

**INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON PERFORMANCE
OF CATHOLIC PARISHES IN KENYA**

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DECLARATION

I, the undersigned, declare that this thesis is a product of my own work and is not a result of anything done in collaboration. It has not been previously presented to any other institution. All sources are appropriately cited and duly acknowledged in full.

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DEDICATION

This work is dedicated to Most Rev. Maurice Muhatia Makumba of the Archdiocese of Kisumu and former Bishop of the Catholic Diocese of Nakuru who gave me the opportunity and resources to pursue my PhD degree. It is also dedicated to my dear parents Robert and Patricia Kariuki who taught me the value of resilience and hard work right from my childhood.

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ABSTRACT

Measuring organizational performance has been a major preoccupation of many organizations in the modern times. Traditional indicators of performance have been largely financial such as profitability and return on investment. However, with the help of Balanced Scorecard model, organizations both profit and not-for-profit, are adopting performance measurement techniques that go beyond financial performance to cover non-financial indicators of performance. The objective of this study was to establish the influence of strategic management practices on the performance of Catholic parishes in Kenya. This study was anchored on Resource Based View theory, Dynamic Capabilities theory, and the Balanced Scorecard model. Independent variables of the study were; strategy formulation, implementation, and evaluation, while performance of Parishes was the dependent variable of the study. The research employed mixed methods approach using convergent design. Quantitative data was collected by use of survey questionnaire, while qualitative data was collected through interviews. Target population was 90 members of parish council and nine parish priests from nine parishes found to be applying strategic management practices at the time of this study. Internal consistency technique using Cronbach Alpha method was used to test reliability while content validity technique was applied to test the validity of the research tool. In analyzing and interpreting the quantitative data, inferential and descriptive statistics techniques were employed. Thematic analysis was used to analyze qualitative data. Study findings revealed a positive correlation between strategy formulation, implementation, evaluation and performance of parishes. The parish priests who were interviewed reported that strategy enabled the parishes to have a sense of direction and helps in promoting the collaborative ministry between the priests and the lay Christians. Strategy also helps in managing transition in case the parish priest is transferred thus enabling completion of on-going projects in the parishes. The study concluded that strategy formulation and strategy implementation play an important role in enhancing performance of Catholic parishes in Kenya. The study restricted itself to Catholic parishes and therefore, further research on influence of strategic management practices on performance of other churches is recommended.

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ABBREVIATIONS / ACRONYMS

ACK:	Anglican Church of Kenya
AIC:	African Inland Church
BSC:	Balanced Scorecard
CDN:	Catholic Diocese of Nakuru
CMA:	Catholic Men Association
CWA:	Catholic Women Association
DCs:	Dynamic Capabilities
KCB:	Kenya Commercial Bank
KMTC:	Kenya Medical Training College
NACOSTI:	National Commission for Science, Technology and Innovation
NGOs:	Non-Governmental Organizations
OP:	Organizational Performance
PAs:	Pastoral Agents
PPC:	Parish Pastoral Council
SE:	Strategy Evaluation
SF:	Strategy Formulation
SI:	Strategy Implementation
SMEs:	Small and Medium Enterprises
St:	Saint
TUCREC:	Tangaza University College Research Ethics Committee
UNDP:	United Nations Development Program

OPERATIONAL DEFINITION OF KEY TERMS

Catholic Church: A Community of Christians under the authority of bishops who are members of the Roman Rite and who are in communion with the Pope.

Diocese: Catholic Christians under the Pastoral care of a bishop.

Organization performance: The output of an organization in relation to the set organizational goals

Parish: A community of Catholic Christians under the pastoral care of a parish priest

Pastoral Agents: Pastoral team entrusted by the bishop to the pastoral care of the parishioners and headed by a parish priest. In addition to the parish priest, they include the religious men and women, catechists and lay leaders.

Parish pastoral council: It is a consultative organ in the parish that advises the parish priest.

Strategic formulation: It is the process of developing long-term plans for effective management of opportunities, strengths, threats and weaknesses of an organization.

Implementation of strategy: It is the process of executing organization's strategies or plans.

Strategy evaluation: It is the process of reviewing, evaluating, and generating feedback concerning the implemented strategies in an organization.

CHAPTER 1

INTRODUCTION

1.1. Introduction

This chapter comprises of the following items: Insertion of the researcher, the background to the study, statement of the problem, the purpose and the objective. Other items include research questions, significance and delimitations of the study.

1.2. Insertion

This section attempts to establish a link between the researcher's personal experiences with the area and topic of study. Captured in this part is the researcher's life journey as a priest and how his experience has motivated him to embark on a rigorous study to build his own capacity as a pastoral agent, while also acquiring knowledge to empower other pastoral agents who could be experiencing the inadequacy he has experienced in the course of his pastoral duties.

The researcher is a diocesan priest of the Catholic Diocese of Nakuru (CDN). He has served in various capacities over the years of his priesthood; he has worked in the parish as an assistant priest, diocesan pastoral and catechetical coordinator, family life director, Pontifical Missionary Societies director, vocations director, and chairman of St. Mary's pastoral centre. He is currently the chairman of Mater Dei Hospitality College Nakuru and parish priest Holy Trinity parish Mlimani.

Throughout his ministry in various positions, the researcher has encountered various challenges, the main one being managerial deficiencies especially before he enrolled for a master of art degree in Social Ministry where he specialized in management. Before training in management, he had serious challenges in developing work plans, communicating his vision and objectives, budgeting, leading meetings, managing time and evaluating his own progress. This is because he had not received any training on

management and leadership while in the seminary. However, after the course on management, he became more organized and systematic in his approach.

Today, he can be able to pin point managerial deficiencies facing many pastoral agents working in the parishes as well as in other positions in the diocese. Challenges range from lack of adequate skills in finance management, human resource management, and preparation of pastoral plans, development and implementation of strategic plans, change management among others. This results in slow growth of parish infrastructure and membership. It is against this background that the researcher sought to make a contribution in the area of management of church affairs through this study.

Having been in management positions without any managerial skill was the most difficult situation for the researcher and this experience prompted his desire to learn and research more on management so as to build his own capacity and also be able to create awareness of the need for management skills among priests, catechists and lay leaders in the parishes.

1.3. Background to the Study

Strategy is the general plan that the organization determines so as to move towards the set goals by using its resources. Success of any organization is attributable to the strategy set in place by the management to help the organization remain competitive in the market. According to Porter (1980), a competitive strategy is one that combines goals that the organization aims at achieving by putting measures in place to facilitate success. Mintzberg (1987) defines strategy as a position, a pattern or viewpoint that illustrates it as being conscious and intentional course of action. Thus for Mintzberg, strategy is an explicit maneuver whose intention is to outsmart the competitor and that it can demonstrate the chosen position by the organization and its management in its

environment. There are other different definitions of strategic management practices offered by different scholars like Pearce and Robinson (2008) who postulates that strategic management practices have to do with decision making and subsequent adjustment of the choices being implemented to ensure the firm's long-term prosperity.

According to Bakal (2011), management practices are a collection of management choices that dictate the long term effectiveness of an establishment and these are formulation, execution, and monitoring of strategies. Mohammad and Wang (2019) investigated the connection between strategic management practices and the effectiveness of small and medium businesses in Bangladesh. The study concluded that planning, implementing and evaluating of strategies has a positive contribution to the growth of SMEs in Bangladesh.

Strategy, therefore, aids the organization in identifying, creating and retaining competitive advantage by aligning its external environment and internal environment (Njagi, et al, 2014). Strategy further defines the organization's direction and scope on a long-term basis, and this is what propels the organization to obtain competitive advantage in a very fluid atmosphere by aligning its resources and competencies while at the same time realizing the expectations of all its stakeholders.

Strategy formulation concerns itself with the ends, means and conduct of the entire organization. It is a managerial process which starts by identifying the objectives of the firm. It is a cyclical and continuous process, where objectives are constantly reviewed and updated (Cole, 2004). Planning process has to be orderly and the management team should demonstrate clear understanding of the organizational goals and how to attain them through execution of specific steps. Strategy formulation has a futuristic perspective as it involves identification of potential threats and opportunities in the

external environment as well as strengths and weaknesses in the internal environment (Gupta, 2009).

Strategy implementation is the process of executing the already set out plans in an organization and it involves actualizing the vision of organization as per the strategy formulated. According to Mintzberg (2013), a successful strategy implementation requires an organization to have an enabling structure that makes it capable of executing the formulated strategies.

Strategy evaluation involves designing control systems that facilitate a continuous review, evaluation, and feedback process of the executed strategies to assess whether the projected outcomes are being achieved with the aim of taking corrective measures if need be (Muriuki et al., 2017). Managers should ensure that the actual output of an organization tallies with the projected output. Control system consists of three components, namely; laid down standards of performance, information indicating variance between actual output and the set standards, and action to rectify performance that does not match the set out strategies (Duening & Ivancevich, 2006).

1.3.1. Church and Strategic Management Practices

According to Drucker (2005), the Church falls under the category of non-profit organizations. A non-profit making entity seeks to transform individuals and society at large and therefore, like other organizations, it requires to be managed properly. The task of the non-profit manager is to translate the organization's mission and objectives into specific actions. Church leaders therefore must be equipped with management skills so as to bring the vision and mission of the church to reality.

Strategy formulation and execution has increasingly become a topic of interest in religious institutions due to the fact that these entities serve an important role in the

progress of communities. Globally, faith based organizations are known for provision of essential services such as education, and health care (Apenda, 2016).

In the United States of America, Dobson (2012) found out that the area of strategy was not a priority area for many religious organizations. Over 50% of the surveyed pastors held that their training did not prepare them on strategic management practices. In the same study, 96.2% did not think that their ministries would have been any better had they been trained on strategic management skills.

In Europe, a study conducted by Kalyvas (2018) revealed that churches had strong organizational strategy that enabled them to link grass-roots actors to a centralized direction. This approach enabled churches to mobilize and coordinate all activities at the national, regional and diocesan levels.

According to the Second Vatican Council (1975), Christ established and continues to sustain the church as a visible institution through which he communicates His saving truths and graces to all people. Nevertheless, the church has both visible and spiritual nature and these two dimensions make one reality which is a composite of human and divine nature.

Even though the church is not an ordinary institution, it has a lot in common with other secular organizations. Pope John Paul II acknowledged that the church is a community of human beings and it therefore has human characteristics. As such, its leadership should understand how other human organizations are ordered for them to achieve maximum productivity (Jesuits in Britain, 2013).

A study carried out in Asia by Lim (2013), found out that despite the zeal, dedication, sacrifices and prayers, the Asian church had not had a significant impact. Christianity

in Asia ranks behind other religions such as Hinduism, Islam, and Buddhism. This study therefore recommended that, besides spiritual nourishments, developing and executing the right mission strategy will be vital in determining the success or failures of the church in spreading the gospel in Asia.

The church in Africa, over the past few decades, has experienced an explosive growth and as such, African church must recognize that it cannot only address itself to matters of life after death while ignoring the existential conditions facing African continent especially Sub-Saharan Africa. The church's transformative mission goes beyond calling people into the hereafter world (Coertze, 2005). The church needs strategies to accommodate and sustain the high number of Christians flocking the churches every Sunday. This calls for effective application of managerial strategies by those tasked with its leadership.

Managing is an important aspect of human life and all of us are involved in management in one way or another. From time immemorial, human beings have formed groups to accomplish goals they cannot attain individually. Management skills and strategies are crucial in leading an organization whenever people work as a team to achieve a common objective. This also applies to the churches as human organizations as well. Along the uniqueness of the Church as both human and spiritual organization, churches ought to be managed properly in order for them to realize their core mission of evangelization (Oosthuizen & Lategan, 2015).

In Kenya, a study by Kitoo (2016), established that despite the fact that church leaders were well versed with strategic planning ideas, they rarely practiced strategic planning. The study surveyed pastors from 70 churches in Kibera, Nairobi County. Another study by Kagumu (2016) seeking to examine strategic plan implementation at the ACK

Kirinyaga diocese, established that 65.7% of the respondents stated that their churches did not have any written strategic plan. These two studies indicate strategic management practices are yet to be fully embraced in churches in Kenya.

As the church continues with its missionary work, it is important that its leaders consider management as one of its core operational tools for managing church's resources. From a missional perspective, management is to be viewed as a way of realizing God's purpose through prudent utilization of spiritual, human, and material resources.

1.3.1.1. Emerging Trends on Catholic Church and Management

Some Catholic authors like Bath (2010) and Meynhardt (2007), have argued that since the church is not a commercial entity, it should not therefore be viewed through managerial lens (Long & Mills, 2010). They further claim that the church, as an ecclesiastical organization which is basically concerned with spiritual activities, should not be subjected to the secular principles to manage its affairs.

Other anti- church management authors in the church argue that the church is timeless just as its founder Jesus is timeless. Its teachings and nature of worship are also timeless. However, they fail to recognize that many other characteristics of the church are time-bound. There is also a temptation to locate the church somewhere outside the world rather than where Vatican council II sought to locate it: right in the world (Eades, 2005). The church exists to evangelize, and to realize this goal, it involves responding to the signs of the times. To be able to realize its mission, therefore, best practices in managing the church calls for a paradigm shift from a mindset of defensive preservation to one of progressive improvement by a clear cut separation of which

aspects of the church are timeless and the strategies and structures that serve the time bound aspects of the mission of the church.

The other school of thought of scholars that advocates the adoption of management principles by the church advance a number of reasons to justify their position: They find their justification in the code of canon law of 1983 particularly canon 1284 section one which states that church administrators are “ bound to fulfill their function with diligence of a good householder”. Interpreting this canon, church leaders are expected to have some knowledge about functional dimensions of management like finance. These advocates of management go further to argue that though the church was divinely instituted by Christ, it has a human aspect and that this human aspect is subject to the realities of the social, cultural, economic, and political life.

Other proponents of church management argue that when God created mankind, He commissioned them saying: “Be fruitful and multiply, and fill the earth and subdue it; and have dominion over the fish of the sea and over the birds of the air and over every living thing that moves upon the earth” (Genesis 1:28). These scholars assert that this is the first message that the Creator gave to humanity about the subject of management. This text outlines three key management tasks, that is, maximizing God’s resources by ‘multiplying’ for the purpose of accomplishing God’s purpose and plans, minimizing disorder by ‘subduing’ and maintaining order by ‘ruling’.

Bishops’ conferences in Africa have recognized the various challenges facing the African continent such as poverty, famine, wars, political oppression, refugees, corruption, lack of proper medical care, education, sanitation and other services (Soko, 2012). To respond effectively to these challenges, the church must be well organized and strategic in its approach. Chatira and Mwenje (2018), posit that, all organizations,

churches included, have a purpose and they achieve their purpose with the scarce resources at their disposal. It is the role of management to integrate these scarce resources so as to realize the goals of the institution effectively and efficiently. Church leaders, like any other organizational heads require training on management skills in order for the church to realize its ministry effectively.

The existing literature reveals that the Catholic Church like other churches has been lukewarm when it comes to embracing strategic management practices. The fact that only eleven parishes out of more than a thousand parishes in Kenya were found to be using strategic plans, is clear evidence that the church is reluctant to embrace managerial principles.

The church in Kenya, like elsewhere in the world, is facing challenges brought about by technology, changes in demographic trends, and competitive pressures from modern culture. Church authorities must therefore devise ways of confronting these dynamics. This study focused on Catholic parishes in Kenya and therefore the background of the study will narrow to Catholic Church in Kenya.

Catholic Church arrived in Kenya in 1498 when Vasco Da Gama erected a Cross on the shore of Malindi along the Kenyan Coast. Since then, the Catholic Church has moved from being mission church to being a missionary church. Currently there are 26 Catholic dioceses in Kenya with over 1000 parishes, with about 1000 diocesan priests and approximately 3000 religious men and women working in Kenya. There are over 7.5 million Catholic faithful (Ngari, 2016). To ensure effective management of pastoral care, dioceses have embraced faithful groups such as Catholic Women Association, Catholic Men Association, and Youth movements. This study focused on Catholic

parishes that have adopted strategic management practices with a view of establishing their influence on the performance of parish ministry of those parishes.

When Catholic churches were established in Kenya, they were entirely under the leadership of the early missionaries who also funded all the church projects with locals providing mainly manpower especially in the building of churches, schools and health facilities. Parishes and dioceses continued to receive financial support from donors in Europe and America until recently when the donor fatigue set in with the declining of Catholics in those regions. This scarcity of resources has made it necessary for the dioceses and parishes to embark on self-reliance programs. To succeed, these programs have to be strategic and hence the need for capacity in management practices among pastoral agents and the faithful.

In the course of this study, it was found out that some dioceses have strategic plans at the secretariat level or the Curia, yet only a minority of parishes has parish strategic plans. Some of these dioceses include; Ngong (2021-2025); Lodwar (2021-2025); Garrisa (2019-2024); Kitui (2016-2021); Mombasa (2018-2027); Nyahururu (2021-2025); Kakamega (2019-2023); Kisumu (2021- 2026) and Embu (2021-2025). By look of dates of these strategic plans, the concept of applying strategy seems relatively new in the church sphere. Hopefully this trend will cascade down to the parishes.

1.3.2. Conceptualization of Organizational Performance

To measure organizational performance, both monetary and non-monetary dimensions of the organization are critical. A combination of both aspects of performance helps the stakeholders to gain insights on testing and comparing their organizational performance, especially the extent of efficient and effective utilization of resources, ability to compete, and readiness to respond to any external pressure (Ali & Qun, 2019).

Performance measurement is therefore indispensable in all organizations whether profit or nonprofit organizations.

According to Njeru (2015), the idea of organizational performance is not new in the literature yet it is very complex to define. As such, it has different meanings in different contexts and because of this complexity there is no universal definition of this concept. Further, Ngui (2015) observed that, performance of an organization is evaluated by its actual output in relation to the projected output. Further, Otieno (2013) defined organizational performance as the success of a firm in view of some set standards such as quantified objectives of profitability.

The degree to which an organization's objectives have been realized is a measure of performance for that organization. Depending on the nature of institution, there are several ways of measuring the competitiveness and performance of the organizations. Churches, for example would use increase in membership, retention of old members, and increase in giving of offerings as indicators of growth and performance.

The dependent variable of the study which is 'parish performance,' is anchored on Balanced Scorecard model since it focuses on both monetary and non-monetary aspects of measuring performance. BSC model is more applicable in church context since churches are not- for- profit organizations. And hence non-financial measures of performance take centre stage in a parish set up.

1.4. Statement of the Problem

The Second Vatican Council (1975) envisaged a church where all people of God, that is, the bishops, clergy, religious and the laity work together to contribute to the life of the church. Each person is called upon to play his or her role. Parish priests being the heads of the Christian communities in the parishes, have a duty to collaborate with the

catechists, religious brothers and sisters and members of the parish councils and other committees to develop the strategy of the parish and consequently bring them into concrete actions.

Contrary to the vision of the Second Vatican Council, available statistics show a decline of Catholics in the originally highly Catholic regions such as Brazil, North America and Europe. Even with the global growth of 0.04% of the Catholic Church over the year to 2012, Europe has registered a negative growth of the Catholic Church in the same period. Catholicism in Brazil which represented 89% of the population in the 1980s has now gone down to 60% in the recent years. Stable growth of the Church now remains in areas such as Mexico (83%), Philippines (81%), and in Sub-Saharan Africa and West Africa (White, 2013). This global decline in the growth of the church may be attributed to many factors one of them being the church's failure to adapt strategic management practices.

Grobler (2008) in his study found out that Church ministers were inadequately prepared in the area of management. Similarly, Chatira and Mwenje, (2018) in their study concluded that church ministers in Zimbabwe faced management related challenges such as leadership, development, fundraising, time management, and managing church's budget. Soko (2012) found out that church organizations in Kenya are unable to act in response to changes since their managers are not skilled in change management skills. Kung'u (2007) noted that mainstream denominations in Kenya have serious challenges in implementing their strategies.

Otieno (2012) found that most churches in Nairobi have very rudimentary strategies, and while some of these churches have very basic ways of reviewing their strategies, others do not review their strategies at all. Murage, (2018), suggested that Anglican

Church of Kenya (ACK) head office lacked finance and skilled human resource to implement strategic plans. Looking at these studies at a glance, one can tell that churches are yet to embrace management practices in the running of their organizational affairs.

Reviewed studies indicate the minimal attention that churches have given to various strategic management practices. Limited studies on church and strategic management practices also points to an area that is least studied and hence the current study aimed at adding new knowledge in this field.

Of the studies reviewed, none focused specifically on the Catholic parishes in Kenya and the study was deemed appropriate to generate a new perspective in the area of church management. Knowledge generated from the study will help in enhancing the conversation between the church and management science.

1.5. Purpose of the Study

The main purpose of this study was to investigate the impact of strategic management practices on performance of Kenyan Catholic parishes.

1.6. Research Objectives

This part includes the general objective of the research as well as its particular objectives.

1.6.1. General Objective

The overall objective of this study was to establish the influence of strategic management practices on the performance of Kenyan Catholic parishes.

1.6.2. Specific Objectives

Specific objectives of this research were:

1. To determine the influence of strategy formulation on performance of Catholic parishes in Kenya.
2. To examine the influence of strategy implementation on performance of Catholic parishes in Kenya.
3. To ascertain the influence of strategy evaluation on performance of Catholic parishes in Kenya.

1.7. Research Questions

Research questions that guided the study were:

1. To what degree does formulation of strategy influence the performance of Catholic parishes in Kenya?
2. How does implementation of strategy influence the performance of Catholic parishes in Kenya?
3. What is the influence of evaluation of strategy on the performance of Catholic parishes in Kenya?

1.8. Significance of the Study

Regarding church management, the research aimed at generating new understanding of the importance of embracing modern strategic practices in running of the parishes. The findings were also to aid church leadership especially in the parishes to gain more insights on the strategic management practices that they need to enhance if their parishes are to realize their mission effectively and efficiently by utilizing the available resources.

At a wider scope, research findings could help in the preparation of church management training manual and other resource materials that can be used in the training of priests and other church leaders at the seminaries, catechetical training centers and the parishes. The outcome of this study also adds new knowledge in the

field of organizational management especially when dealing with religious organizations.

1.9. Scope / Delimitations of the Study

The research was restricted to Catholic parishes in Kenya. Kenya has 26 Catholic dioceses and more than one thousand parishes as per the Catholic directory with new parishes being created in various dioceses every year. This research focused on Catholic parishes that have adopted strategic planning and the subsequent management practices of implementation and evaluation only. This study focused on Catholic parishes only.

Performance of parishes was restricted to the following key performance indicators; increase of parishioners, increase in offertories, growth of parish infrastructure, and growth in charity programs.

1.10. Chapter Summary

The first chapter of this study has provided a brief background of the researcher, the background to the study, problem statement and objective of study and also research questions. Other items tackled include the delimitations of the study and the significance of the study. This introductory chapter sought to introduce the focus of the study while at the same time providing justification as to why the study is important and the likely new knowledge it is likely to generate in the field of management and especially management of parishes.

CHAPTER 2

LITERATURE REVIEW

2.1. Introduction

The first part of the chapter presents theories that anchored the study. The main theories selected for this study were Resource based View, Dynamic Capabilities theory, and Balanced Scorecard. The second part of the chapter is an evaluation of empirical studies undertaken in the field of study in the past. After the review of the empirical studies, a critique of these studies was done so as to establish the gap the current study was seeking to fill. The third part of this chapter discusses the conceptual framework which outlines the variables of the study while demonstrating their assumed relationships.

2.2. Theoretical Literature Review

Any academic research must be anchored on a strong theoretical framework for it to have an authoritative force in a given area of study. Kombo and Tromp (2006), define theoretical framework as a set of related concepts founded on theories. It entails rationalized collection of materials which are originated from and collaborated by data. Resource Based View (RBV) theory, Dynamic Capabilities (DCs) theory and Balanced Scorecard (BSC) model were selected to guide the researcher in this study.

2.2.1. Resource Based View (RBV) Theory

Resource Based View is a technique of identifying and analyzing an organization's strategic uniqueness as informed by assessment of its distinct collection of skills, assets, intangibles, and capacity. Each firm develops competence from its resources to gain its competitive edge. The concept of competitive advantage is central to the strategic

management literature (Barney, 2007). Key contributors in the development of RBV theory include Jay Barney, Gary Hamel, George Day, and Shelby Hunt.

Pearce and Robinson (2008) categorized a firm's resources into organizational capabilities, intangible assets, and tangible assets. Tangible assets constitute computers, real estate, raw materials and financial resources. Intangibles include resources like company past record, institutional morale, brand names, Patents, technical knowhow, and cumulative experience within a firm. A firm's capabilities refer to the ability, skills and manner of utilizing assets, personnel, and procedures that an organization applies to convert input to output. Barney (1991) identifies the resources that enable an enterprise to compete favorably as firm's capability, internal procedures, and expertise. In this case therefore, for organizations to favorably engage competitively in the market, they have to embrace unique strategies.

According to David (2009), the combination, amount, type, and nature of an organization's internal resources should be given primary consideration while designing strategies that can assist an organization to achieve a sustainable competitive advantage. To strategically manage an organization, according to RBV, it entails developing and mobilizing an organization's distinct resources and capacities, and sustaining those resources.

In order for a company to achieve and sustain competitiveness, it should identify valuable resources bearing three characteristics, that is, they are exceptional, not easy to imitate, and not easy to substitute. There has been controversy about RBV theory and its application with some scholars holding the view that RBV is conceptualized rather than giving empirical evidence. The theory is also criticized to the extent that it addresses the resources from competitive advantage perspective, while not providing the ways by which these resources can be generated for the purposes of development.

Another limitation of RBV is that it does not adequately address the adaptability of organization's resources and competencies to the fast changing operating environment of an organization.

RBV was deemed relevant for this study since the Catholic Church as an organization has a competitive edge over other churches due to its long history of existence and a unique hierarchical structure of governance. The Catholic Church has established itself as a very influential brand globally, while locally it has permeated practically in all spheres of society with a notable significance in education and health sector.

A study of strategic management practices in relation to parishes sought to establish whether the Catholic Church can employ these strategies to enhance her competitive advantage amongst other religions, other churches and most importantly the emerging secular culture by improving its effectiveness and efficiency when it comes to the utilization of resources at its disposal in the context of parishes. This was to be accomplished by testing the role of strategic practices on the effectiveness of parish pastoral activities. RBV addressed the independent variables of this study. The variables revolve around the resources at the disposal of parishes and how effectively they can be utilized to enhance the parish ministry.

2.2.2. Dynamic Capabilities (DCs) Theory

Dynamic Capabilities Theory is a further development of the Resource Based View theory. RBV does not directly address the aggressive propositions of market dynamics as they relate to firms' capacity to adjust their resources and competencies to a very unpredictable environment (Teece et al., 1997). It is this weakness of RBV that has prompted the study to include DCs theory to ensure the aspects of any organization's ability to respond to dynamics in its environment are also captured.

This theory is proposed as a framework to help explain the competitive advantages related to a firm's abilities to progressively create and adapt their competencies in anticipation of and response to environmental dynamisms. The central focus of DCs is the non-predictable external business environment (Teece et al., 1997) . Capabilities represent an organization's ability to point out the unique external and internal competencies and thereafter, reorganize, coordinate and remodel them as dictated by the dynamics in the environment. Dynamic capabilities evolve over time within each firm making them a source of a sustainable competitive advantage. This theory is criticized for not having a clear description of "capabilities", context and expected outcomes connected with dynamic capabilities through further empirical testing.

DCs theory was considered for this work since the core purpose was to analyze strategy in its threefold dimension, namely, formulation, implementation, and evaluation all of which aim at ensuring the organization adapts itself to its internal and external ecosystem. One core aspect of strategic planning is analysis of the external environment of the organization with the aim of coming up with strategies that will help the organization to respond to dynamisms of the external environment. Parishes as organizations operate in a rapidly changing environment especially changes coming with modern secularism. As such, parish ministry must always align itself to these changes for it to be able to address the complexities that come with secularism and religious indifference. For the parish to play its prophetic role in addressing these complexities, it must develop its own unique capabilities and which must keep evolving so as to address the ever increasing challenges.

2.2.3. Balanced Scorecard (BSC) Theory

Balanced Scorecard (BSC) is a performance measurement instrument advanced by Robert Kaplan and David Norton in 1992. Its goal is to transform an institution's

mission and vision into actions (Vliet, 2014). At the time of its development, there was a strong view that financial based measures of performance were less effective for modern business organizations. Kaplan and Norton embarked on a study to develop new techniques of measuring performance. The starting points of the BSC are grouped into four categories namely; finance, customer, internal business procedures, and innovation and learning (Yahanpath et al., 2017).

Today, BSC has been modified and is being applied by nonprofit and public sectors (Vliet, 2014). According to this theory, there has to be a balance between the interim and long term goals, leading and lagging indicators, and non-monetary indicators, and external and internal dimensions. It is about harmonious interaction in which an improvement in one perspective must not hinder another perspective.

BSC has been appreciated and employed in many organizations because it emphasizes the need for a balance between monetary and non-financial indicators in a firm's system of managing performance (Kaplan & Norton, 1996). In this case, BSC underscores the necessity of managing and measuring intangible assets to achieve a competitive edge (Kaplan & Norton, 2004). This contribution of BSC makes it more ideal for measuring performance of a religious organization whose main objective is spiritual well being rather than financial performance.

Kaplan and Norton recommended a nine-step procedure for designing and executing the BSC in an organization. These steps are; conducting an overall firm assessment; establishing strategic points; defining perspectives and strategic goals; developing a strategic path; driving performance criterion; refining strategic moves; automating and communicating; executing the BSC in the entire firm; and finally collecting and evaluating data (Vliet, 2014).

Churches as human organizations require a performance measuring system such as BSC to enable them assess their soundness and relevance if they are to wither the complex and competitive atmosphere, even if they are non-profit organizations with transcendent goals (Yahanpath et al., 2017). In the recent decades, church members are increasingly demanding accountability from church leadership. Even the highly formalized churches like the Catholic Church have not escaped the demand for accountability and transparency as noted by Economist (2014).

This theory was chosen as appropriate for the study because it goes beyond financial status as the sole measuring yardstick of organizational performance. Though financial measures are important for the churches, they are not absolute and as such other measures of church performance must be sought. BSC accommodates other performance measurement parameters and hence its importance in this study. Johnson, Scholes and Whittington (2008), observe that the BSC model has gained popularity in organizations because of its expanded scope of performance measurement.

While some authors suggest that churches need not focus on finances as they measure their performances, other authors underscore the need for churches to incorporate a financial dimension in assessing performance since finances ensure sustainability of churches as organizations, even though they are themselves non-financial institutions. This study holds the latter view and it therefore included finance as one of the performance indicators. Authors who agree with this view include (Yahanpath, et al 2017; McPhil, et al 2005, and Torry, 2014).

Keyt (2001) employed the BSC to a church set-up where he adopted its four performance aspects namely; internal business, customers, finance, and innovation and learning, and adapted them to four measuring perspectives for churches. The four

perspectives were; membership, ministering, internal ministry processes, and innovation and learning.

To Keyt's modified BSC, Yahanpath et al., (2017), proposed further modification to the adapted BSC model. He suggested incorporation of financial aspect from Kaplan's and Norton's original BSC. The new model therefore included five perspectives namely; Finance, membership, external ministry, internal ministry, and innovation and learning. This study adopted this model as it incorporates the financial perspective thereby making it a more comprehensive measure of performance of parishes.

External ministry has to do with evangelism and as such the church is in constant need of new converts in order to flourish. Just as businesses seek to increase their customer numbers, the church must seek to recruit new members. Under internal ministry, the church should meet the needs of its members. Internal ministry activities according to (Keyt, 2001), include; preaching, teaching, counseling, children and youth pastoral care, care of the poor in the church among other pastoral care related activities. Internal ministry corresponds to original BSC internal business processes.

Finance perspective in the context of a church organization has no profit component which is a key component in the profit making organizations. Finances in the church mainly come from weekly collections, tithes, and donations. These are used to meet church budgets.

Innovation and learning seek to foster the improvement of performance by offering support to the other perspectives (Kaplan & Norton, 1993). Religious organizations, like other organizations, ought to constantly adapt to their environment and the emerging needs of their members by embracing new ministerial approaches, forming new leaders and empowering them for the ministry. Thus innovation and learning is meant to help

the church recognize and address the ever dynamic needs of their church membership. This model specifically addressed the dependent variable in this study.

2.3. Empirical Literature Review

This part discusses empirical studies conducted by other researchers whose aim was to assess the connection between performance and strategic practices in organizations. The findings of these studies, methodology applied, and the recommendations made after the studies were analyzed critically. The aim of this analysis was to identify knowledge gaps in the previous studies and which this study attempted to fill so as to give the study some originality and thereby generate some new knowledge in the sphere of management of churches. The three main components (formulation, implementation and evaluation) of the study's objectives are discussed in details:

2.3.1. Strategy Formulation

This section dwells on empirical studies that focused on strategic planning and performance of various organizations. A distinction between these past studies in terms of scope, location, research method applied among other components of a scientific study, and this study was made so as to demonstrate the knowledge gap the researcher was attempting to fill in this study.

Khoshtaria (2018) analyzed the impact of strategic planning on performance of organizations. His study took place in Georgia USA and the findings indicated that performance is positively associated with planning. This study employed random sampling technique. The study recommended total engagement of executives in the planning process. The current study examined the influence of strategy formulation on Catholic parishes in Kenya. Mixed methods research approach was applied while purposive technique was used to identify study respondents.

Alosani et al., (2020) undertook a study to find out the importance of planning on Dubai police. A questionnaire was used to gather data while regression approach was applied to analyze the data. The study revealed that planning was positively associated with the effectiveness of Dubai police. While this study focused on Dubai police, the current study focused on Catholic parishes in Kenya.

Bert et al., (2019), sought to answer the question as to whether strategic planning improves organizational performance. Their study and analysis concluded that there is a positive, moderate but significant impact of planning on the effectiveness of public and private sectors across international settings. While this study dwelt on private and public organizations, the current study limited itself to parishes which are faith based organizations.

Monye and Ibegbulem (2018) conducted a research to analyze the effects of strategic planning on organizational effectiveness and profitability. A survey questionnaire was applied to collect data while Chi-Square and T-Test techniques were applied to test research hypotheses. The findings showed that strategic planning improves performance. This study had a profitability component while the current study focused on strategy formulation only. The current study employed correlations and regression analysis techniques to analyze the data.

Grobler et al., (2012) studied the ability of Reformed Churches of South Africa to craft and implement congregational strategy. The findings indicated a deficiency of know-how and skills to formulate and execute strategy. This study revealed a managerial weakness in the ministers. The study recommended management training of church ministers. The study focused on the reformed churches of South Africa and their capacity to develop a strategy. Lack of training in management skills among church

ministers is therefore a major setback when it comes to employment of strategic management practices in running churches. This study researched reformed churches in South Africa, while the current study focused on Catholic parishes in Kenya.

Slabbert and Mukhongo (2018) studied the importance of strategic planning on the effectiveness of United Nations Development program (UNDP) in Mogadishu. This study employed descriptive design and a questionnaire served as the instrument of collecting data. The findings did not show any significant association between strategic planning practice and UNDP's performance. The study took place in Mogadishu while the current study aimed to establish whether strategic planning has any association with the performance of parishes in Kenya.

Mohammad and Wang (2019) examined the association between strategic practices and the effectiveness of SMEs in Bangladesh. The results indicated that planning has a positive contribution to the growth of SMEs in Bangladesh. While this study researched on SMEs in Bangladesh, the current study researched on parishes in Kenya.

Olumuyiwa et al., (2012) did a study whose goal was to find out the connection between planning and organization's productivity and also to assess if planning improves the performance of employees in an organization. According to the findings, planning enhances productivity as well as workers' performance in an enterprise. The research used a questionnaire that was distributed to one hundred and twenty staff of Sterling bank Nigeria Plc. This study was limited to establishing the influence of strategic planning and performance of a banking institution, while the current study restricted itself to establishing the influence of strategic planning in parishes.

Adetayo (2018) examined strategy formulation in relation to performance of selected manufacturing organizations in Lagos. The findings revealed that performance of firms

is positively related to strategy formulation. This study was done on profit making organizations while the current study focused on parishes which are non-profit making institutions.

Taiwo and Idunnu (2010) investigated the contribution of strategic formulation on performance of organizations. The First bank of Nigeria was used as the case. In the study, survey questionnaires were given to one hundred respondents consisting of both junior and senior employees of different First bank branches in Lagos. This study concluded that planning improves performance of an organization and hence its survival. The study investigated a bank which is a for-profit organization, while this study focused on parishes which are non-profit organizations.

Karoki (2016) researched on the importance of planning on Christian churches in Nairobi, Kenya. The research applied cross-sectional design. To collect primary data, a questionnaire was used. Research participants were church ministers, pastors, administrators and church members. The research showed that many churches in Nairobi have a strategic plan which enhances the performance of Christian churches. The researcher recommended involvement of church members in the planning exercise in order to make them own the strategy and expedite its implementation. This study focused on churches in Nairobi only while the current study focused on Catholic parishes in Kenya while employing mixed methods approach.

Mutia, et al., (2016), studied how the setting of the strategy direction of a church influences its growth in infrastructure. Descriptive correlation design was employed and participants included bishops and clergy of the five largest church denominations in Kenya that is, the Roman Catholic Church, African Inland Church (AIC), Anglican Church of Kenya (ACK), Methodist Church in Kenya and Presbyterian Church of East

Africa (PCEA). Strategy formulation was found to have a positive contribution to the growth of church infrastructure and involvement of church leaders in the planning process was recommended. This study narrowed its scope to infrastructural growth of churches, while this study sought to measure varied aspects of performance with infrastructural growth being one of them.

Maina, et al., (2020), undertook a study to find out the effect of strategic formulation on productivity of state corporations in Kenya. Data was gathered using a survey questionnaire, while inferential and descriptive statistics techniques were applied to process the data. It was found out that strategy formulation helps in enhancing performance and managers ought to embrace strategy formulation so as to improve the performance of state corporations. While this study researched state corporations, the current study dwelt on parishes which are faith based organizations.

Arasa and K'Obonyo (2012) examined the link between formulation of strategy and organization productivity, with a special focus on steps of strategic planning. Key managers constituted the study's target population. The study found out that all the steps of strategic planning are crucial in enhancing productivity of a firm. The study was conducted in Kenya. Kumar (2015) replicated an almost similar study to that of Arasa et al., (2012) in India, and whose aim was to find out the correlations that exist between the stages of planning and performance of a firm. This research also revealed a positive contribution of every step of strategic planning process to the performance of an enterprise. These two studies focused on secular organizations, while current study focused on parishes which are religious organizations.

Njoroge (2018) studied the role of strategic planning on productiveness of organizations with a focus on event planning firms in Nairobi, Kenya. Descriptive

design was applied, while non-probability purposive sampling method was employed to identify study's respondents. Outcome of this study indicated that strategic planning improves the business processes of these firms and thereby improving their general performance. Njoroge (2018) applied descriptive design while the current study applied mixed methods approach and convergent design.

Nzuki (2017) did a study to establish the impact of strategic planning on organizational performance of Sandoz GmbH Kenya. The study employed a case study design while interviews generated primary data. The findings indicate that planning strategically as employed by this firm had significant positive influence on its performance. The study recommended continued use of strategic planning practices for sustained efficiency and effectiveness of Sandoz Kenya. While this study employed case study design, convergent design was employed in the current study.

Opiyo (2016), researched on strategy and effectiveness of community based organizations in Migori County. Descriptive design was used in this study, while data was generated using a survey questionnaire. Data processing was done using descriptive statistics techniques. The outcome revealed a positive influence of planning on the performance of CBOs in Migori County. This study focused on CBOs in Migori County, while the current study focused on parishes in Kenya.

2.3.2. Strategy Implementation

This sub-topic discusses reviewed empirical studies that sought to establish the relationship between the influences of strategy execution and performance of organizations. Awuku and Asare (2019) conducted a study to interrogate the role of church governance structure on church growth. The study was conducted in Accra, Ghana. This study employed content analysis and thirty pastors participated in filling

questionnaires with open-ended questions. Governance structure was found to have a significant contribution to church development. While this study focused on churches in Ghana while applying qualitative method of data collection, the current study focused on parishes in Kenya while applying mixed methods approach.

Muendo (2016) examined the effect of strategy execution on effectiveness of Kenya Bureau of standards in Kenya. The findings revealed that strategy implementation influences the performance of Kenya Bureau of standards. This study restricted itself to a state organization, while the current study focused on parishes which are faith based organizations.

Kariuki (2013) studied the influence of strategy implementation on constituency development fund projects in Kenya. According to the findings, strategy implementation positively influenced the performance of constituency development fund projects. This study looked into the influence of strategy implementation on the effectiveness of constituency development fund projects, while the current research studied the impact of strategy implementation on performance of parishes.

Somi (2017) investigated the influence of strategy execution on performance of government entities in Kenya. The findings revealed that strategy implementation had positive influence of on performance of government institutions. While the focus of this study was government entities, the current study concerned itself with faith based organizations.

Njagi and Kombo (2014) investigated the influence of strategy execution on commercial banks in Kenya. The findings revealed a strong relationship between strategy implementation and the banks' performance. The study focused on banking institutions, while this study focused on parishes which are church institutions.

Kihara (2016) examined the influence of strategy execution on the productivity of small and medium manufacturing firms in Kenya. The findings indicated a significant positive influence on performance of these firms. This study limited itself to small and medium firms in Kenya, while this current study restricted itself to Catholic parishes.

Muendo and Ogutu (2020) researched on the influence of strategy execution on effectiveness of Kenya Medical Training College. The results showed that effective execution of strategy implementation enhances the operations of KMTC. This study was conducted on medical training college, while the current study was conducted on parishes.

Obiero and Genga (2018) studied the association of performance and strategy implementation of Kenya revenue authority. The findings revealed a positive association between performance and strategy implementation. The scope of this study was Kenya Revenue Authority, while the scope of the current study was parishes in Kenya.

Hantiro and Maina (2020) examined the relationship between strategy implementation and performance of county government of Tana River. Results showed a significant and positive relationship between performance and strategy implementation of Tana River County. This study restricted itself to Tana River County, while the current study restricted itself to parishes in Kenya.

Wambani, et al., (2017) analyzed the effect of strategy execution on the productivity of employees in Trans Nzoia County government. Results showed that implementation of strategy improved the performance of employees. The study focused on effects of implementation of strategy on performance of employees in this county, while this study analyzed the influence of strategy implementation on the performance of parishes.

Siengo and Kibuine (2015) explored the influence of structure of governance on performance of churches. Cross sectional descriptive design was used where sixty two evangelical churches constituted the study population and only senior church administrators and clergy were chosen to be the study participants. Results of this study showed that governance structure plays an important role in enhancing effectiveness of churches. This study involved all churches, while the current study was restricted to Catholic parishes only.

Nango (2017) investigated management of change as a tool for improving performance of churches. Target population was the Anglican and African inland churches of Kenya, where the participants included bishops, deans of provinces, and administration secretaries. Descriptive design was used in this research. Performance indicators tested in the study were; increase in number of church members, ability to retain old members, and increase in tithes and offertories. The study concluded that organizational leadership, culture, and good communication help a lot in promoting performance of the ACK and AIC churches. The scope of this study was ACK and AIC churches, while the scope of this study was Catholic parishes.

Murage (2018) analyzed execution of strategy in ACK Head Office in Nairobi. A sample of 120 participants was selected through a census survey design and the findings indicated that the structure of Anglican Church contributes greatly in the process of executing the strategic plan. Leadership is the catalyst that directs all departments of the church to ensure they work harmoniously. The study identified lack of sufficient resources such as finances and human resource as the greatest impediments in the process of executing the plan at ACK Head Office. This research restricted itself to ACK Head Office, while the current study restricted itself to Catholic parishes.

2.3.3. Strategy Evaluation

This section is an analysis of various empirical researches to determine the influence of strategy evaluation on performance of organizations. Jamil and Mohamed (2013) investigated the role of control system in the performance of Malaysian small and medium enterprise hotels. Survey method was used in this study and its findings revealed that performance management control system improves the performance of SMEs in hotel sector. While this study took place in Malaysia focusing on profit making organizations, the current study took place in Kenya.

Ilias et al., (2016) assessed the effectiveness of management control system on performance of local authorities in Malaysia. Results of the study indicated that management control systems promote enhanced performance of Malaysian local authorities.

Verburg et al., (2018), conducted a study aimed at examining how organizational control relates to a firm's employee trust and ultimately to job performance. The outcomes of the research indicated that controls enhance trust of the staff to the organization and in return, this trust enhances the overall performance of the employees.

Ogbo et al., (2014) studied the role of an inventory control system on performance. The result showed that a flexible inventory control system helps in improving the performance of a firm. The research employed a survey research method. Monitoring of strategy was examined by the researcher, while the current research examined evaluation of strategy and its influence on performance of parishes in Kenya.

Mohamed and Mohamud (2021) looked into the implication of strategic management on performance of NGOs in Mogadishu, Somalia. The outcome depicted a positive and

significant effect of strategy evaluation on the performance. The research focused on NGOs while this study focused on parishes which are faith-based organizations.

Muriuki et al., (2017), conducted a research to evaluate how sustainability of state corporations is influenced by strategic practices of management. Census survey was carried out in this study and the findings showed that strategy evaluation is a key driver of sustainability for government corporations. Monitoring of strategy implementation process in government organizations was the focus of this study, while the current study focused on parishes which are religious organizations

Gaturu et al., (2017) sought to ascertain the influence of strategy evaluation on performance of church hospitals in Kenya. Findings of this research indicated that strategy evaluation influenced the performance of the hospitals moderately. This study researched mission hospitals, while the current study restricted itself on parishes.

Maroa and Muturi (2015) in their study found out that strategic evaluation had a moderate influence on the productivity of floriculture firms in Kenya. This research set out to ascertain the impact of strategy evaluation on the productivity of these firms, while the current study sought to establish the impact of strategy evaluation on the operations of parishes.

Kanano and Wanjira (2021) endeavored to determine the relationship between management practices and effectiveness of supermarkets in Nakuru County. The outcome revealed a moderate influence between the two variables. While the study majored on performance of supermarkets in Nakuru, this study dwelt on performance of parishes in Kenya.

A study by Odhiambo and Njuguna (2021) to explore the relationship between management and performance of health NGOs in Nairobi concluded that strategic evaluation improves the efficiency of health NGOs. The research focused on health NGOs, while this study focused on parishes.

Ibrahim (2015) studied the effects of strategy evaluation on efficiency of organizations. The study applied descriptive design, while stratified random sampling method was applied to identify the participants. The outcome of the study revealed that strategy evaluation facilitates in setting the organizational direction as it ensures compliance to the firm's vision as well as streamlining operations to specific objectives. This study focused on Center Star Company while applying descriptive design, while the current study focused on parishes where mixed methods approach was applied.

Nyariki (2016) conducted a study seeking to examine the influence of strategy evaluation on performance of KCB bank. This study was based on agency theory and open systems theory. The research adopted a case study design while data was gathered through interviews. Analysis of data applied content analysis method and the results showed that strategy evaluation helps in performance as it facilitates in decision making, better selection of tactical options and team work. This study sought to assess the influence of strategic evaluation on performance of KCB bank, while the current study sought to ascertain the implication of strategy evaluation on performance of parishes.

Chepkwony (2016) analyzed the influence of strategy evaluation on the effectiveness of the auditor general's office. Descriptive design was applied in the study, while a questionnaire was used as the instrument. The findings showed that strategy evaluation significantly and positively influenced organization performance and it also helped in

improving service delivery. The research restricted itself to the auditor general’s office, while this study focused on parishes.

Otieno (2012) did a study with the aim of finding out if churches in Nairobi normally assess their strategies as well as the challenges they face in doing so. The study applied descriptive design, while data collection was done using questionnaire issued to fifty churches that were randomly picked. The study findings showed that many churches in Nairobi have very basic strategies and they also have very rudimentary ways of evaluating their strategies, while some do not evaluate at all. Challenges faced by churches in evaluating strategies include lack of adequate skills, poor leadership, and unsupportive cultures in churches. This study was carried out on churches in Nairobi and majored on evaluation and control of strategy while this study was conducted on Catholic parishes in Kenya.

2.4. Research Gaps

This section highlights in a tabular form the empirical studies reviewed in this study in an effort to bring out the gaps in knowledge. Major areas of focus include the area of study, study findings, methodology employed, specific gaps that each study attempted to fill, and finally the focus of the current study. The summary is presented in Table 2.1.

Table 2.1: Research Gap Matrix

Author	Title of Study	Methodology	Study Findings	Gap identified	Areas of focus of the current research
Obwoye (2006)	Examining strategic practices in relation to performance	Survey	Strategic practices enhance performance of churches.	Only Sixty different churches in Kenya were studied.	Restricted itself to parishes in Kenya.

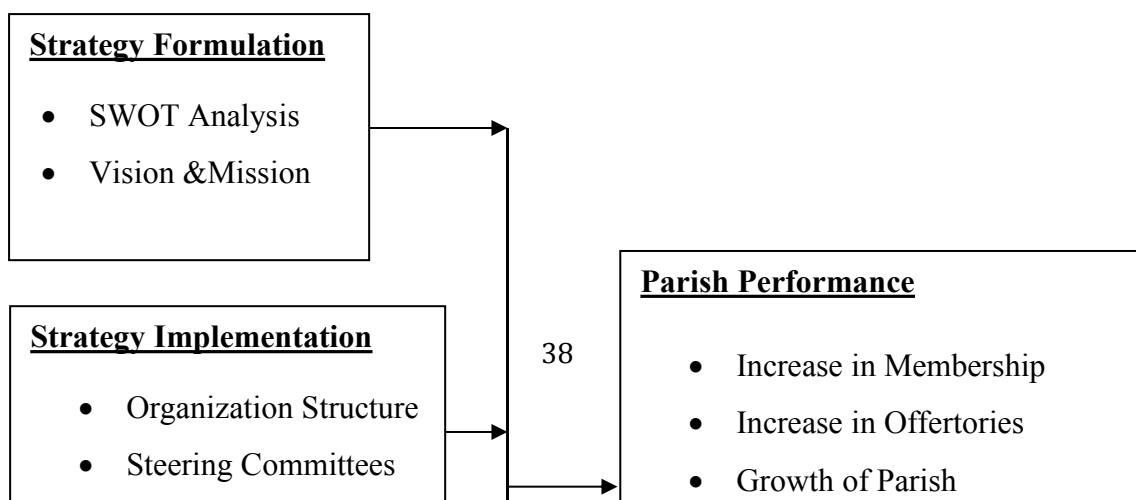
	of church ministries.				
Kung'u (2007)	To determine the strategic implementation challenges that face mainstream churches in Kenya.	Census survey	The greatest challenge rests with organizational culture	The study considered the challenges of implementing strategies	Influences of strategy implementation on performance of parishes
Taiwo et al(2010)	Examining the effects of formulation of strategy on performance.	Survey technique	Strategic formulation improves performance of organizations.	Studied effects of strategy on performance of a bank	Assessed the influence of strategic formulation on effectiveness of parishes
Grobler et al(2012)	Ability of reformed churches of south Africa to craft and implement congregational strategy	survey method	Church managers have inadequate knowledge on how to craft and Implement strategy	The study focused on the capacity of churches to craft and implement congregational strategy	Considered the link between strategy formulation and performance of parishes
Olumuyiwa et al (2012)	Determining the connection between planning and firm productivity in Nigeria	Survey of 120 staff of sterling Bank.	Planning has a positive contribution to firm productivity.	The study focused on planning and productivity of a bank	The study focused on performance of parishes
Arasa et al(2012)	Examined the importance of the steps of strategic formulation and performance.	Survey technique	All steps of Strategic planning are positively related to company performance	Focused on steps of planning and their bearing on performance	To ascertain impact of strategy formulation on performance of parishes.
Otieno (2012)	To establish if churches in Nairobi conducted strategy evaluation and control.	A descriptive study	Some churches evaluate their strategies, some do not	The study was done in churches in Nairobi	The study narrowed down to catholic parishes only.
Jamil (2013)	Establishing the place of control system in the performance of Malaysian small medium enterprises hotels	Survey method	Development of performance measurement system will influence the overall performance	the study targeted small medium enterprises hotels	The study targeted parishes
Ogbo et al(2014)	Importance of inventory control system on performance.	Survey	Flexible inventory control system enhances	Study on for-profit organization	A not-for-profit organization

			performance of organizations.		
Kumar (2015)	Establishing the correlations between steps of strategic formulation and performance of a firm in India.	Survey	Each step of planning is important in performance.	Importance of strategic steps on performance of enterprises.	The influence of strategic planning on performance of parishes
Karoki (2016)	Strategic practices in the management of churches and their contribution on performance of churches.	Cross-sectional design	Strategy contributes significantly in the performance of churches.	Study took place in Nairobi	A related study, but focused on catholic parishes only.
Mutia et al (2016)	Determine how the setting of the church strategic direction influences its infrastructural growth in Kenya	Descriptive correlation research design	Strategic planning helps in growth of the church infrastructure	Focused on infrastructural growth	Focused on holistic performance of the parish
Muriuki et al(2017)	Evaluating how strategic practices affect the sustainability of state corporations in Nairobi	Descriptive design	Strategy implementation on competence is an important driver of sustainability of state corporations	A study of state corporations	The research was carried out on church organizations.
Murage (2018)	Management practices and implementation of strategy in ACK Head Office in Nairobi.	Census survey method	Inadequate resources such as finance and human resource impedes execution of strategic plan	The study focused on ACK head office	Carried out a study in catholic parishes.
Gaturu (2018)	Strategic practices and performance of church-run hospitals	Cross-sectional design	Strategic practices have a positive contribution to performance.	The focus was mission hospitals	Parishes were the focus of the study
Adetayo(2018)	Strategy formulation	Survey of 171 respondents	Positive association	Focused on manufacturing	The focused on parishes

	and growth of manufacturing organizations in Lagos.		between strategy and growth detected.	firms	
Verburg et al(2018)	Organizational control performance	Survey	Control enhances performance	Focused on employee's trust and performance	The study targeted performance of parish ministry
Slabbert et al (2018)	Establishing how strategic plan affects performance of UNDP in Somalia.	Descriptive research design	Strategic planning does not affect performance of UNDP program in Mogadishu.	Research took place in UNDP in Mogadishu, Somalia	Parishes in Kenya formed the area of research.
Awuku et al (2019)	Role of church management on church development in Ghana.	Content analysis	Positive association between church management and development.	The study focused on management in general	Focus was to specific strategic management practices.
Mohammad et al(2019)	Performance and Strategic practices.	Correlation and regression	Significant positive correlation was established	The focus was SMEs in Bangladesh	Similar study but on parishes.
Maina,et al. (2020)	Strategy and performance.	Survey	Positive effect on performance was detected.	Focused on state corporations	Focused on performance of parishes

2.5. Conceptual Framework

Conceptual framework is a visual representation of the assumed relationship between variables of a study (Mugenda & Mugenda, 2009). The conceptual framework of the study is diagrammatically presented in Figure 2.1



2.6. Explanation of Study Variables

This part explains the variables of the study so as to highlight the parameters that guided the researcher during the collection of data.

2.6.1. Formulation of Strategy

This refers to the formulation of long-term strategies so as to effectively manage the threats, opportunities, strengths and weaknesses of an organization. Planning, according to Duening and Ivancevich (2006) is an essential activity of management. It is in the Planning process where an organization's objectives and appropriate strategies are determined. All other functions of management (organizing, leading, and controlling) carry out the planning decisions. All managers at every level of the organization engage in planning. Through their plans, managers outline what the organization must do to be successful.

Formulation of strategy concerns itself with the ends, means and conduct of the entire organization. It is a managerial process, which start by identifying the objectives of the firm. Strategy development is a cyclical and continuous process, where objectives are constantly reviewed and updated (Cole, 2004). Planning has a futuristic perspective as it involves identification of potential threats and opportunities in the external environment as well as weaknesses and strengths in the internal environment (Gupta, 2009).

Planning process has to be orderly and the manager should demonstrate clear understanding of his goals and how to attain them through execution of specific steps. Action planning involve some steps such as; identifying the main problems, identifying measures of achievements of every objective, working with staff to design action steps for attaining every objective, clarifying the part of individual employee in

implementing action steps, provision of the necessary support such as direction, training, budget, and equipment to the employees, evaluating the outcomes of implemented actions against the set objectives, and finally modifying the objectives on the basis evaluation done (Aldag & Kuzuhara, 2005).

2.6.1.1. Strategy Formulation in the Context of a Parish

A typical parish pastoral plan, like a plan of any other organization contains some key components, such as; mission, values, vision, priorities or focus areas, pillars, goals, timeline, and resources needed. A parish mission statement must articulate a mission that is specific to its situation while being consistent with the mission of Jesus Christ (Pickett, 2007).

Values statement refers to what community members believe collectively, the principles that serve as common ground for all members. The statement articulates the enduring beliefs about the way things should be done or about the desired ends. Examples of values could include, alive in Christ, family, prayer, charism, community among others (Kouzes & Posner, 2012). Thus, though a parish is part of the diocese, it must have some core values which are in tandem with its unique environment and culture.

Vision statement describes where an organization sees itself in the future. In the context of a parish, several questions are formulated to help create the vision, for example; what inspires and excites you about your parish? What future trends- within the church, liturgical, demographic, economic, political, and technological- are likely to influence the direction of your faith community? It is the work of the priests in collaboration with the parish leaders to cast the parish vision.

Priorities or focus areas represent desired areas of growth or opportunities for improvement in the parish's spiritual life, ministries, programs, administration, among others. Once the leadership identifies the priorities, members are better able to concentrate energy and resources, clarify direction, and establish agreement around intended results. Examples of parish priorities as suggested by Pickett (2007) include; inspiring joyful worship, to improve buildings and grounds, to coordinate youth activities with preparation for the sacraments, to strengthen administrative skills of staff and lay leaders.

Pillars in planning are what provide strength and support. Pillars hold up the vision and therefore they are the building blocks of a successful parish. They may form the foundation of two or more priorities. They represent the basic needs for improving the parish ministry. Typically 4-6 pillars are identified during planning process and closely managed during future operations. Examples of parish's strategic pillars include liturgy, prayer, faith formation and sacramental preparation, lay leadership, youth ministry among others (Pickett, 2007).

While formulating parish strategy, planners are encouraged to consider the widest possible set of resources that may be applied or developed to support goal accomplishment. The planning process will be helpful in identifying the highest priority resource needs as well as where resource scarcity is affecting mission achievement. General categories of typical parish resources include; People (clergy, religious, paid staff, lay leaders, volunteer ministers), Facilities (church building, office, priests' rectory among others), equipment (owned, leased, shared), financial (operating funds, capital funds).

Myer (2013) notes that some church leaders have a skeptical view of strategy formulation because of their lack of training in the area of management. There is also a belief that formal planning has no biblical foundation and as such churches are spiritual organizations which should be managed in a spiritual manner. However in the recent times, strategic planning has received recognition in an increasing number of churches.

2.6.2. Strategy Implementation

Implementation of strategy refers to the execution of the already set out plans in an organization (Johnson & Scholes, 2008). It is the process of actualizing the vision of the firm as formulated in the strategic plan (Tiombomei & Bett 2019). According to Mintzberg (2013), successful strategy implementation requires an organization to have an enabling structure that makes it capable of executing the formulated strategies. All managerial roles are employed in the strategy implementation process. Effective implementation of strategy requires a firm to have sufficient resources, a functioning structure, working communication channels, appropriate leadership model, a budget and staff reward system (Murage, 2018).

Bryson (2015) asserts that strategy execution requires support from all stakeholders. While formulation of strategy in most organizations take a top-down approach, successful strategy implementation requires both top-down and bottom-up approaches as well as a cross effort.

Implementation of strategy involves resource allocation to facilitate execution of the formulated strategies. Aladwani (2015) asserts that the success of any strategy is dependent on the effectiveness of its implementation which involves building a capable organization with a responsive internal organization structure, building and nurturing skills and competencies of the human resource.

According to Heide et al., (2012), organization structure is critical in the strategy implementation. Organization structure is the arrangement of duties, tasks and people within the organization. It is the framework designed by management to divide tasks, deploy resources and coordinate organizations' departments. Organization structure also provides the channels of communication in the organization.

2.6.3. Strategy Evaluation

Evaluating strategy involves designing control systems that facilitate a continuous review, evaluation, and feedback process of the executed strategies to assess whether the projected outcomes are being achieved with the aim of taking corrective measures if need be (Muriuki et al, 2017). Evaluation is the process of monitoring strategies being executed, highlighting challenges and making necessary adjustments (Pearce et al, 2008). One way of evaluating and controlling is reviewing of organizational reports periodically, for instance, monthly or annually.

Evaluation entails the use of relevant criteria for examining actions and performance of organizations' top leadership (Hitt, et al., 2011). It is a system for assessing organization's environment both internal and external, and giving feedback to the management (Chikwe et al., 2016). With the feedback, the management determines whether the activities of the organization are moving on as planned or a deviation has occurred and this way they are able to make the necessary response.

Managers should ensure that the actual output of an organization tallies with the projected output. Evaluation and control consists of three components, namely; laid down standards of performance, information indicating variance between actual output and the set standards, and thirdly, action to rectify performance that does not match the set standards (Duening & Ivancevich, 2006).

Samiksha (2013) outlines the importance of evaluating in any given organization as follows: It aids in the realization of set goals of an organization; ensures that activities in the organization run as per the plan and in any case of variation, prompt response is made to restore the situation.

2.6.4. Parish Performance

Measurement of performance has become a widely acceptable practice by many organizations in the world today in their effort to achieve their goals. Organizations, churches included, are operating in a dynamic and unpredictable environment and therefore churches should have management systems that will help them to adapt to the numerous changes taking place globally. To sustain their evangelical effectiveness, churches must align themselves to this rapidly changing atmosphere by embracing strong corporate management and governance practices that will ensure they remain true to their evangelizing mission (Siengo & Kibuine, 2015).

Ershova and Hermelink (2012) argue that, although the church is the longest living organization in the world, it faces a lot of challenges such as rising secularism, individualism, urbanization, and drop in church membership. This translates into a decline in financial resources available for use by churches. To overcome these challenges, churches require strategic management structures that guarantee strategic leadership that is proactive and progressive.

Due to the varied nature of industry, it is not possible to have one common indicator for measuring performance of different organizations. In this case, diverse parameters are used to assess and determine performance depending on a firm's strategies, environment, and goals (Jegers, 2009). Most industrial organizations measure their performance on the basis of profits, sales, and earnings per share.

Churches, being non-profit organizations, do not have financial status as their key indicator of performance. This does not however, dismiss the importance of finances in running of churches (Siengo & Kibuine, 2015). Therefore, to measure the performance of churches, non-financial indicators of performance are critical. Since BSC approach extends beyond monetary measures to include other non financial measures, the researcher has selected this model to develop the parameters of parish performance. A parish is essentially a non financial institution, yet for it to run its activities, money is required and therefore, offertories and tithes constituted the indicators of performance in addition to the core indicators that include increase in membership as well as administration of sacraments of baptism, confirmation, and matrimony and charity programs.

2.7. Chapter Summary

The chapter outlined the three theories on which the research was anchored. These three are RBV, DCs and BSC, and this part formed the theoretical framework of the study. The second part entailed a detailed review of empirical studies undertaken earlier in the strategic management. Identifying key findings of these studies with respect to the influence of strategic management practices on the performance of different organizations was the aim of this literature review. It is from this review that the study gap was eventually identified, and it is this gap that this study sought to address through the use of appropriate methodology and data analysis techniques. The last part of the chapter presented the study's conceptual framework and explanation of study variables.

CHAPTER 3

METHODS

3.1. Introduction

The chapter outlines the method adopted by the research and it covers; the approach and design, the location of the study, study population, size of the sample, sampling technique, data collection tools and procedures. Other items include piloting, analysis of data, and presentation of findings, validity, reliability, and ethics.

3.2. Research Design

Kothari (2014) describes design as a set of conditions for generating and analyzing data such that relevance is combined with the purpose of the research and economy in procedure. It comprises of collection, measuring, and analyzing data. It gives insight on the required data, source, and sampling techniques.

This study applied mixed methods approach. This approach entails collecting and analyzing data while applying both quantitative and qualitative research methods in a singular study (Creswell, 2013).

The main strength of mixed methods approach is that it addresses both exploratory and confirmatory issues in a simultaneous way thus yielding in-depth information about the reality under review and which quantitative method alone cannot address adequately, in the same way qualitative method alone cannot capture comprehensively (Teddlie & Tashakkori, 2009). Mixed methods approach helps in complementing weaknesses found in both qualitative and quantitative methods (Creswell & Plano-Clark, 2007). Three main designs of mixed methods approach are convergent design, explanatory design, and embedded design.

The study employed convergent research design with the aim of establishing and describing the nature of relationships between the study variables. Qualitative and quantitative data were collected concurrently but analyzed separately. This design was chosen as it makes it possible to synthesize both qualitative and quantitative data (Creswell, 2014). This design also allows qualitative method to give detailed explanations, while letting the quantitative method generate statistical data needed in responding to the objectives of the study. Other studies that have employed mixed methods approach include (Andrews et al., 2012; Jansen et al., 2012; Host et al., 2013; Ebert-May et al., 2015; Seidel et al., 2012).

3.3. Location of the Study

The study covered the twenty six Catholic dioceses in Kenya that means all the forty seven counties and therefore the whole of Kenya. Eleven parishes were purposively identified and selected. These parishes were selected since they were the only ones applying strategic management practices to run their operations at the time of this study. Diocesan Pastoral coordinators provided the information as to the parishes having strategic plans.

3.4. Study's Target Population

This is the sum total of persons, or cases bearing common and observable characteristics (Mugenda & Mugenda, 2009). According to Babbie (2015), target population is the total collection of all units of analysis which are considered for the intended study. As per the only existing Kenya Catholic directory of 2006, there are more than one thousand parishes spread across all the dioceses. This research was only interested in parishes that were practicing strategic management practices and especially the strategic plan. Strategic plan was considered essential because the other

two practices namely; strategy implementation and evaluation presuppose the existence of a strategic plan.

To identify these parishes, enquiries were made to diocesan pastoral coordinators across all the dioceses in Kenya. Pastoral coordinators work in the bishops' offices and are responsible for coordinating all pastoral activities in the dioceses and therefore they have all information taking place in the parishes and hence they were considered to be authentic source of information. From the enquiries done, only eleven parishes were found to have strategic plans. These parishes are distributed in various dioceses and two of these parishes were selected randomly for the purposes of piloting. The remaining nine parishes were therefore identified as the target population of this study.

Study respondents were eleven key parish leaders, that is, the parish priest, the parish head catechist, and the chairperson of parish pastoral council (PPC). Other officials included parish finance committee chair person as well as the chairperson parish development committee. Other important respondents were the parish treasurer, Catholic Men Association (CMA) chairman, Catholic Women Association (CWA) chairperson, parish secretary, parish vice secretary, and the parish vice chair person. Owing to the chosen mixed methods approach, the parish priests were subjected to interviews while the other ten leaders per parish were supplied with a survey questionnaire to help the researcher to collect quantitative data.

Parish priests were identified for qualitative data because of their position as parish managers and therefore better placed to give more in-depth information on this subject. They are also likely to have a comparative analysis since most of them have at one time worked in parish without strategic plans and therefore interviews were considered more appropriate for them as they allow more space for self expression.

Parish leaders were selected for the study since they are the parish decision makers and therefore they understand better the affairs of the parish especially when it comes to the formulation, implementation and evaluation of the parish strategic plan and they are therefore more informed on the role of these strategic practices and how they affect performance of parishes.

3.5. Sampling Technique and Sample Size

A sample is a selected portion of the entire population and which is used to establish facts about an entire population. Study is conducted on a selected small portion of a population to save money and time. Therefore, sampling entails the selection of a subset of the identified population that helps in acquisition of information about the entire population under study (Mugenda & Mugenda, 2009).

Due to the small number of parishes found to be applying strategic management practices, the study employed total population sampling which is a technique of purposive sampling where the entire population of interest is studied. Eleven parishes practicing management practices of concern in this study were identified for the purposes of this study. Of the eleven parishes, two parishes were randomly selected for pilot test purpose while all the other nine parishes were used in the actual study.

A sample is the total sum of units to be picked from the target population to form a sample. The size of the sample according to Kothari et al., (2014), should not be too large or too small. In other words, it should be optimum so as to meet the demands of efficiency, representativeness, and reliability. In this study, for the purposes of collecting data using the survey questionnaire, the researcher purposively selected top leadership of the pastoral parish council. This included ten officials namely, parish chairperson, the vice chairperson, the parish secretary, the vice secretary, parish

treasurer, CMA chairperson, CWA chairperson, Chairperson of finance committee, chairperson development committee, and parish head catechist. In this case, for the nine parishes, ninety participants were selected to take part in the study.

To conduct study interviews to collect qualitative data, nine parish priests of the target parishes were selected purposively to participate in the study. These interviews were to help generate in-depth qualitative data. In total therefore, the study's sample size was ninety parish leaders and nine parish priests. These participants were all selected purposively because of their leadership role in parishes and in the judgment of the researcher they were the most appropriate and qualified respondents to respond to the intentions of the study.

A non-probability sampling technique was employed in identifying the participants in this study because of the nature of organization (where secrecy is highly upheld) that was being studied, that is, the parish. In the parish set-up, only parish leaders are likely to get detailed information about the progress of the parish and therefore only they, could provide authentic information that the researcher was seeking in this study.

3.5.1. Sampling Frame

This is a list enumerating all units of study population from where a portion is chosen using appropriate sampling method for observation in a research (Gill & Johnson, 2010). Sample frame should highlight the relevant materials needed to guide the selection process (Ritchie et. al., 2003). A difference between the research population and the survey frame can easily result to erroneous findings as it implies the sample may not be as representative as possible.

Eleven parishes were purposively identified for the study and are listed in the appendix. These were the parishes applying management practices as at the time of this study.

Out of eleven parishes, two parishes were randomly selected for the pilot tests. Nine parishes were therefore used in the main study. Information as to which parish practiced strategic management practices especially strategic planning was obtained from diocesan pastoral coordinators. In this case, the sampling frame was generated from the information received from diocesan pastoral offices. The researcher called all the diocesan coordinators seeking details of parishes known to be applying strategy in running their operations. For the interviews, the researcher made appointments with all the nine parish priests and visited their parishes to conduct interviews. These visits were beneficial because the researcher was able to observe and compare the feedback from interviews and the reality of parish development on the ground.

3.6. Research Instruments

In this research, survey questionnaire and interview guide were utilized for the purposes of collecting data. Questionnaires are preferred because they are in the respondents' own words (Kothari, 2004). They are also financially economical compared to other instruments and therefore suitable for collecting data for large samples (Ngecu, 2004). Questionnaires are also simple to read and understand, and they ensure the consistency of the collected data.

Study questionnaires were distributed through drop and pick method, while others were sent via email. Sending questionnaire by email was necessitated by covid-19 pandemic restrictions on movement.

Research questionnaires of the study were structured on the basis of variables as broken down in the objectives of this study and after reviewing both the theoretical and empirical literature. Study questionnaire consisted of participants' background information; research variables; formulation, implementation, and evaluation of parish

strategy, and parish ministry performance. Survey questionnaire was structured with closed and open-ended questions.

An interview guide was applied to gather qualitative data. Interviews are considered appropriate as they facilitate in getting in-depth information as regards the study variables. Again, the language used in the interview can be revised to adapt the level of understanding of the interviewee and therefore avoid misinterpretations of questions (Kothari, 2004). However, since conducting interviews is an expensive activity, only parish priests of the target parishes were interviewed. Parish priests were also preferred for the interviews since they are in charge of parishes and they majorly determine whether the parish adopts strategic management practices or not.

3.7. Pilot Study

Before the actual study, piloting of the questionnaire was done in order to test its suitability, relevance and effectiveness. Piloting is done to check possible defects in research design and instrument and also to supply proxy data for selection (Cooper & Schneider, 2013).

Piloting is therefore, a prototype study of the actual study whose intention is to minimize potential errors at a very manageable cost (Kothari, 2004). According to many scholars 10% of the sample is acceptable for pilot test (Nachmias et al., 2008; Mugenda et al., 2009; Gaturu, 2018).

The pilot study respondents were twenty leaders from two parishes that were practicing strategic planning. These two parishes were randomly selected from the eleven parishes that constituted target population of the study. Therefore, participants of pilot study were excluded from the main study sample but they were within the target group and bore homogeneous characteristics. Twenty questionnaires were administered through

drop and pick method. The two parishes selected for pilot test represented 18% of the study sample and which was sufficient as it surpassed the recommended minimum of 10%. Of the twenty questionnaires issued, sixteen questionnaires were returned at a response rate of 80% and therefore sufficient to establish the suitability of the study instrument.

3.7.1. Reliability

Reliability in research is the extent a research tool produces same findings after repeated trials (Mugenda & Mugenda, 2009). Reliable instruments yield similar findings even if they are applied by diverse researchers (Ngecu, 2004). Four techniques of determining reliability in data are; equivalent-form, test-retest, internal consistency, and split- half.

Internal consistency technique was employed in the current study. The technique is appropriate since it is considered a high-quality test technique. In this technique, internal consistency is considered high if the Alpha coefficient is 0.8; within the acceptable range if it is 0.7, and poor if it is 0.6 and below. Internal consistency technique was also deemed appropriate for this study since there was only one data set and hence no need to repeat the test after the initial test.

3.7.2. Validity

Validity is the extent the outcomes of analysis are a representative of the study phenomena (Mugenda & Mugenda, 2009). Likewise, it is the level to which a research tool measures what it was designed to test (Sekaran & Bougie, 2009). Three techniques of validating a study are; content validity, construct validity, and criterion-related.

The researcher used content validity which determines whether the collected data represents contents of a specific phenomenon (Mugenda & Mugenda, 2009). Pre-

testing of the instrument ensures that any mistakes are rectified and that participants understand the questions. This technique of validating the survey questionnaire ensured the instrument of study captured data that aligns with the study's objectives. Survey questionnaire was administered to twenty parish leaders.

3.8. Procedure of Collecting Data

In this study, research participants from whom data was collected using survey questionnaire included ten parish leaders. Questionnaire with a signed cover was distributed to the participants by the researcher. Kothari and Gaurav (2014) note that personal touch between the researcher and the respondent is enhanced by a cover letter duly signed by the researcher.

As regards to interviews, only five parish priests from the nine parishes of study were interviewed. The researcher was unable to interview four parish priests due to their unavailability. Interviews are speech events employed by researchers to examine the experiences and interpretations of the informants (Hatch, 2002).

In this study, steps for data collection as given by Creswell (2013) were employed. These steps are; deciding on the research questions that will be answered by interviews, identification of the interviewees, determining the type of interview (whether telephone, a focus group or one-on-one interview), recording of procedures, designing and using an interview protocol, pilot testing so as to refine interview questions, determining the place where to conduct the interview, obtaining consent from interviewees, and finally applying good interview procedure, for instance staying to the questions and being respectful and courteous.

The researcher, guided by the outlined guidelines, used an interview protocol to conduct the interviews and the questions of the interview were open-ended to give the

respondents a room for expressing themselves. One-on-one interview was conducted and in each case, consent was obtained before the commencement of the interview.

3.9. Data Analysis

Analysis of data involves processing what has been gathered in an experiment or survey and coming up with conclusions. It involves exposing sub- structures; deriving crucial variables, identifying any inconsistencies and probing any assumptions (Kombo & Tromp, 2006).

3.9.1. Analysis of Quantitative Data

To process quantitative data, inferential and descriptive techniques were employed. Analysis of quantitative data is the numeric depiction of observations with the intention of interpreting the phenomena illustrated by those observations (Babbie, 2013).

Descriptive analysis was used in this study to effectively illustrate the distribution of measurements using statistics. Statistical Package for Social Sciences (SPSS) computer software version 21 was applied because of its capability to generate a detailed set of data transformation and manipulation. Further, through SPSS, raw data is input, reorganized and modified for simple and statistical analysis, thereby making the software much more appropriate for this study.

The software was also used to generate inferential statistics which were employed to measure the levels of significance of the model in this study which is set at 95%. Pearson correlation coefficient test was carried out to establish relationships of study variables. Multiple Regressions analysis was used to quantify relationships among variables. Regression model was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Whereas:

Y = the dependent variable (Performance of Parishes)

β_0 = Denotes a constant factor

X_1 = Formulation of strategy

X_2 = Implementation of strategy

X_3 = Evaluation of strategy

$\beta_1 \beta_2 \beta_3$ = Regressions coefficients for independent variables.

ε = Error term factoring other variables that are relevant but not part of the model and which did not form the data set of the study.

3.9.2. Measurement of Variables

To test the relationship between the independent variables and the dependent variable, correlation statistics was used.

a. Measurement of independent variables

The variables were: strategy formulation, implementation, and evaluation as suggested by several authors such as Gupta, (2009); Mintzberg (2009) and Muriuki et al., (2017).

A five-point Likert scale ranging from 1= very great extent to 5= not at all was used to measure each of the variables.

b. Measure of dependent variable

Performance measurement parameters used in this study include the ones found in Kaplan and Norton (1996) BSC model and their application in a customized form in church context by Yahanpath et al., (2017). Measures were operationalized as; increase in parish membership, increase in offertories, growth of parish infrastructure, and growth in parish charity programs. A five-point Likert scale was utilized to test performance with a range of 1= very great extent to 5= Not at all.

3.9.3. Analysis of Qualitative Data

To analyze qualitative data collected through interviews, the study applied thematic analysis technique. Thematic analysis technique focuses on identifying, analyzing, and interpreting patterns of themes within qualitative data. In thematic analysis, the researcher examines the data to identify common themes or topics or ideas that emerge repeatedly (Caulfield, 2021).

In the analysis, the researcher observed three stages of inductive thematic analysis as found in Selvam (2017). The first step was open coding. In this step, the researcher scanned the data closely picking up phrases that carry important meaning. The second step taken was axial coding. In this stage, key words are picked from phrases and expressions identified during open coding step. These key words are referred to as codes. The third step followed by the researcher was selective coding. In this stage, the researcher identified few themes from the codes formulated in the second stage.

Thematic analysis technique was selected by the researcher because the technique is suitable where the researcher is trying to get people's views, opinions, experiences or values from a set of qualitative data. This study was seeking the views and experiences of parish priests whose parishes were applying strategic management practices.

3.10. Ethical Consideration

Ethics in research is the code of conduct expected from the researcher when carrying out a research (Sekaran & Bougie, 2009). Necessary ethical measures should be adhered to when gathering data, analyzing data and when utilizing the results (Mugenda & Mugenda, 2009). The researcher obtained the required authorization from the National Commission for Science, Technology and Innovation (NACOSTI). This was after clearance and recommendation by Tangaza University College Research Ethics Committee (TUCREC). Respondents were reminded that it is purely voluntary to participate in the study and that their privacy and anonymity is assured. The respondents were also briefed on research objectives, the procedures of collecting data and benefits of conducting the research.

3.11. Chapter Summary

Chapter three outlined the research approach and design, target population, location of study, sample size, and sampling technique. Other components discussed included study instruments, piloting, data collection and analysis, and ethical consideration that guided the actual study. Research method ensures the study yields scientific findings that can be used as a basis for action by the relevant stakeholders.

CHAPTER 4

RESULTS

4.1. Introduction

The aim of this research was to explore the influence of practices of strategic management on performance of Catholic parishes in Kenya. This chapter presents demographic details of the participants as well as brief background information of the parishes studied. It also presents results from the survey questionnaires and interviews.

4.2. Reliability Test Results

The research applied Cronbach alpha model to test the internal suitability of the questionnaire. To indicate how well the contents in the questionnaire are positively correlated to each other, Cronbach alpha reliability coefficient was used (Sekaran & Bougie, 2010). The values of this model range from 0 to 1.0 with 1.0 indicating a perfect reliability. Zikmund et al., (2010), asserts that an acceptable value must not be less than 0.70. Reliability test results of this study are given in Table 4.1.

Table 4.1: Reliability Statistics

Cronbach Alpha	No of Items
.928	29

From Table 4.1, the 29 questions having scale were subjected to a reliability test by the researcher and the value for Cronbach alpha was found to be **0.928** indicating a very high level of internal reliability for the scale used by the researcher. This implies that the questionnaire administered to the participants met the requirements of reliability test.

4.3. Response Rate

Five out of the expected nine parish priests availed themselves for interviews. Interviews generated qualitative data of this study. Survey instrument of the study targeted 90 respondents from the nine parishes selected purposively for this study. Ninety questionnaires were therefore administered out of which fifty eight duly filled questionnaires were returned and this is given in Table 4.2.

Table 4.2: Response Rate

Response	Total	Percentage
Returned	58	64.44
Unreturned	32	35.56
Total	90	100

From Table 4.2, the response rate was 64.44%. According to Bryman (2016), and Wallima, (2016), a response rate of 85% and above is excellent, 70%- 85% is very good, 60%-69% is acceptable, 50%- 59% is barely acceptable, while below 50% is not acceptable. The response rate of 64.44% was therefore within the acceptable range and the researcher proceeded with the data analysis.

4.4. Demographic Information of Respondents

The researcher was interested in getting some personal information of the study participants and a brief profile of the target parishes.

4.4.1. Gender of Participants

The researcher was interested in knowing the gender composition of church leaders in parishes of a church whose membership is dominated by women yet men dominates key leadership positions. Gender distribution is given in Table 4.3.

Table 4. 3: Gender of Participants

Gender	Frequency	Percent
Male	34	59%
Female	24	41%
Total	58	100.0

Table 4.3 is tabulated as follows **n =58** representing the total number of participants. Male participants were 34 being 59% while the females were 24 at 41%. This finding implies that men hold most of the leadership positions in the parishes where women make up the majority of parishioners.

4.4.2. Leadership Position of Study Participants

In an attempt to get authentic findings, the research opted to focus on key parish leaders. Such leaders participate in running the affairs of parishes. Ten parish council leaders targeted in the study were; the head parish catechist, the parish chair person, treasurer, secretary, development and finance committees chair persons, Catholic men and Catholic women associations chair persons, and parish vice chair person and vice secretary. While Parish priests from the nine selected parishes were targeted for interviews. Composition of parish leaders who participated in the study is presented in Table 4.4.

Table 4.4: Position of Participants

Position	Frequency	Percent
Catechists	7	12.07
PPC Chairpersons	8	13.79
Finance Committee Chairpersons	7	12.07
Development Committee Chairpersons	7	12.07
PPC vice chairperson	4	6.89
PPC secretary	6	10.34
PPC treasurer	6	10.34
PPC vice secretary	3	5.05
CMA chairperson	4	6.89
CWA chairperson	6	10.34
Total	58	100.0

From Table 4.4, 8 parish chairpersons responded to the questionnaire. Seven catechists filled the study questionnaire, as did the parish finance chairpersons and parish development chairpersons. Four parish vice chairpersons and four CMA chair persons also participated in answering to the study questionnaire. Six parish secretaries, six CWA chairpersons, as well as six parish treasurers responded to the study questionnaire, while only three parish vice secretaries responded to the study questionnaire.

4.5. Profile of Parishes Studied

The researcher was interested in having the information about the target parishes. The information was to facilitate the researcher obtain a detailed background information and the extent to which parish strategy could be associated with transformation of the parishes.

4.5.1. Year of Establishment

The researcher was interested in knowing the year the target parishes were established. This information was to give a clear picture of the duration the parish has existed in relation to the period it has applied strategic management practices. This is presented in Table 4.5.

Table 4.5: Year of Establishment

Year	N	Minimum	Maximum	Mean	Std. Deviation
Year of Establishment	47	1917	2014	1989.17	21.532
Valid N (list wise)	47				

Table 4.5 presents the descriptive analysis of the year that the parishes were established. From the table it can be seen that there were 47 participants who filled the question. 1917 was the year that the oldest parish was established while the newest was established in 2014. The mean for the years of establishment is 1989.

4.5.2. Duration of using Strategic Plan

The researcher found it important to establish the duration the parish had actually applied a strategic plan. This is necessary since it informs the researcher as to how much parish performance can be attributed to the parish strategic plan. The distribution of how long each of the nine parishes has practiced strategic plan is given in Table 4.6.

Table 4.6: Duration of using Strategic Plan

Duration	N	Minimum	Maximum	Mean	Std. Deviation
Duration of using Strategic Plan	53	1	10	4.62	2.640
Valid N (list wise)	53				

From Table 4.6, the shortest period the parish has used the Strategic plan is one year while the parish that has used the strategic plan the longest is ten years. The mean years that parishes had applied their strategic plan is 4 years. Only five respondents did not answer this question since the total number of participants was 58. According to this finding, it implies that parishes begun to apply strategic planning about ten years ago. As such the practice is relatively new in the parishes.

4.5.3. Involvement of Parishioners in strategy formulation

As to whether parishioners were engaged in the process of formulating the strategy and its subsequent implementation and evaluation, Table 4.7 illustrates the response of the study participants.

Table 4.7: Involvement of Parishioners

		Frequency	Percent
Valid	Yes	55	95
	No	3	5
Total		58	100.0

According to Table 4.7, 95% of the participants agreed that parishioners were engaged in the formulation of their parish strategic plan, while 5% felt that they were not engaged in the establishment of their parish strategic plan.

4.5.4. Streamlining of Parish Activities

The researcher was interested in knowing whether parishioners felt that their parish strategic plan helped in streamlining parish activities. The findings are illustrated in Table 4.8.

Table 4.8: Streamlining of Activities

		Frequency	Percent
Valid	Yes	52	90
	No	6	10
Total		58	100.0

Fifty-two participants representing 90% of the total participants chose the ‘Yes’ response, affirming that by having a strategic plan in their parish, it has assisted in streamlining the activities of their parishes while six participants (10%) were of the opinion that strategic plan has not assisted in streaming either of their activities.

4.5.5. Growth of Parish Membership

The study sought to determine the parish membership growth trend. Table 4.9 illustrates the results.

Table 4.9: Growth of Parish Membership

		Frequency	Percent
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Valid	Yes	56	96.6
	No	2	3.4
Total		58	100.0

Fifty-six, representing 96.6% participants were of the opinion that their parish membership had increased due to strategic plan. Two participants, 3.4% gave a ‘No’ answer to the question as per Table 4.9. Participants attributed the growth of the number of parishioners to the use of parish strategy.

4.5.6. Increase of Church Offertories

The study sought to establish whether application of strategic plan in the parish had assisted the parish to report an increase in offertories. Table 4.10 presents the findings.

Table 4.10: Increase of Offertories

		Frequency	Percent
Valid	Yes	57	98.3
	No	1	1.7
	Total	58	100.0

According to Table 4.10,57 participants representing 98.3% agreed that offertories in the parishes had increased. One participant (1.7%) was of the contrary opinion that offertories had not increased. Majority of participants attributed the increase of church income to the use of strategy in the parish.

4.5.7. Growth towards Self-Reliance

This question sought to establish whether the parish strategy has helped the parish to be self reliant in terms of finances. The results are presented in Table 4.11

Table 4.11: Growth towards Self Reliance

		Frequency	Percent
Valid	Yes	57	98.3
	No	1	1.7
Total		58	100.0

From Table 4.11, fifty-seven, (98.3%) of the participants were of the opinion that having strategic plan in their parishes has helped the parish to be self-reliant while one, (1.7%) of the participants gave a negative response to the question.

4.5.8. Development of Modern Infrastructure

This question sought to establish whether the parish strategy has helped the parish to grow in terms of modern infrastructure. Table 4.12 illustrates the results.

Table 4.12: Modern Infrastructure

		Frequency	Percent
Valid	Yes	54	93
	No	4	7
Total		58	100.0

Table 4.12 portrays that 54, (93%) of total participants agreed that their churches have improved their infrastructure attributing this growth to their use of strategic plan. Four or 7% of the participants were of the contrary opinion that in their parish though they have strategic plan, their infrastructure is not yet modern.

4.6. Descriptive Statistics

The general objective of this study was to determine the influence of the practices of strategic management on performance of parishes. Mean and standard deviation were employed to present findings. A five-point Likert scale was applied in the study with 1= Very great extent; 2= Great extent; 3= Moderate extent; 4= Less extent; 5= Not at all.

4.6.1. Strategy Formulation and Parish Performance

Descriptive statistics revealed results as illustrated in Table 4.13.

Table 4.13 Strategy formulation and parish performance (n=58).

QUESTIONS	MEAN	SD
1. To what extent does the parish strategic plan help the parish respond to changes in external environment?	2.14	.736
2. To what extent does the parish rely on its strategy for its direction?	1.86	6.34
3. To what extent does the parish strategy help the parish realize its goals and objectives?	1.91	.708
4. To what extent is the parish strategic plan accepted by the congregation?	2.26	.828

According to Table 4.13, the response portrays that majority of the participants indicated that the strategic plan assists their parishes to respond to the external environment (M=2.14, SD .736), while those of the opinion that strategic plan aids in direction showed to a very great extent at (M=1.86, SD 6.34). To a very great extent

does the strategic plan help the parishes to realize their goals (M=1.92, SD .708) and to a great extent parishioners have accepted their church strategic plans (S=2.26, .828).

4.6.2. Strategy Implementation and Performance of Parishes

To demonstrate the influence of strategy implementation on the performance of parishes, descriptive statistics revealed the findings as tabulated in Table 4.14.

Table 4.14.: Strategy implementation and its influence on performance of parishes (N=58)

Question	Mean	SD
1. The contents of parish strategic plan have been effectively communicated to the parishioners	2.71	1.644
2. The parish has a functioning organizational structure	2.42	1.085
3. The role of every parishioner in the strategy implementation is very clear.	2.67	.913
4. The parish has a clear staff policy.	2.46	1.070
5. The parish makes good use of professionals in the parish community in the execution of strategic plan.	2.30	1.085
6. The parish development committee oversees the implementation of parish projects.	2.16	1.023
7. The parish finance committee is effective in its role of mobilizing funds.	2.33	0.998
8. Catechists in consultation with the parish priests coordinate the parish pastoral activities.	1.83	1.201
9. The parish pastoral council receives progress reports from other parish committees regularly.	2.53	1.002
10. The parish priest directs the strategy implementation process at all stages.	1.88	1.010

Respondents accepted to a great extent that adequate communication about the strategic plan was made to them (M=2.17, SD=1.644). Others agreed to a great extent that their

parishes have functioning organizational structures (M=2.67, SD=1.085), still, the parishioners were of the opinion that they clearly know their roles (M=2.67, SD=.913). Majority also accepted to a great extent that staff policies are clear (M=2.46, SD=1.070) and that they make good use of the professionals to execute their strategic plan (M=2.30, SD=1.085). Development committees are the ones who are in charge of overseeing the implementation of parish projects at (M=2.16 SD=1.023), while the finance committee members were responsible of mobilizing resources (M=2.33, SD=0.998). To a very great extent (M=1.83, SD=1.201) was the parishioners' opinion that there are consultations among the parish priests and the catechists, while the pastoral council receives regular reports from parish development and finance committees (M=2.53, SD =1.002). Finally, participants accepted to a very great extent that their parish priests direct strategy implementation process (M=1.88, SD 1.010).

4.6.3. Influence of Strategic Evaluation on Performance of Parishes

To ascertain the influence of strategy evaluation on parishes, descriptive results are illustrated in Table 4.15.

Table 4.15: Influence of Strategy evaluation on performance of Parishes (N=58)

QUESTIONS	MEAN	SD
1. There are regular meetings to evaluate execution of parish strategic plan.	2.60	1.042
2. The parish has a clear system of evaluating parish strategic plan	2.75	1.090
3. The parish council evaluates the executed parish strategy regularly.	2.88	0.001
4. Evaluation reports are given to relevant committees for further action.	2.84	1.082
5. Evaluation report forms basis for further review of strategic plan.	2.72	1.082
6. Strategy evaluation informs the parish priest on the direction the parish is taking.	2.41	1.044

According to Table 4.15, some respondents agreed to a great extent that regular meetings take place to evaluate parish strategic plan (M=2.60, SD=1.042), and that there are clear systems to evaluate strategic plan (M=2.75, SD=1.090). Evaluation of parish strategy is done by parish council to a great extent (M=2.88, SD=0.001) and the evaluation reports are given to relevant committees for further action to a great extent (M=2.84, SD=1.082). Respondents also concurred to a great extent that evaluation reports form basis for further review of strategic plan (M=2.72, SD= 1.082).

4.6.4. Performance of Catholic Parishes in Kenya

This study also tested the performance of parishes in reference to several identified key indicators in relation to the extent that this performance or achievements were attributable to the adoption of strategic practices by the target parishes. To establish the level of influence of each performance indicator, a five-point Likert scale was used where: 1= very great extent; 2= great extent; 3= moderate extent; 4= less extent; 5= not at all. Table 4.16 illustrates the findings:

Table 4.16 Performance of Parishes (N=58)

QUESTIONS	MEAN	SD
1. To what extent has the parish consistently witnessed an increase in number of Christians attending Sunday masses?	2.40	0.954
2. To what extent has the parish witnessed increase in adult baptisms?	2.57	0.939
3. To what extent has the parish witnessed increase in infant baptisms?	2.29	1.043
4. To what extent has the parish witnessed increase in confirmations?	2.60	1.091
5. To what extent has the parish witnessed increase in sacrament of matrimony?	2.72	.768
6. To what extent has the parish witnessed an increase in offertories?	2.09	1.040
7. To what extent has the parish witnessed growth in physical facilities like new church buildings and rectories?	2.11	1.082
8. To what extent have the parish income generating projects expanded?	2.72	.874
9. To what extent has the parish increased its resources towards charity activities to the poor?	2.84	.914

From Table 4.16, respondents agreed to a great extent (M=2.40, SD=0.954) that parishes witnessed increment in number of parishioners attending Sunday masses. An

increase in reception of various sacraments such as adult baptisms (M=2.57, SD=0.939), infant baptisms (M=2.29, SD=1.043), confirmations (M=2.60, SD=1.091), sacrament of matrimony (M=2.72, SD=0.768) was also noted. Respondents agreed that management practices have also helped in the increase of offertories (M=2.09, SD=1.040), physical church facilities (M=2.11, SD=1.082), parish income generating projects (M=2.72, SD=.874) and resources towards charity activities to the poor (M=2.84, SD=.914).

4.7. Inferential Statistics

Having done descriptive analysis, the researcher embarked on inferential statistics. The aim was to establish the correlations among the study variables. Common techniques in inferential statistics include correlations, regression, T- test, chi square test, ANOVA, and others (Kothari, 2006). Correlations, regression and ANOVA techniques were used to establish the relationships among the variables. However, before conducting these tests, multicollinearity tests were done to ensure the absence of multicollinearity problem within the variables.

4.7.1. Multicollinearity Tests

Multicollinearity occurs where more than one variable tests the same value (Hair, Money, Page & Samouel, 2007). Collinearity becomes a problem when the predictor variables are highly correlated. Such scenario of high correlation among predictor variables significantly affects regression and statistical results.

Collinearity tests yield two values that help in deciding the existence of collinearity. The two values are Variance Inflation Factor (VIF) values and tolerance values. Variability of a given predictor variable that is not explained by the other predictor variables in a model is indicated by tolerance. A value that is less than 0.10 in a collinearity test suggests presence of multicollinearity. Likewise, the variance inflation factor which has values above 10, suggests multicollinearity (Kitonga, 2017). In this study, multicollinearity tests were conducted as illustrated in Tables 4.17; 4.18; and 4.19.

Table 4.17: Multicollinearity Test 1

Model	Collinearity Statistics	
	Tolerance	VIF
	(Constant)	
1	Strategic Plan Implementation	.533 1.877
	Continuous Evaluation	.609 1.642
	Performance of Parish Ministry	.824 1.214

a. Dependent Variable: Strategic Plan Formulation (SPF)

From Table 4.17 the researcher tested the similarities between the predictor variables. From this table, it is clear that the values on the columns of tolerance are .533, .609 and .824 these values are above 0.1 which can be concluded that they have no measure of multicollinearity and this is also supported by the Variance Inflation Factor (VIF) values which are 1.877, 1.642 and 1.214 which are between 1 – 10, meaning that there is no concern about multicollinearity of variables.

Table 4.18: Multicollinearity Test 2

Model	Collinearity Statistics	
	Tolerance	VIF
	(Constant)	
1	Strategic Plan Implementation	.533 1.877
	Continues Evaluation	.609 1.642
	Performance of Parish Ministry	.824 1.214

a. Dependent Variable: Strategic Plan Formulation (SPF)

From Table 4.18, it is clear that the independent variables do not have any similarity with the dependent variables due to the fact that the tolerance values for the independent variables are: strategic plan implementation 0.533, strategic evaluation 0.609 and 0.824 which are more than 0.1 and the VIF values for the above respectively are 1.877, 1.642, 1.214 which are on the range of 1-10 and are less than 10, this is a clear indication that there is no issue of similarities of the variables therefore no problem with multicollinearity.

Table 4.19: Multicollinearity Test 3

Model		Collinearity Statistics	
		Tolerance	VIF
1	Performance of Parish Ministry	.843	1.186
	Strategic Plan Formulation	.860	1.163
	Strategic Plan Implementation	.817	1.224

a. Dependent Variable: Strategy evaluation

It can be concluded from Table 4.19, that there are no similarities among the variables since all the presented tolerance variables are above 0.1 (0.843, 0.860, and 0.817). The values for VIF confirm the same since the values are on the range of 1-10 and not more than ten. These values are 1.186 for performance of the parish Ministry, 1.163 for strategic plan formulation and 1.224 for strategic plan implementation.

4.7.2. Correlation Tests

According to Mugenda and Mugenda (2009), correlation is used to determine the nature of relationship between variables. Measurements of the strength of association

between 2 variables are presented by Pearson correlation, r . A correlation coefficient $r = 0$ implies a lack of association between the variables. This study tested strategy formulation, implementation, evaluation, against performance of parishes and the correlations matrix of the test is given in Table 4.20.

Table 4.20 : Correlations matrix

		SF	SI	SE	PP
Pearson Correlation					
SF	Sig. (2-tailed)				
	N	58			
	Pearson Correlation	.329*			
SI	Sig. (2-tailed)	.012			
	N	58	58		
	Pearson Correlation	.482**	.595**		
SE	Sig. (2-tailed)	.000	.000		
	N	58	58	58	
	Pearson Correlation	.283*	.355**	.031	
PPM	Sig. (2-tailed)	.031	.01	.819	
	N	58	58	58	58

*. Correlation is significant at the 0.05 level (2-tailed).

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

According to Table 4.20 the correlations of Strategic Plan Formulation (SF) in relation to the Performance of the Parishes (PP), showed a weak positive correlation at r value of 0.283, and has a statistical influence to performance since the p -value is 0.031 which is below 0.05. The finding illustrates that the use of strategic plan would improve the performance of parish ministry.

Strategic Plan Implementation (SI) has a weak positive correlation with performance of the parish and has a statistical influence on it since $r = 0.355$ and p -value = 0.01 which

is less than 0.05. The implication of this relationship is that strategy implementation would improve the performance of parish ministry.

The last variable to be checked was Evaluation(SE) of the strategic plan and from the table it is clear that there was weak and no statistical influence to performance of the parish ministry since the $r = 0.031$ and $p = 0.891$.

4.7.3. Multiple Regression Analysis

Regression analysis was applied to test the influence of predictor variables on the dependent variable. The values of R lie between 0 and 1 and which are used to test the nature of relationship among variables. The results are given in Table 4.21.

Table 4.21 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.506 ^a	.256	.214	.674

a. Predictors: (Constant), SE, SPF, SPI

The model summary shows coefficient R value of 0.506 indicating a strong and positive relationship between management practices (SF, SI, and SE) and Performance of parishes. According to this model summary, the value of R Square is 0.256 which means that the proportion of variance in performance of parishes is explained by 25.6% of all the independent variables. This means that the application of strategic management practices by parishes improve performance of parishes by 25.6%. The remaining 74.6% improvement in parish performance is attributable to other factors not captured by this study.

Table 4.22 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.427	3	2.809	6.181	.001 ^b
	Residual	24.542	54	.454		
	Total	32.969	57			

a. Dependent Variable: PP

b. Predictors: (Constant), SE, SPF, SPI

The ANOVA Table 4.22 shows that dependent variable that is; Performance of the Parishes (PP) is statistically influenced by the independent variables (SP, SI, SE) since the p- value is 0.001 which is below 0.05. The ANOVA also showed that the entire model was significant with the F-ratio of 6.181 at p-value = 0.001 which is less below 0.05. These findings indicate that this model can be relied on and that performance of parishes which is the dependent variable of the study in this regression model is not by chance.

Table 4.23: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.343	.396		3.387	.001
	SF	.477	.199	.322	2.399	.020
	SI	.472	.138	.500	3.416	.001
	SE	-.346	.129	-.422	-2.676	.010

a. Dependent Variable: PP

Coefficients Table 4.23 indicates that all the independent variables have statistical influence on the dependent variables since the p values are less than 0.05 (**0.020, 0.001**)

and 0.010) for SF, SI and SE respectively. The table also illustrates that the beta coefficients of the resultant model indicates that strategy formulation and implementation had a positive influence on performance of parishes with slopes of B1= 0.477 and B2= 0.472, while strategy evaluation had a negative value of B3= -0.346. Regression model shown in Table 4.16.2 was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

$$Y = 1.343 + 0.477 SF + 0.472 SI - 0.346 SE$$

Where: **SF** = Strategy Formulation

SI = Strategy Implementation

SE = Strategy Evaluation

Y = Performance of Parish Ministry

4.8. Presentation of Qualitative Data

To gather qualitative data of the study, the study employed interview method. The aim was to obtain in-depth information on the influence of strategy in the parishes. Five out of the targeted nine parish priests availed themselves to be interviewed. Analysis of the collected data applied thematic technique. According to Braun and Clarke (2006), this technique is used in identifying, analyzing, and reporting themes as per the data. Creswell (2014) suggests a three-stage procedure of analyzing qualitative data namely; transcribing, coding, and representing data. This study also applied this procedure to do thematic analysis.

1. Understanding of a Parish Strategic Plan

The question was posed to enquire about the understanding of parish strategic plan. Analysis of the response to this question established five themes through open coding

which were reduced to three themes through axial coding and which were further reduced to one main theme as illustrated in Table 4.24. The participants reported that the parish strategic plan is a blueprint of what the parish should look like at a defined future.

Table 4.24: Understanding of a parish strategic plan

Open coding	Axial Coding	Selective themes
1. A guide to portray where one is coming from, where they are and where they are going 2. Road Map 3. Road Map 4. Picture 5. Blueprint 6. Long term plans	Road map Blueprint Long term plans	Blueprint

2. Components of the Parish Strategic Plan

As regards to the question on the components of strategic plan, the analysis of the interview data through open coding outlined ten themes. These themes were reduced to 6 through axial coding and further reduced to three major themes as illustrated in Table 4.25. The participants stated needs assessment, vision and mission of the parish as core components of strategic plan.

Table 4.25: Components of the strategic plan

Open Coding	Axial coding	Selective themes
1. Needs Assessment	Needs assessments	Needs assessments
2. Succession Plan	Spiritual	Vision
3. Parish Manual	welfare/nourishment	Mission
4. Spiritual growth	Core values	
5. Physical growth	Vision and Mission	
6. Spiritual	Goals	
7. Social Development	Objectives	
8. Core Values		
9. Vision and Mission		
10. Structures and Buildings		

3. Benefits of the parish strategic plan

A question was posed to find out the benefits of strategic plan in the parish. Analysis of interview data established thirty four themes through open coding. These themes were reduced to eleven through axial coding and later reduced to six major themes as indicated in Table 4.26. The interviewees reported that strategy formulation creates a sense of ownership, it enhances collaboration between the parishioners and their parish priest, it contributes to growth of parish population, offertories and other contributions increase, there is smooth transition and continuity when the parish priest is transferred and generally the strategy offers the parish a sense of direction.

Table 4.26: Benefits of the parish strategic plan

Open Coding	Axial Coding	Selective Themes
<ol style="list-style-type: none"> 1. Sense of ownership 2. Transparency 3. Utilization of parishioners skills 4. Increase of parishioners 5. Sense of credibility 6. Collaborative Ministry/Ownership 7. Outreach programs 8. Mutual agreement 9. Focus on prioritized projects. 10. Organized way of doing things 11. Establishment of committees 12. Strengthen development committees 13. Increase in achieved projects 14. Improve rooms for offices, 	<p>Ownership</p> <p>Transparency</p> <p>Collaborative ministry</p> <p>Order</p> <p>Organization</p> <p>Timely completion of projects</p> <p>Sense of direction</p> <p>On-going formation</p> <p>Increase of parishioners</p> <p>Easy transition after transfer of priest</p> <p>Increase in offerings</p>	<p>Ownership</p> <p>Collaboration</p> <p>Expansion</p> <p>Income</p> <p>Transition</p> <p>Direction</p>

2. Steps of developing a strategic plan.

The interviewees were required to describe the procedure of preparing a parish strategic plan and the interview report established 23 themes through open coding, five themes after axial coding which were further reduced to three key themes as shown in Table 4.27. The participants said that SWOT analysis, formation of a steering committee and constant communication with the parishioners are core to strategy formulation process.

Table 4.27: Steps of developing a strategic plan

Open coding	Axial Coding	Selective Themes
<ol style="list-style-type: none"> 1. Needs assessment (tools used SWOT analysis) 2. Evaluate them / Regrouping – strength into opportunities 3. Selection of resources as per the needs 4. Formulate committees to analyze the needs 5. Identify expertise 6. Decide what you want – client brief 7. Recruiting a professional to do it. 8. Formulation of strategic plan team inclusive of professionals 9. Held workshop 10. Development of questionnaires to groups and SCCs 11. Compiling of suggestions via frequent meetings 12. Reviewing of draft. 13. Handed the bishop the final draft 14. Printed and launched. 15. Having a desire 16. Administering questionnaires to Parishioners 17. Compiling the desire and regrouping 18. Having an executive committee. 19. Inviting expertise’s input 20. Drafting 21. Finishing and Launching by the bishop. 22. Administering of questionnaires to parishioners 23. Involvement of experts. 	<p>SWOT analysis Steering committee Needs assessment/ research Expert input Launching</p>	<p>SWOT analysis Steering committee Communication</p>

3. Challenges encountered while developing parish strategic plan

The question was posed to probe the challenges encountered during parish strategy formulation and the report analyzed through open coding established 18 themes, which were reduced to five through axial coding and further reduced to three major themes as illustrated in Table 4.28. The participants felt said that lack of awareness about parish strategy, lack of finances and time were the main challenges they encountered through the process of developing parish strategy.

Table 4.28: Challenges encountered while developing parish strategic plan

Open Coding	Axial Coding	Selective Themes
1. Parishioners lack knowledge of where the parish is going	Low literacy	Awareness
2. Lack of support from some priests.	Weak implementation	Finances
3. Some groups lack the knowledge of the developed Strategic Plan	mechanisms	Time
4. low level of understanding	Insufficient funds	Support
5. Implementation of strategic plan	Time consuming	
6. Time consuming	Good will	
7. Literacy level of parishioners.		
8. Language from professionals.		
9. Finances		
10. Time consuming		
11. Common availability of the expertise's/professionals		
12. Facing opposition from some members.		
13. Different approaches / different schools of thoughts.		
14. Technicality of terminologies.		
15. Time consuming		

4. Difficulties in strategy implementation

The question was posed about the difficulties encountered in the implementation process where the interview data established eleven themes after open coding, five themes after axial coding, and these themes were further reduced to three key themes as illustrated in Table 4.29. The interviewees said that lack of sufficient finances and operational strategy implementation committees were a major obstacle in the implementation process. COVID-19 pandemic was also sighted especially in the years 2020 and 2021.

Table 4.29: Difficulties in strategy implementation

Open Coding	Axial Coding	Selective Themes
1. Requires a lot of committees	Implementation committee	Finances
2. Covid- 19 pandemic	Finances	Implementation
3. Language	Diverse opinions	committees
4. Covid -19 pandemic	Covid-19	Covid-19
5. Finances were low	Technical language	
6. Mobilization of people		
7. Implementation itself is a challenge.		
8. Stretching the outreach resources but it's beyond the target group.		
9. Lack of funds		
10. Corona pandemic		
11. Some leaders have different school of thought		

7. Actions for implementation process

A question was posed as to what actions ought to be taken to ensure effective strategy implementation. The interview data through open coding established twelve themes

which were reduced to five themes after axial coding and were further reduced to three major themes. Table 4.30 illustrates the themes. The participants reported that awareness creation, more revenue channels and a functioning organization structure would boost the process of strategy implementation.

Table 4.30: Actions for implementation process

Open Coding	Axial Coding	Selective Themes
<ol style="list-style-type: none"> 1. Having steering committee 2. Frequent meetings doing report 3. Empowerment of parishioners 4. Formation of various committees, 5. Transparency of roles of committees 6. Create awareness among parishioners 7. Having frequent workshops for parishioners to understand process of strategic plan 8. Having income generating activities 9. Inviting experts to help in implementation process. 10. Capacity building / awareness of the process to parishioners/ stakeholders. 11. Have strategic implementation committee 	<p>Functional implementation committees</p> <p>Regular meetings</p> <p>Clarity of roles</p> <p>Regular information flow</p> <p>Income generating projects</p>	<p>Implementation teams</p> <p>Awareness</p> <p>Revenue</p> <p>Organization structure</p>

8. Mechanisms for Evaluating the Parish Strategic Plan.

A question was asked to interrogate the mechanisms in place to help in evaluating the parish strategy. The analysis of the data established six themes after open coding, these themes were reduced to three after axial coding and were further reduced to two major themes. This is illustrated in Table 4.31. The participants stated that regular evaluation

meetings and timely reports are necessary tools for effective evaluation of strategic plans.

Table 4.31: Mechanisms for evaluating the Parish strategic Plan

Open Coding	Axial Coding	Selective Themes
1. Frequent meetings and reporting from steering committees.	Regular (quarterly or annual) meetings	Continuous evaluation Reports
2. Annual evaluation via questionnaire	Reports	
3. Via executive and development committee	Feedbacks	
4. Quarterly and yearly reviews.		
5. Via evaluation committee		
6. Via evaluation and implementation committee		

4.9. Chapter Summary

The chapter presented the results with minimal discussion of their implications. Descriptive and inferential statistics techniques were used to analyze quantitative data. The idea of using both techniques is to establish the consistency of findings to help the study make more informed conclusions. The extent to which predictor variables influenced the dependent variable was established through descriptive analysis. Inferential statistics techniques were used to determine the nature of relationships between predictor variables and dependent variable.

CHAPTER 5

DISCUSSION

5.1. Introduction

The chapter seeks to align the findings of the study with the reviewed empirical literature as per the objectives of the study. The aim of this chapter is to compare the findings of previous related studies with the findings of this study and hence draw conclusions on the phenomenon that was researched on. Such conclusions will later be used to make recommendations to the relevant stakeholders to this study.

The study endeavored to give answers to the following three questions: what is the influence of strategy formulation on the performance of Catholic parishes in Kenya? What is the influence of strategy implementation on the performance of Catholic parishes? And finally, what is the influence of strategy evaluation on the performance of Catholic parishes?

5.2. Strategy Formulation and Performance of parishes

The findings made it clear that the existence of parish strategic plan helps in enhancing the performance of parishes. This finding is in agreement with a study by Mohammad and Wang (2019) who investigated the relationship between strategic management and performance of SMEs in Bangladesh. This research concluded that planning has a positive effect on the growth of SMEs in Bangladesh.

Similarly, findings are also in agreement with the findings by Karoki (2016) who tested the importance of strategic planning on Christian churches in Nairobi and the findings revealed that strategy helps in enhancing the performance of churches in Nairobi.

The results of this research also concurred with the findings of Adetayo (2018) who examined strategy formulation in relation to performance of selected manufacturing

organizations in Lagos. According to the findings of this research, there was a positive relationship between strategy formulation and performance of manufacturing firms.

The findings further agree with the conclusions by Olumuyiwa et al., (2012) who did a study to find out the connection between planning and organization's productivity. The current study findings revealed that strategy improves the productivity of the firm.

The findings also concur with the results of Mutia, et al., (2016) who sought to establish whether strategy of a church has any influence in the growth of church infrastructure. Their findings revealed that strategy contributed to the growth of church infrastructure.

The study's conclusions also concur with the findings by Taiwo et al., (2010) who examined the contribution of strategy formulation on productivity and survival of organizations in Nigeria. The findings showed that strategy improves the performance of organizations.

The findings also agreed with the outcomes by Arasa et al., (2012) who examined the link between planning and organizations' performance. Their findings indicated that all steps of the planning process play a crucial role in enhancing the performance.

However, the findings do not agree with the study by Slabbert et al., (2018) on the importance of strategic planning in enhancing the performance of UNDP in Mogadishu. Slabbert did not establish a positive connection between strategic planning and performance of UNDP in Mogadishu unlike in the findings of this study.

Further, a study by Khoshtaria (2018) aimed at establishing the impact of strategic planning on performance, concluded that strategic planning had an impact on performance of organizations in Georgia USA. These results are similar to the findings

of this study where strategic planning was found to affect the performance of parishes in a positive way.

Accordingly, this study is also in agreement with the findings made by Alosani, et al., (2020) who was examining the role of strategic planning on effectiveness of Dubai police. Like the current study, Alosani, et al., (2020) found out that strategic planning played a positive role in enhancing performance.

Bert, et al., (2019) set out to establish whether strategic planning improves performance of organizations. The findings of the study tallied with the findings of the current study where both studies found a positive contribution of strategic planning on development of organizations.

Moreso, this study confirms the findings of a study carried out by Monye et al., (2018) who sought to examine the function of strategic planning in the improvement of organizations. The findings indicated that strategic planning contributes in the improvement of organizations.

Similarly, the findings of this research concurred with the findings by Maina et al., (2020) who sought to determine the influence of strategy formulation on productivity of state corporations in Kenya. Formulation of strategy was found to be a contributor on the performance of government institutions.

Njoroge (2018) examined the effects of planning on organizational performance of event organizing enterprises in Nairobi. These two studies concluded that strategic planning helps in enhancing performance of organizations.

The study confirms the findings of Nzuki (2017) who studied the importance of strategic planning on performance of Sandoz GmbH Kenya. Both studies established

that strategic planning plays an important role in the improvement of organizations. Similarly, the results of this research concurred with the findings of Opiyo (2016) who did a study with the aim of understanding the contribution of strategic planning on performance of community organizations in Migori County. These two studies found out that strategic planning leads to effectiveness of organizations.

The outcomes of this objective on strategy formulation in this study have agreed with all empirical studies that were reviewed except the study by Slabber et al (2018). All these studies have established the importance of strategy formulation in promoting better performance of organizations. They have therefore recommended the practice of developing strategic plans for all organizations.

Additionally, the findings from interviews conducted on parish priests indicated a general agreement that strategic planning is very helpful in enhancing pastoral ministry of a parish. According to the interviewed priests, strategic planning creates a sense of ownership of the parish by the parishioners especially where they are involved in the SWOT analysis and the subsequent preparation of the strategy. They indicated that strategic planning promotes the spirit of collaboration because it defines the mission and vision of the parish, and the role each parishioner should play in the process of realizing the vision and mission of the parish.

Further, during the interviews, the parish priests also indicated the growth in membership of the parishes and also in the church associations like CMA, CWA and youth group. They attributed this growth to the pastoral dimension of strategic planning like outreach programs and renewal of the Spirit of small Christian communities. Increase of parish revenue was also attributed to the existence of parish strategic

planning. This comes about due to the involvement of parishioners in the planning of projects as well resource mobilization activities in the parish.

Likewise, another benefit of parish strategy that was identified during the interviews was smooth transition when one parish priest is transferred and is replaced by another. Strategic plan helps in the continuity of parish projects in progress at the time of transfer. All interviewees agreed that strategic plan gives the parish the sense of direction, and they all recommended that all parishes should be encouraged to develop strategic plans.

The small number of parishes practicing strategic management approaches confirms the view of Myer (2013) who holds that some church leaders are skeptical over strategy formulation partly because they lack training in management and partly due to belief that planning has no biblical foundation and as such churches being spiritual organizations should be managed in a spiritual manner.

5.3. Influence of Strategy Implementation on Performance of Parishes

On implementation of strategy, this study confirms what was established by Siengo et al., (2015) who examined the influence of governance structure on churches. The two studies agree on the importance of proper implementation of strategy in churches.

The findings also concurred with the findings by Awuku et al., (2019) who conducted research to assess the role of governance structure on church development in Accra, Ghana. The findings revealed that governance structure has significant contribution to church development.

Further, findings produced by this study are also similar to the findings of Kyalo (2015) who investigated the importance of strategy execution in KCB group in Kenya.

According to this study, effective execution of organization's strategy plays a crucial role in enhancing performance KCB group.

Similarly, the outcomes of this study also concurred with the conclusions made by Muendo (2016) who examined strategy execution and performance of Kenya Bureau of Standards in Kenya. The finding pointed out that strategy implementation influences the performance of Kenya Bureau of standards.

This study also agreed with Kariuki (2013) who investigated strategy implementation and how it impacts the performance of constituency development fund projects in Kenya. According to the findings, strategy implementation plays an important role in enhancing the quality of constituency development fund projects in Kenya.

Moreover, the study also agrees the findings by Somi (2017) who assessed strategy implementation and its implication on performance of government institutions in Kenya. The findings revealed a positive impact of strategy execution on performance of government organizations.

Likewise, the study's outcomes also agreed with the findings made by Njagi et al., (2014) who investigated the influence of strategy implementation on commercial banks in Kenya. The results pointed out a strong relationship between strategy implementation and banking institutions' performance.

Similarly, the study is also in agreement with the outcomes of Kihara (2016) who did a study on implementation of firms' strategy and productivity of manufacturing small and medium organizations in Kenya. The findings demonstrated a positive impact on performance of manufacturing firms.

Moreso, the results of this research also agree with findings made by Muendo et al., (2020) who investigated the influence of execution of strategy on performance of Kenya Medical training college. The results showed that effective implementation of strategy is necessary for better performance of KMTC.

The findings of the study are also in agreement with the conclusions made by Obiero et al., (2018) who examined strategy implementation and implications in Kenya revenue authority in terms of the agency's performance. According to these two studies, proper execution of organizations' strategies improves the performance of organizations.

Findings of the study agreed with the conclusions made by Hantiro et al., (2020) who examined the relationship between strategy implementation and the development of Tana River County government, Kenya. Results showed a positive relationship between strategy implementation and development of Tana River County government. Further, findings of this study are similar to the conclusions made by Wambani et al., (2017) who studied the effect of strategy implementation practices on productivity of employees in Trans Nzoia county government. Results showed that strategy implementation enhances the performance of employees.

All empirical studies reviewed showed that proper implementation of strategy enhances the performance of organizations. Organization structure is fundamental in the process of strategy execution and therefore all organizations should develop functional organizational structure. This view is supported by Mintzberg (2013) who held that any successful strategy implementation should have an enabling structure that facilitates the execution of the formulated strategies. According to Murage (2018), to execute strategies effectively, an organization ought to have sufficient resources, a functioning

structure, effective communication channel, appropriate leadership model and working budget.

Data from interviews revealed that though implementation is core to the enhancement of parish performance, execution of strategic plan faces some challenges. One of the challenges is obtaining sufficient funds to implement the planned projects. In particular, this study was conducted during the Covid -19 pandemic where parish revenue flow was drastically diminished. All the parish priests interviewed indicated that most of their projects had stalled due lack of finances. Another difficulty identified was the availability of members of committees tasked with implementation of various projects. This is because of their other personal commitments. This unavailability leads to delay in completion of projects as stipulated in the strategic plan.

5.4. Influence of Strategy Evaluation on Performance of Parishes

Descriptive results revealed that strategy evaluation has a moderate influence on parish performance. While Correlation tests revealed a weak association between strategy evaluation and performance of parish ministry with no statistical significance. Regression analysis depicted a negative relationship between evaluation of strategy and parish performance.

The outcomes of this study came closer to the findings by Gaturu et al., (2017) who found out a moderate influence of strategy evaluation on performance of mission hospitals in Kenya. Likewise, the results of this study also agree with Maroa et al., (2015) who found out that strategy evaluation influences the performance of floriculture firms in Kenya to a moderate extent.

Findings of this study also concurred with the findings of Kanano et al., (2021) examined the relationship between strategic evaluation and development of

supermarkets in Nakuru County, Kenya. Again, this study revealed a moderate relationship between the two variables.

However, a study by Mohamud et al., (2021) on the effect of strategic management practices on performance of NGOs in Mogadishu, Somalia, revealed a positive relationship between strategy evaluation and performance. Another study with similar finding was done by Odhiambo et al., (2021) who sought to establish relationship between strategic practices and performance of health NGOs in Nairobi. The results of the study revealed a strong and positive influence of strategy evaluation on the performance of health NGOs in Nairobi.

Otieno (2012) conducted a study to find out if churches in Nairobi normally evaluate their strategies and the findings were that most of the churches have very rudimentary ways of evaluating strategy while others do not evaluate their strategies at all. Variation in findings on the influence of strategy evaluation on performance of organizations calls for further research on the same. Findings from the interviews conducted on parish priests revealed the need to have a deliberate effort to ensure evaluation of strategic plan at definite intervals. Strategy evaluation was found to be almost absent in parishes and where evaluation happened it was very basic.

5.5. Chapter Summary

This chapter attempted to discuss the findings of this study drawing conclusions on the basis of data collected and analyzed as presented in chapter four. Discussion of findings was informed by the objectives as set out in chapter one and the results of data analysis. In the discussion, the study can clearly conclude that strategy formulation and strategy implementation when done effectively play a critical role in improving the performance of parishes. This emerged clearly from both the qualitative and quantitative data. Strategy evaluation was found to be moderately contributing to performance of parishes.

This was in agreement with other earlier reviewed studies. Thus makes the area of strategy evaluation an important concern for further research. All the five parish priests interviewed hailed the use of strategy in parishes and highly recommended that all parishes adopt the strategic management practice for better performance.

CHAPTER 6

SUMMARY, CONCLUSION, RECOMMENDATIONS AND MINISTERIAL ACTION

6.1. Introduction

This last chapter of this paper outlines the summary of key findings as drawn from data analysis and discussion of findings, the conclusion of the entire thesis, recommendations and the ministerial action.

The purpose of this research was to establish how the application of strategic management practices in the running of Catholic parishes in Kenya influence the performance of their pastoral activities. Both theoretical and empirical literature review was done so as to give the study a scientific perspective and foundation. According to the empirical literature reviewed, it is clear that most studies have focused on profit making organizations and state institutions with very few studies focusing on churches. The general finding of nearly all reviewed studies is that strategic management practices play a major role in improving performance of all types of organizations.

6.2. Summary of key Findings

The first task was to test the reliability of the research items. Reliability tests revealed that the study questionnaire was reliable with Cranach's alpha value of 0.928. Response rate stood at 64.44% which is considered acceptable. All the participants had different roles in the parish leadership and hence suitable respondents for the research questions. Of the nine parishes studied, the oldest parish was established in 1917, while the newest parish was created in 2014. In terms of duration that the parishes had applied strategic management practices, the longest that a parish has used the strategic plan was 10 years, while shortest period was one year.

95% of the participants acknowledged being involved in the process of developing the parish strategy, while 5% said they were not involved. 90% of the participants agreed that the strategy has helped in streamlining parish activities, while 6% were of the contrary opinion. 96% of the participants attributed the growth of parish membership to the existence of a parish strategy. 98.3% of the respondents felt the parish strategy had contributed to the increase of parish offertories. 98.3% of the participants agreed that the parish strategy has helped the parish to attain self-reliance. In terms of parish modern infrastructure, 93% of respondents said the parish strategy has helped the parish develop modern infrastructure, while 7% of the participants felt that the strategy has not helped the parish come up with modern infrastructure.

After the preliminary questions, the researcher employed a five-point Likert scale to systematically address the research variables. Independent variables of the study were strategy formulation, implementation, and evaluation, while dependent variable was performance of parishes. The summary of findings is presented as per the specific objectives of the study:

6.2.1. Strategy Formulation and Performance of Parishes

As to whether the parish strategy formulation has influenced the affairs of the parish, a majority of 60.3% of the participants agreed that the strategy has helped the parish to respond to the external environment. 27.6% and 58.6% agreed to a very great extent and great extent that the parish strategy has helped in offering direction to the parish. Of the participants, 50% and 29.3% agreed to a very and great extent that parish strategy has helped the parish to realize its objectives.

Strategy formulation was found to be correlating positively with performance of parishes at r-value of 0.283 and the same time had a significant influence on performance of

parishes at p-value of 0.031 which is lower than 0.05. Regression model of the study indicated that strategy formulation positively affected performance of parishes with a slope of $\beta_1 = 0.477$, it also showed a positive and statistically significant relationship between strategy formulation and parish performance at p-value of 0.020 which is less than 0.05. These findings indicate that increased use of strategic plans by parishes will enhance the parish ministry.

6.2.2. Strategy Implementation and Performance of Parishes

This objective sought to examine the influence of strategy implementation on the performance of parish ministry. To achieve proper implementation, communication of the strategy to all parishioners is necessary. In this case, 32.8% and 13.8% of the participants agreed to a great and to a very great extent that the contents of the strategy had been communicated to the parishioners. A majority of 34.5% and 29.3% agreed that to a very great and great extent that their parishes have effective parish organizational structure. 25.9% and 12.1% of the participants agreed to a very great and great extent that their parishioners understand their roles clearly, while a majority of 43.1% of the participants agreed to a moderate extent that their parishioners understand their roles in the church. 50% of the participants agreed that their parishes have clear staff policy, with 36.2% agreed to a moderate extent that their parishes have clear staff policy.

As to whether parishes are utilizing the professionals in their parishes, 29.3% and 27.6% agreed to a very great and great extent that they are actually utilizing the professionals in their parishes to carry out various activities. Majority of the participants at 43.1% and 27.6% agreed to a great and very great extent that their development committees oversee the implementation of parish projects. 48.2% and

17.2% (great extent and very great extent), agreed that their parish finance committee is effective in mobilizing funds for the parish.

A majority of 53.4% and 29.3% of the participants agreed to a very and great extent that catechists and parish priests work together on pastoral matters. 43.1% and 36.2% of the respondents agreed to a very great extent and great extent that their parish priests direct the strategy implementation process.

Inferential statistics showed that strategy implementation and performance of parishes were positively correlated with coefficients value r of 0.355 and a statistical significance of p -value of 0.01. Regression model indicated that strategy execution had a positive impact on parish performance with beta coefficient of 0.472 and also a positive and statistically significant relationship of p -value of 0.001 which is below 0.05. The findings imply that an increase in effective strategy execution will lead to an increase in the level parish performance.

6.2.3. Strategy Evaluation and performance of Parishes

Correlations matrix revealed a weak correlation between evaluation and performance of parish ministry where Pearson correlation coefficient was 0.31. Strategy evaluation was also seen as having no statistical significance since $r = 0.819$. Regression model of the study revealed a negative relationship between continuous strategy evaluation and performance of parish ministry with unstandardized coefficient of -0.346, but had a statistical influence at p value of 0.10.

6.2.4. Performance of Parishes

Parish performance indicators studied in this study were; increase in number of Christians on Sunday masses, increase in reception of sacraments of baptism, confirmation, and matrimony, increase in offertories, development of modern parish

facilities, growth of income generating projects, and finally, the increase of charity activities. The participants responded to these questions in view of to what extent is any increase in any of these items is attributable to the existence of a parish strategy.

Strategic formulation showed some statistical influence on performance of parish ministry at the P value of 0.031. Strategic implementation showed a statistical influence on performance of parish ministry at p value of 0.01. Continuous strategy evaluation showed a weak relation with the performance of ministry and at the same time it had no statistical influence on performance since its correlation results were r at 0.031 and p value at 0.891 respectively.

Regression model summary revealed a relatively strong relationship between the independent variables and the dependent variable since r was 0.506. ANOVA revealed that performance of parish ministry is statistically influenced by the independent variables at p value of 0.001. Coefficients table showed independent variables having a statistical influence on the dependent variables since the p values were 0.020, 0.001, and 0.010 for strategy formulation, implementation, and evaluation respectively.

6.3. Conclusion

Determining the influence of strategic management practices on performance Catholic parishes in Kenya was the main objective of this study. Theoretical foundation of this study was resource based view, dynamic capabilities, and balanced score card theories. Review of empirical studies revealed a very limited literature on the subject of strategic management practices in relation to church organizations. The study drew the following conclusions as per each objective:

6.3.1. Influence of Strategy Formulation on Performance of Parishes

A most of the participants accepted that strategic planning has helped the parishes to respond to the external environment and has also helped in offering direction .They also agreed that parish strategy has helped the parish to realize its objectives.

Inferential statistics depicted a positive correlation between strategy formulation and performance of parishes, at the same time strategic planning had a significant influence on performance of parishes. Regression analysis showed a positive and statistically significant relationship between strategy formulation and parish performance. These findings imply that an increased use of strategic plans by parishes will enhance effectiveness of parish pastoral activities.

Qualitative data obtained from interviews, indicated that all interviewees agreed that strategic planning in parishes helps in improving the operations of the parish thereby improving the performance of parishes. They pointed out that parish strategic plan helps in creating a sense of ownership by the parishioners and it enhances the spirit of collaboration. It also helps in the growth of parish membership and parish revenue. Strategic planning also helps in ensuring continuity of projects in case the parish priest is transferred.

The interviewees outlined lack of finances and committed strategic committee members as some of the challenges they faced during strategic planning process. All the interviewees agreed that strategic planning is good for the parish and all recommended that all parishes in Kenya should be encouraged to adopt strategic planning practice.

6.3.2. Strategy Implementation and Performance of Parishes

Majority of study's participants agreed to a greater extent that the contents of the strategic plan had been communicated to the parishioners and this helped in the

execution process thereby enhancing the performance of parishes. Effective parish organizational structure was also identified as a tool that helped the process of strategy implementation.

Utilization of professionals in the parishes was also identified as being very helpful in the process of implementing the parish strategy. Professionals help in offering technical support making strategy implementation more effective.

Inferential statistics showed a positive correlation between strategy execution and performance of parishes. Statistical significance between strategy implementation and performance of parishes was also detected. Regression model indicated that strategy implementation had a positive impact on parish performance. These findings imply that an increase in effective strategy implementation will lead to an increase in performance of parishes.

Qualitative findings corroborated the quantitative findings as they also affirmed the positive influence of strategy implementation on the performance of parishes. Interviewees identified organization structure, creation of implementation teams and awareness creation as the core strategies that make strategy implementation effective. Findings of quantitative study and qualitative study agree that strategy implementation has positive influence on the performance of parishes and hence effective implementation of parish strategy should be encouraged in all parishes.

6.3.3. Strategy Evaluation and performance of Parishes

Success of the strategy is measured through regular evaluation and the research was therefore interested in establishing the nature of strategy evaluation taking place in parishes and its eventual influence on the performance of parish ministry. Majority of

the participants moderately agreed on the general influence of strategy evaluation on performance of parishes.

Correlations matrix revealed a weak correlation between evaluation and performance of parish ministry. Strategy evaluation was also found as not having statistical significance with the performance of parishes.

Regression model of the study revealed a negative relationship between strategy evaluation and performance of parishes. The finding relating to this variable calls for further research on the issue of strategy evaluation in the context of parishes.

Interviews conducted also revealed that strategy evaluation was a challenge since evaluation is an ongoing process which is demanding and costly. Effective evaluation of strategy according the interviewees calls for frequent meetings by the relevant strategic planning committees and preparation of feedback reports. This task is not easy as most of the parishioners in these committees are volunteers who may not have a lot time to do the job effectively.

6.4. Improvement of Theory

The contribution of this study includes the adding of new knowledge on strategic practices in the context of parishes which are faith based organizations. The findings have reaffirmed the role of strategic management practices in the performance of organizations even parishes which are unique organizations in the sense that they have both organizational and spiritual dimensions. The study shows how the performance of parish ministry will be enhanced if parishes across all the dioceses were to embrace strategic management practices.

The study has also shown that management science does not in any way contradict matters of faith; rather management strategies serve to enhance the performance of churches in their ministry. This study therefore re-echoes the findings of the few existing studies that have investigated related topics and recommended further conversation between management and church organizations.

6.5. Recommendation to Policy Makers

Based on the outcomes of this study where strategic management practices were found to have positive impact on parishes, a proposal is made to the church leadership in Kenya to consider enacting policies that will require parishes to adopt strategic management practices in the running of parishes. Management courses also ought to be introduced in the seminaries where seminarians will be trained on the art and science of running parishes while applying management practices. Parish leaders should also be given induction courses on management practices. Equipped with managerial knowledge and skills, parish priests and leaders will be able to achieve a collaborative ministry which is essential for the success of parish ministry.

6.6. Recommendation for the Academia

The study findings add to the existing body of knowledge in the area of management practices and organizational performance. More study should be done on churches so as to establish a healthy conversation between faith and management science. The findings revealed minimal literature on churches and management practices, however, there is hope as church leaders are now beginning to appreciate the need to have strategic approach in running churches and other church based institutions.

6.7. Limitations of the Study

This study restricted itself on those Catholic parishes in Kenya that were practicing strategic management. Future study can take the discussion further by seeking to

understand why only a few parishes practice strategic management. Further, he study only focused on three strategic practices namely; formulation, implementation, and evaluation.

6.8. Theological Reflection and Ministerial Action

Theological reflection is the fourth stage in the pastoral cycle. Theological reflection is a tool that helps us to reflect on the transformative effect of faith in our lives. In this study, theological reflection attempted to shed light on the problem of parish performance and management, the aim being to enhance the performance of parishes both as spiritual organizations as well as human organizations.

6.8.1. Biblical Foundations of Management

At creation, God created human beings and blessed them saying: “Be fruitful and multiply, and fill the earth and subdue it; and have dominion over the fish of the sea and over the birds of the air and over every living creature that moves upon the earth” (Genesis 1:28). According to Isaac Boaheng (2021), this was the first message that God gave human beings about the subject of management. This passage of the Bible reveals three important roles of management namely; maximizing God’s resources by “multiplying” for the purpose of accomplishing God’s purpose and plans, minimizing disorder by “subduing” and maintaining order by “ruling”.

We also find an illustration of importance of management in the gospel of Matthew where Jesus says: “Who, then, is the faithful servant and prudent servant, whom the master has put in charge of his household to distribute to them their food at the proper time? Blessed is that servant whom his master on arrival finds doing so. Amen, I say to you, he will put him in charge of all his property” (Mat. 24: 45-47). In this text, Jesus talks of a committed steward and manager, and who is a good planner and organizer. Such servant will be promoted on ‘merit’.

St. Paul while outlining the qualities of a church leader, lists managerial skill as key qualification of one who intends to lead the people of God. Paul says: “For if a man does not know how to manage his own household, how can he take care of the church of God?” The sacred scripture clearly advocates for managerial skills especially for the church leaders at all levels. The church has both spiritual and material goods that ought to be managed effectively if they are to serve the needs of the congregation.

6.8.2. Ministerial Reflection

According to Soko et al., 2012, poor management is an important cause of poverty in Africa. Good management is necessary if a nation is to satisfy the material, intellectual, and spiritual demands of its people. This statement can also apply to faith based organizations which are at the same time human and spiritual organizations. Though the church has a divine dimension, it remains a hundred per cent a human community.

In the context of a parish, the code of canon law of 1983 outlines the missionary nature of the church: “Because the whole Church is of its nature missionary and the work of evangelization is to be considered a fundamental duty of the people of God, all Christ’s faithful must be conscious of the responsibility to play their part in missionary activity” (Canon 781). The primary duty of a parish is therefore to evangelize and this mission is entrusted to all parishioners. The role of the parish priest is therefore to lead the parishioners in fulfilling this noble task of evangelization. Coordination of parish activities therefore calls for the spirit of dialogue, team work and collaboration. These are the same tenets advocated by strategic management practices as captured in this study.

Cardinal John Njue, Emeritus archbishop of Nairobi, in one of his homilies challenged the faithful: “As indigenous Christians we are being reminded that we are the church

and we must take responsibility of the mission of the church to make sure that the seed that was planted by the missionaries is properly watered and nurtured so that it can continue to bear fruits” (Kenya Conference of Catholic Bishops, 2014). Involvement of parishioners in running the affairs of the parish is indeed essential in the life of the parish.

The current study focused on parishes which essentially serve spiritual needs of the parishioners. However, to serve spiritual needs, the parish requires human resources, finances and other resources that other organizations require. In this case, a parish cannot achieve its objectives without applying management principles that help the parish make concrete its mission, vision, and core values.

The small number of parishes embracing formal management practices as per the findings of this study is a matter of concern to the entire Kenyan Catholic church leadership. The findings of this study demonstrate that parishes adopting these strategies are doing better in terms of involving the parishioners in the process of doing needs assessment, budgeting, decision making, executing and evaluating the strategies. This creates a sense of parish ownership by the parishioners, as well as the continuity of parish projects even after the transfer of the parish priests.

Parish ministry and management should be viewed and understood in the context of mutual collaboration and enrichment. Management deserves a special attention since the parish priests are also tasked with responsibility of managing the parishes. This thought is deeply rooted in the ecclesiology of the Second Vatican Council in the document “*Gaudium et Spes* (Chapter four). The main message of this text is that the church receives from the world and the Church gives to the world. The two are not

alternatives to the other but complementary in the never ending pursuit of a better future for all human beings.

Management belongs to the side of the world with its own scientific tools. Parish priests and church ministers therefore ought to align themselves with the process of management, art of delegation, styles of leadership, time management, conflict management, decision making, budget preparation, and financial reports. As such, all aspects of apostolate and ministry call for scientific approach, research, and strategy.

6.8.3. Action Plan

Action plan is the final phase of the Pastoral cycle and it involves making decision on what to do concerning the specific area of study. In this case, the area of interest is the performance of parish in relation to the application of strategic management practices. As such, action plan is identified as the preferred future, and which helps to mitigate the problem identified in the research.

The core finding of the study is that strategic management practices play an important role in enhancing the performance of parishes. Lack of sufficient finances was largely identified as the main challenge when it comes to the implementation and hence the success of the strategic plan. The small number of parishes practicing strategic management is a matter of concern and the researcher will undertake the role of encouraging other parish priests especially from his own diocese of Nakuru to embrace managerial principles in running the affairs of the parishes. The researcher is in the process of developing parish strategic plan in Holy Trinity parish where he is currently serving as the parish priest. The action plan of the upcoming parish strategy is presented in Table 6.1.

Table 6.1. Action Plan

Focus Area	Objective	Initiators	Time Frame	Outcome
Strategy formulation	Define the mission and vision of the parish	Parish Priest and PPC	6 months	-SWOT analysis -Strategic plan
Strategy Implementation	-To communicate the strategy to the parishioners; clarify the role of every individual in the execution process -Funding of the implementation process -To identify professionals in the parish to spearhead strategy implementation process	Parish priest, PPC implementation committee	3 years	Operationalization of the parish organogram
Strategy Evaluation	To monitor execution process and to review strategy continuously	Strategy evaluation committee, parish priest and PPC	Quarterly	-Performance Measurements parameters -Feedback -Correctional recommendations

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APPENDICES

Appendix 1: NACOSTI License

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Appendix 2: Introductory Letter

DAVID NGIGI KARIUKI

P.O. BOX 938-20100

Nakuru

Tel. 0720870533

Email address: davngi@gmail.com

Dear Sir/ Madam,

RE: Collection of Research Data

The above named person is a student at Tangaza University College undertaking a study whose topic is, “ **INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON PERFORMANCE OF CATHOLIC PARISHES IN KENYA**”, in partial fulfillment of the requirements for the degree of Doctor of Philosophy in social transformation- organization management specialization.

You have been chosen to participate in this study and you are kindly requested to fill in the attached survey questionnaire. All responses will remain confidential and will **only** be used for academic purposes of this research.

Yours Sincerely,

DAVID NGIGI KARIUKI

Ph D. Student - Tangaza University College.

Appendix 3: Survey Questionnaire

INSTRUCTIONS

DO NOT indicate your name for confidentiality sake. Honesty will be highly appreciated.

SECTION A: Personal Background

Please tick the appropriate answer

1. Gender of the respondent

Male []

Female []

2. Which position do you hold in your parish?

Parish Priest []

Catechist []

Parish Pastoral council chairperson []

Finance Committee chairperson []

Development Committee chairperson []

3. When was the Parish started _____

SECTION B: Influence of strategy formulation on the performance of parish ministry.

1. For how long has the parish employed strategic plan?

2. Was Planning done with the involvement of all parishioners? Yes [] No []

3. Has the strategic plan helped to streamline operations of the parish? Yes []

No []

4. Has the use of a strategic plan helped in the in the growth of Church membership in the parish? Yes [] No []
5. Has the strategy played a role in increasing church offertories from parishioners? Yes [] No []
6. Has the strategic plan helped the parish to grow towards self-reliance? Yes [] No []
7. Has the strategy assisted the parish in the growth of modern infrastructural assets like churches and rectories? Yes [] No []

Use the following scale to respond to the questions that follow:

Key: 1= very great extent, 2= a great extent, 3= moderate extent, 4= a less extent, 5=not at all.

No.	Questions	1	2	3	4	5
1	To what extent does the parish strategic plan help the parish respond to changes in external environment?					
2	To what extent does the parish rely on its strategic plan for its direction?					
3	To what extent does the parish strategy help the parish realize its goals and objectives?					
4	To what extent is the parish strategic plan accepted by the congregation?					

SECTION C: Influence of strategic plan implementation on the performance of parish ministry.

Question: To what degree do you agree to the following characteristics of strategy execution? Use the following key to respond to the following statements below.

Key: 1= very great extent, 2= great extent, 3= moderate extent, 4= less extent, 5=not at all.

No.	Statements	5	4	3	2	1
1	The contents of parish strategic plan have been effectively communicated to the parishioners					
2	The parish has a functioning organizational structure					
3	The role of every parishioner in the strategy implementation is very clear.					
4	The parish has a clear staff policy.					
5	The parish makes good use of professionals in the parish community in the execution of strategic plan.					
6	The parish development committee oversees the implementation of parish projects.					
7	The parish finance committee is effective in its role of mobilizing funds.					
8	Catechists in consultation with the parish priest coordinate the parish pastoral activities.					
9	The parish pastoral council receives progress reports from other parish committees regularly.					
10	The parish priest directs the strategy implementation process at all stages.					

SECTION D: Influence of continuous evaluation of strategic plan on the performance of the parish ministry

1. To establish the influence of strategy evaluation on the performance of parish ministry. Use the following scale to respond to the questions that follow.

Key: 1= very great extent, 2= great extent, 3= moderate extent, 4= less extent, 5=not at all.

No.	Statements	1	2	3	4	5
1	There are regular meetings to evaluate execution of parish strategic plan.					
2	The parish has a clear system of evaluating parish strategic plan					
3	The parish council evaluates the executed parish strategy regularly.					
4	Evaluation reports are given to relevant committees for further action.					
5	Evaluation report forms basis for further review of strategic plan.					
6	Strategy evaluation informs the parish priest on the direction the parish is taking.					

SECTION F: Performance of parish ministry

With the help of the following scale, answer the questions on parish performance indicators.

Key: 1= very great extent, 2= great extent, 3= moderate extent, 4= less extent, 5=not at all.

Alternate Scale

NNo.	Statements	5	4	3	2	1
1	To what extent has the parish consistently witnessed an increase in number of Christians attending Sunday masses?					
2	To what extent has the parish witnessed increase in adult baptisms?					
3	To what extent has the parish witnessed increase in infant baptisms?					
4	To what extent has the parish witnessed increase in confirmations?					
5	To what extent has the parish witnessed increase in sacrament of matrimony?					
6	To what extent has the parish witnessed an increase in offertories?					
7	To what extent has the parish witnessed growth in physical facilities like new church buildings and rectories?					
8	To what extent have the parish income generating projects expanded?					
9	To what extent has the parish increased its resources towards charity activities to the poor?					

Appendix 4: Interview Guide

1. What is your understanding of a parish strategic plan?
2. What are some of the components of a parish strategic plan?
3. What are some of the benefits of strategic planning as regards to the performance of parishes in Kenya?
4. What are some of the steps of developing a parish strategic plan?
5. What are some of the challenges encountered while developing strategic plans in the parishes?
6. What are the actions of implementing parish strategy?
7. What are some of the obstacles encountered in the process of parish strategy implementation?
8. What mechanisms do you use to evaluate your parish strategic plan?

Parishes where Interviews were conducted

- I. Kajiado Parish (Ngong diocese)
- II. Our Lady of Fatima Rongai (Ngong Diocese)
- III. Embulbul parish (Ngong Diocese)
- IV. Matasia Parish (Ngong Diocese)
- V. Regina Caeli Karen Parish (Archdiocese of Nairobi)

Appendix 5: Sampling Frame

- i. Busia Parish – Bungoma Diocese
- ii. Chakol Parish – Bungoma Diocese
- iii. Ebulbul Parish – Ngong Diocese
- iv. Holy Trinity Parish – Nakuru Diocese
- v. Kajiado Parish – Ngong Diocese
- vi. Kamuosor Parish – Eldoret Diocese
- vii. Matasia Parish – Ngong Diocese
- viii. Our Lady of Fatima Parish – Ngong Diocese
- ix. Regina Caeli Parish – Archdiocese of Nairobi
- x. St. Anthony DCK Parish – Nakuru Diocese
- xi. St. Monica Section 58- Nakuru Diocese