

The Role of Shared Values in Driving Church Growth among Selected Pentecostal Churches in Kenya



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ABSTRACT: Shared values is acknowledged as the glue that holds an organization together and lays the foundation for its growth. However, despite the recognized significance of shared values, many Pentecostal churches face challenges in embedding these values within their leadership structures, which can hinder growth and long-term sustainability. This study sought to explore the role of shared values in driving church growth within Pentecostal churches in Kenya, investigating how these values shape leadership, organizational dynamics, and congregational engagement. The study adopted an embedded mixed-methods research design. The target population from the 47 counties of Kenya was 42,209 church leaders comprising of 2,828 bishops; 11,633 reverends; and 27,748 pastors of selected Pentecostal churches across different regions in Kenya. Employing purposive sampling, five counties (10%) of the total counties in Kenya were selected. From the five counties, 371 bishops, 1793 reverends, and 5462 pastors totalling to 7626 respondents were selected. Based on the five counties, the sample size was 380 participants including key informants. Data was collected using a structured questionnaire and key informant interviews. Quantitative data was examined using descriptive statistics, correlation analysis, and multiple regression model while qualitative data was subjected to thematic analysis. A high rating of shared values was observed ($M=4.46$, $SD = 0.705$), suggesting that majority of the churches were united by their shared values. Correlation analysis revealed a small but statistically significant positive correlation between shared values and church growth ($r = .216$, $p < .01$). Regression results showed that a unit increase in shared values was associated with 0.273 increase in church growth. The quantitative results were corroborated with qualitative insights whereby participants emphasized that shared values are fundamental to church growth, as they serve as the foundation for unity and a collective sense of purpose. Conclusion was drawn that shared values have a small yet meaningful effect on church growth. Pentecostal churches can stimulate growth by embracing core values, cultivating a culture of respect, teamwork, and mutual support. Their involvement in church initiatives and commitment to collaborative efforts will directly influence the congregation's overall progress. Future studies should expand the predictors of church growth by examining additional factors like strategic leadership, execution strategy, and environmental constraints.

KEYWORDS: Church Growth, Shared Values, Pentecostal Churches, Embedded Mixed Methods Design, Clergy

I. INTRODUCTION

Shared values encompass fundamental principles – such as truth, respect, responsibility, and compassion – that shape the behaviors of a group, fostering cohesion and enhancing team performance (Satell & Windschitl, 2021). These values form the foundation of an organization's identity, influencing its operations and aspirations (Ejoh & Omoile, 2023; Lee et al., 2021; Novkovik et al., 2022). Without a strong foundation of shared values, team leadership struggles to function effectively, address challenges, or maintain high levels of performance (Vanourek & Vanourek, 2014). A study by Mapolisa and Ncube (2012) established that team leadership significantly increases the likelihood of achieving organizational goals, primarily due to the reinforcement of shared values.

In the context of team leadership, shared values act as both moral and operational compasses, guiding decision-making and fostering collaboration among members (Vanourek & Vanourek, 2014). These values encapsulate the essential beliefs, principles, and norms that define an organization's culture (Gupta, 2024). Additionally, they are often embedded in policies and practices that not only enhance organizational competitiveness but also contribute positively to social and environmental conditions in the regions where organizations operate (Grimsley, 2021). Leadership plays a crucial role in establishing and reinforcing shared values to provide strategic direction and ensure operational consistency (Shared Values in an Organization,

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2021). According to a paper published in the Harvard Business Review, Satell and Windschitl (2021) argue that for teams to achieve high performance, a culture of shared values must be in place. Factors such as technical expertise, talent, experience, creativity, and innovation thrive best in an environment where shared values serve as a unifying framework for operations and interpersonal relationships (Hinova-McNamee, 2022; Satell & Windschitl, 2021).

The concept of shared values traces its roots to the work of Michael Porter and Mark Kramer, who introduced it in the context of creating economic and social value by addressing societal needs (Porter & Kramer, 2011; Kramer & Pfitzer, 2016). The idea emphasizes that organizations should not only generate financial profit but also uphold ethical and moral values such as honesty, trust, compassion, adaptability, creativity, and responsibility (Camarena-Martinez et al., 2016; Riley & Fragou, 2023). Profit-driven motives without a clear ethical foundation can lead to moral and ethical dilemmas, underscoring the importance of shared values in maintaining integrity and social responsibility (Grimsley, 2023).

The role of shared values in teamwork is profound, as they shape organizational identity, clarify objectives, and provide motivation for achieving set goals (Adham & Sukkar, 2024). These values establish behavioral norms and performance standards that contribute to organizational success (Titov & Umarova, 2017). Leaders within organizations develop and instill these core values, ensuring they serve as guiding principles for behavior and decision-making (Thelma & Chitonodo, 2024). By fostering collaboration and aligning individual efforts with collective goals, shared values create a conducive environment for organizational growth and development (Guillemin & Nicholas, 2022). Sustainable progress for both individuals and institutions is anchored on shared values, as they enable strategic decision-making and shape a desirable future.

Within the context of Pentecostal churches in Kenya, shared values can play a critical role in influencing church leadership, organizational cohesion, and overall church growth (Ndetto et al., 2024). The effectiveness of church leadership is often tied to the ability to foster a unified vision and encourage active participation among congregants (Davis, 2024). However, despite the recognized significance of shared values, many Pentecostal churches face challenges in embedding these values within their leadership structures, which can hinder growth and long-term sustainability (Markow & Åkerlund, 2023). Yet existing research has not comprehensively quantified the effect of shared values on the growth of Pentecostal churches and the underlying mechanisms through which this happens. By situating shared values within the religious domain, this study contributes to existing literature by bridging the gap between corporate and religious organizational structures. While previous research has established the significance of shared values in enhancing performance and innovation, there remains a need to explore how these values drive growth within Pentecostal churches. This study sought to explore the role of shared values in driving church growth within selected Pentecostal churches in Kenya, investigating how these values shape leadership, organizational dynamics, and congregational engagement.

II. LITERATURE REVIEW

Shared values play a critical role in shaping organizational outcomes across various sectors, as demonstrated by previous studies conducted in corporate, governmental, and faith-based settings (Amah & Ahiauzu, 2014; Lin & Chiu, 2017; Otworu & Juma, 2015). Lin and Chiu (2017) investigated the influence of shared values, corporate cultural characteristics (CCC), and corporate social responsibility (CSR) on innovative behavior (IB) in Taiwan. Using a quantitative approach, they surveyed employees from companies listed in the 2015 and 2016 CSR Award List compiled by Common Wealth Magazine. Their analysis, which included descriptive statistics, reliability tests, and regression analysis, revealed a significant positive effect of strategic shared values on CSR strategies. Furthermore, shared values, CCC, and CSR initiatives were positively linked to IB, demonstrating that employees were motivated to implement CSR through shared values to cultivate a sustainable corporate culture. While this study provides insights into the role of shared values in business settings, it differs from the current study, which focuses on selected Pentecostal churches in Kenya and employs a convergent parallel mixed-methods design.

Amah and Ahiauzu (2014) conducted research on the relationship between shared values and organizational effectiveness within the Nigerian banking sector. Their study assessed the impact of shared values on factors such as profitability, productivity, and market share. Using a cross-sectional survey design, they collected data from 388 managers out of a population of 13,339 across 24 banks. The findings established a significant positive correlation between shared values and organizational effectiveness, as well as employee involvement and productivity. Unlike the current study, which explores shared values in a religious context, Amah and Ahiauzu's research was conducted in a corporate banking environment. Additionally, their study relied on a cross-sectional survey, whereas the current study integrates qualitative and quantitative methods through a convergent parallel mixed-methods approach.

Otwori and Juma (2015) examined the effects of organizational values on employee performance at the Kenya Urban Roads Authority. Employing a case study design with a sample of 134 employees, their study revealed a strong positive relationship between organizational values and employee performance. Although their findings emphasize the importance of values in

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enhancing workplace productivity, the study's focus on a government agency distinguishes it from the current research, which centers on Pentecostal churches. Furthermore, the methodological approaches differ, as Otworu and Juma (2015) utilized a case study method, whereas the current study adopts a convergent parallel mixed-methods design to assess shared values and church growth.

The reviewed studies underscore the necessity of shared values in achieving organizational goals. However, the contextual variations highlight a research gap concerning shared values within religious institutions, particularly in relation to church growth. The current study sought to address this gap by examining how shared values influence leadership, congregational engagement, and sustainability in selected Pentecostal churches in Kenya. Moreover, methodological differences distinguish the studies from the current research. While Lin and Chiu (2017) and Amah and Ahiauzu (2014) utilized quantitative approaches, and Otworu and Juma (2015) adopted a case study design, the present study employs an embedded mixed-methods approach. This design allows for a comprehensive exploration of both numerical data and qualitative insights, providing a holistic understanding of shared values in church growth.

III. METHOD

The study adopted an embedded mixed-methods research design, where quantitative data collection and analysis served as the primary approach, while qualitative data provided complementary insights so as to provide additional depth to the quantitative results (Subedi, 2023). This design was appropriate because it allowed for a more structured examination of the relationship between shared values and church growth while also capturing deeper contextual understandings from key church leaders. The qualitative data was embedded within the broader quantitative framework, ensuring that statistical trends were enriched by personal experiences and narratives. This approach was particularly useful in understanding not just the measurable impact of shared values but also the underlying motivations and perceptions that drive their adoption within selected Pentecostal churches in Kenya.

The larger target population was 42,209 members of the clergy comprising of 2,828 bishops; 11,633 reverends; and 27,748 pastors of Pentecostal churches across 47 counties in Kenya. Through purposive sampling, five counties, making 10% (Bullen, 2022; Saunders et al., 2023) of all the counties in Kenya were selected where 371 bishops, 1793 reverends and 5462 pastors totaling to 7626 respondents were targeted. The study utilized stratified sampling technique to select participants for the quantitative survey while purposive sampling was used to gather qualitative insights from the senior leadership. This approach maintained a balance between diversity and relevance, making the findings applicable to a broad range of Pentecostal churches (Ahmed, 2024).

The sample size for the quantitative component was determined using Yamane's (1967) formula, ensuring statistical rigor in the analysis. The formula yielded a total sample of 380 participants based on the five counties. For the qualitative phase, purposive sampling was used to select key informants, mainly bishops and regional overseers whose perspectives were critical to understanding the role of shared values in church growth.

Data collection methods included structured questionnaires for the quantitative component and semi-structured interviews for the qualitative phase. The questionnaires consisted of closed-ended questions and Likert-scale items designed to measure the perceived impact of shared values on church growth. The qualitative data collection phase, embedded within the study, focused on follow-up interviews to gain deeper insights into trends observed in the quantitative analysis. This integration of methods enhanced the overall understanding of the role of shared values in the growth of selected Pentecostal churches in Kenya (Taherdoost, 2022).

Quantitative data was examined using descriptive statistics, correlation analysis, and multiple regression model to establish the significance of shared values in church growth. The qualitative data was subjected to thematic analysis, with particular focus on explaining the quantitative findings. Ethical considerations were strictly adhered to, including obtaining informed consent, ensuring confidentiality, and securing institutional ethical approvals. Participants were assured of voluntary participation, and measures were taken to anonymize their voices throughout the data collection, analysis, and reporting.

IV. RESULTS AND DISCUSSION

A total of 321 questionnaires were successfully fulfilled, translating to 85% response rate. Participants provided their responses to shared values statements using a 5-point Likert scale, with 1 indicating "Strongly Disagree," 2 signifying "Disagree," 3 representing "No Comment," 4 denoting "Agree," and 5 indicating "Strongly Agree." Table 1 displays the descriptive statistics for these shared values items, including their mean scores and standard deviations.

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Table 1 Descriptive Statistics

Shared values items	Mean	Std. Deviation
Team leadership with shared values will lead to growth of selected Pentecostal churches in Kenya.	4.53	.632
Shared values have strong effect on the growth of Pentecostal churches.	4.52	.712
Team leadership can only enhance quality performance because of shared values.	4.35	.753
Achievement of organizations are anchored in shared values.	4.45	.723
Shared values composite score	4.46	.705

The statement "Team leadership with shared values will lead to the growth of Pentecostal churches in Kenya" received the highest mean score of 4.53 (SD = 0.632), reflecting strong agreement among respondents. Closely following was the statement "Shared values have a strong effect on the growth of selected Pentecostal churches," which had a mean score of 4.52 (SD = 0.712). The statement "Team leadership can only enhance quality performance because of shared values" recorded a mean score of 4.35 (SD = 0.753), indicating moderate agreement. Additionally, the statement "Achievement of organizations is anchored in shared values" had a mean score of 4.45 (SD = 0.723), demonstrating strong agreement. The overall composite score for shared values was 4.46 (SD = 0.705), highlighting a general consensus on their importance in driving the growth of selected Pentecostal churches in Kenya.

These findings are consistent with existing literature, reinforcing the critical role of shared values in team leadership and organizational success. The highest mean score of 4.53 (SD = 0.632) for "Team leadership with shared values will lead to the growth of Pentecostal churches in Kenya" aligns with Satell and Windschitl's (2021) argument that shared values establish a strong cultural foundation for high-performing teams. Similarly, the statement "Shared values have a strong effect on the growth of Pentecostal churches," with a mean score of 4.52 (SD = 0.712), supports Vanourek and Vanourek's (2014) perspective that shared values are essential for sustaining high performance and enhancing problem-solving in team leadership.

The high level of agreement, reflected in the mean score of 4.35 (SD = 0.753) for "Team leadership can only enhance quality performance because of shared values," corresponds with the views of Rego et al. (2018) and Grimsley (2021), who highlight the role of shared values in boosting organizational competitiveness and overall performance. Likewise, the strong agreement indicated by the mean score of 4.45 (SD = 0.723) for "Achievement of organizations is anchored in shared values" resonates with the assertions made by Porter and Kramer (2011) that shared values play a central role in shaping an organization's culture and defining its aspirations.

The overall composite score of 4.46 (SD = 0.705) aligns with Mapolisa and Ncube's (2012) findings, which emphasize that shared values significantly increase the likelihood of achieving organizational objectives. This study's results reaffirm the scholarly consensus that shared values are fundamental to effective team leadership and contribute significantly to the growth and sustainability of organizations, including Pentecostal churches.

A Pearson correlation was conducted to assess the relationship between shared values composite score and church growth. Table 30 presents the output.

Table 2 Correlation analysis between Shared Values and Church Growth

		Church Growth	Shared Values
Church Growth	Pearson Correlation	1	.216**
	Sig. (2-tailed)		.000
	N	321	321
Shared Values	Pearson Correlation	.216**	1
	Sig. (2-tailed)	.000	
	N	321	321

** . Correlation is significant at the 0.01 level (2-tailed).

The findings revealed a small but statistically significant positive correlation between shared values and church growth ($r = .216, p < .01$). This indicates that as shared values strengthen, there is a slight corresponding increase in the growth of Pentecostal churches in Kenya. Consequently, the null hypothesis (H01), which posited that no significant relationship exists between shared values and church growth, was rejected. This result aligns with Grimsley (2021), who asserts that shared values help shape behavioral direction and facilitate the achievement of common objectives, which corresponds with the observed positive correlation between shared values and church growth. Likewise, the findings support the conclusions of Amah and Ahiauzu (2014),

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who identified a significant relationship between shared values and organizational effectiveness in the Nigerian banking sector. Their study suggests that shared values contribute positively to organizational success regardless of the specific institutional setting.

The explanatory power of shared values on church growth was tested using simple linear regression as shown in table 3.

Table 3 Regression of Church Growth on Shared Values

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.216 ^a	.047	.044	.57142		
a. Predictors: (Constant), Shared Values						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.065	1	5.065	15.512	.000 ^b
	Residual	103.832	318	.327		
	Total	108.897	319			
a. Dependent Variable: Church Growth						
b. Predictors: (Constant), Shared Values						
Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	3.023	.275		10.977	.000
	Shared Values	.273	.069	.216	3.938	.000

a. Dependent Variable: Church Growth

Table 3 shows that the regression model was statistically significant, $F(1, 318) = 15.51$, $p < .001$, though it explained a modest proportion of the variance ($R^2 = .047$), indicating that shared values account for 4.7% of the variability in church growth. The regression coefficients showed that shared values had a significant positive effect ($B = 0.273$, $SE = 0.069$, $\beta = .216$, $t = 3.94$, $p < .001$), suggesting that a unit increase in shared values was associated with 0.273 increase in church growth.

The quantitative results were corroborated with qualitative insights whereby participants emphasized that shared values are fundamental to church growth, as they serve as the foundation for unity and a collective sense of purpose. When both leaders and congregants align their values, a shared mission emerges, fostering a cooperative and supportive environment. The unity among leaders not only inspires the congregation but also encourages collaboration, ultimately contributing to church growth. This theme underscores the significance of togetherness in achieving common objectives and strengthening relationships within the church. The following are direct quotations illustrating these perspectives.

"Oneness brings power and growth." (Respondent #4)

"Where there is disunity among leaders, growth stalls." (Respondent #5)

"When leaders are united, it inspires the congregation to emulate this unity." (Respondent #11)

"Oneness and pulling together toward a common goal motivate everyone." (Respondent #20)

"Shared vision between leadership and members unites efforts." (Respondent #15)

This finding aligns with Vanourek and Vanourek's (2014) perspective that shared values function as a moral compass for teams, shaping decision-making and interpersonal relationships. Likewise, Satell and Windschitl (2021) emphasize that a culture built on shared values is crucial for church growth. Additionally, the focus on leadership unity as a means of inspiring the congregation supports Grimsley's (2021) argument that shared values contribute to organizational success by establishing behavioral norms and enhancing performance.

V. CONCLUSIONS

Shared values have a small yet meaningful effect on church growth. Nevertheless, it play a crucial role in promoting unity and a shared sense of purpose among members, suggesting that shared beliefs and principles contribute to fostering collective purpose within congregations. Recognizing that congregational collaboration is essential for church expansion, it is important for

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members to actively foster a cooperative environment and reinforce shared values. Pentecostal churches can stimulate growth by embracing core values, cultivating a culture of respect, teamwork, and mutual support. Their involvement in church initiatives and commitment to collaborative efforts will directly influence the congregation's overall progress.

This study was conducted among selected Pentecostal churches, which may limit the generalizability of the findings to other Christian denominations or religious contexts with different leadership structures and value systems. Additionally, the relatively low R^2 value suggests that while shared values contribute to church growth, other unexamined factors may play a more substantial role. Thus, future research could expand to include other denominational contexts to enhance generalizability, and examine additional factors like strategic leadership, execution strategy, and environmental constraints.

ACKNOWLEDGMENT

All the reverends, pastors, and bishops who responded to this study are acknowledged for their participation.

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