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The Influence of Entrepreneurial Leadership Practices on The Financial Performance of The Anglican Church of Kenya. A Case of The Diocese of Mount Kenya South

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Abstract

Global environmental instability has impacted organizations globally, especially religious institutions. The Anglican Church worldwide confronts concerns regarding economic sustainability. In Kenya, the Anglican Church Province, which consists of 41 dioceses, including the Diocese of Mount Kenya South, faces financial obstacles that impede its purpose. This study evaluated the impact of entrepreneurial leadership techniques on the financial performance of the Anglican Church of Kenya, Diocese of Mount Kenya South, concentrating on innovation, risk-taking, competitive aggressiveness, and strategic investments. A descriptive survey focused on 417 synod delegates, utilizing structured questionnaires for data collection, which was subsequently analyzed with SPSS version 26.0. Results demonstrated that innovation ($\beta = 0.400$, $p = 0.010$) exerted the most substantial positive influence, improving financial sustainability. Risk-taking ($\beta = 0.350$, $p = 0.025$) and competitive aggressiveness ($\beta = 0.300$, $p = 0.030$) significantly influenced financial growth. Strategic investments ($\beta = 0.250$, $p = 0.100$) demonstrated a positive albeit statistically insignificant effect, indicating potential long-term advantages. The robust links across entrepreneurial leadership approaches underscored the necessity for a comprehensive approach. The study determined that innovation, risk-taking, and competitive aggressiveness were essential for financial sustainability, whereas strategic investments necessitated long-term planning. Recommendations encompassed the implementation of contemporary financial management practices, strategic risk frameworks, and leadership development programs. Future research should investigate the long-term effects of investments, the use of digital financial instruments, and the impact of regulatory frameworks on church finances. This study offers a framework for faith-based organizations aiming to implement entrepreneurial ideas to enhance financial performance and ensure long-term sustainability.

Keywords: *Faith-Based Organizations, Innovation, Risk Taking, Competitive aggressiveness, and Strategic Investments*

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1. Introduction

Globally, churches and faith-based organizations are progressively implementing entrepreneurial tactics to mitigate financial limitations beyond conventional funding sources such as tithes and contributions (Rooks, 2023). In the United Churches of America, post-denominationalism has resulted in novel financial management strategies, highlighting leadership-driven entrepreneurship (Green, 2024). The Catholic Church in Indonesia has used financial transparency methods, including ISAK 35, to improve resource management (Lomboan, Saerang, & Budiarso, 2024).

Risk-taking in ecclesiastical leadership has garnered attention since the Church of Norway prudently incorporates it into its financial sustainability goals (Mestad, 2024). In Africa, churches are developing competitive strategies, exemplified by Zimbabwe's Pentecostal Charismatic Churches, which draw members using a combination of spiritual and material incentives (Marimbe, 2024). Furthermore, Ugandan churches have diversified their revenue streams through agricultural and commercial enterprises, so providing financial resiliency (Uganda Christian University Digital Institutional Repository, 2024). In Kenya, socio-economic changes have propelled churches towards entrepreneurial leadership. Research on the New Jerusalem Church in Bungoma underscores the amalgamation of religious and economic endeavors for communal well-being (Ng'etich, 2024). The Anglican Church Diocese of Mt Kenya South encounters financial difficulties akin to worldwide trends, requiring creative financial methods (Ngaboh, 2024).

This study investigated the influence of entrepreneurial leadership—via innovation, risk-taking, competitive aggressiveness, and investment—on the financial performance of the Anglican Church Diocese of Mt Kenya South. This research enhances the comprehension of how faith-based organizations might attain financial sustainability in the face of changing economic circumstances (Rooks, 2023; Opuni-Darko, 2024).

1.1 Problem Statement

Faith-based organizations, such as the Anglican Diocese of Mount Kenya South, are essential for community development and spiritual advancement, although often have financial constraints that hinder their operations and outreach. Conventional funding sources like tithes and gifts may prove inadequate, requiring innovative financial techniques. Entrepreneurial leadership, characterized by innovation, risk-taking, competitive assertiveness, and strategic investments, presents viable alternatives. Innovation can generate new revenue sources, whereas risk-taking may improve long-term financial stability. Competitive techniques facilitate congregant retention, while strategic investments in sectors such as real estate and education can yield sustainable revenue. Nevertheless, there is a paucity of studies regarding these methodologies inside religious institutions. This study seeks to examine the impact of entrepreneurial leadership on the financial sustainability of the Anglican Diocese of Mount Kenya South, providing lessons for faith-based organizations pursuing financial resilience.

1.2 Research Objectives

i. To determine the influence of innovation on the financial performance of the Anglican Diocese of Mount Kenya South, Kenya.
ii. To evaluate the influence of risk-taking on the financial performance of the Anglican Diocese of Mount Kenya South, Kenya.
iii. To analyze the influence of competitive aggressiveness on financial performance of the Anglican Diocese of Mount Kenya South, Kenya.
iv. To evaluate the influence of strategic investments in enhancing financial performance within the Anglican Diocese of Mount Kenya South, Kenya.

1.3 Research Questions

i. How does innovation influence the financial performance of the Anglican Diocese of Mount Kenya South, Kenya?

ii. How does risk-taking affect the financial performance of the Anglican Diocese of Mount Kenya South, Kenya?

iii. How does competitive aggressiveness impact the financial performance of the Anglican Diocese of Mount Kenya South, Kenya?

iv. How do strategic investments enhance the financial performance of the Anglican Diocese of Mount Kenya South, Kenya?

2. Literature Review

2.1 Theoretical Review

The Entrepreneurial Leadership Theory, proposed by Bagheri and Harrison (2020), integrates entrepreneurial competencies with leadership qualities to promote innovation and attain organizational objectives. This theory highlights characteristics like as proactivity, risk-taking, and innovation that promote financial growth and sustainability (Mehmood *et al*., 2021). In the Anglican Church Diocese of Mount Kenya South, entrepreneurial leadership can enhance financial performance through innovative methods, new revenue sources, and effective resource management (Pauceanu *et al*., 2021). This leadership style is especially beneficial in resource-constrained environments, where adaptation and strategic decision-making enhance financial resilience (Harrison, Burnard, & Paul, 2018; Simba & Thai, 2019). By cultivating a proactive mindset, entrepreneurial leaders promote financial stability and mission-oriented activities (Leitch & Harrison, 2018). The Resource-Based View (RBV) Theory, introduced by Wernerfelt in 1984, emphasizes the importance of internal resources in achieving a sustained competitive advantage. Valuable, rare, inimitable, and non-substitutable (VRIN) resources are essential for financial stability (Freeman, Dmytriyev, & Phillips, 2021). Entrepreneurial leaders within the Diocese can bolster financial resilience by utilizing resources like financial capital and community relationships through calculated risk-taking and strategic investments (Lubis, 2022). Competitive aggressiveness enhances financial results by positively placing the church among faith-based organizations (Assensoh-Kodua, 2019). The RBV framework emphasizes the significance of knowledge development as a crucial resource for fostering innovation and ensuring financial sustainability (Nagano, 2019). Through the prudent use of resources, the Diocese can attain enduring financial stability and enhance its communal influence (Miller, 2019).

The Transformational Leadership Theory, established by Burns in 1978, emphasizes leaders who inspire and encourage followers to achieve shared organizational objectives. This approach corresponds with entrepreneurial leadership within the Diocese, wherein transformational leaders propel financial growth via strategic investments and organizational resilience (Kwan, 2020). Visionary leadership cultivates sustainable financial strategies by harmonizing short-term gains with long-term business objectives. Furthermore, personalized attention increases member dedication and financial contributions to investment initiatives (Siangchokyoo, Klinger, & Campion, 2020). Transformational leaders promote intellectual engagement, resulting in new financial solutions that ensure long-term success (Reza, 2019). Transformational leadership fosters financial sustainability in the Diocese by prioritizing vision, follower growth, and intellectual stimulation, hence matching with entrepreneurial leadership goals (Hansbrough & Schyns, 2018; Turnnidge & Côté, 2018).

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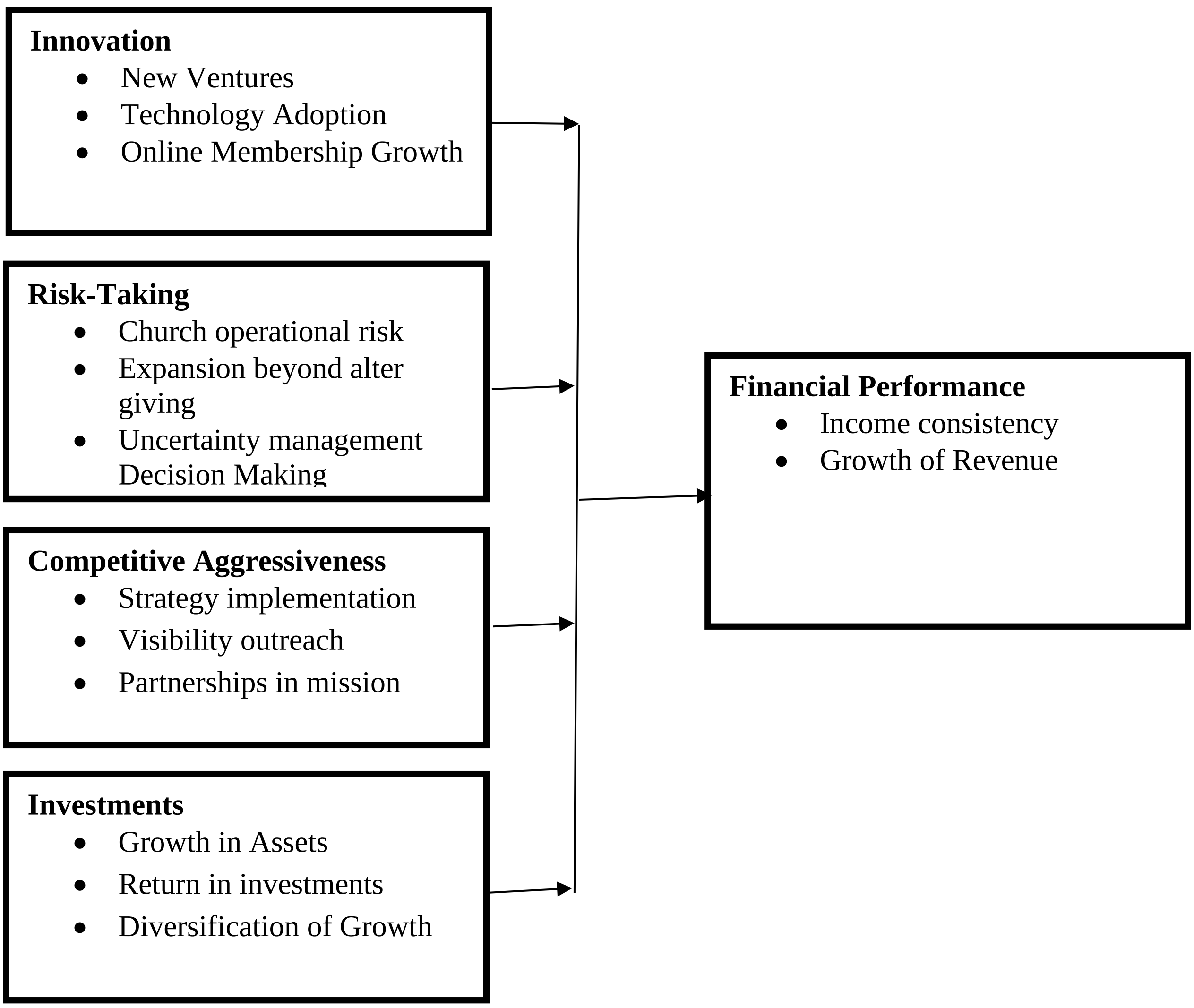
2.2 Conceptual Framework

Independent Variables **Dependent Variable**



2.3 Empirical Review

Entrepreneurial leadership methods are progressively influencing the financial outcomes of faith-based businesses, especially in intricate and competitive contexts (Müller, 2024). Church leadership increasingly includes financial management in addition to spiritual advice, requiring new solutions for sustainability (Müller, 2024). Studies demonstrate that entrepreneurial strategies, including innovation, competitive assertiveness, and proactive decision-making, can improve financial resilience in religious organizations. Pentecostal churches have implemented business-oriented strategies for asset management, indicative of a wider trend in faith-based governance (Müller, 2024).

Formal financial reporting and accountability are essential for maintaining confidence and facilitating long-term growth. The Catholic Church's implementation of ISAK 35 in the Diocese of Manado underscores the transition to standardized accounting methodologies (Lomboan, Saerang, & Budiarso, 2024). Financial stability is essential for the survival of churches, as post-denominational transitions present new organizational and financial issues (Green, 2024). Entrepreneurial leadership, encompassing strategic investments and proactive financial management, is essential for the viability of church institutions. Leadership philosophies impact financial results, with organized entrepreneurial leadership strategies demonstrating advantages (Mestad, 2024). In Ghana, strategic connections between churches and markets illustrate the role of religious institutions in fostering economic prosperity (Opuni-Darko, 2024). African churches, especially within Pentecostal contexts, utilize visionary leadership to optimize resources for extensive missions (Ngaboh, 2024). Competitive leadership tactics enhance the financial stability of churches, allowing them to address socioeconomic difficulties (Tagwirei, 2024).

External constraints, including economic fluctuations and the COVID-19 pandemic, have exacerbated financial challenges for churches globally, requiring innovative sustainability methods (Paul, 2024; Marimbe, 2024). In Kenya, flexible leadership has enabled churches to maintain relevance and financial stability notwithstanding societal transformations (Ng'etich, 2024). Strategic direction in youth empowerment groups is crucial for integrating financial management with institutional objectives (Okongo, Riungu, & Nzioki, 2024). These studies indicate that entrepreneurial leadership may improve financial sustainability in churches. This study examines the Anglican Diocese of Mount Kenya South to evaluate how innovative, risk-taking, and competitive methods might enhance financial performance, so enabling the church to fulfill its mission and serve the community successfully.

3. Methodology

The research utilized a descriptive survey methodology to gather data from a designated demographic at a certain moment. This design proved appropriate for analyzing the correlation between entrepreneurial leadership techniques and financial performance, devoid of the intricacies associated with temporal factors. It enabled efficient data collecting from a substantial population and helped the detection of patterns (Creswell & Creswell, 2018). A quantitative methodology was employed to systematically evaluate study issues, thereby reducing researcher bias.

The target demographic comprised 417 church leaders from the Anglican Church of Kenya's Diocese of Mount Kenya South, comprising 10 diocesan head office managers, 14 archdeacons, and 193 parish leaders. Concentrating on senior church leaders yielded pertinent insights into strategic leadership practices and financial performance initiatives in both urban and rural settings (Blanchet *et al*., 2017). A proportional stratified random sample method was employed, guaranteeing representativeness by categorizing the population into leadership strata. Yamane's formula calculated the sample size, corresponding to the total population of 217 (Yamane, 1967). This methodology reduced bias, improved representativeness, and facilitated dependable generalization of results (Liamputtong, 2019).

The principal research instrument was a structured questionnaire featuring closed-ended questions and a 5-point Likert scale. This approach guaranteed accuracy, effectiveness, and reduced bias in the collection of data about entrepreneurial leadership dimensions, including innovation, risk-taking, competitive aggressiveness, and financial performance indicators (Gupta & Rangi, 2014). The standardization of the questionnaire enhanced its administration and quantitative analysis (Bilgin, 2017).

Data collection was executed via online and hand-delivered surveys, contingent upon respondent accessibility and preference. Participants were apprised of the study's objective, the voluntary nature of their involvement, and the safeguards in place to ensure anonymity. Online surveys reached geographically diverse respondents, whereas hand-delivered questionnaires guaranteed inclusivity for individuals with restricted internet access (Ghauri *et al*., 2020).

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A pilot study was executed using 10 church leaders from the Anglican Church of Kenya's Diocese of Mount Kenya North to enhance the research instrument. Reliability was evaluated using Cronbach's alpha, with an acceptable level of 0.7 to guarantee internal consistency (Mehdi, 2016). This procedure improved the validity and reliability of the instrument. Data analysis was conducted with SPSS software version 24.0. Descriptive statistics, encompassing frequencies, means, and standard deviations, encapsulated demographic data and essential study variables. Multiple linear regression analysis was utilized to evaluate the correlation between entrepreneurial leadership techniques and financial performance (Warner, 2013). The findings were displayed utilizing tables, charts, and graphs for enhanced clarity. Multiple regression models facilitated the identification of the most significant predictor variables and underpinned educated findings (Ali & Younas, 2021).

4. Results and Discussion

4.1 Descriptive Statistics

4.1.1 Innovation and Financial Performance

Research findings indicate that the Anglican Church of Kenya, Diocese of Mount Kenya South experiences a solid relationship between innovative approaches and financial outcomes. Members believe the Church's implementation of new business ventures stands as the most important criterion (M = 3.85, SD = 1.00) to generate additional income. The church demonstrates its dedication to operational efficiency by utilizing contemporary financial technology management solutions (M = 3.72, SD = 1.01) according to research by Vasileiou *et al*. (2022) about the financial benefits of innovation.

Research findings validate that innovative approaches lead to financial growth in churches as participants rated this statement with a mean score of 3.74 and a standard deviation of 0.95. Research conducted by Khalifaturofi'ah (2023) shows that the findings support sustainability when financial strategies are implemented effectively (M=3.79 SD=0.93).

The measurement shows that membership expansion serves as an essential element to drive financial success (M = 3.77, SD = 0.99). Studies demonstrate that financial performances rise when organizations innovate their operations through measures that meet customer and stakeholder requirements (Xie *et al*., 2022).

Financial sustainability of the church improves through church innovations in income creation, financial systems management, and strategic initiative development. The research backs up findings about institutions that integrate innovative approaches because they grow financially and enhance operational performance (Aastvedt *et al*., 2021).

Table 1: Innovation and Financial Performance

Statement	SA (5)	A (4)	N (3)	D (2)	SD (1)	Mean	Standard Deviation
The church has introduced new income-generating ventures.	90	190	52	55	19	3.85	1.00
The church adopts modern technology for financial management.	79	200	62	40	25	3.72	1.01
Church revenue has grown due to innovation.	71	194	73	58	10	3.74	0.95
Financial strategies are effectively implemented.	68	209	69	57	3	3.79	0.93
Membership growth has contributed to financial performance.	86	191	69	43	17	3.77	0.99

4.1.2 Risk-taking and Financial Performance

Risk-taking behaves as a fundamental component that shapes financial performance at the Anglican Church of Kenya, Diocese of Mount Kenya South. The highest-rated statement according to participants shows that church leaders understand risk-taking direction for financial stability ("The church makes strategic investments despite risks" M = 3.78 SD = 0.91). Research by Im & Sun (2025) supports the importance of risk-taking for organizations that want both financial expansion and sustainable long-term existence.

Financial diversification represents a charted approach toward minimizing risks through diverse revenue generation methods (M = 3.68, SD = 0.86). According to Sathyamoorthi et al. (2020), the practice of diversification proves to be an established measure that strengthens financial stability. Research data indicate that taking controlled financial risks provides positive results for church revenue generation (M = 3.67, SD = 0.92) (He *et al.*, 2023).

Leaders of the church implement proactive financial risk management tactics which shows in the high average score of 3.71 (SD = 0.88). The contribution of proactive financial decision-making (M = 3.72, SD = 0.99) to leadership helps create organizational adaptability and resilience according to Franczak and Weinzimmer (2022).

Financial performance exhibits strong relationships with risk-taking behavior as well as financial diversity and proactive financial management approaches. Studies have established a positive relationship between organizations that take calculated risks along with effective financial uncertainty management and superior financial performance (Onsongo *et al.*, 2020).

Table 2: Risk-taking and Financial Performance

Statement	SA (5)	A (4)	N (3)	D (2)	SD (1)	Mean	Standard Deviation
The church makes strategic investments despite risks.	61	205	84	49	7	3.78	0.91
The church diversifies its financial activities.	35	225	93	45	8	3.68	0.86
Risk-taking has positively impacted church revenue.	53	193	100	46	14	3.67	0.92
The church effectively manages financial uncertainty.	40	222	89	45	10	3.71	0.88
Decision-making in financial matters is proactive and effective.	75	188	88	35	20	3.72	0.99

4.1.3 Competitive Aggressiveness and Financial Outcomes

Research findings demonstrate that competitive aggressiveness substantially determines financial results within the Anglican Church of Kenya Diocese of Mount Kenya South. The top-rated statements about the church's proactive financial growth strategies received scores of 3.77 (SD = 0.87) along with "The church enhances its visibility through financial and strategic efforts" and scores of 3.77 (SD = 0.88) with "The church is expanding its financial activities" show the church's strategic approach to building its financial strength. Sustainable organizational performance improves through competitive strategies as research demonstrates (Stambaugh *et al*., 2020).

The utilization of competitive strategies by the church to enhance financial performance yields positive results according to respondents who rated 3.76 on average (SD=0.90). Organizations require the capability to execute powerful financial and strategic initiatives for growth because studies demonstrate competitive approaches make businesses thrive within dynamic market conditions (Weinzimmer *et al*., 2023).

Research reveals that aggressive financial approaches are positively impacting contributions and partnerships for financial sustainability yet competitor strategies must remain balanced with cooperative methods (M = 3.64, SD = 0.96 and M = 3.67, SD = 0.93). Competitive aggressiveness that exceeds reasonable levels might damage organizational stability if it fails to accompany cooperative approaches according to Crick (2022).

Financial performance shows positive links with competitive strategies that the church implements yet the best results for sustainability emerge from balanced strategies that combine aggressive and collaborative approaches (Agnihotri & Bhattacharya, 2024).

Table 3: Competitive Aggressiveness and Financial Outcomes

Statement	SA (5)	A (4)	N (3)	D (2)	SD (1)	Mean	Standard Deviation
The church uses competitive strategies to improve financial performance.	56	222	75	39	14	3.76	0.90
Financial contributions have increased due to aggressive strategies.	60	188	90	48	20	3.64	0.96
The church enhances its visibility through financial and strategic efforts.	55	215	96	32	8	3.77	0.87
The church is expanding its financial activities.	61	217	81	35	12	3.77	0.88
The church forms partnerships to strengthen financial sustainability.	54	200	84	53	15	3.67	0.93

4.1.4 Investments and Enhancing Financial Performance

Strategic investments serve as a fundamental force that impacts the financial performance of the Anglican Church of Kenya Diocese of Mount Kenya South. Participants strongly agreed that investment in valuable church financial assets helps the organization achieve stability as indicated by the high M = 3.70, SD = 0.96 score for this statement. The results show that strategic investments enable income generation beyond traditional tithes and donations since participants assigned M = 3.67, SD = 0.95 to this statement. This finding endorses research findings linking intellectual and financial assets investment to enhanced financial performance (Kasoga, 2020).

The church applies structured financial management techniques through its ability to calculate return on investment (ROI) for monetary activities (M = 3.57, SD = 0.91). Financial sustainability is boosted when organizations make effective financial decisions according to research on long-term success through investment evaluation (Yiu *et al*., 2020).

Organizations benefit from financial risk reduction through diverse investment strategies since organizational members consider this approach as a strength (M = 3.69, SD = 0.91) (Al-Busaidi & Al-Muharrami, 2021). The survey results show that the church faces financial challenges when it comes to sustaining operations beyond tithes and donations since respondents gave this statement the lowest score (M = 2.60, SD = 1.27).

The research outcome confirms scientific studies that demonstrate that financial performance significantly benefits from strategic investments combined with asset management and business diversification practices (Lastauskaite & Krusinskas, 2024). By improving its investment planning methods, the church can make its finances more sustainable, which in turn will lessen its dependence on donations and tithes for financial expansion (Duque-Grisales *et al*., 2020).

Table 4: Investments and Enhancing Financial Performance

Statement	**SA (5)**	**A (4)**	**N (3)**	**D (2)**	**SD (1)**	mean	Standard Deviation
The church generates income through strategic investments.	63	190	79	62	12	3.67	0.95
The church owns valuable financial assets.	76	193	76	42	19	3.70	0.96
The church evaluates return on investment (ROI) for financial activities.	34	214	89	51	18	3.57	0.91
Financial diversification strengthens the church's financial position.	50	209	89	41	17	3.69	0.91
The church is financially sustainable beyond tithes and donations.	38	49	108	71	140	2.60	1.27

4.1.5 Financial performance

The Anglican Church of Kenya, Diocese of Mount Kenya South maintained steady financial performance throughout the previous five years. Financial resource management within the Diocese shows effectiveness toward deficit avoidance according to survey respondents (M = 3.70, SD = 0.96). The evidence supports that organizations with solid financial systems establish enduring operational stability (Feinberg & Zanardi, 2022).

The church demonstrates financial progress through its successful establishment of projects that generate revenue for financial growth (M = 3.69, SD = 0.91) according to respondents. This proactive measure stands as a vital factor to enhance monetary performance (Tien *et al*., 2020). The yearly рост of revenue at the Diocese turns out to be inconsistent even though participants rated this aspect highly (M = 3.57, SD = 0.91). This indicates revenue growth remains unstable despite efforts because external market factors likely exert influence.

The measured financial stability (M = 3.67, SD = 0.95) exists but operational expenses and project execution effectiveness determine financial performance fluctuation. These findings confirm that resource management serves as an essential factor for supporting financial sustainability according to Trinks *et al*. (2020). Organizational financial outcomes improve when responsible financial operations merge with social initiatives according to Coelho *et al*. (2023).

The Diocese enjoys moderate financial stability because of its well-handled resources and productive revenue streams. The organization faces difficulties sustaining constant revenue growth yet needs to maintain strategic planning together with resource optimization to address this need.

Table 5: Financial performance

Statement	SA (5)	A (4)	N (3)	D (2)	SD (1)	Mean	Standard Deviation
The Diocese has maintained financial stability over the past five years.	63	190	79	62	12	3.67	0.95
The Diocese effectively manages its financial resources to avoid deficits.	76	193	76	42	19	3.70	0.96
The revenue generated by the Diocese has increased consistently over the years.	34	214	89	51	18	3.57	0.91
The Diocese has successfully implemented income-generating projects to boost revenue.	50	209	89	41	17	3.69	0.91

4.2 Regression Analysis

The research investigates how entrepreneurial leadership elements influence financial outcomes in the Anglican Church of Kenya, Diocese of Mount Kenya South through regression analysis. Innovation stands as the variable producing the strongest significant connection to financial performance ($\beta = 0.400$, $p = 0.010$). Organizations that make innovation their priority tend to achieve better financial growth together with sustainability (Xie *et al*., 2022).

Risk-taking as well as competitive aggressiveness demonstrate significant influence on financial performance with β values of 0.350 and 0.300 respectively ($p = 0.025$ and 0.030). The analyzed financial outcomes improve when organizations implement planned risks together with proactive competitive approaches. Studies by Coelho *et al*. (2023) confirm that organizations facing risk for strategic purposes and conducting aggressive market competition reach superior financial returns.

The study reports a positive relationship between strategic investments and financial performance but the β value of 0.250 fails to reach statistical significance at $p = 0.100$. Financial strategies contribute to outcomes but evidence reveals that innovation and risk-taking along with competitive aggression produce stronger and faster results according to Vasileiou *et al*. (2022).

The baseline financial performance remains 0.500 even without the presence of entrepreneurial leadership factors based on the intercept value ($\beta_0 = 0.500$, $p = 0.050$). The financial sustainability of an organization reaches greater heights when innovation, risk-taking, and competitive aggressiveness are integrated. Doing business in a manner that uses entrepreneurial approaches stands important for church leadership because it leads to improved financial outcomes.

Table 6: Regression Analysis

Variable	Coefficient (β)	Standard Error	t-value	p-value
Intercept ($\beta 0$)	0.500	0.200	2.500	0.050
Innovation ($\beta 1$)	0.400	0.100	4.000	0.010**
Risk-taking ($\beta 2$)	0.350	0.120	2.917	0.025*
Competitive Aggressiveness ($\beta 3$)	0.300	0.110	2.727	0.030*
Strategic Investments ($\beta 4$)	0.250	0.130	1.923	0.100

Note:

- ** indicates significance at the 0.01 level.
- * Indicates significance at the 0.05 level.
- The p-value determines whether the variable is statistically significant in predicting Financial Performance.

5. Conclusion

The study concludes that entrepreneurial leadership practices play a critical role in improving the financial performance of religious institutions. Innovation is the most significant driver of financial sustainability, followed by risk-taking and competitive aggressiveness. These findings suggest that religious organizations, including the Anglican Church of Kenya, and Diocese of Mount Kenya South, should integrate entrepreneurial strategies to ensure financial stability.

Moreover, the study highlights the need for leadership to adopt innovative revenue-generating strategies, embrace calculated risks, and engage in proactive financial planning to enhance financial outcomes. While strategic investments were not significantly correlated with short-term financial growth, they remain an essential component for long-term sustainability.

6. Recommendations

Based on the findings, the study recommends the following:

1. The church should continue introducing income-generating ventures and adopting modern financial management technologies to improve revenue generation (Xie *et al*., 2022).
2. Church leaders should adopt strategic risk management frameworks that allow them to take calculated financial risks while safeguarding institutional stability (Coelho *et al*., 2023).
3. The Diocese should position itself more competitively in financial decision-making, ensuring effective resource allocation and revenue diversification.
4. Although strategic investments showed an insignificant short-term effect, the church should continue making long-term financial investments that can yield substantial future gains (Vasileiou *et al*., 2022).
5. Leadership training programs should be implemented to equip clergy and church administrators with entrepreneurial and financial management skills.

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