

**THE COMBINED EFFECT OF STAKEHOLDER ENGAGEMENT,
RESOURCE MOBILIZATION AND LEADERSHIP STYLE ON
SUSTAINABILITY OF ANGLICAN CHURCH FUNDED PROJECTS
KENYA**

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ABSTRACT

Purpose of the study: The aim of the study was to establish the combined effect of stakeholder engagement, resource mobilization and leadership style on sustainability of Anglican Church funded projects Kenya.

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

Methodology: The study adopted a cross-sectional research design aimed at collecting large number of quantitative data to establish patterns of value addition in the church projects. The study used positivism philosophy. The study's respondents was drawn from all the Anglican Churches in Mombasa Region. Yamane (1967) simplified formula was used to obtain the number of church members from the 11 deaneries. Primary data was obtained using self-administered questionnaires. The questionnaire was made up of closed questions relating to the study's objectives. Descriptive statistics such as percentages, frequencies, mean and standard deviation was used for the quantitative data. Inferential data analysis was done using Pearson correlation coefficient and regression analysis.

Results of the study: The combined variables indicated that stakeholder engagement ($\beta_1=0.208$), Resource mobilization ($\beta_2=0.082$) and leadership style ($\beta_3=0.098$) had a positive and significant effect on sustainability of projects. The R squared for the combined model (R squared=58.3%) was greater than the R squared for the individual variables (SE=51.3%, RM= 26.1% and LS 29.1%). The combined effect of stakeholder engagement, resource mobilization and leadership style was greater than the individual effect on sustainability of Anglican Church funded projects in Kenya at 58.3%.

Conclusion and policy recommendation: The study concluded that the completion of projects was above average for the years 2016, 2017 and 2018 stood at 87%, 84% and 86% respectively. The study recommended for participation of all stakeholders in each phase of the project. The study recommended that organization to prioritize on mobilizing resources. The study recommended for the adoption and application of democratic and transformational leadership practices. The findings will inform policy to policy-making agencies, the church authorities and stakeholders.

Key words: *Stakeholder Engagement, Resource Mobilization, Leadership Style, Sustainability, Anglican Church & Kenya.*

1.0 INTRODUCTION

Anglican Church and other concerned organizations invest large sums every year for the implementation of church-initiated income-generating projects. However, construction of church-initiated income-generating projects does not help if they fail after a short time (Hezekiah, Onkware & Iteyo, 2017).

Anglican Church funded projects creates a positive image, earns an individual or institution special respect amongst its peers, reduces pollution, creates employment opportunities by taking various projects like construction of parks, schools, health centers, tree planting and serves the needs of the society (Fraser, 2016). Individuals, institutions and corporate entities that undertake church funded projects take the dimensions of social response and social contribution. While some go on selective basis beyond the legal requirements using cost-benefit analysis, others volunteer with a sense of deep obligation to serve the society regardless of the costs or benefits involved (Numrich & Wedam, 2015). The lack of legal framework and government support has made competition challenging for such organizations except in a few countries.

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

churches in Kenya that want to be more involved in their communities look for external sources of funding to cover costs for equipment, running activities, staff and building.

Scholars such as Scanlan and Johnson (2015), Nel, Stander and Latif (2015) have argued that at the heart of every development project is the crucial role of church leadership. Despite their leadership position, determination of the usefulness of church leaders in relation to stakeholder engagement, resource mobilization, leadership style and sustainability of church funded projects in Kenya is usually unclear. Oino (2015) assessed the dilemma in sustainability of community-based projects in Kenya. However, the study lacked to expound on stakeholder engagement, resource mobilization and leadership style on sustainability of church funded project. It is against this backdrop that the proposed study seeks to look at the influence of stakeholder engagement, resource mobilization and leadership style on sustainability of Anglican Church funded project in Kenya.

According to Ayuso, Rodríguez, Castro and Ariño (2014), knowledge sourced from engagement with internal and external stakeholders contributes to a firm's sustainable innovation orientation, but that this knowledge has to be managed by the firm internally in order to be converted into new ideas for innovation. Herremans, Nazari and Mahmoudian (2016) asserts that when communities are involved in project initiation and implementation, there is the assurance of sustainability subject to some conditions unlike when they have no idea about the project or when it is imposed on them.

Resource mobilization (RM) involves mechanism adopted in obtaining resources in an organization and in increasing the amounts of organization resources by using the available ones in a better way. Batti (2014) reveals that RM is a component of great value for making an organization stronger. Regrettably, competition for the resources provided by the donors is so high and the organizations ability to get possession of resources relies on the level of competition in the field on how well it is able to compete with others in the same field and how well it can find out new source of resources in the environment (John & Mayer, 2017). Resource mobilization involves acquisition of financial resources, organization of fundraisings, income oriented projects, mapping of resources, volunteer support and collecting in-kind (Densford, James & Ngugi, 2018).

Leadership style as a method of providing direction, implementing plans and motivating people is built on the belief that members from the immediate community ought to be involved as planners and participants from the beginning (Lumbasi, K'Aol & Ouma, 2016).

Lynn (2013) argues that financial sustainability of a church depends on its ability to diversify its sources of funds. In practice, churches that are not dependent on a particular funding stream are likely to remain sustainable. A sustainable church is one that can continue to fulfill its mission over time and meet the needs of its key stakeholders, particularly its beneficiaries and supporters (Banks, Hulme & Edwards, 2015).

1.2 STATEMENT OF THE PROBLEM

A project is generally considered to be successfully sustainable if it comes in on-schedule, comes in on budget and achieves basically all the goals originally set for it and is accepted and used by the clients for whom it is intended (Mbaluku & Bwisa, 2013). The ACK funded projects in Kenya are facing sustainability challenges in quality assurance from cases of incomplete projects and some of the projects going way above the estimated cost budget (Wachira, 2018). The major projects that have missed the targeted implementation deadline over the last five years have risen

by 20 % (ACK, 2018) leading to additional budgets for projects completions. In addition, the cost overruns of the projects have increased by 23% over the period 2012-2017. Further, most of the church funded projects in Mombasa region usually end their operations when funding stops (Hezekiah, Onkware & Iteyo, 2017). It is from this information that the study focused on establishing the factors influencing sustainability of church funded projects.

Researchers have studied the relationship between stakeholder engagement and sustainability of projects: Ochungu (2016), Haysom (2016), Ayuso (2011) opine that engagement of stakeholder of the firm both internal and external has a positive impact on company's sustainable innovation orientation on projects. Other studies have shown that an effective leader influences followers in a manner that would achieve desired goals Swaraswamy and Swamy (2014). According to Swaraswamy and Swamy (2014), Leadership style may affect firms or projects in different ways and concluded that there are two aspects that influence sustainability of organization: these are competitive and innovative culture. The importance of leadership style is that it affects the quality of work life within an organization.

Church projects as a vehicle for development has increased empowerment ability in many families. Hewitt and Anderson (2015) posited that, resource mobilization as a tool to empower churches and learn key tenets of empowerment practice helps church projects to be sustainable. McIvor (2014) pointed that possession of certain resources and capabilities defines what the organization will do and what it can obtain from outside parties. For the success of a project, all the resources should be incorporated together. A superior performance is usually based on developing a competitively distinct set of resources, heterogeneous and strategic development and a capable workforce in a well-conceived strategy to sustain superior returns (Fahy, 2017; Collis & Montgomery, 2016).

While there has been a number of studies on the role of the church on development as argued by (Mawudor, 2016), little attention has been devoted to stakeholder engagement, resource mobilization and leadership style on sustainability of Anglican Church funded projects. Furthermore, there has been very little research that has focused on how stakeholder engagement processes are integrated together in church project. Therefore, this study aimed at bridging the existing knowledge gap by assessing the influence of stakeholder engagement, resource mobilization, leadership style on sustainability of Anglican Church funded projects in Kenya

1.3 OBJECTIVE OF THE STUDY

To establish the combined effect of stakeholder engagement, resource mobilization and leadership style on sustainability of Anglican Church funded projects Kenya.

1.4 RESEARCH HYPOTHESES

Ho: The joint effect of stakeholder engagement, resource mobilization and leadership style has no significant influence on sustainability of Anglican Church funded projects in Kenya.

2.0 LITERATURE REVIEW

2.1 THEORETICAL FRAMEWORK

2.1.1 Stakeholder Engagement Theory

Edward Freeman developed Stakeholder Engagement Theory in 1984 and stresses the interconnected relationships between a business and its customers, suppliers, employees, investors, communities and others who have a stake in the organization. The theory argues that an organization should create value for all stakeholders, not just shareholders. The theory identifies and models the groups which are stakeholders of a corporation, and both describes and recommends methods by which management can give due regard to the interests of those groups. Freeman (1984) suggests it is impossible to build a sustainable organization of any type, including a profitable business, if that organization fails to meet the needs of most (if not all) of its stakeholders, most of the time.

Stakeholder theory is fundamentally a theory about how organizations can work at their best. It is descriptive, prescriptive and instrumental at the same time. It is more complex than just considering value for shareholders, because there are many relationships involved. Consequently, for any organizational activity there is a complex web of human beings whose needs and wants (stakes) need to be identified, managed and as far as practical fulfilled to make a project successful. Despite stakeholder engagement theory seeming to rise in popularity, many smart scholars have critiqued the stakeholder theory. Some for instance (Key 1999) argue that stakeholder theory lacks specificity and, thus, cannot be operationalized in a way that allows scientific inspection. Others feel that stakeholder theory offers no decision-making criteria that would adequately guide sustainability of projects. Most critics, like Teppo, feel that stakeholder theory is vacuous and offers an unrealistic view of how organizations should operate.

Stakeholder Engagement Theory is relevant in the study as it argues that an organization should create value for all stakeholders, not just shareholders. Thus, the church should create value for the beneficiaries of their projects and not just to themselves. Further, the theory guides in that it is impossible to build a sustainable organization of any type, including a sustainable project, if that organization fails to meet the needs of most of its stakeholders, most of the time.

2.1.2 Resource Based View (RBV) Theory

Barney proposed Resource Based View theory in 1991. According to Barney, RBV focuses attention on an organization's internal resources as a means of organizing processes and obtaining a competitive advantage. Barney stated that for resources to hold potential as sources of sustainable competitive advantage, they should be valuable, rare, imperfectly imitable and not substitutable. The resource-based view suggests that organizations must develop unique, firm-specific core competencies that will allow them to outperform competitors by doing things differently (McIvor, 2014). In the resource-based view, strategists select the strategy or competitive position that best exploits the internal resources and capabilities relative to external opportunities. Given that strategic resources represent a complex network of inter-related assets and capabilities, organizations can adopt many possible competitive positions.

Resource-based theory contends that the possession of strategic resources provides an organization with a golden opportunity to develop competitive advantages over its rivals (Barney 1991). The logic is applicable among project management and sustainability. This kind of resources cannot be purchased but may be acquired through staff training. Finally, having the right skills and the

money to start a project is not enough; the project team needs to get in touch with local community or stakeholders for support among other factors.

The relevance of this theory lies on the fact that it examines how resources can drive competitive advantage, especially in relation to successful implementation of development projects. In the context of this study, in order to create a sustainable environment, the project team needs resources within all three resource categories which rationalizes the use of this theory in this study.

Resource-based theory contends that the possession of strategic resources provides an organization with a golden opportunity to develop competitive advantages over its rivals (Barney 1991). The logic is applicable among project management and sustainability. This kind of resources cannot be purchased but may be acquired through staff training. Finally, having the right skills and the money to start a project is not enough; the project team needs to get in touch with local community or stakeholders for support among other factors.

2.1.3 Theory of Religious Economy

Theory of Religious Economy was proposed by major proponents of the theory includes William Sims Bainbridge, Roger Finke, Laurence Iannaccone and Rodney Stark in the 1950s. Theory of Religious economy refers to religious persons and organizations interacting within a market framework of competing groups and ideologies. An economy makes it possible for religious suppliers to meet the demands of different religious consumers. By offering an array of religions and religious products, a competitive religious economy stimulates such activity in a market-type setting.

Religious economies perspectives are built on rational choice assumptions. In particular these approaches assume that there are potential benefits to religious participation, both psychological and inter-personal, that people may seek. With the analogy that overall levels of religion in an area are like a market, it assumes an innate demand for some type of explanation system and posits that differences in levels of participation can be at least partially explained by the supply of “religious goods” in an area (Voas, Crockett & Olson, 2012). Producers of these religious goods and individual consumers become central concepts, as well governmental regulation of religion. Other important concepts include the level of tension between a religious group and the surrounding socio-cultural environment and the level of “strictness” required to be a member of a religious group.

Bankston (2002) refers to religions and religious groups as competing firms that vie for customers who make rational choices among available products. Using a liberal framework for analysis, Bankston critiques that religions and religious groups’ popularity is dependent on the laws of supply and demand. As a marketplace, religious consumers are subject to things such as marketing, availability of product, resources and brand recognition. However, unlike some actual commodity such as a computer, these commodities speak to an individual’s beliefs. Bankston poses the idea that belief deals with ideology, extends beyond what one would typically define as a market good by stating that belief is produced, and resides in communicated thoughts, the consumers of goods of faith can only become consumers by becoming producers, by participating in interactions of belief

The theory of religious economies is relevant as consumers who give their church time and money in hopes of earning entry into Heaven are essentially investing in it. When they die, 'and go to their reward, then they believe they can cash in on this investment. This concept is employed within the framework of "rational choice" approaches to religion. Further, just as commercial economies

consist of a market in which different firms compete, religious economies consist of a market (the aggregate demand for religion) and firms (different religious organizations) seeking to attract and hold clients by engaging in activities and projects in the communities.

2.2 EMPIRICAL REVIEW

O'Reilly, Caldwell, Chatman, Lapiz, Self and William's (2016) study concluded that it was only when leaders' effectiveness at different levels (hierarchies) was considered in the aggregate that significant performance improvement occurred while implementing strategies. Implementation incorporates a number of aspects, some of which can be changed directly and some of which can only be changed indirectly. The latter aspects are more difficult for strategic leadership to control and change. While studying how implementation of competitive strategies affects business units' performance, Menguc, Auh and Shih (2017) argued that managers' use of transformational leadership skills results in the best competitive strategies, including innovation differentiation, marketing differentiation, and low cost of the product.

Ochieng' and Sakwa (2018) studied the impact of participatory resource mobilization in the sustainability of community projects in Kisumu County. The study sought to understand the role Participative resource mobilization played in ensuring successful implementation and sustainability of community projects and the influence it had on beneficiaries' wellbeing. The specific objectives included participative labor sourcing, finance mobilization, sourcing project materials and leadership. The study employed descriptive survey research design. The findings revealed that participative resource mobilization and efficient project implementation were statistically significant to the well-being of beneficiaries of community water projects in the informal settlement of Kisumu.

Caroline (2015) conducted a study with the objective to find out the role of church owned businesses on sustainability of the church. Church organizations have over the years been faced with many challenges for survival and sustainability. As such, many churches today have ventured into businesses with an objective of enhancing their going concern. This move has been received with mixed reactions with some churches perceiving it as a good initiative for self-reliance while others perceiving it as an endeavor which is not within the church mandate. The study adopted descriptive research design. For primary data collection, questionnaires were administered and interview conducted. Descriptive statistics were used to present the findings. The results of this study indicate that church businesses do contribute to the sustainability of the church. The financial stability also implies that the church is put in a good position to achieve its biblical mandate in terms of reaching out, evangelizing and also supporting the needy in the society. The study concludes that church businesses play a critical role in promoting sustainability of its operations.

Stout (2018) in an integrative thesis titled 'Fostering sustainability and minimizing dependency in mission finances' sights the case of the Presbyterian Church in East Africa (PCEA) who had for many years received support from a mission society in Scotland. In the 1970's they requested not to receive any further support in form of funds or volunteers. Within a five year period, the church supported its own ministers, build their church buildings and plant new churches. Following this they supported homeless children from Scotland. The Presbyterian Church operates the Presbyterian Foundation, a business company in Kenya that is in almost all sectors of the economy, most popular being education, health, real estate and hospitality industries (PCEA, 2013).

Omura and Forster (2012) undertook a study, on sustainability of charitable organizations, in Australia on forty-four charitable organizations. In their study, they found that charitable

organizations that engaged in fundraising and budgeted for fundraising expenditure raised more income. Although Kiiru (2016) supports and provides fundraising activities as a method to raise funds for the church, he cautions that this requires professionalism and innovation so as not to tire the congregation with money requests. For more sustainable fundraising, entrepreneurship is encouraged.

2.3 CONCEPTUAL FRAMEWORK

The study’s conceptual framework is conceptualized by stakeholder engagement, resource mobilization and leadership style as independent variable. The dependent variable is sustainability of church projects. The study’s conceptual framework is illustrated in Figure 1.

Independent Variables

Dependent Variable

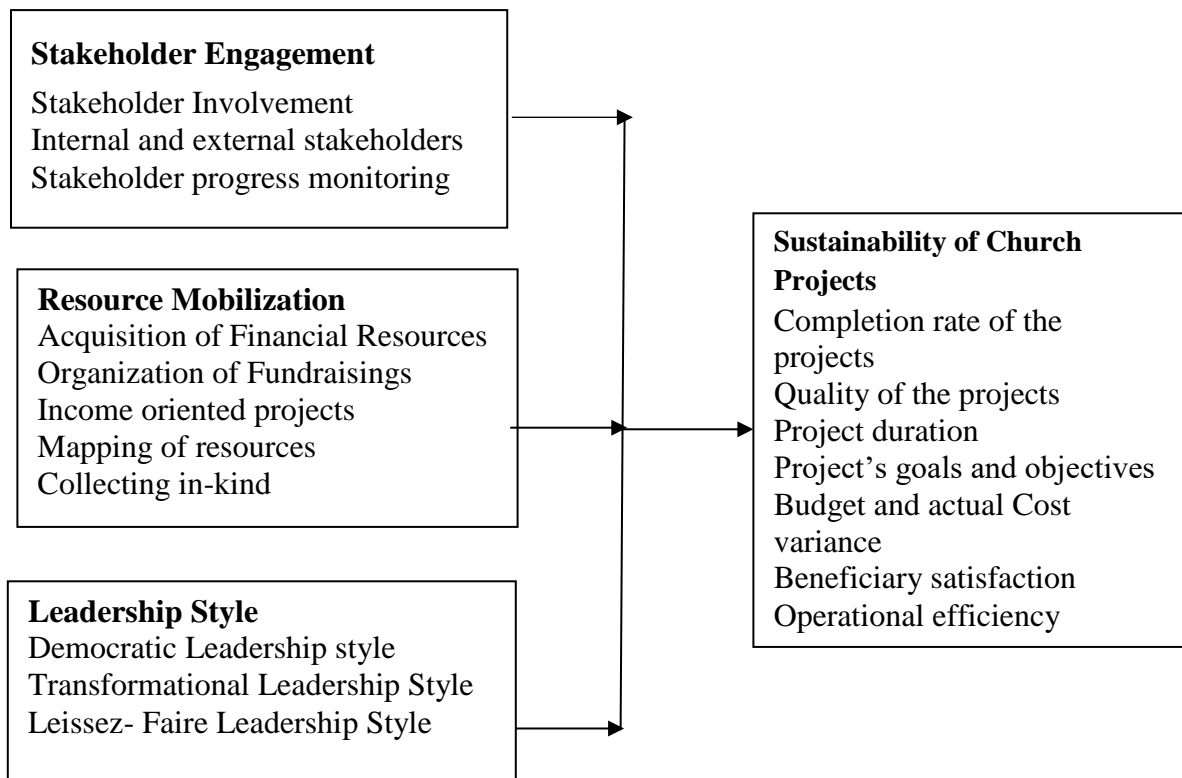


Figure 1: Conceptual Framework

3.0 RESEARCH METHODOLOGY

The study adopted a cross-sectional research design aimed at collecting large number of quantitative data to establish patterns of value addition in the church projects. The study used positivism philosophy. The study’s respondents was drawn from all the Anglican Churches in Mombasa Region. The unit of analysis was the Anglican churches funded projects while the respondent was the development committee, parochial church council and church members. One

development committee member was selected from each of the 11 deaneries while 2 parochial church council members was selected from the 11 deaneries while sampling was done for the church members. Yamane (1967) simplified formula was used to obtain the number of church members from the 11 deaneries. Stratified random sampling was used to select church members while purposive sampling was used to select the church committee members, parochial church council and church members. Primary data was obtained using self-administered questionnaires. The questionnaire was made up of closed questions relating to the study's objectives. Descriptive statistics such as percentages, frequencies, mean and standard deviation was used for the quantitative data. Inferential data analysis was done using Pearson correlation coefficient and regression analysis. The results was presented in form of tables and graphs;

The stepwise regression models are presented below;

$$SUST = \beta_0 + c'1SE + e \dots \dots \dots (1)$$

$$SUST = \beta_0 + c'2RM + e \dots \dots \dots (2)$$

$$SUST = \beta_0 + c'3LS + e \dots \dots \dots (3)$$

$$SUST = \beta_0 + c'SE + c'2RM + c'3LS + e \dots \dots \dots (4)$$

Where:

SUST = Sustainability of Church funded Projects

β_0 = Intercept

$c'1, c'2, c'3$ = Coefficients

SE = Stakeholder Engagement

RM = Resource Mobilization

LS = Leadership Style

ϵ = Error term

To the test the level of significance of hypotheses, t statistic values and P-values was used. If the $t > 1.96$ and P value < 0.05 , it indicates that the relationship between the variables are significant and vice versa.

4.0 RESULTS AND FINDINGS

4.1 Descriptive Statistics

4.1.1 Descriptive Statistics for Stakeholder Engagement

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

Table 1: Descriptive Statistics for Stakeholder Engagement

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

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

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

4.1.2 Descriptive Statistics for Resource Mobilization

The objective of the study was to determine the moderating effect of resource mobilization in the relationship between stakeholder engagement and sustainability of Anglican Church funded projects in Kenya. Descriptive statistics were carried out on resource mobilization and the results are shown in Table 2.

Table 2: Descriptive Statistics for Resource Mobilization

Measure	Resource Mobilization
N	412
Mean	3.247
Median	3.200
Mode	3.000
Std. Deviation	1.104
Skewness	-0.407
Std. Error of Skewness	0.120
Kurtosis	-0.406
Std. Error of Kurtosis	0.240

The results from the Table 2 shows the descriptive statistics for resource mobilization. The total number of respondents in each measured was 412. Distribution of data was measured using skewness and kurtosis whereas central tenancy was measured using mean, median and mode. The standard deviation was used to measure dispersion. The results show that resource mobilization had a mean of 3.247, median of 3.200 and mode of 3.000. The standard deviation of 1.104 showed that the members of the group differed from the mean value of 3.247 for the group in the observation. The standard deviation of 1.104 further implies that the data points tend to be very close to the mean of the data and a high standard deviation implies that the data points are spread over a wide range of the values.

Skewness for resource mobilization was -0.407. Since the values were between -0.5 and 0.5, we thus conclude that the distribution is approximately symmetric. Kurtosis results showed that resource mobilization had -0.406. Thus we can conclude that the values were platykurtic since they are less than 3 and thus had a broad tail distribution and no outliers. Resource mobilization was evenly distributed and the measure between the high and low score was small and exhibits normal resource mobilization.

4.1.3 Descriptive Statistics for Leadership Style

The objective of the study was to establish the intervening effect of leadership style in the relationship between stakeholder engagement and sustainability of Anglican Church funded projects in Kenya. Leadership was categorized in three styles that is Democratic, Transformational and Laissez. Descriptive statistics were carried out on leadership styles and the results are shown in Table 3.

Table 3: Descriptive Statistics for Leadership Style

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

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

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

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

4.1.4 Descriptive Statistics for Sustainability of Projects

Descriptive statistics were carried out on sustainability and the results are shown in Table 4.

Table 4: Descriptive Statistics for Sustainability of Projects

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

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

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

4.2 INFERENTIAL STATISTICS

Inferential analysis was conducted to generate correlation results, model of fitness, and analysis of the variance and regression coefficients.

4.2.1 Correlation Analysis

Correlation analysis was carried out to determine the association between the variables, stakeholder engagement, resource mobilization, leadership style and sustainability. The mean score for each of the independent variables was calculated and the Pearson's correlation obtained using SPSS. The results are as shown in Table 5.

Table 5: Correlation Matrix

		Sustainability	Stakeholder Engagement	Resource Mobilization	Democratic	Transformational	Laissez
Sustainability of Projects	Pearson Correlation Sig. (2-tailed)	1.000					
Stakeholder Engagement	Pearson Correlation Sig. (2-tailed)	.617**	1.000				
Resource Mobilization	Pearson Correlation Sig. (2-tailed)	.511**	.463**	1.000			
Democratic Leadership Style	Pearson Correlation Sig. (2-tailed)	.645**	.569**	.464**	1.000		
Transformational Leadership Style	Pearson Correlation Sig. (2-tailed)	.570**	.513**	.489**	.578**	1.000	
Laissez Leadership Style	Pearson Correlation Sig. (2-tailed)	-.627**	-.576**	-.457**	-.554**	-.512**	1.000
		0.000	0.000	0.000	0.000	0.000	

The results in Table 5 indicated that stakeholder engagement was positively and significantly associated to sustainability of projects ($r=0.617$, $p=0.00<0.05$). Resource mobilization was positively and significantly associated to sustainability of projects ($r=0.511$, $p=0.00<0.05$). Under leadership styles, democratic leadership style was positively and significantly associated to sustainability of projects ($r=0.645$, $p=0.000<0.05$), transformational leadership style was positively and significantly associated to sustainability of projects ($r=0.570$, $p=0.000<0.05$). However, Laissez leadership style was negatively but significantly associated to sustainability of projects ($r= -0.627$, $p=0.000<0.05$). This was an indication that stakeholder engagement, resource mobilization, leadership styles and sustainability portrayed a strong connection with sustainability of projects.

4.2.2 Combined Effect of Stakeholder Engagement, Resource Mobilization and Leadership Style on Sustainability of Projects

The objective of the study was to establish the combined effect of stakeholder engagement, resource mobilization and leadership style on sustainability of projects.

The hypothesis stated in the null form is as follows:

Ho: The combined effect of stakeholder engagement, resource mobilization and Leadership Style had no significant influence on sustainability of Anglican Church funded projects in Kenya.

The individual regression coefficients for the independent stakeholder engagement, resource mobilization and leadership style and the combined effect on the dependent variable sustainability of projects were performed. Results are presented in Table 6.

Table 6: R Squared for Individual and Combined Variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.717	0.513	0.512	0.33010
2	.511	0.261	0.259	0.40681
3	.539	0.291	0.289	0.39849
4	.764	0.584	0.581	0.30591

The results in Table 6 shows that the R square for the first model for regressing stakeholder engagement against sustainability of projects had 51.3% while the second step of regressing resource mobilization against sustainability of projects had 26.1%. The third step which regressed leadership style against sustainability of projects had 29.1%. The last step where the combined effect of stakeholder engagement, resource mobilization and leadership style was regressed against sustainability of projects had the highest R squared at 58.4%.

Table 7: ANOVA for Individual and Combined Variables

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.138	1	47.138	432.585	.000
	Residual	44.677	410	0.109		
	Total	91.814	411			
2	Regression	23.961	1	23.961	144.779	.000
	Residual	67.854	410	0.165		
	Total	91.814	411			
3	Regression	26.71	1	26.71	168.206	.000
	Residual	65.105	410	0.159		
	Total	91.814	411			
4	Regression	53.634	3	17.878	191.044	.000
	Residual	38.181	408	0.094		
	Total	91.814	411			

The ANOVA results indicated that all the four models were significant at $0.000 < 0.05$. The F-Statistic for model one was ($F=432.585$, $p = 0.000 < 0.05$), the F-Statistic for Model two was ($F=144.779$, $p = 0.000 < 0.05$), the F-Statistic for model three was $F=168.206$, $P = 0.000 < 0.05$. Lastly, the F-Statistic for the joint model four was $F=191.044$, $P = 0.000 < 0.05$.

The combined regression for individual and combined variables is as shown in Table 4.38.

Table 8: Regression for Individual and Combined Variables

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.674	0.046		57.989	0.000
	Stakeholder Engagement	0.292	0.014	0.717	20.799	0.000
2	(Constant)	2.861	0.062		45.902	0.000
	Resource Mobilization	0.219	0.018	0.511	12.032	0.000
3	(Constant)	2.798	0.063		44.594	0.000
	Leadership Style	0.239	0.018	0.539	12.969	0.000
4	(Constant)	2.346	0.058		40.349	0.000
	Stakeholder Engagement	0.208	0.016	0.511	12.663	0.000
	Resource Mobilization	0.082	0.016	0.192	5.235	0.000
	Leadership Style	0.098	0.016	0.222	5.989	0.000

The regression of coefficients results shows that in step one, the regression model of Sustainability of Projects on Stakeholder Engagement was significant with $\beta=0.292$, $p=0.000<0.05$) and supported by $T_{\text{Calculated}}=(1, 411)= 20.799> T_{\text{Critical}} (0.05, 411)= 1.658$. In step two, the results show that the regression model of resource mobilization on sustainability of projects was significant with ($\beta=0.219$, $p=0.000$) and supported by $T_{\text{Calculated}} = (1, 411) = 12.032> T_{\text{Critical}} (0.05, 411) = 1.658$. In step three, the results show that the regression model of leadership style on sustainability of projects was significant with ($\beta=0.239$, $p=0.000$) and supported by $T_{\text{Calculated}} = (1, 411)=12.969 > T_{\text{Critical}} (0.05, 411) = 1.658$. In step four where the combined model was conducted, the results show that the joint model stakeholder engagement* resource mobilization* leadership style was positive and significant at ($\beta_1=0.208$, $p=0.000$; $\beta_2=0.082$, $p=0.000$; $\beta_3=0.098$, $p=0.000$) and supported by $T_{\text{Calculated}} = (3, 411) =12.663, 5.235, 5.989> T_{\text{Critical}} (0.05, 411) = 1.658$.

The R squared for the combined model (R squared=58.4%) was greater than the R squared for the individual variables (SE=51.3%, RM= 26.1% and Leadership 29.1%). This, therefore, leads to the rejection of the null hypotheses that the combined effect of stakeholder engagement, Resource mobilization and leadership style is not greater than the individual effect on sustainability of Anglican Church funded projects in Kenya. Thus, the study establishes that the combined effect of stakeholder engagement, Resource mobilization and leadership style is greater than the individual effect on sustainability of Anglican Church funded projects in Kenya.

This is consistent with Ochieng' and Sakwa (2018) who studied the impact of participatory resource mobilization in the sustainability of community projects using participative and established a significant relationship of labor sourcing, finance mobilization, sourcing project materials and leadership. The findings of also agree with Obunga, Panga, Wandiege and Asengo (2015) who revealed that participative resource mobilization and efficient project implementation were statistically significant to the well-being of beneficiaries of community water projects in the informal settlement of Kisumu. This is in line with Opuku (2015) who studied the effective leadership style of sustainability professionals responsible for developing sustainable construction strategies in United Kingdom and established that while there is no one best leadership style for

all situation, most leaders charged with the role of promoting sustainable construction are strategic in their style or behavior. The findings gave guidance to church leaders with the responsibility of promoting sustainability practices.

Sera and Susan (2017) found that several streams of project financing can improve its flexibility and independence on executing, controlling and managing organizations projects thereby reducing over-reliance on foreign funding. Due to ever increasing competition for the few available resources, coming up with and creating alternative ways of funding can help an organization have an easy time in managing its projects thereby making its projects to be sustainable. Generating resources from the business activities in an organization can lead to increased financial resources in an organization. Insufficient financing to implement project prevents it from the ability to be sustainable (Chirkunova, Kireeva, Kornilov & Pschenichnikova, 2016).

5.1 CONCLUSIONS

The study findings though supported by theoretical, conceptual and empirical evidence, although sustainability of Anglican Church projects cannot be limited to the variables in the study. The open ended questions in the questionnaire sought to identify other gaps which affect sustainability. With regards to duration and the number of projects as per their performance, it was established that collapsed projects for the years 2016, 2017 and 2018 stood at 4%, 6% and 5% respectively. The projects not completed within the stipulated timelines for the years 2016, 2017 and 2018 stood at 13% 16% and 14% respectively. The completed projects for the years 2016, 2017 and 2018 stood at 87%, 84% and 86% respectively. The levels of satisfaction on the attainment of project goals and objectives for the years 2016, 2017 and 2018 were analyzed and it was established that majority satisfaction on the performance of the Anglican Church projects was over 50% for all the duration under study. On budget variation, the average variation for the small projects was less than Ksh 500,000 while the major projects had a variation of between Ksh 500,000 and 1 million.

The study therefore concluded that the completion of projects was above average since the rating was for the years 2016, 2017 and 2018 stood at 87%, 84% and 86% respectively. This led to a higher level of satisfaction by the beneficiaries of the church projects. However there was a budget variation where the small projects had budget variations of less Ksh 500,000 while the major projects had variations of between Ksh 500,000 and 1 million for the three years.

6.1 RECOMMENDATIONS

The objective of the study was to establish the joint effect of stakeholder engagement, resource mobilization and leadership style on sustainability of projects. The study concluded that the joint effect of stakeholder engagement, resource mobilization and leadership style is greater than the individual effect on sustainability of Anglican Church funded projects in Kenya. Thus, the church leadership should adopt the components of participative stakeholder engagement, prudent resource mobilization and enhanced leadership to realize long run sustainability of their projects.

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