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EFFECT OF MENTORSHIP AND COACHING ON ORGANISATIONAL PERFORMANCE IN FAITH-BASED NON-GOVERNMENTAL ORGANISATIONS IN NAIROBI COUNTY

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ABSTRACT
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Continuity of leadership and strengthening of human resource management remain crucial in shaping the trajectory of organisations in a modern, dynamic organisational environment. In Kenya, Faith-Based Organisations (FBOs) are important players in delivering essential public services, including education, social welfare, and health. However, their operations are threatened by staff turnover, limited investment strategies, and unplanned leadership transitions therefore the study sought to investigate the effect of mentorship and coaching on organisational performance in Faith-Based Non-Governmental Organisations in Nairobi County. The study was anchored on relay succession planning theory. This study employed a quantitative cross-sectional survey design targeting 73 Faith-Based NGOs in Nairobi County, selected using the Yamane formula from a population of 90 registered and operational FBNGOs in Nairobi County. A purposive sample of 219 respondents (junior management, administrative/HR, and senior management) completed a structured questionnaire, and data was analysed using multiple regression and descriptive statistics. Data was collected using a pre-tested questionnaire, to ensure that participants possess relevant knowledge and experience on career development initiatives and organisational performance. Quantitative data was cleaned and exported to SPSS software for regression and correlation analyses. From the findings the study concluded that mentorship and coaching have a statistically significant positive relationship with organizational performance of Faith-Based Non-Governmental Organisations (FBNGOs) in Nairobi County. From the conclusion the study recommends that FBNGOs should formalise mentorship programmes by assigning mentors to junior and mid-level staff, providing training for mentors, and incorporating structured skill-building and regular feedback into mentorship activities

KEYWORDS: *Mentorship and Coaching, Organisational Performance, Faith-Based Non-Governmental Organisations*

II. BACKGROUND OF THE STUDY

Mentorship and coaching have increasingly emerged as important human resource and organizational development practices for strengthening employee competencies, leadership capacity, knowledge transfer, and organizational performance (Armstrong & Taylor, 2023). Mentorship involves a developmental relationship in which experienced employees provide guidance, knowledge, psychosocial support, and career-related assistance to less experienced colleagues, while coaching focuses more directly on improving individual capabilities, work behaviours, problem-solving, and achievement of performance objectives (Wahome & Ogolla, 2021). Within contemporary organizations, these practices have gained prominence because employees are required to continuously acquire new competencies and adapt to changing organizational and environmental demands. Mentorship and coaching are therefore increasingly viewed as strategic mechanisms for developing human capital, strengthening organizational learning, and improving institutional effectiveness (Deloitte, 2024).

In non-governmental organizations, mentorship and coaching encompass several interconnected practices, including career mentorship, leadership coaching, skills development, peer coaching, and performance feedback (CIPD, 2023). Career mentorship enables experienced personnel to transfer institutional knowledge, professional experience, organizational values, and practical skills to less experienced employees, thereby supporting employee development and organizational continuity (Armstrong & Taylor, 2023). Leadership coaching provides managers and emerging leaders with individualized guidance that can improve decision-making, communication, delegation, problem-solving, and strategic leadership capabilities (Hopkins et al., 2022). This is particularly relevant to NGOs because they frequently operate within complex environments characterized by changing donor

requirements, diverse stakeholders, limited resources, and demanding programme objectives (Mwajuma & Kihara, 2025).

The successful implementation of mentorship and coaching is expected to contribute to the performance of faith-based non-governmental organizations by strengthening human capital, leadership effectiveness, employee productivity, organizational learning, and institutional capacity (Ouma & Muthimi, 2024). Organizational performance refers to the extent to which an organization achieves its predetermined objectives effectively and efficiently while satisfying the expectations of its key stakeholders (Richard et al., 2021). For faith-based NGOs, organizational performance is particularly important because these organizations combine social and development objectives with faith-based values and often provide services in areas such as education, healthcare, poverty reduction, humanitarian assistance, community development, and social protection (UNDP, 2023).

The performance of faith-based non-governmental organizations can be assessed through programme effectiveness, employee productivity, financial sustainability, and stakeholder satisfaction (Armstrong & Taylor, 2023). Programme effectiveness reflects the extent to which an NGO successfully implements its programmes and achieves intended outcomes for beneficiaries, while employee productivity reflects the extent to which employees effectively utilize their knowledge, skills, time, and organizational resources to accomplish assigned responsibilities (UNDP, 2023). Financial sustainability represents an organization's ability to mobilize and manage adequate resources to maintain its programmes and operations over time, while stakeholder satisfaction reflects the extent to which the organization meets the expectations of beneficiaries, donors, employees, government agencies, partners, and other stakeholders (Deloitte, 2024). Mentorship and coaching can influence these performance dimensions indirectly by improving employee competence, strengthening leadership capabilities, enhancing accountability, and facilitating knowledge transfer (Hopkins et al., 2022).

Faith-based non-governmental organizations occupy an important position within the broader development sector because they combine organizational resources, community networks, volunteerism, and faith-based values in addressing social and economic challenges. Their historical presence within communities provides them with opportunities to mobilize local support and reach vulnerable populations that may be difficult for conventional development organizations to access (World Bank, 2023). However, faith-based organizations also face challenges associated with leadership transitions, professionalization, resource mobilization, accountability, changing stakeholder expectations, and the need to demonstrate measurable development outcomes (UNDP, 2023).

In Kenya, the NGO sector plays an important role in complementing government efforts in social and economic development, humanitarian assistance, healthcare, education, community empowerment, and poverty reduction. Nairobi County is particularly significant because it hosts a large concentration of national and international NGOs and serves as an important centre for NGO administration, donor coordination, programme management, and development partnerships (NGO Coordination Board, 2024). The competitive operating environment in Nairobi requires NGOs to maintain competent employees, effective leadership, efficient resource utilization, and strong relationships with stakeholders. (Wahome & Ogolla, 2021).

Statement of the Problem

Kenya's non-governmental organization (NGO) sector plays an important role in social and economic development through the provision of healthcare, education, poverty reduction, humanitarian assistance, and community development services. Faith-based non-governmental organizations (FBOs) are particularly important because of their extensive community networks, values-based orientation, and ability to mobilize resources and volunteers. Despite their contribution, FBOs continue to face performance challenges arising from limited financial resources, changing donor priorities, increasing accountability requirements, leadership transitions, inadequate employee competencies, and growing demands for measurable programme outcomes (NGO Coordination Board, 2024). These challenges are particularly relevant in Nairobi County, where NGOs operate in a competitive environment requiring competent employees and effective leadership.

Existing studies in Kenya have established the importance of employee development, leadership development, and coaching in improving organizational performance (Njiru, 2021; Mwajuma & Kihara, 2025; Kawiti & Okello, 2023). However, research on faith-based organizations has largely focused on leadership, strategic planning, and other organizational factors rather than examining mentorship and coaching as specific mechanisms for improving performance (Karani, 2021; Mugure & Githira, 2022; Karambu & Obuba, 2023). Moreover, limited empirical evidence exists on the combined effect of mentorship and coaching on the performance of faith-based NGOs in Nairobi County. Therefore, the study sought to assess the effect of mentorship and coaching on the performance of faith-based non-governmental organizations in Nairobi County, Kenya.

Research Hypothesis

$H0_1$: Mentorship and coaching has no statistically significant effect on the performance of Faith-Based non-governmental organisations in Nairobi County.

III. THEORETICAL FRAMEWORK

The study was anchored on the relay succession planning theory, which explains succession as a deliberate and continuous process through which organizations identify, develop, mentor, and prepare potential successors to assume key leadership positions when the current leaders exit or transfer responsibilities (Rothwell, 2021). The theory draws an analogy from a relay race, where organizational leadership is progressively transferred from one leader to another through preparation, guidance, and a planned handover process. Unlike abrupt replacement, relay succession planning emphasizes the gradual development of successors while the incumbent leader remains available to provide direction, coaching, feedback, and support. This approach enables organizations to preserve institutional knowledge, develop leadership competencies, minimize disruptions during leadership transitions, and maintain continuity of organizational operations (Armstrong & Taylor, 2023). Effective succession planning therefore requires

organizations to deliberately identify leadership talent and provide opportunities for potential successors to acquire the knowledge, skills, experience, and competencies necessary to assume future responsibilities (CIPD, 2023).

The Relay Succession Planning Theory provides a strong theoretical foundation for explaining the effect of mentorship and coaching on the performance of faith-based non-governmental organizations. Within faith-based NGOs, mentorship and coaching can facilitate the gradual transfer of organizational knowledge, leadership skills, institutional values, and managerial responsibilities from experienced leaders to emerging employees and potential successors. Through mentorship, experienced personnel can guide less experienced staff, while coaching enables potential leaders to improve decision-making, communication, problem-solving, and performance capabilities (Wahome & Ogolla, 2021). This progressive development of employees can reduce leadership gaps, strengthen organizational continuity, and enhance employee productivity. The theory therefore suggests that organizations that systematically use mentorship and coaching to prepare current and future leaders are more likely to maintain effective leadership transitions, preserve institutional knowledge, and achieve better organizational performance. In the context of faith-based NGOs in Nairobi County, the theory consequently provides a basis for examining whether mentorship and coaching strengthen employee and leadership capabilities sufficiently to improve programme effectiveness, employee productivity, financial sustainability, and stakeholder satisfaction.

Empirical Review

Syafitri et al. (2025) conducted a systematic literature review to analyse the effectiveness of coaching and mentoring in enhancing employee performance and leadership. The authors conducted a literate search through Google Scholar using keywords related to coaching, mentoring, performance, and leadership, resulting in 161 initial articles. 11 articles met the final criteria for analysis after screening for publication year, topic relevance, scientific validity and Scopus indexing and accessibility. The study results revealed that coaching is proven to increase work engagement, motivation, and leader self-efficacy, which contributes to leadership capacity and enhanced performance directly. Mentoring was found to be effective in growing intrapersonal competencies, pushing career development and improving generative behaviour for both mentees and mentors. The effectiveness of both approaches was influenced by program structure, alignment with individual needs, organizational willingness for change, leadership support and availability of ample learning infrastructure. The gap for the present study is that the systematic literature review includes no specific focus on non-profit or faith-based contexts in Africa, and in Nairobi's FBNGOs, mentorship often operates informally through elder or pastoral models instead of structure, performance-based frameworks.

Syailendar et al. (2023) sought to determine the effectiveness of coaching and mentoring for the career development of employees in organizations, using research method combining library methods, observation, internet review and literature analysis of previous journals. The findings showed that employees should know what to do specifically and be able to face obstacles to accomplish effective performance, and this is where coaching, mentoring, and career counselling. The gap for the present study is that this study lacks empirical primary data and does not address the unique constraints of FBNGOs in Nairobi, such as donor funding cycles, faith-based value systems, and the dual mission of social and spiritual impact, while the present study offered primary empirical evidence from the FBO context.

Chui (2025) examined the influence of management of mentorship and coaching programmes of principals on teacher performance in public secondary schools in Kiambu County, Kenya. The study used a mixed methodology and adopted a concurrent triangulation design, with a target population consisting of 227 principals, 3,479 teachers, and 24 Sub-County Directors of Education, from which a sample size of 348 respondents was determined using Yamane's Formula. Quantitative data were analysed using descriptive statistics like percentages and frequencies and inferentially using Pearson's Product Moment Correlation Analysis with the help of SPSS Version 25 and presented in tables. Qualitative data were analysed thematically and presented in narration.

The study showed that teacher performance has been low with most teachers unable to cover syllabus in time, which has translated to low academic performance in KCSE among their students. The Teacher Service Commission has introduced mentorship and coaching programmes for teachers. Nonetheless, principals rarely set clear objectives to be accomplished during mentorship nor do they most of the time monitor the progress of mentorship programmes. The gap for this present study is that the study focuses on teachers and principals in public schools, a hierarchical, government-regulated educational context, while the mentorship dynamics in FBNGOs may be spiritually oriented, voluntary and has less formal structure, with different implications for organizational performance.

Manzi et al. (2017) reported on lessons learned from a cross-country evaluation of mentorship and coaching interventions implemented on projects in five African countries (Zambia, Ghana, Tanzania, Rwanda and Mozambique) as components of health systems strengthening strategies funded through the African Health Initiative of Doris Duke Charitable Foundation. The assessment was designed based on the conceptual model derived from the project-specific interventions. This was done using semi-structured interviews administered to key informants to collect data in six categories including mentorship and coaching, integration with existing systems, reported results, monitoring and evaluation, and successes and challenges. Even though there was diversity in the approaches to mentorship and coaching and targeted area of the country projects, all resulted to enhancements in core health system areas, together with quality of clinical care, leadership and accountability, data-driven decision making, and employee satisfaction. Adaptation of approaches to mirror local context encourage their adoption and enhance their sustainability and effectiveness. The gap for the present study is that this study is sited in the health sector with clinical results as performance measures while FBNGOs in Nairobi take part in various activities including education, health, advocacy, and social sciences, and the study does not assess how faith integration affects mentorship effectiveness, a dimension the present study addressed.

Conceptual Framework

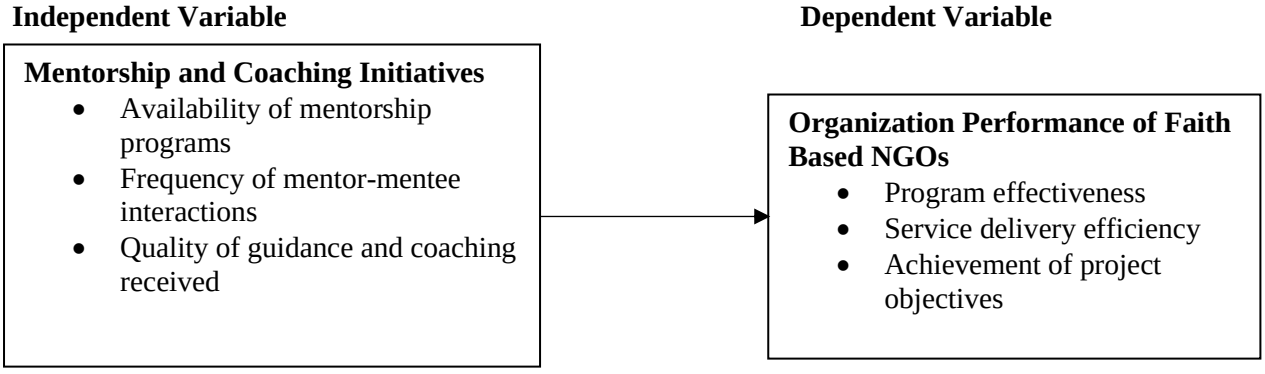


Figure 1: Conceptual Framework

IV. METHODOLOGY

This study employed a quantitative cross-sectional survey design targeting 73 Faith-Based NGOs in Nairobi County, selected using the Yamane formula from a population of 90 registered and operational FBNGOs in Nairobi County. A purposive sample of 219 respondents (junior management, administrative/HR, and senior management) completed a structured questionnaire, and data was analysed using multiple regression and descriptive statistics. Data was collected using a pre-tested questionnaire, to ensure that participants possess relevant knowledge and experience on career development initiatives and organisational performance. Quantitative data was cleaned and exported to SPSS software for regression and correlation analyses

V. RESULTS

Response Rate

The study distributed 219 questionnaires. Out of the 219 questionnaires administered, 179 questionnaires were duly completed and returned, representing a response rate of 81.7%.

Table 1: Response Rate

Category	Frequency	Percentage
Returned	179	81.7%
Not returned	40	18.3%
Total	**219**	**100%**

Characteristics of Respondents

This section presents the demographic profile of the respondents who participated in the study. The demographic characteristics examined included highest academic qualification, job position, and length of service in the organisation. These characteristics are presented in Table

Table 2 : Demographic Characteristics of Respondents

Characteristic	Category	Frequency	Percentage
Highest Academic Qualification	Certificate/Diploma	19	10.6%
	Bachelor's Degree	98	54.7%
	Master's Degree	55	30.7%
	Doctorate	4	2.2%
	Other	3	1.7%
Job Position	Senior Staff	48	26.8%
	Administrative Staff/HR	61	34.1%
	Junior Management	70	39.1%
Length of Service	Less than 2 years	31	17.3%
	2–5 years	72	40.2%
	6–10 years	48	26.8%
	Over 10 years	28	15.6%

N=179

Source: Research Data (2026)

From the findings, respondents with Bachelor's degrees were the largest group, at 54.7 per cent. This indicates a strong presence of degree-level educated professionals. The next category, comprising those with Master's degrees, accounts for 30.7 per cent, representing a significant segment with postgraduate qualifications. Respondents with Certificate/Diploma qualifications make up 10.6 per cent. Those with Doctorates account for 2.2 per cent, while those with Other qualifications represent 1.7 per cent, denoting the smallest groups. This diverse educational profile enables respondents to evaluate career development practices from both strategic and operational angles, thereby enriching the study's understanding of how such initiatives influence performance across different qualification levels in FBNGOs.

Further, respondents in Junior Management positions constituted the largest group, at 39.1 per cent (70 out of 179 total respondents). This indicates a substantial presence of

operational-level leaders. The next category, comprising Administrative Staff/HR, accounts for 34.1 per cent, representing a key group involved in human resource functions. Respondents in Senior Staff positions make up 26.8 per cent, reflecting a meaningful segment of experienced personnel. This multi-level composition allows the study to capture how career advancement, planning, training, and mentorship initiatives are perceived and experienced at different hierarchical levels, thereby providing a holistic view of their contribution to overall organisational performance in FBNGOs.

Finally, regarding the duration of service of the respondents, respondents with 2–5 years of service in the organisation constitute the largest group, at 40.2 per cent (72 out of 179 total respondents). This indicates a substantial presence of relatively established but not long-tenured employees. The next category, comprising those with 6–10 years of service, accounts for 26.8 per cent, representing a moderate segment of mid-tenure professionals. Respondents with less than 2 years of service make up 17.3 per cent. Finally, those with over 10 years of service represent 15.6 per cent, denoting a smaller yet highly experienced cohort within the sample. This mix of newer and more seasoned employees allows for a balanced assessment of both immediate and enduring effects of career development initiatives on organisational outcomes in FBNGOs.

Descriptive Findings for Mentorship and Coaching Initiatives

The researcher sought to assess the respondents' level of agreement on statements relating to mentorship and coaching initiatives among faith-based NGOs in Nairobi. The findings are indicated in Table 3.

Table 3 : Mentorship and Coaching Initiatives

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	SD
The organization assigns formal mentors to guide my professional growth.	16.8	29.6	28.5	16.8	8.4	3.2961	1.17871
Mentorship here goes beyond informal pastoral advice and includes structured skill-building.	15.1	31.3	30.2	15.6	7.8	3.3017	1.14094
My mentor/coach regularly gives me constructive feedback on my performance.	20.7	35.8	24.6	13.4	5.6	3.5251	1.12838
Coaching sessions have helped me improve my job competencies.	22.3	37.4	23.5	11.7	5.0	3.6034	1.10880
The organization encourages cross-generational knowledge transfer through mentoring.	18.4	33.5	27.4	13.4	7.3	3.4246	1.15080
Mentorship is valued as much as technical training in this organization.	19.6	34.6	26.3	12.8	6.7	3.4749	1.14322
I have access to coaching that addresses both spiritual and professional development.	25.1	36.9	20.1	12.3	5.6	3.6369	1.14998
Overall Mean							**3.4660**

Key: SA=Strongly Agree, A=Agree, N=Neutral, D=Disagree, SD=Strongly Disagree; S.D=Standard Deviation

From the findings, 16.8 per cent of respondents strongly agreed that their organization assigns formal mentors to guide their professional growth, 29.6 per cent agreed, 28.5 per cent were neutral, 16.8 per cent disagreed, and 8.4 per cent strongly disagreed. The mean was 3.30, with a standard deviation of 1.18. This suggests that formal mentorship assignment is present but not widespread. These findings are consistent with Chui (2025) who found that structured formal mentorship programmes significantly improve teacher and employee performance in Kenyan institutions.

In addition, 15.1 per cent of respondents strongly agreed that mentorship goes beyond informal pastoral advice and includes structured skill-building, 31.3 per cent agreed, 30.2 per cent were neutral, 15.6 per cent disagreed, and 7.8 per cent strongly disagreed. The mean was 3.30, with a standard deviation of 1.14. This indicates that structured skill-focused mentorship is moderately experienced. The study findings align with Soegiarto et al. (2024) who established that mentorship that incorporates structured skill-building leads to measurable improvements in employee competencies and performance.

Further, 20.7 per cent of respondents strongly agreed that their mentor or coach regularly gives constructive feedback on their performance, 35.8 per cent agreed, 24.6 per cent were neutral, 13.4 per cent disagreed, and 5.6 per cent strongly disagreed. The mean was 3.53, with a standard deviation of 1.13. This reflects a moderate level of regular feedback within mentorship relationships. These results support the findings of Syafitri et al. (2025) who noted that consistent constructive feedback from mentors significantly enhances employee performance and leadership development.

Additionally, 22.3 per cent of respondents strongly agreed that coaching sessions have helped them improve their job competencies, 37.4 per cent agreed, 23.5 per cent were neutral, 11.7 per cent disagreed, and 5.0 per cent strongly disagreed. The mean was 3.60, with a standard deviation of 1.11. This suggests that coaching is viewed as effective in building job-related competencies. The findings are consistent with Chui (2025) who demonstrated that coaching programmes directly contribute to improved job competencies and overall performance in educational and non-profit settings.

Notably, 18.4 per cent of respondents strongly agreed that their organization encourages cross-generational knowledge transfer through mentoring, 33.5 per cent agreed, 27.4 per cent were neutral, 13.4 per cent disagreed, and 7.3 per cent strongly disagreed. The mean was 3.42, with a standard deviation of 1.15. This indicates moderate encouragement of knowledge transfer across generations. These findings align with Soegiarto et al. (2024) who found that cross-generational mentoring enhances organizational knowledge retention and performance.

Moreover, 19.6 per cent of respondents strongly agreed that mentorship is valued as much as technical training in their organization, 34.6 per cent agreed, 26.3 per cent were neutral, 12.8 per cent disagreed, and 6.7 per cent strongly disagreed. The mean was 3.47, with a standard deviation of 1.14. This suggests that mentorship is valued but not yet at the same level as formal training. The study findings are in line with Syailendra et al. (2023) who established that organizations that equally value mentorship alongside technical training achieve better employee development outcomes.

Lastly, 25.1 per cent of respondents strongly agreed that they have access to coaching that addresses both spiritual and professional development, 36.9 per cent agreed, 20.1 per cent were neutral, 12.3 per cent disagreed, and 5.6 per cent strongly disagreed. The mean was 3.64, with a standard deviation of 1.15. This indicates that integrated spiritual and professional coaching is relatively well received. These results support the work of Toni et al. (2025) who found that coaching addressing both spiritual and professional dimensions enhances holistic employee growth in faith-based organizations.

Organizational Performance

The researcher sought to assess the respondents' agreement on aspects of organizational performance among faith-based NGOs in Nairobi. The findings are indicated in Table 5.

Table 5: Organizational Performance

Statement	VP (%)	P (%)	F (%)	G (%)	E (%)	Mean	SD
The organization consistently achieves its project goals and mission.	2.2	6.7	19.6	48.0	23.5	3.8380	.93707
The quality of services delivered by this organization is high.	1.7	5.6	17.9	46.9	28.0	3.9385	.91284
The NGO uses donor funds effectively and efficiently.	3.4	8.4	23.5	42.5	22.3	3.7207	1.01127
The overall productivity level of employees in this organization is high.	2.8	7.8	21.2	45.3	22.9	3.7765	.98032
The organization is financially sustainable and efficient in its use of resources.	4.5	10.6	26.8	38.0	20.1	3.5866	1.06372
The organization responds quickly to changes in the operating environment.	3.9	9.5	24.0	41.3	21.2	3.6648	1.03828
Overall, this organization performs better than other NGOs I know of in Nairobi.	2.8	6.7	18.4	43.0	29.1	3.8883	.99370
Overall Mean						**3.7734**	

Key: Very Poor=1, Poor=2, Fair=3, Good=4, Excellent =5

From the findings, 23.5 per cent of respondents rated that their organization consistently achieves its project goals and mission as excellent, 48.0 per cent as good, 19.6 per cent as fair, 6.7 per cent as poor, and 2.2 per cent as very poor. The mean was 3.84, with a standard deviation of 0.94. This indicates that goal and mission achievement is generally viewed positively. These findings are consistent with Ochieng and Kamau (2024) who found that faith-based organizations with strong human resource practices achieve higher levels of project goal attainment.

Particularly, 28.0 per cent of respondents rated the quality of services delivered by their organization as excellent, 46.9 per cent as good, 17.9 per cent as fair, 5.6 per cent as poor, and 1.7 per cent as very poor. The mean was 3.94, with a standard deviation of 0.91. This reflects a high perception of service quality. The study findings align with Álvarez-Otero et al. (2024) who established that service quality is a key performance indicator for non-governmental organizations and is enhanced by employee development initiatives.

Additionally, 22.3 per cent of respondents rated that their NGO uses donor funds effectively and efficiently as excellent, 42.5 per cent as good, 23.5 per cent as fair, 8.4 per cent as poor, and 3.4 per cent as very poor. The mean was 3.72, with a standard deviation of 1.01. This suggests moderate to high perceptions of financial efficiency. These results are in line with Ochieng and Kamau (2024) who noted that efficient use of donor resources is closely linked to strong internal human capital management in faith-based organizations.

Moreover, 22.9 per cent of respondents rated the overall productivity level of employees as excellent, 45.3 per cent as good, 21.2 per cent as fair, 7.8 per cent as poor, and 2.8 per cent as very poor. The mean was 3.78, with a standard deviation of 0.98. This indicates that employee productivity is perceived as reasonably high. The findings support those of Ngalo et al. (2023) who found that employee productivity in non-profit organizations is positively influenced by career development and training opportunities.

In addition, 20.1 per cent of respondents rated that their organization is financially sustainable and efficient in its use of resources as excellent, 38.0 per cent as good, 26.8 per cent as fair, 10.6 per cent as poor, and 4.5 per cent as very poor. The mean was 3.59, with a standard deviation of 1.06. This suggests moderate perceptions of financial sustainability. These findings are consistent with Álvarez-Otero et al. (2024) who highlighted

financial sustainability as a critical performance dimension for NGOs that is strengthened by effective human resource practices.

Likewise, 21.2 per cent of respondents rated that their organization responds quickly to changes in the operating environment as excellent, 41.3 per cent as good, 24.0 per cent as fair, 9.5 per cent as poor, and 3.9 per cent as very poor. The mean was 3.66, with a standard deviation of 1.04. This reflects a moderate to good level of organizational adaptability. The study findings align with Ochieng and Kamau (2024) who established that adaptive capacity in faith-based organizations is enhanced by continuous employee development and career support.

Furthermore, 29.1 per cent of respondents rated that their organization performs better than other NGOs they know of in Nairobi as excellent, 43.0 per cent as good, 18.4 per cent as fair, 6.7 per cent as poor, and 2.8 per cent as very poor. The mean was 3.89, with a standard deviation of 0.99. This indicates that respondents generally perceive their organizations as performing competitively. These results support the findings of Ochieng and Kamau (2024) who found that faith-based organizations investing in career development tend to outperform peers in service delivery and overall effectiveness.

Inferential Statistics

The study conducted correlation and regression analysis to determine the strength, direction, and significance of the relationship between mentorship and coaching and organizational performance of faith-based NGO. The findings are indicated below.

Table 6: Correlation Results

		Mentorship and Coaching
Financial Sustainability	Pearson Correlation	.642**
	Sig. (2-tailed)	.000
	N	179

The study found a moderate positive correlation with organizational performance, as indicated by a Pearson correlation coefficient of r=0.642 with a p-value of 0.000. This indicates that organisations with well-established mentorship and coaching initiatives are more likely to experience improved organizational performance, highlighting the value of guidance, constructive feedback and cross-generational knowledge transfer.

Table 7: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.178	.159		1.118	.2649
Mentorship and Coaching	.380	.150	.337	2.526	.015

Dependent Variable: Organizational Performance

From the findings, mentorship and coaching exerted a positive and statistically significant effect on organisational performance ($\beta = 0.451$, $t = 11.931$, $p = 0.001$). Holding all other variables constant, a unit increase in mentorship and coaching is associated with a 0.451-unit improvement in organisational performance, making it the single most influential predictor in the model. This finding supports the view that structured guidance, constructive feedback and cross-generational knowledge transfer enhance employee competence and, ultimately, organisational outcomes. The result is consistent with Toni et al. (2025), who observed that mentorship and coaching serve as transformative techniques that nurture professional and personal development,

OP = 0.178 + 0.451 MC + ε

VI. CONCLUSION

The study concluded that mentorship and coaching has a statistically significant positive relationship with organizational performance of Faith-Based Non-Governmental Organisations in Nairobi County. The finding indicates that organisations that assign formal mentors, provide structured feedback and facilitate cross-generational knowledge transfer experience improved performance.

VII. RECOMMENDATIONS

The study recommends that FBNGOs should formalise mentorship programmes by assigning mentors to junior and mid-level staff, providing training for mentors, and incorporating structured skill-building and regular feedback into mentorship activities. Mentorship should address both professional competencies and, where appropriate, spiritual and personal development. Cross-generational mentoring should be encouraged to facilitate knowledge transfer and organisational continuity.

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