

Personal Factors Influencing Volunteer Retention in the Word of Faith Churches in Kenya

Redempta Nthuka Ndambuki, Dr. John H. Wilson, Dr. Clare Gakenia Machira

Department of Leadership, Pan Africa Christian University

DOI: <https://dx.doi.org/10.47772/IJRISS.2025.90400208>

Received: 11 November 2024; Accepted: 16 November 2024; Published: 06 May 2025

ABSTRACT

High turnover among volunteers poses a significant obstacle for churches, emphasizing the importance of identifying motivations and expectations that can enhance volunteer engagement. This study addresses the challenge of volunteer retention within churches in Kenya. While leadership's impact on organizational success and growth has been studied extensively, there remained a need to explore how personal factors contribute to volunteer retention. Anchored on Expectancy Theory and Social Exchange Theory, this study sought to fill this gap by examining the nuanced interplay of personal factors and their impact on volunteer retention within the context of Word of Faith Churches in Kenya. The study applied an embedded mixed methods research design. With a population of 3,757 individuals, including regional overseers, local church pastors, and volunteer ministry leaders across 28 regions, a stratified sampling method was employed to ensure representative participation. Data was collected from a sample size of 330 participants distributed across the regions. Data collection utilized structured questionnaires and Key Informant Interviews and analysed using regression analysis and qualitative thematic analysis, respectively. The study found a significant relationship ($F(5) = 27.471, p < .001$) between economic status, age, motivation, gender, socialization, and volunteer retention, explaining 54.9% of the variance. Motivation emerged as the strongest predictor ($\beta = .316, p < .01$), highlighting its pivotal role. Socialization also played a substantial role ($\beta = .479, p < .01$), fostering community among volunteers. Economic factors had a significant but smaller influence ($\beta = .186, p = .010$), while gender did not significantly affect retention ($\beta = -.133, p = .108$). Qualitative insights emphasized intrinsic motivation rooted in personal values and beliefs, influenced by authentic leadership.

Key words: Churches, Motivation, Personal Factors, Socialization, Volunteerism, Volunteer Retention

INTRODUCTION

Volunteerism is the act of willing participation in activities aimed at assisting others, often coordinated through church organizations dedicated to specific missions (Darja & Holtrop, 2019). Congregants from diverse genders, ages, and economic backgrounds offer their time, financial resources, and energy to support individuals or communities in need, motivated by a variety of personal reasons and socialization experiences (John et al., 2020). The essence of volunteerism lies in the proactive search for opportunities to engage in charitable work as a volunteer (Gronlund & Helsinki, 2019). It is characterized by non-compulsory efforts, often measured by the time individuals devote without compensation to services provided directly or through organized church groups (Kim & Cuskelly, 2017). Research on church volunteerism often utilizes metrics such as the frequency and duration of volunteering (Fernandes & de Matos, 2023). Regarding duration, Kim and Cuskelly (2017) categorize volunteer work into three specific types: enduring, temporary, and episodic. Enduring volunteers, irrespective of gender or age, commit to continuous service without a predetermined end date, while temporary volunteers engage in service for a set period. Episodic volunteers, on the other hand, are characterized by the infrequency of their service, usually participating in single-day or multi-day events, often driven by personal factors (Kim & Cuskelly, 2017).

Volunteering plays a crucial role in delivering services in many churches (Gronlund & Helsinki, 2019). Globally, the church sector places significant importance on volunteering. Church organizations, in particular, rely more heavily on volunteers than any other type of organization, facing heightened labour scarcity and

uncertainty regarding the dependability of their workforce (Jenssen, 2019). International organizations such as the Young Men's Christian Association (YMCA) and Young Women's Christian Association (YWCA), which together impact over 70 million people across approximately 130 countries, depend almost entirely on volunteers to ensure the success of their programs and events (Fischer-Tiné et al., 2020).

In Kenya, scholarly literature recognizes the church's role in promoting societal transformation by providing essential social services (Wambugu et al., 2022). Volunteering is pivotal in this endeavour (Gronlund & Helsinki, 2019). This is primarily achieved through the efforts of church members who volunteer. For example, in a Nairobi slum, a local church organizes its volunteers to offer street children temporary housing, counseling, education, and mentoring (Corman et al., 2017). Consequently, many fundamental aspects of people's daily lives would be disrupted without volunteers providing critical support in schools, healthcare centers, and various organizations that heavily rely on volunteer contributions (Fischer-Tiné et al., 2020). Therefore, it is valuable to explore the factors or incentives driving individual philanthropic behaviour, as understanding voluntary time donations can help the church predict behavioural responses to changes in volunteerism (Corman et al., 2017).

Keeping volunteers involved is a major problem for churches (Dhakal & Pande, 2019). While studies have explored voluntarism from an organizational perspective, there is a gap in the literature regarding the connection between personal factors and volunteer retention within the church context. Meanwhile, high volunteer turnover is a big obstacle for churches. To improve this, understanding what personal factors motivates volunteers and what they expect from the church is crucial to getting them more engaged. Many researchers have studied how leaders in churches impact the church's success, growth, and ability to keep members (Muriithi, 2019; Nango & Maende, 2017; Ndonge, 2018). However, few studies have specifically looked at how leadership affects how many volunteers stay involved. Mwaura et al. (2019), for instance, studied how skilled leaders impact a church in Kenya, but they did not explore the role of personal factors on volunteerism. This study aims to examine the role of personal factors, such as gender, age, motivation, socialization, and economic considerations, in volunteer retention within the Word of Faith Churches in Kenya.

LITERATURE REVIEW

In the 1960s, Vroom came up with a theory to explain why people care about their work (Ahmed & Khan, 2016). This theory says that people think about how likely they are to get something good (a reward) if they put in effort. Basically, the theory holds that people choose what to do based on what they think will make them happy and avoid pain (Zboja et al., 2020). The theory suggests that people work hard because they believe it will help them perform well, which will then lead to rewards they actually want. The theory says that all four things - effort, performance, reward, and goals - need to seem achievable for someone to be motivated and want to work hard (Ahmed & Khan, 2016). In short, how motivated someone is depends on three things: how likely they think they are to succeed (expectancy), how likely a reward follows good performance (instrumentality), and how much they value the reward (valence) (Zboja et al., 2020).

Expectancy theory explains why people choose to volunteer because it focuses on motivation when someone has a choice and options (Zboja et al., 2020). The theory suggests that volunteers consider three questions: 1) Will their effort actually make a difference? 2) Is the reward they get for volunteering something they actually want? and 3) Are the benefits of volunteering worth the time and effort they put in? (Zboja et al., 2020). In other words, before or even during volunteering, people ask themselves: Will my effort matter? Will I get something good out of it? And is that good thing worth the trouble?

A complementary theory to support expectancy theory is social exchange theory. This theory says that people exchange things of value in social settings (Cropanzano et al., 2017). If the exchange benefits both sides, they will likely keep doing it (think of a win-win situation). This means that volunteers are more likely to keep volunteering if they feel they are getting something good out of it, and the church is doing things to support them. However, Ogbonna and Mbah (2022) point out that not everyone has equal power in these exchanges. Sometimes, one person might get more benefits than the other. The theory has three main parts: someone offers something good (the volunteer or the church), there is a relationship between the two people, and the

other person gives something good back (Cropanzano et al., 2017). Positive actions lead to positive feelings, while negative actions lead to negative feelings. There is also a limit to how much good something can do – too much of a good thing can stop being exciting (Abós, et al., 2021).

The social exchange theory says good things lead to good things in relationships. When a church does something nice for a volunteer (positive hedonic value), and the volunteer feels like it matters, they are more likely to do something nice, like volunteering, in return (Cropanzano et al., 2017). This positive cycle can keep going for a while, but eventually, the volunteer might need something new or different to feel good again. The theory also says bad things lead to bad things. If a church treats a volunteer poorly (negative hedonic value), the volunteer might retaliate (pay them back in a negative way, like stopping their volunteering efforts). This cycle of negativity can be exhausting, and eventually, one person might get tired and try to be nice again (Cropanzano et al., 2017). Sometimes, other people might step in and try to fix the situation.

Studies on volunteer retention largely agree on the key determinants, though each highlights different aspects. Glass (2018) and Ilyas et al. (2020) both emphasize the importance of training, with Glass noting its role in providing role clarity and overcoming challenges, while Ilyas et al. add that training, mentoring, and flexibility in interactions enhance volunteer loyalty. Both Glass and Lowenberg-DeBoer & Akdere (2018) recognize the significance of social connections, with Glass focusing on mutual benefits to organizations and volunteers, and Lowenberg-DeBoer & Akdere emphasizing altruism and social interaction as major motivators. Ackermann (2019) discusses personality traits like extroversion as influencing voluntarism, which aligns with the motivational aspects highlighted by Glass, although Ackermann provides a more detailed examination of individual traits. Ehret (2018) underscore the role of leadership in volunteer retention by emphasizing transparent leadership for boosting confidence and engagement. Alias et al. (2020) agree on understanding volunteer motivations, detailing motivational and constraint factors through the Voluntary Function Inventory. These insights inform research on personal factors influencing volunteer retention in the Word of Faith Churches in Kenya by highlighting the need for effective training programs and the role of social connections and individual traits in volunteer motivation and retention.

While the existing studies provide valuable insights into various factors influencing volunteer retention, several research gaps remain, particularly in the context of churches. There is a lack of comprehensive analysis on how gender and age differences impact volunteer motivations and retention, which is crucial as these demographics can significantly affect engagement levels and preferences for volunteering roles. Additionally, while motivation and socialization are discussed broadly, the specific ways these factors play out in religious settings like churches, where community and shared beliefs are central, are not fully explored. Economic considerations, such as the financial stability of volunteers and the economic benefits they may seek or receive from volunteering, are also underrepresented in the literature. Addressing these gaps was essential for developing targeted strategies to enhance volunteer retention in Kenya's church sector.

RESEARCH METHODOLOGY

The study applied embedded mixed methods research design. This study design allowed for a comprehensive examination of both quantitative and qualitative data, capturing the complexity of the issue from multiple perspectives (Schoonenboom & Johnson, 2017; Patel & Patel, 2019). The design integrated quantitative data with qualitative insights, leading to a deeper understanding of how personal factors interacted and influenced volunteer retention. This approach was particularly advantageous in exploring the nuanced and context-specific elements of volunteer retention in religious settings. It enabled the study to quantify the predictive power of various personal factors while also delving into the personal stories and motivations that drove volunteer behavior (Kivunja & Kuyini, 2017). Additionally, the embedded mixed methods design allowed for the triangulation of data, enhancing the validity and reliability of the findings by corroborating quantitative results with qualitative evidence (Hong et al., 2017).

In this study, the population comprised volunteer workers from Word of Faith Churches in Kenya. The church, with a widespread presence across Kenya, is divided into twenty-eight regions and numerous local assemblies. Despite their unique characteristics, these churches share a commitment to volunteer-driven ministries (Word of Faith Church, 1989). The church operate through ten ministries: Pastoral, Choir/Singing Ministry,

Evangelism/Outreach, Ushering, Media, Youth, Sunday School, Medical, Men Ministry, and Women Ministry. These ministries provide platforms for church members to volunteer as church workers. The church has a national presence with 333 local churches across 28 regions in Kenya, each overseen by a regional overseer. The target population included 3,757 individuals: 28 regional overseers, 333 local church pastors, and 3,390 volunteer ministry leaders.

The total calculated sample size for the study was 330 participants using Taro Yamane formula. This was distributed across the 28 regions. Stratified sampling method was used. This is whereby the target population was divided into various naturally occurring regions and randomly sampled participants to be included in the study from each region (Taherdoost, 2018). This led to the improvement of precision of research results because it ensured representation of various regions into the sample as it provides a better reflection of the characteristics of the larger population than would be achievable through other sampling methods (Rahman et al., 2022).

Data collection involved using a structured questionnaire and Key Informant Interviews. The questionnaire design was tailored to align with the specific research objectives and consisted of two distinct sets. One set was distributed to regional leaders and local church pastors, while the other set was administered to volunteer ministry leaders. Each questionnaire was structured into relevant sections corresponding to the study's objectives. Within each section, respondents rated items using a Likert scale ranging from 1 (Strongly disagree) to 6 (Strongly agree), following the format outlined by Almedia (2018). A structured interview guide was also used to gather qualitative data to corroborate the results of quantitative findings.

Data analysis involved the systematic examination, refinement, transformation, and organization of raw data to extract meaningful insights for drawing relevant conclusions (Pal, 2017). Quantitative data was analysed using regression technique to explore relationships between variables and predict outcomes. First, relevant variables were identified such as age, gender, economic status, and specific motivational factors derived from survey responses. These variables were then input into a regression model, which allowed for assessment of how each personal factor individually and collectively influenced the volunteer retention.

Qualitative data was analysed using Braun and Clarke's (2006) thematic analysis approach. Initial familiarization with the data was performed, followed by systematic coding to identify meaningful segments related to volunteer experiences, motivations, and challenges. Through this process, recurring patterns (themes) were identified and refined, capturing key aspects of the participants' narratives. Each theme was carefully defined, named, and supported with illustrative quotes to provide a comprehensive understanding of how personal factors influence volunteer retention. This thematic analysis facilitated a nuanced exploration of subjective experiences within the church context, complementing the quantitative findings and offering.

Ethical protocols were rigorously adhered to ensure participant welfare and data integrity (Sobocan et al., 2019). First, informed consent was obtained from all participants, outlining the study's purpose, procedures, and their rights to confidentiality and voluntary participation. Participants were assured of anonymity through the use of pseudonyms and careful handling of sensitive information. Additionally, the study obtained ethical approval from relevant institutional review boards or ethics committees, ensuring compliance with ethical standards and guidelines. Researchers prioritized the well-being and dignity of participants throughout data collection, analysis, and dissemination, maintaining transparency in reporting findings while safeguarding against any potential harm or exploitation. Ethical considerations also included respect for cultural sensitivities and local norms within the religious community, fostering trust and cooperation essential for conducting ethical research in this context (Agunloye, 2019).

RESULTS AND DISCUSSIONS

Demographically, majority of volunteers fell within the age range of 40-49 years (32.0%), followed by those aged 18-29 years (26.0%), with the smallest proportion among volunteers aged 60 years and over (10.5%). This indicates a strong presence of middle-aged individuals in leadership roles, possibly due to stable careers and personal commitments conducive to volunteering. Women comprised the majority of respondents at 59%, highlighting their predominant role in volunteering. Most respondents were married (80.0%). Educationally, a

significant portion attained middle-level college education (34.7%). Most volunteers (50.9%) had served for over 5 years, indicating strong inclination towards volunteerism.

In order to test the predictive power of personal factors on volunteer retention, multiple regression modelling technique was applied as shown in table 1.

Table 1 Regression of Volunteer Retention on Personal Factors.

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.741 ^a	.549	.529	.12082		
a. Predictors: (Constant),Economic Factor, Age Factor, Motivation Factor, Gender Factor, Socialization Factor						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.005	5	.401	27.471	.000 ^b
	Residual	1.650	214	.015		
	Total	3.655	219			
a. Dependent Variable: Volunteer Retention						
b. Predictors: (Constant), Economic Factor, Age Factor, Motivation Factor, Gender Factor, Socialization Factor						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.531	.111		4.795	.000
	Gender Factor	-.125	.077	-.133	-1.619	.108
	Age Factor	-.002	.084	-.002	-.026	.980
	Motivation Factor	.294	.078	.316	3.783	.000
	Socialization Factor	.361	.066	.479	5.446	.000
	Economic Factor	.103	.039	.186	2.625	.010
a. Dependent Variable: Volunteer Retention						

The model summary indicated a significant relationship between several predictors—economic status, age, motivation, gender, and socialization—and volunteer retention, $F(5) = 27.471$, $p < .001$, explaining 54.9% of the variance in volunteer retention. Among these, motivation ($\beta = .316$, $p < .01$) had the largest standardized coefficient, indicating its strongest influence on volunteer retention. These findings are consistent with prior research by Ronikko and Sunaryo (2020) and Hadiyati et al. (2023), which underscored motivation's role in moderating the link between leadership and performance outcomes. Hence, these results collectively underscore motivation as pivotal in shaping outcomes such as work performance and volunteer retention.

Qualitative analysis highlighted the significance of intrinsic motivation in volunteer retention. Participants' motivations, rooted in personal values and beliefs, were influenced by the authenticity of church leadership. One participant attributed their volunteering to upbringing, noting, "Upbringing since childhood is fairly critical." Another emphasized a "personal relationship with God" and "love of God." When leaders exemplify

integrity, compassion, and a sincere commitment to service, volunteers are inspired to engage in meaningful activities that resonate with their values. These findings underscore the crucial role of authentic leadership and personal values, aligning with Ilyas et al.'s (2020) assertion that volunteers demonstrate greater loyalty when leaders foster open communication, flexibility, and involve volunteers in organizational decisions.

Ranked second in influencing volunteer retention, the socialization factor showed a substantial positive impact ($\beta = .479, p < .01$). This finding resonates with studies by Liao et al. (2023) and Rizal et al. (2021), which also highlight the significant role of socialization in enhancing outcomes related to employees. These studies suggest that socialization acts as a pivotal moderating force across various organizational contexts. The alignment between the current study's results and prior research underscores the broad applicability of socialization as a determinant of commitment, extending beyond conventional employment to volunteer settings such as churches. This indicates that the mechanisms through which socialization influences retention are likely universal, transcending specific organizational structures or goals. Moreover, the concept of socialization playing a moderating role across organizational contexts underscores its versatility in shaping individual attitudes and behaviors. Just as it fosters a sense of camaraderie and cohesion among employees in corporate environments, socialization within church settings can cultivate bonds of friendship and community. This, in turn, enhances volunteers' dedication and eagerness to contribute, emphasizing the critical role of social interactions in fostering sustained engagement within volunteer organizations.

Data from interviews with key informants revealed that the perceived benefits of volunteering, such as personal growth and fulfillment, are in harmony with the tenets of authentic leadership. One respondent noted personal growth, stating, "I have grown in all aspects through serving as a volunteer." Others mentioned benefits such as "moral and spiritual support" and "access to medical services." By cultivating an environment of authenticity and support, leaders empower volunteers to experience the intrinsic rewards of service, enriching their sense of purpose and well-being within the organization. This finding aligns with social exchange theory, as articulated by Cropanzano et al. (2017), which suggests that individuals are motivated to maintain relationships when they perceive benefits from them. In the context of volunteering, respondents reporting personal growth and fulfillment through their service resonate with this principle, indicating perceived benefits that promote sustained engagement. However, motivations within volunteerism can be multifaceted, extending beyond simple exchanges of benefits. Volunteers may not necessarily expect direct reciprocity from leaders but instead seek intrinsic rewards. Therefore, while the finding supports the idea of perceived benefits fostering continued engagement, it also underscores complexities in applying social exchange theory to volunteer relationships.

The economic factor also exerted a significant but comparatively smaller influence on volunteer retention ($\beta = .186, p = .010$). This finding contrasts with Sherman (2018) and Opoku and Boakye (2023), whose research concluded that economic factors do not affect organizational commitment. It is possible that economic factors operate differently in volunteer organizations compared to traditional workplaces, thereby explaining this discrepancy. These results suggest that the dynamics of volunteerism within the church may diverge from those of conventional workplaces. This implies that considerations such as financial stability and economic incentives may carry distinct implications in the church context. Understanding and effectively utilizing these factors can enhance the sustainability and vibrancy of church volunteer programs, thereby enriching the spiritual and communal life of the congregation.

The finding that gender has no significant impact on volunteer retention within the church setting ($\beta = -.133, p = .108$) contradicts previous studies by Dwiri and Okatan (2021) and Dappa et al. (2019). Their research suggested that gender plays a moderating role in the association between leadership and employee retention, indicating higher satisfaction levels under female leadership compared to male leadership in church environments. This disparity suggests that the influence of gender on retention may vary across different organizational contexts or populations. It is plausible that factors such as leadership styles, organizational cultures, or the specific roles of volunteers within the church setting contribute differently to the relationship between gender and retention compared to other environments.

The study also revealed that the age factor did not significantly predict volunteer retention in Word of Faith Churches ($\beta = -.002, p = .980$). This finding contrasts with research by Tziner and Shkoler (2018) and Mushtaq

et al. (2018), which indicated that age moderates various aspects of leadership and work performance. In this study, age may not exert a significant influence on volunteer retention in Word of Faith Churches due to the presence of a strong sense of community and shared values that transcend age differences. This environment ensures that individuals of all ages feel equally connected and committed to volunteering. Additionally, these churches may foster inclusivity by providing equal opportunities for engagement, thereby minimizing age-related disparities.

In a nutshell, motivation emerged as the strongest predictor, highlighting its pivotal role in shaping volunteer retention. Qualitative insights underscored the importance of intrinsic motivation rooted in personal values and the impact of authentic leadership in fostering such motivation. Socialization also significantly enhanced retention, emphasizing its role in building community and cohesion among volunteers. Economic factors, while influential, played a smaller role, contrasting with previous workplace studies. Gender and age showed no significant impact, suggesting unique dynamics within church volunteerism compared to traditional organizational settings. These findings underscore the complexity of volunteer retention, influenced by intrinsic motivations, social dynamics, and leadership authenticity within church environments.

CONCLUSIONS

Volunteer retention within religious organizations, such as Word of Faith Churches, is a multifaceted phenomenon influenced by a combination of motivational, social, and economic factors. This study brought out the key insights into these dynamics, highlighting motivation as the foremost predictor of volunteer commitment. Motivation, rooted in personal values and beliefs, emerges as pivotal in sustaining volunteers' retention. This finding underscores the significant role of authentic leadership in aligning organizational goals with volunteers' intrinsic motivations. Leaders who embody integrity, compassion, and a sincere commitment to service foster a sense of purpose among volunteers, thereby enhancing their retention and engagement within the church community.

In addition to motivation, socialization plays a crucial role in fostering bonds of camaraderie and community among volunteers. The study has revealed that social interactions within church settings significantly contribute to volunteer retention by creating a supportive environment where individuals feel connected and valued. Church leaders can strengthen these social ties by promoting inclusive practices and facilitating opportunities for meaningful interaction, thereby nurturing a sense of belonging and mutual support among volunteers.

While economic factors exert a measurable influence on volunteer retention, their impact differs from traditional workplace settings. The study has demonstrated that financial considerations, while important, do not overshadow the intrinsic motivations and social bonds that drive volunteer commitment within Word of Faith Churches.

RECOMMENDATIONS

Understanding these distinct dynamics is essential for church leaders seeking to enhance volunteer sustainability. By prioritizing strategies that align with volunteers' personal values and fostering a supportive community atmosphere, church leaders can effectively cultivate an environment where volunteers thrive and contribute meaningfully to the church's mission and activities.

As a future research direction, replicating the study in other churches and religious organizations would offer valuable insights into the generalizability of findings across different contexts and denominations. By expanding the research to include a diverse range of religious settings, such as Protestant, Catholic, or non-denominational churches, researchers can examine how variations in theological beliefs, organizational cultures, and community dynamics influence volunteer retention factors identified in this study. Comparative analysis across these contexts could reveal commonalities and differences in the predictors of volunteer commitment, providing a broader understanding of effective retention strategies applicable across different churches. Moreover, replication studies could validate the robustness of findings regarding motivation,

socialization, and economic influences on volunteer retention, contributing to evidence-based practices that enhance volunteer satisfaction and organizational sustainability within diverse church communities.

REFERENCES

1. Abós, A. García-González, L. Aibar, A. & Sevil-Serrano, J. (2021). Towards a better understanding of the role of perceived task variety in physical education: A self-determination approach. *Psychology of Sports and Exercise*, 56(1), 1-10 <https://doi.org/10.1016/bs.adms.2017.11.001>
2. Agunloye, O. O., (2019). Ethics in academic research and scholarship: An elucidation of the principles and applications. *Journal of Global Education and Research*, 3(2), 168-180.
3. Ahmed, S. W., & Khan, T. (2016). Does motivation lead to organizational citizenship behavior? – A theoretical review. *Global Journal of Management and Business Research: Administration and Management*, 16(7), 43-49.
4. Alias, A., Ariffin, K., & Noor, M.A.A., (2021). Volunteerism among the academics: The questions of motivation and constraints. *International Journal of Academic Research in Business and Social Science*, 11(1), 675–689. <http://dx.doi.org/10.6007/IJARBS/v11-i1/7846>
5. Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77-101. <https://doi.org/10.1191/1478088706qp063oa>
6. Corman, C., Marshall, K. & Stoddard, E. (2017). Faith and development in focus: Kenya. Retrieved on 2nd April 2020 from <https://jliflc.com/wp-content/uploads/2017/03/Faith-and-Development-in-Focus-Kenya.pdf>
7. Cropanzano, R., Anthony, E. L., Daniels, R. S., & Halls, A.H., (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of Management Annals*, 11 (1), 1-38, <http://dx.doi.org/10.5465/annals.2015.0099>
8. Dappa, K. Bhatti, B. & Aljarah, A. (2019). A study on the effect of transformational leadership on job satisfaction: The role of gender, perceived organizational politics and perceived organizational commitment. *Management Science Letters*, 9, 823–834
9. Darja, K. and Holtrop, D. (2019). Volunteering research in Australia: A narrative review. *Australian Journal of Psychology* 71(4), 342-360.
10. Dhakal, R. & Pande, K. (2019). The importance of volunteer management practice in volunteering organisation to manage and retain volunteers: A case of wefood. (Unpublished Thesis, Roskilde University).
11. Dwiri, B., & Okatan, K., (2021). The Impact of Gender on Leadership Styles and Leadership Effectiveness. *International Journal of Science and Research (IJSR)*, 10, (1), 1419-1434.
12. Ehret, M.G (2018). Situational awareness and transparency as core concepts of authentic leadership. (Unpublished Doctoral Dissertation, Pepperdine University, California, USA).
13. Fernandes, T. & de Matos, A.M. (2023). Towards a better understanding of volunteer engagement: self-determined motivations, self-expression needs and co-creation outcomes. *Journal of Service Theory and Practice*, 33 (7), 1-27
14. Fischer-Tiné, H., Huebner, S., & Tyrrell, I. (Eds.). (2020). *Spreading Protestant Modernity: Global Perspectives on the Social Work of the YMCA and YWCA, 1889–1970*. University of Hawaii Press.
15. Glass, R. P. (2018). Leadership strategies to improve volunteer retention, (Doctrinal Dissertation, Welden University).
16. Gronlund, H. & Falk, H. (2019). Does it make a difference? The effects of volunteering from the viewpoint of recipients – A Literature Review. *Diaconia*, 10(7), 7-26.
17. Hadiyati, E., Waskito, A.M., Mulyono, S., (2023). Effects of transformational leadership and work environment towards employee performance moderated by motivation. *International Journal of Business and Management Invention (IJBMI)*, 12 (5), 12-21.
18. Hong, N.Q., Pluye, P., Bujold, M., & Wassef, M., (2017). Convergent and sequential synthesis designs: implications for conducting and reporting systematic reviews of qualitative and quantitative evidence. *Systematic Reviews*, 6 (61), 1-14.
19. Ilyas, S. Butt, M. Ashfaq, F. & Maran, D.A. (2020). Drivers for non-profits' success: volunteer engagement and financial sustainability practices through the resource dependence theory. *Economics*, 8(101), 1-17. doi:10.3390/economics8040101

20. Jenssen, J. I. (2019). How can strategic leadership be applied to the development of the local church? A discussion of content and process. *Scandinavian Journal of Leadership & Theology*, 6(1), 1-26.
21. John, P., Cotterill, S., Moseley, A., Richardson, L., Smith, G., Stoker, G., & Wales, C. (2020). *Volunteering. Nudge, nudge, think, think* (second edition), 77-95.
22. Kim, E. & Cuskelly, G. (2017). A systematic quantitative review of volunteer management in events. *Event Management*, 21(1), 83-100.
23. Kivunja, C. & Kuyini, A. B. (2017). Understanding and applying research paradigms in educational contexts. *International Journal of Higher Education*, 6(5), 26-41.
24. Liao, G. Zhou, J., & Yin, J. (2022). Effect of Organizational Socialization of New Employees on Team Innovation Performance: A Cross-Level Model. *Psychology Research and Behavior Management*, 1, 1-15.
25. Lowenberg-DeBoer, K., & Akdere, M., (2018). Integrated review of volunteer retention and implications for training. *International Journal of Volunteer Administration*, 34 (2) 20-39.
26. Muriithi, G. W. (2019). Strategic leadership and its effect on retention of adolescents in the church in Kenya (Masters Thesis Pan Africa Christian University).
27. Mushtaq, A., Qureshi, S.H., & Javaid, A., (2019). Influence of Age and Experience on Leadership Styles. *Asian Journal of Managerial Science*, 8 (1), 48-52.
28. Mwaura, K.P., Waiganjo, M., & Gitahi, N., (2019). Influence of volunteer leaders' competence on church performance: evidence from the presbyterian church of east Africa Nakuru East Presbytery, Kenya. *International Journal of Managerial Studies and Research (IJMSR)*, 7 (11), 52-66
29. Nango, H. A. & Maende, C. (2017). Change management and performance of the Kenyan churches – case of the Anglican and African Inland Churches in Kenya. *International Journal of Contemporary Aspects in Strategic Management (IJCASM)*, 1(2), 95-108.
30. Ndonye, D. M. (2018). An investigation of leadership approaches and their impact on church growth: A case study of Nairobi Gospel Centres International Church. Retrieved on 2nd April 2020 from <https://pdfs.semanticscholar.org/edf6/d52f4bb238ade79f714cb1592c05445016f8.pdf>
31. Ogbonna, O. H. & Mbah, C. S. (2022). Examining social exchange theory and social change in the works of George Casper Homans-implications for the state and the global inequalities in the world economic order. *Mediterranean Journal of Social Sciences*, 13(1), 90-104. <https://doi.org/10.36941/mjss-2022-0009>
32. Opoku, K.R., & Boakye, I., (2023). The Effect of Economic and Social Leader-Member Exchange on Organisational Commitment in Selected Tertiary Institutions in Ghana. *International Journal of Research Publication and Reviews*, 4, (12), 493-502.
33. Pal, A. (2017). Quantitative data analysis and representation. *International Journal of Engineering Science and Computing*, 7(3), 4853-4856.
34. Rahman, M., Tabash, M., Salamzadeh, A., Abduli, S., Rahaman, S., (2022). Sampling techniques (probability) for quantitative social science researchers: a conceptual guideline with examples. *SEEU Review*, 17, (1), 42-41.
35. Rizal, A., & Hartanto, D., A., (2021). The Effect of Moderation of Organizational Culture on the Relationships on Job Satisfaction and Work Motivation Towards Employee Performance (Studies on Employees of the National Search and Rescue Agency in Semarang City). *Advances in Economics, Business and Management Research*, 1, 169, 440-446.
36. Ronikko, T., & Sunaryo, S., (2021). The effect of transformational leadership on reward: moderating role of public service motivation and mission valence (a study on facility unit, Region 2 Bandung of PT Kereta Api Indonesia (Persero). *International Journal of Economics, Business and Management Research*, 5 (6), 307-332.
37. Schoonenboom, J. & Johnson, R. B. (2017). How to construct a mixed methods research design. *Köln Z Soziol*, 2(69), 107–131.
38. Sherman, J. A., (2018). Effects of Income Level on the Relationship Between Leadership and Employee Behavior (Doctoral Dissertation. Welden University).
39. Sobocan, A. M., Bertotti, T. & Strom-Gottfried, K. (2019). Ethical considerations in social work research. *European Journal of Social Work*, 22(5), 805-818.
40. Taherdoost, H. (2018). Determining sample size: How to calculate survey sample size. *International Journal of Economics and Management Systems*, 2(1), 237-239.

-
41. Tziner, A., & Shkoler, O., (2018). Leadership Styles and Work Attitudes: Does Age Moderate their Relationship? *Journal of Work and Organizational Psychology*, 34(3) 195-201.
 42. Wambugu, P. M., Nkonge, D. K., & Micheni, S. (2022). Biblical and theological basis for church involvement in community development in Kenya. *Journal of pastoral and practical theology*, 1(1), 9-24. <https://doi.org/10.51317/jppt.v1i1.203>
 43. Word of Faith Church (1989). *Word of Faith Church Constitution*. Kiambu.
 44. Zboja, J. J., Jackson, R. W., & Grimes-Rose, M. (2020). An expectancy theory perspective of volunteerism: The roles of powerlessness, attitude toward charitable organizations, and attitude toward helping others. *International Review on Public and Nonprofit Marketing*, 17, 493–507. <https://doi.org/10.1007/s12208-020-00260-5>.