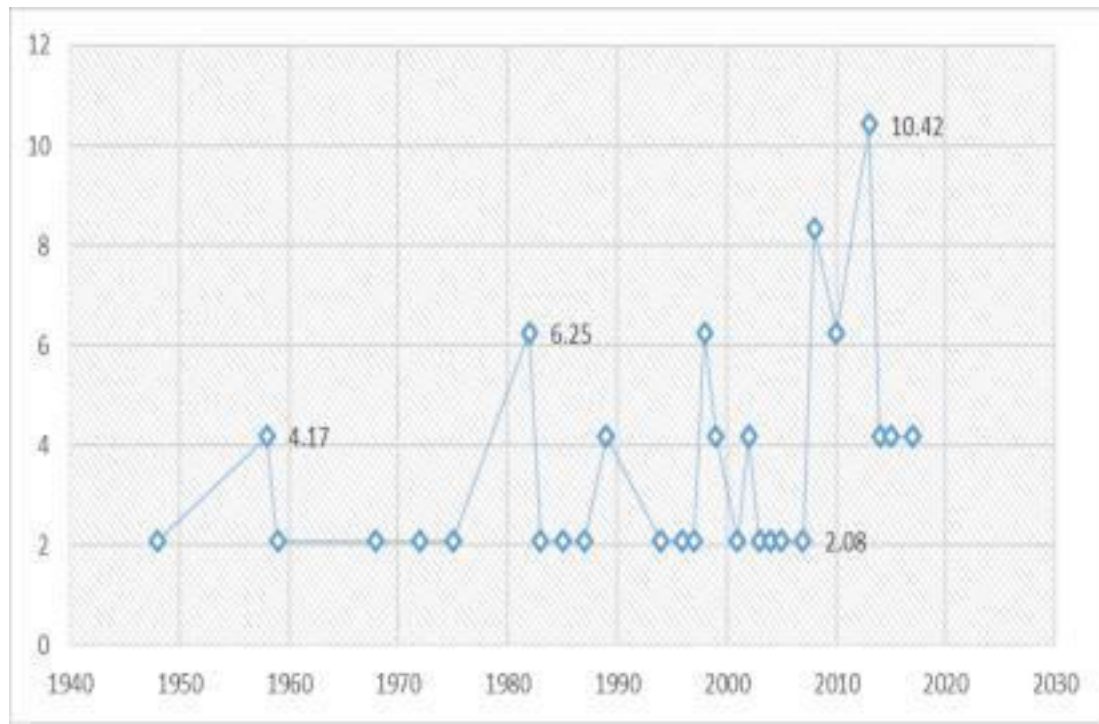


Figure 4.1: Establishment of Churches

The study reported that a total of 5 Pentecostal churches were established in the year 2013. This denotes that a majority of the respondents had their churches established in the year 2013.

The study sought to determine the number of employees in the church, this is presented in Table 4.2.

Table 4.2: Employees of the Church

Employee	Frequency	Percentage (%)
2	3	6.12
3	6	12.24
4	3	6.12
5	1	2.04
6	4	8.16
7	6	12.24
8	1	2.04
10	5	10.20
12	1	2.04
13	1	2.04
15	3	6.12
20	5	10.20
22	1	2.04
24	1	2.04
35	1	2.04
40	1	2.04
50	1	2.04
100	1	2.04
120	1	2.04
No response	3	6.12
Total	49	100

From Table 4.2, a majority of churches had employees ranging between 3 and 6 which as denoted by a frequency of 6. On the other hand, very few churches had above 20 employees as demonstrated by 1 response. This implies that the majority of the Pentecostal churches in Nairobi area employed between three and seven members of staff. Whereas this is true from the analysis, fewer churches employ above twenty staff.

The study sought to determine the number of individuals attending church.

Table 4.3 presents the findings on church attendance.

Table 4.3: Church Attendance

Attendance	Frequency	Percentage (%)
51-100	9	27.27
101-300	8	24.24
301-500	2	6.06
501-1000	4	12.12
1001-5000	7	21.21

The findings revealed that 27.27% of the 33 respondents who answered this question reported that their church had a total of between 51 and 100 congregants every Sunday. This implies that the majority of these churches had their population on Sunday within the range of 51-100.

Gender Distribution

The study sought to establish the gender of the respondents to ascertain gender representation of the issues sought by the study. Table 4.4 presents the findings.

Table 4.4: Gender Distribution

Gender	Frequency	Percentage (%)
Female	11	22.45
Male	38	77.55
Total	49	100

The study revealed that the majority of the respondents at 78.55% were male respondents while 22.45% were female respondents. This implies that the study had more male participants than female respondents. These findings were desirable for the survey to ensure that there was no bias in terms of gender such that the results depict both female and male respondents. According to Qureshi et al. (2011), gender affects the amalgamation and position processes and strategies in relation to training and development for enhancing performance and strategic executions.

Respondents' Age Distribution

The study sought to determine how the respondents were distributed across the various age brackets and consequently their opinions on the topic of study. Table 4.5 is a tabular presentation of the results.

Table 4.5: Respondents' Age Distribution

Age distribution	Frequency	Percentage (%)
18-30	9	18.37
31-40	14	28.57
41-50	17	34.69
51-60	6	12.24
above 60	3	6.12
Total	49	100.0

From the results, 34.69% of the respondents reported that they were 41-50 years. This implies that a majority of the respondents were in the age cohort of 41-50. Age is a fundamental aspect in pursuing a specific strategic goal.

Organizational Structure

The classification of various units held by individuals is presented in Table 4.6.

Table 4.6: Classification of Church Positions/Units

Classes	Frequency	Percentage (%)
Function	9	18.37
Service	5	10.20
Ministry	34	69.39
No response	1	2.04
Total	49	100

A total of 18.37% churches classified their departmental units by functions of the church, 10.20% by services and the majority at 69.39% by ministries of the church. This implies that most of the Pentecostal churches defined their structure by ministries.

Findings of the various levels of hierarchy are presented in Table 4.7.

Table 4.7: Hierarchy Levels

Gender	Frequency	Percentage (%)
Hierarchical (Many)	35	71.43
Flat (Few)	14	28.57
Total	49	100

The majority (71%) of the respondents reported that there were many levels of reporting within their churches while 29% reported to have few levels of reporting within theirs as well. This implies that majority of the churches under study defined the levels of reporting by a hierarchical type of structure. This is because when the group lacks experience or skills and needs guidance from superiors, a hierarchical organizational structure works best. When the group has the expertise to get the job done, a non-hierarchical structure with decentralized authority works best (Warman, 2016). This finding agrees with Zhu and Jiao (2013) that in a developing economy and capital markets where investors are fairly unskilled and less knowledgeable in understanding the profits and the financial statements of organizations, flat structures are often more preferable. Because churches are largely led by skilled staff, hierarchical structure is preferred in this case.

Table 4.8 presents the findings outlining the aspects of organizational structure that inform the shape taken by different Pentecostal churches.

Table 4.8: Organizational Structure Components

		Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Formalization	N	31	12	3	2	1	49
	%	63.27	24.49	6.12	4.08	2.04	100
Complexity	N	20	16	8	4	1	49
	%	40.82	32.65	16.33	8.16	2.04	100
Decentralization	N	22	6	8	7	6	49
	%	44.9	12.24	16.33	14.29	12.24	100
Specialization	N	30	12	4	2	1	49
	%	61.22	24.49	8.16	4.08	2.04	100
Coordination	N	30	12	4	2	1	49
	%	61.22	24.49	8.16	4.08	2.04	100

From the results, a total the majority of the respondents at 63.27% of the respondents strongly agreed that the church had written formal procedures. According to Parizeau (2013), high formalization was seen in the set of rules and regulations that determine relationships within the organization. Formalization aims at the establishment of highly formal relationships between the leader and followers based on their professional relations.

A total of 40.82% reported that employees fulfilled multiple functions in the church. This denotes that Pentecostal churches had a more complex system. This hastened the process of providing solutions to situations that may have been too slow if new staffs were employed. It also enabled the church to make quicker decisions since the current staff already have working relationship.

Decentralization of decisions in the church was an element that a total of 44.9% strongly agreed to in the study. This implies that the strategic and operational decisions were influenced by employees and church members before decisions are made. According to Bruce (2010), decentralization does not automatically improve response time. When done correctly, it creates an opportunity to do so. Even when the

new process is less efficient or is inefficient in different ways, people may be satisfied simply to be involved. Organization staff may be tolerant of a commonplace process if they feel their views are respected and accommodated in the process. Decentralization often trades cost efficiency for something even more valuable.

From the findings, the majority of the respondents at 61.22% strongly agreed with the organizational specialization aspect. This implies that high proportion of Pentecostal churches adhered to specification of employee task force. Specialization allows workers to develop more skill in their specific tasks. Specialization increases efficiency because workers do not lose time shifting among different tasks (Arundel, et al., 2016). The findings in this study agree with the findings in other publications which also believed workers with specialties were more likely to innovate, to create tools or machinery to make their tasks even more efficient in aid to the growth of the organization.

The study further revealed that the majority of the respondents at 61.22% strongly agreed on the issue of standardization of goals specified objectives. This denotes that the various Pentecostal churches had a coordinated process for harmonizing performance indicators. This implies that lack of coordination risk lowered their productivity, communication and long-term financial health. Staff who lacked direction took longer to complete tasks.

Additionally, an employee would perform work that overlapped with that of another employee if their efforts were not well coordinated. Coordination lapse eventually affected the communication of the firm and led to confusion among employees. This made coordination an important aspect in churches given that new

strategy or directive that it must relay to managers and employees of the church. The church coordinated with its decision makers to implement a new strategy according to plan.

Church Growth

The study was to determine the various measures of growth among Pentecostal churches. Table 4.9 presents the findings.

Table 4.9: Church Growth

Measures of Church Growth		Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Opening new branches	N	21	16	6	3	2	49
	%	43.75	33.33	12.5	6.25	4.17	100
New ministries	N	18	18	3	8	2	49
	%	36.73	36.73	6.12	16.33	4.08	100
Increased congregants	N	25	17	4	2	1	49
	%	51.02	34.69	8.16	4.08	2.04	100
More employees employed	N	17	11	11	6	3	49
	%	35.42	22.92	22.92	12.5	6.25	100
Increased tithes/offering	N	27	10	7	5	-	49
	%	55.1	20.41	14.29	10.2	-	100

Opening of new departments and branches was reported to be a larger growth indicator in the study. This was reported by a total of 43.75%. This implies that most Pentecostal churches had put up new branches and departments. According to Wagna (1989), church growth is seen as the discipline which investigates the nature, expansion, planting, multiplication, function, and health of Christian churches as they relate to the effective implementation of the great commission of "making disciples of all nations". This implies that the issue of expansion in a church setting results into new ministries and branches.

The churches' ability to start new ministries was supported by 36.73% of the respondents who strongly agreed and agreed. This denoted that Pentecostal churches started new ministries as a process of enriching their growth. This was to enable them create new teams that were more diverse. Diverse teams performed more swiftly and more efficiently than non-diverse teams. According to Ozgen et al. (2011), culturally diverse teams are also more innovative and are more likely to come up with creative strategies and solutions. This can be created by tapping into the diverse talents and skills that exist within the teams. This implies that the church adoption of new ministries creates diversity in culture that enriches its activity and engagement with the congregants, hence creating room for more worshippers who in the long run make the church growth significant.

Increased number of congregants in the church was reported at 51.02%. This denotes that the majority of churches experienced growth in the increase of number of members. It was tracked based on receiving new people in every service normally church hunt. This indicates that there is immense growth in the church population. Business success meant having clients who were strongly loyal to the church. According to Appah and George (2017), monitoring the number or percent of your client's loyalty and doing what it takes to keep them more loyal while decreasing those who are vulnerable should be the focus of any organization.

From Table 4.9, it was reported that 35.42% of the respondents experienced an increase in employees since the establishment of their churches. An increase in the number of employees in the organization created wide result delivery options. This was because employees were the source of labor and skills required to run specific

functions. With an increase in employee base, an increase in the general task, responsibilities, strategies and wage bill of the organization are perceived. It is therefore possible to affirm that an organization that had a constant number of employees as compared to when it was started was stagnant and not growing.

Increase in tithe and offerings in the church is strongly agreed by the majority of the respondents at 55.1%. This denotes that Pentecostal churches grew in their numbers and giving of tithes and offerings. With adequate funds the church can always sustain itself and meet its short-term obligation with ease, this in turns enhances the church development and growth. The church is not a profit-making organization however, its profitability in terms of income enables it to be sustainable into the sustainable future due to the fixed costs that require monetary resources.

Role of Organizational Structure in Church Growth

The study sought to establish the role of organizational structure of the church in its growth, Table 4.10 presents the findings.

Table 4.10: Role of Organizational Structure in Church Growth

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Tot al
Written formal procedures inspire members to give	N	25	15	5	3	1	49
	%	51.02	30.61	10.2	6.12	2.04	100
Environment conducive to perform multiple function attract volunteers to new ministries	N	15	20	11	-	3	49
	%	30.61	40.82	22.45	-	6.12	100
Participation of staff and church members in decision making leads to increase in church membership	N	12	25	9	3	-	49
	%	24.49	51.02	18.37	6.12	-	100
Specified tasks to employees and volunteers enable increase in donations, tithing and offering from members	N	7	20	13	7	2	49
	%	14.29	40.82	26.53	14.29	4.08	100
Well-coordinated activities and Robust increase in congregants, employees, tithes, new ministries and expansion	N	12	21	11	4	1	49
	%	24.49	42.86	22.45	8.16	2.04	100

From the findings, 51.02% of the respondents strongly agreed that formalization in church inspired members to give towards ministry projects. This implies that high proportion of the respondents were satisfied the procedures in place. The internal controls brought about by the policies and procedures are helpful in

creating confidence in how the resources given shall be handled with utmost care. According to Polk, Nolan, Shah, and Weyant, (2016), most community service organizations will have in place policies and procedures that govern and regulate the operations of the firm mainly to enhance efficiency and accountability.

A total 40.8% agreed that conducive environment to perform multiple functions is attractive in inviting volunteering from members of their church. This implies that most of the Pentecostal churches have highly complex systems of operation.

It is worth noting that the more complex a task is the smaller number of staffs is required (Ries, 2016). This is to enhance the decision-making process because they have to deal with a great deal of uncertainties. An organization does not exist in a vacuum, individual members of staff must interact through the technical and operational process of production. The environment must therefore be enabling for multiple functions to be accomplished.

As a result of this, all efforts should be geared towards providing those conditions like, enabling culture of team work, physical environment, policies and procedures that enhance operations and reduce bottlenecks for growth Awan (2015). In his own contribution Awan stated that an unsafe physical condition give rise to accident of which employees are bound to sustain injuries in their working place. Unsafe equipment and tools, polluted air with toxic substance, poor ventilation and inadequate personal protective equipment pose a great danger to the health and life of employee. These things drastically help to reduce productivity of the employee. He went further to urge employers of labor to provide good working environment that is

safe without risk to health and also provide facilities that will ensure the welfare of employees at work.

According to Awan (2015), a well decoded office or working environment is an ideal home and has a reaching effect on the morale and interest of employees. He further opined that appearance of work environment has a positive effect on people working in it to him, dirty stinking and unsafe surroundings are depressing to workers while bright and cheerful color base have great effect on employees. This implies that the Pentecostal churches that enable multiple functions within roles are attractive to members of the church to step up and be involved in contributing their effort in service through volunteering.

A majority of the respondents at 51.02% reported that the staff and the church members participated in decision making result to the increase in church membership. Multi-channel decision making processes were largely attained through engaging the staff and congregants in decision making. In such situations, decisions were not only top-down. They result from consultative engagements, from bottom-up communication strategy, sideways and in many other directions within the organization. This resulted to an increase in church membership and growth at large. This aspect of decentralizing power within the organization was seen as a leadership tool which valued other views.

A total 40.82% agreed that specified tasks to employees and volunteers enable increase in donation, tithing and offering from the members. This implies that Pentecostal churches growth is also attributed by the nature of job specialization established between the employees.

Other findings revealed that 42.86% of the respondents affirmed that well coordination of church activities led to an increase in congregants, employees tithing and ministries expansion. At the heart of coordination is a relationship between organizations and theories of inter-organizational relationships. Where organizations choose to sponsor activities to espouse their value for corporate social responsibility is an initiative of organizational coordination. Resource dependence forms the basis of coordination within the inter-organizational relationship. These resources may include funding, facilities, personnel, services, information and client referrals (Milofsky & Green, 2016). With the exchange sources of these needed resources (such as information, funding or client referrals), staff members become increasingly interdependent which requires them to manage their interactions through coordination mechanisms.

Organizational Policy and Culture

The study sought to establish the extent to which organization policy and culture influence the relationship between organizational structure and church growth.

Table 4.11 presents the findings.

Table 4.11: Organizational Culture

	Frequency	Percentage
Strongly Agree	28	57.14
Agree	10	20.41
Neutral	6	12.24
Disagree	3	6.12
Strongly Disagree	2	4.08
Total	49	100.00

From Table 4.11, a total of 57.14% strongly agreed that the organizational culture affected the relationship between organizational structure and church growth. This denotes that Pentecostal churches had a set of values that guides them in defining

the kind of structure to adopt which consequently influences the growth. Often organizations are challenged to keep up with rapid changes in the economic environment, demographics and technological advances. Intentional culture development is transformative. It engages the hearts and minds of the staff so that they are committed to the new vision, values and inspired to give their best work.

A company with a clear culture will be able to easily induct new employees into the company's structural systems and the set of beliefs. A wave of cultural change demands a structural change that enables its sustainability. Employees within a company with a good culture are also more engaged, motivated to succeed and display more loyalty, which can take the form of being less likely to leave the company and being more likely to become an advocate of your company (Gregg, 2013).

Organizational policy is a key aspect in checking the relationship between organizational structure and firm growth. Table 4.12 presents the findings.

Table 4.12: Organizational Policy

	Frequency	Percentage
Strongly agree	27	55.1
Agree	12	24.49
Neutral	6	12.24
Disagree	3	6.12
Strongly disagree	1	2.04
Total	49	100

From the findings agreed that 55.1% strongly agreed that organizational policies affected the relationship between organizational structure and growth of churches. The process of policy making utilizes metrics that provide a real picture of the organization, creating the necessary motivation for the development of a policy making. According to a Greg (2013), the process of strategic decision making can be executed in a few steps and the selected strategy must be sufficiently robust to enable

the organization to perform activities differently from similar activities in a more efficient manner. Error from strategic policy making can affect individual decisions; it has impacts on corporate strategic planning as well. Financial goals and financial performance can have a big impact on the policy making process, particularly in the implementation stage.

Summary of Key findings

- i) Organizational structure was demonstrated in Pentecostal churches in various ways. The results established that 63.27% of the respondents strongly agreed while 2.04% strongly disagreed that Pentecostal churches had formal procedures in their operations. Also, 40.82% strongly agreed while 2.04% strongly disagreed that an environment to perform multiple functions was created to harness staff skills.
- ii) The study revealed that 44.9% of the respondents strongly agreed while 12.24% strongly disagreed that decision making process is bottom up by way of consolidating ideas from church members and staff before a decision was made on major projects. Also, 61.22% strongly agreed while 2.04% strongly disagreed that tasks were specific to staff. Lastly, 61.22% of the respondents strongly agreed while 2.04% strongly disagreed that goals and activities were well standardized and coordinated.
- iii) Like many other organizations, Pentecostal churches experienced growth. The measures of growth from this study were confirmed by 21(43.75%) of churches who strongly agreed while 2(4.08%) strongly disagreed that their

church had expanded in terms of departments and others opened up new branches.

- iv) Additionally, 36.73% strongly agreed while 4.08% strongly disagreed that they had put up new ministries, 25(51%) strongly agreed that they had increased in congregation numbers while 1(2.04%) strongly disagreed. Moreover, 35% strongly agreed that their church had employed more staff while 6.25% strongly disagreed. Lastly, 55% strongly agreed while 10.2% strongly disagreed that their church had increased in tithes and offerings.
- v) Organizational structure had a big role in the growth of churches in various ways. This was supported by 51.02% of the respondents who strongly agreed that formalization led to an increase in giving towards church projects. When the church members were assured of order within which resources were utilized in the church, they were motivated to support the vision with their resources. Also, 40.82% agreed that complexity led to an increase in volunteers to new ministries.
- vi) It was evident to a greater extent that both organizational culture and policy had an influence on the relationship between organizational structure and growth among churches. This was confirmed by 28(57%) and 27(55%) strongly agreeing that organizational culture and policy have an influence respectively. On the contrary, organizational culture and policy had 2(4%) and 1(2%) respondents respectively disagreeing that they do not have an influence on the relationship between organizational structure and growth of churches.

Summary

This chapter has provided the findings of the study in relation to the objectives.

The next chapter is on discussion of key findings, conclusions and recommendations.

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CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents discussion of key findings, conclusions and the recommendations of the study in line with the objectives. The chapter has summarized the findings of the study and made conclusions upon which recommendations were drawn. Suggestions for further study were also captured as a way of filling the gaps identified in the study. The study pursued three objectives upon which conclusions are aligned to.

Discussions of Key Findings

Components of organizational structures adopted by churches.

The study sought to identify the components of organizational structures adopted by Pentecostal churches in Nairobi. The study established that most of the respondents had formal procedures in their church operations. Most Pentecostal churches had an enabling environment to perform multiple functions that existed to harness staff skills.

The majority of Pentecostal churches had a decentralized decision-making process where decisions were made by consolidating ideas from church members and staff before a conclusion is reached. However, a significant response disagreed with this idea perhaps because it slows the decision-making process especially on matters that could be executed by the authority bestowed on the church leaders. It was also established that church activities were standardized in terms of the specific goals they were expected to achieve.

Accordingly, the components of organizational structure were beneficial to the churches in ensuring communication and efficiency are enhanced. These findings agree with Sablinski (2013) that components of organizational structure include formalization, complexity, decentralization, specialization and coordination. The study also found that most churches also classified the specific units by ministry and the least preferred classification was by service. This was given by a total of 34(69.3%) and 5(10.2%) respectively. This was because churches being religious organizations responded highly to programs that met spiritual needs of the people hence the classification of units by ministry.

Measures of Growth of Pentecostal Churches in Nairobi County

The study sought to determine the measures of growth of Pentecostal churches in Nairobi County. From the study, 55.1% of the respondents strongly agreed that the church had seen an increase in tithing and offerings. At the same time, 51.02% strongly agreed that there was an influx of congregants over the past 3-5 years. Whereas this indicates growth 36.73% had experienced institution of new ministries and 17(35.42%) had also seen more staff being employed. This depicts aspects of growth that every church experience in a leap of time. The finding agrees with Denicolai et al. (2015) who attributed growth measures to intangible aspects of the organization yet seen in increase of consumers of their services among others like technology which is an aspect of infrastructure, reputation and firm brand that apparently attracts more people to be involved in service. Therefore, measures of growth within a church could be said to include departmental expansion and opening of new branches, institution of new ministries, increase in congregants, employing

more staff and increase in tithes and offerings among other resources that may be donated towards the ministry growth.

Role of Organizational Structure in church Growth

The study sought to establish the relationship role of organizational structure in church growth. The study revealed that the role of organizational structure in church growth comes in through several channels. These are formalization, complexity, decentralization, specialization and coordination of church activities.

In formalization, where the church has procedures to guide the conduct of its activities, 25(51.02%) and 15(30.61%) of the respondents strongly agreed and agreed respectively that members of the church give generously. This informs the hierarchical levels that exist within Pentecostal churches.

Not many people agreed that specialization results to increase in giving. This is shown by the minority respondents at 14.29% who strongly agreed and 40.82% agreed respectively. However, 14.29% disagreed that specialization did not result to increase in tithing. This perspective is because the respondents believe that the church should allow everyone to perform any and every task available, with a few areas left to pastors, especially those tasks that require the service of an ordained pastor for example officiating weddings.

With regard to decentralization, 12(24.49%) of the respondents strongly agreed and 25(51.02%) agreed that decentralization led to an increase in church membership. Prospective employees looked at how a church was led through the involvement of its staff members in important decisions. This was because it encouraged participation of

all and allowed everyone to be an equal as they served in their capacity including the least among the church staff.

Where the church activities were coordinated well, 24.49% of the respondents strongly agreed and 42.86% agreed that they resulted into ministry expansion and robust growth of the church. This was because prospective members enjoyed well organized activities and order thrived. The members visited and came again and expressed interest to be members so that they could contribute in all aspects including volunteering in service. These ultimately resulted into increase of resources that were used in the expansion of the ministry including employing additional staff members.

Conclusions

Based on the findings of the study, the following conclusions have been made:

- i. Pentecostal churches adopted formalization in their administration of procedures, multiple functionalities within different uncertainties, specialization of roles, decentralization of decisions and coordination of activities. These formed the major components of the organizational structures within Pentecostal churches in Nairobi. It is the positioning of these components that defined the kind of structure a church adopts, whether hierarchical (mechanistic), or flat (human relations).
- ii. Church growth was reported to take various measures in this study. These included expansion of new departments or branches, formation of new ministries, increased congregants, increase in the employment of new staff and increase in tithes and offerings. These informed the growth of many Pentecostal churches in Nairobi County.

- iii. The role of organizational structure in church growth induced growth. In this study, formalization, complexity, decentralization specialization and coordination of church activities are reported to stimulate if used in with an inclination to serve and not to be served as described by Jesus Christ in Mark 10:45 “for the Son of Man did not come to be served but to serve”

Recommendations

Based on the conclusions of this study, the following recommendations were made:

- i. Pentecostal churches should encourage formal procedures in their operations. This informs the establishment of order within the organization. Pentecostal churches should however sparingly use decentralization approach in their operations. This is because some decisions require a spiritual angle than a democratic approach to actualize. This does not mean church members or other staff members do not have a contribution to the affairs of the church but should be consolidated prayerfully.
- ii. Distinct lines of authority should be defined clearly among staff. However, despite the hierarchy, leaders should try to avoid the idea that the pastor exerts authority over others but should serve others as Jesus Christ did by calling his disciples friends instead of servants (John 15:15). Additionally, the lines of communication should be made clear in the structure to curb breakdown of communication. This neutralizes negative grapevine which can be a threat to the harmony required toward the achievement of the church vision.

- iii. As many people give their lives to Jesus Christ, churches should identify the competencies (skills, resources and capacity) necessary to disciple their congregants. This can be made possible by the increasing financial resources through tithes and offerings to accommodate the growth that is expected in terms of departments and new branches, forming new ministries to meet the emerging needs of the congregation, more space for the increasing congregants, more staff to serve the growing crowd effectively and to manage the tithes and offerings with integrity and accountability.
- iv. The implementation of these aspects of organizational structure to aid in church growth should endeavour to promote clear procedures that motivate church members to support church projects. Formalization, complexity, decentralization, specialization and coordination should be defined with an inclination to serve. This will position the church as a source of hope to the world by showing universal examples that can be adopted in all fronts of the world economy.

Areas for Further Research

The data for this study was collected from staff working in Pentecostal Churches in Nairobi County. Thus, the findings may not generalize to other churches in Kenya. As such, further research in other churches or ministries might yield different results. In this regard, the researcher proposes that a research can be done in mainstream churches. For further studies, the researcher also proposes a study on the effect of organizational structure on efficiency of churches to establish the extent to which organizational structure enables operational efficiency.

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APPENDICES

Appendix A: Questionnaire

Dear Respondent,

I am a student at Daystar University pursuing Master of Business Administration (Strategic Management) undertaking a research study on the role of organizational structure on firm growth among the Pentecostal churches in Kenya. I request your kind assistance in filling in the questionnaire. The information provided will be kept confidential and only used for purposes of this research, thank you.

SECTION A: PERSONAL DETAILS

1. Gender: Male Female
2. Age group of respondent: 18-30 31-40 41-50 51-60 Above 60
3. Highest level of education: Primary certificate Secondary certificate Diploma Postgraduate Diploma Undergraduate Degree Master's Degree PhD Other; specify
4. Name of your church
5. When was the church started?
6. What is your position in the church.....
7. What is the number of employees of your church.....
8. What is the average number of attendance in the church per Sunday?

SECTION B: ORGANIZATIONAL STRUCTURE

1. In our church, individual positions or units are classified by.
 Functions Service Ministry Location
2. The levels of hierarchy in our church can be described as
 Many (hierarchical) Few (flat)
3. Comment on the ideal organizational structure of the church

.....
.....

4. Organizational structure is described by the following components. In your opinion, to what extent do you agree with the statements below? Use a scale of 1-5 where 1= strongly agree, 2= agree, 3= Neutral, 4= disagree and 5= strongly disagree. (tick appropriately)

		1	2	3	4	5
1	Formalization: our church has written formal procedures					
2	Complexity: employees fulfil multiple jobs/functions in our church					
3	Decentralization: Strategic and operational decisions are influence by employees and church members before a decision is made					
4	Specialization: tasks are specific to employees					
5	Coordination: standardization of goals (specified objectives)					

SECTION C: CHURCH GROWTH

The following are the measures that define a church growth. In your opinion, to what extent do you agree with the statements below for your church over the last 3-5 years? Use a scale of 1-5 where 1= strongly agree, 2= agree, 3= Neutral, 4= disagree and 5= strongly disagree. (Tick appropriately)

		1	2	3	4	5
1	Our church has instituted new departments and or opened new branches					
2	Our church has started new ministries					
3	Our church has increased in the number of congregants					
4	Our church has employed more employees than the number from the start					
5	The tithe and offerings of our church has increased over the last 5 years					

SECTION D: ROLE OF ORGANIZATIONAL STRUCTURE ON CHURCH GROWTH

1. In your opinion, to what extent do the following influence growth of your church? Use a scale of 1-5 where 1= strongly agree, 2= agree, 3= Neutral, 4= disagree and 5= strongly disagree. (Tick appropriately)

		1	2	3	4	5
1	Formal procedures in our church inspires members to give towards ministries projects					
2	A conducive environment to perform multiple functions is attractive in inviting volunteerism from members of our church					
3	The participation of staff and the church members in decision making have an influence in the increase of church membership.					

4	Specified task to employees and volunteers enable increase in donations, tithing and offering from the members					
5	Our church activities are well coordinated has resulted to a robust increase in congregants, employees, tithing, new ministries and expansion					

2. What changes would you recommend on the current structure to assist in the church growth?

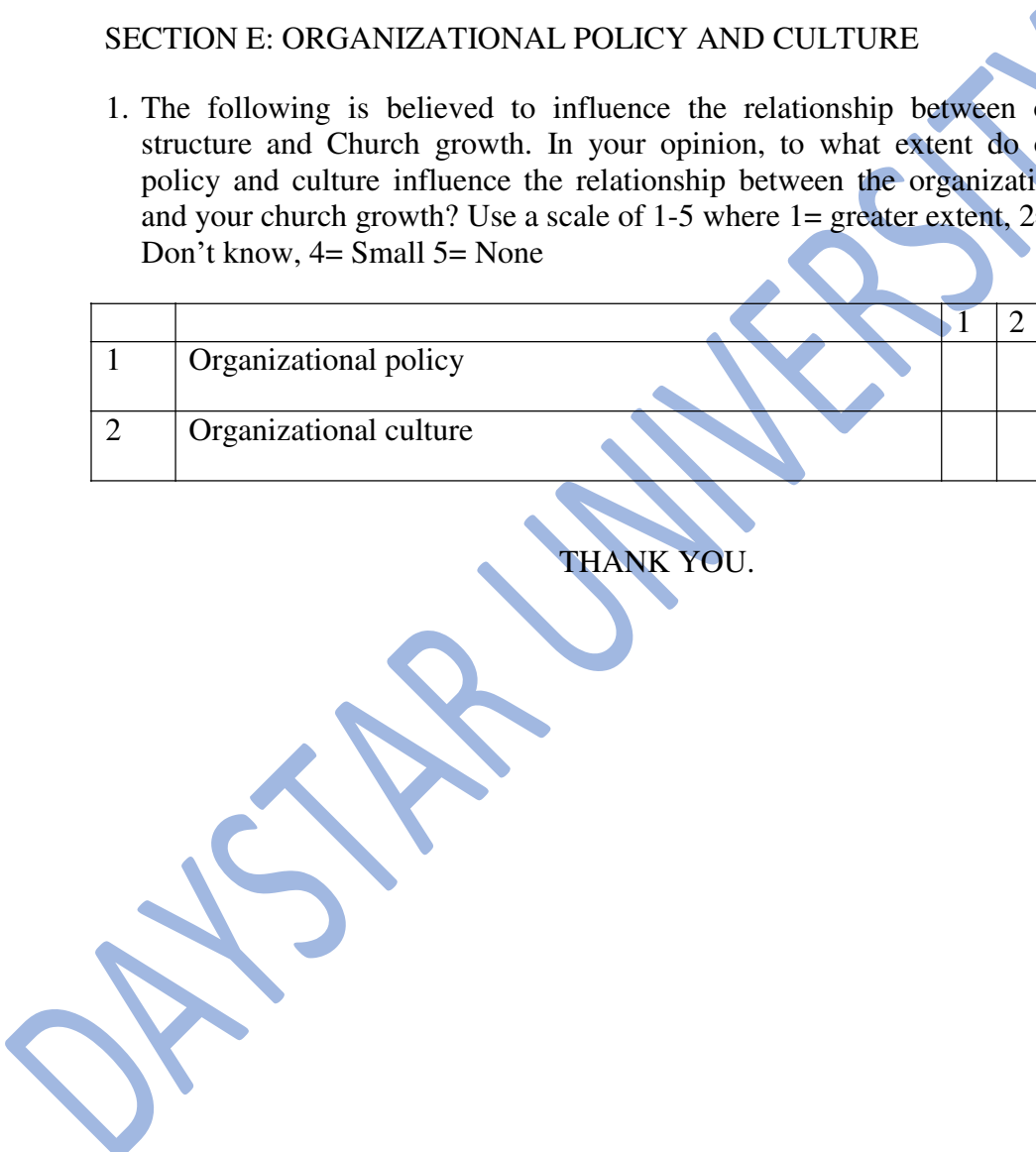
.....

SECTION E: ORGANIZATIONAL POLICY AND CULTURE

1. The following is believed to influence the relationship between organizational structure and Church growth. In your opinion, to what extent do organizational policy and culture influence the relationship between the organizational structure and your church growth? Use a scale of 1-5 where 1= greater extent, 2= great, 3= Don't know, 4= Small 5= None

		1	2	3	4	5
1	Organizational policy					
2	Organizational culture					

THANK YOU.



Appendix B: List of Churches Interviewed

	NAME OF CHURCH		NAME OF CHURCH
1	Prayers beyond boundaries-Parklands	26	Nairobi Grace Chapel
2	International Christian Center Nairobi – Mombasa Road	27	Redeemed Gospel Church-Railways
3	Christ Is the Answer Ministries-Woodley	28	Citam -Karen
4	Jubilee Christian Church-Parklands	29	Pefa church CBD
5	Nairobi Chapel Langata	30	Shekina Glory CBD
6	Life Spring Chapel Embakasi	31	Jesus come Revival Ministries
7	Deliverance Church -Riruta	32	Mavuno Church Down town
8	Redeemed Christian Church of God - Mbagathi Way	33	Nairobi Dam (Pentecostal Assemblies of God)-Kibera
9	Kenya Church of Christ-Kasarani	34	New Creation Life Ministries
10	Trinity Chapel	35	New Life Mission Church
11	City Church-Buru buru	36	Eagles Nest Church -The Joshua Generation
12	Royal Treasure Church	37	Christian Life Worship Center (IPHCA)
13	House of Grace Ministries Inter-Madaraka	38	Living Faith Ministries
14	Full Gospel Church -CBD	39	Revival Sanctuary of Glory
15	Eagles Christian Church – Karen	40	End times Gospel Church
16	World Full Gospel – Kiambu Road	41	New City Fellowship
17	Nairobi Christian Church – Utawala	42	Worldwide Gospel Church of Kenya
18	AGC-African gospel Church	43	Burning Bush Church of all nations-Runda
19	River of God – Westlands	44	Dove Fellowship-Riruta
20	Free Pentecostal Churches of Kenya-Kawangware	45	Christ Encounter
21	Divine Worship Ministries-CBD	46	New Testament Church of God Kenya
22	Deliverance Church – Kahawa Sukari	47	God’s Grace Mission Church
23	CGP-Imani Worship Center	48	Citam Clay City
24	Word Temple Church of God	49	African Christian Church & Schools (ACC&S)
25	Prisons protestants chaplaincy church	50	

Appendix C: Ethics Clearance



Daystar University
 Athi River Campus
 P.O. Box 17 - 90145
 Daystar University, Kenya
 Tel: 045 6622601 (2) (3)
 Fax: 045 6622420
 Email: admissions@daystar.ac.ke

Daystar University
 Nairobi Campus
 P.O. Box 44400 - 00100,
 Nairobi, Kenya
 Tel: 020 2723 002 (3) (4)
 Fax: 020 2728338
 Email: admissions@daystar.ac.ke

www.daystar.ac.ke

Daystar University Ethics Review Board

Our Ref. DU-ERB/24/09/ 2018 /00181

Date: 24-09-2018

Fredrick Okendo Otieno

Dear Fredrick,

**ROLE OF STRUCTURE IN FIRM GROWTH AMONG PENTECOSTAL
 CHURCHES IN NAIROBI COUNTY, KENYA**

Reference is made to your request dated 30-08-2018 for ethical approval of your proposal by Daystar University Ethics Review Board.

We are pleased to inform you that ethical review has been done and approval granted. In line with the research projects policy, you will be required to submit a copy of the final research findings to the Board for records.

This approval is valid for a year from 24-09-2018

This approval does not exempt you from obtaining a research permit from the National Commission for Science, Technology and Innovation (NACOSTI).

Yours sincerely,


 Mrs. Purity Kiambi,
 Secretary, Daystar University Ethics Review Board

"...until the day dawn and the daystar
 arise in your hearts"
2 Peter 1.19 KJV

Appendix D: Introduction Letter



Athi River Campus
 P. O. Box 17 - 90145
 Daystar University, Kenya
 Tel: 045 6622601 (2) (3)
 Fax: 045 6622420
 E-mail: admissions@daystar.ac.ke

Nairobi Campus
 P. O. Box 44400 - 00100,
 Nairobi, Kenya
 Tel: 020 2723 002 (3) (4)
 Fax: 020 2728338
 E-mail: admissions@daystar.ac.ke

www.daystar.ac.ke

27 September 2018

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: OKENDO FREDRICK OTIENO STUDENT NO: 10-0499

Fredrick is a fully registered student in the School of Business & Economics at Daystar University. He has completed his course work towards a Masters of Business Administration (MBA) degree in Strategic Management. He is now working on the research for his thesis.

Fredrick's thesis topic is:

"Role of organizational structure in firm growth among Pentecostal churches in Nairobi County, Kenya."

The purpose of my writing is to request that you give Fredrick the necessary assistance to enable him to complete this important academic exercise.

We assure you that any information collected will be used strictly for academic purposes and will remain absolutely confidential. Upon completion of the research, his thesis will be available at our library.

We appreciate your support for our student towards the successful completion of his thesis research.

Yours sincerely,

Dr. Samuel Muriithi
HOD, COMMERCE

HEAD OF COMMERCE
 DEPARTMENT
 DAYSTAR UNIVERSITY
 P.O. Box 44400
 NAIROBI 00100
 KENYA.

"...until the day dawn and the daystar
 arise in your hearts"
2 Peter 1.19 KJV

Appendix E: Research Permit

THIS IS TO CERTIFY THAT: **Permit No : NACOSTI/P/18/81229/26028**

MR. FREDRICK OTIENO ODHIAMBO **Date Of Issue : 3rd November,2018**

OKENDO **Fee Received :Ksh 1000**

of DAYSTAR UNIVERSITY, 44400-100

Nairobi,has been permitted to conduct

research in Nairobi County

on the topic: ROLE OF


ORGANIZATIONAL STRUCTURE IN FIRM

GROWTH AMONG PENTECOSTAL

CHURCHES IN NAIROBI KENYA

for the period ending:

30th, October,2019



Applicant's Signature

Director General

National Commission for Science, Technology & Innovation

Appendix F: Anti-plagiarism Report

Fredrick Okendo Thesis - 12th November 2018

ORIGINALITY REPORT

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