

# Leader Motivation And Performance Of Churches In Kenya: The Case Of A.C.K. Churches In Voi, Tsavo Deanery

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*Abstract: Churches today face a leadership crisis. The society has changed and therefore, church leaders must align their leadership to reach out to the evolving public. Different leadership styles are essential in today's church environment thus, the concept of transformational leadership that calls for leader motivation to the followers. The spread of the gospel will be enhanced in today's church by transformative leaders, who have a clear vision for the members. This study examined the influence of church leader motivation and institutional performance of churches in Kenya: The case of ACK churches in Voi, Tsavo Deanery. The study is important to church human resource departments in determination of transformative leadership quality gaps. Additionally, this study is important to seminaries, theological colleges and other institutions and scholars of theology. This study was anchored on the Transformational Theory of Leadership. The study adopted a descriptive research design. The study used simple random sampling. A structured questionnaire was issued to a sample of 114 members of the Anglican Church of Kenya, Voi, Tsavo Deanery. Likert scale was used to rate the responses. Data was analysed using multiple linear regression model using SPSS software version 26. The study findings showed that leader motivation had a significant positive relationship with performance of churches in Kenya. The study recommends that church leaders should be bold in decisions that affect the church, They should be able to bring out the best in their followers and they should allow other church members' views be heard and make the best decision that would be of benefit to the church.*

**Keywords: Motivation, transformational theory, church leadership, church performance.**

## I. INTRODUCTION

### BACKGROUND

Leadership is defined in many ways, depending on situations, Rossmiller (2012) defined leadership as the interaction patterns between a leader and his followers.. The definitions boil down to influencing direction to people. Church leadership is not any different. It involves influencing and guiding the church members towards achieving set goals and objectives. Like any institution, success of a church depends on leadership qualities of the church leaders.

Leadership entails an individual influence on a group to achieve a common goal (Lunenburg, 2013) Nelson (2013) describes motivation as a process of rousing and maintaining goal- directed actions. The commonly agreed two types of motivation are intrinsic motivation and extrinsic motivation.

Mosley, pietri and Mosley Jnr (2012) assert that intrinsic motivation is the behavior that is occasioned by the pleasant experience that is associated with that particular behavior. The experiences emanate from the motivation characterized by the job itself. Examples are appreciation from other parties, getting positive recognition, feeling a sense of achievement and overcoming the challenge. Beer and Walton (2014) posit

that intrinsic rewards are derived from doing the job itself, and may include inner fulfillment of achieving or a sense of influence. According to Mosley, Pietri and Mosley Jr Extrinsic motivation is the behavior performed, not just for its own sake, but rather for the consequences attached to it. Examples may include salaries, wages, working conditions and benefits. Extrinsic rewards are given by the organization as perquisites, money or promotions from superiors and recognition from co-workers (Beer and Walton, 2014).

Globally, scholars have concentrated on the impact and content of transformational leadership (Sahgal & Pathak, 2007). The outstanding qualities of good leaders, their influence on organizational behaviour and change and their inspiration to followers to achieve set goals has been researched on. Transformational leaders are naturally inspiring to the followers. These leaders are also characterised by high levels of motivation, through which their followers derive energy to better achieve set goals for the organisation. Transformational leadership is a combination of both personal and social traits that enable leaders influence followers to work towards achievement of group goals. All over the world, organizations are thus able to meet their targets through efforts of transformational leadership at top level management.

Regionally, Gonye and Moyo (2013) explained that there is demand for transformative leaders in the African continent due to years of mismanagement and poor leadership. The scholars noted that there exists a big disconnect between the citizens of African nations and their leaders- the latter promise to champion citizens' rights and social wellbeing but on the contrary deliver less. Gonye and Moyo (2013) continue to argue that the way African politics is run fails to resolve deep rooted African problem. They conclude that lack of transformational leadership amongst African leaders is the major cause of the huge disconnect with citizens and indeed the reason why the continent lags in the global development agenda. There exists a correlation between transformational leadership and performance at all levels of organisations and institutions- like churches. Transformational leadership correlates to organizational performance (Abidin & Tudin, 2009). When subordinates are led by a transformational leader, they get motivated and can perform beyond expectations. The followers are motivated and inspired to work towards a common goal. The results indicate the effectiveness of transformational style of leadership in various organisations. Thus, this kind of leadership is required in churches today to ensure that the aspirations and goals set by the church are met effectively. The leadership of the church is therefore required to exhibit the characteristic of transformational leadership. This guides the followers to achieve the set objectives. Lai et al (2020) explains that transformative leaders use a variety of behaviors to ignite followers' work engagement, resulting in organizationally favorable behaviors, for example, higher task performance and supportive behaviors. Employees who are inspired by transformative leaders are more engaged in their work, resulting in higher work performance and beneficial behaviors. To limit the consideration of common technique variance, a multi temporal and multisource research design was used in this study. A total of 507 nurses from 44 teams were used to test hypotheses. After controlling for numerous

key parameters, for instance, leader- member exchange, transactional leadership, and role-based self-efficacy, work involvement still mediates the beneficial link between transformational leadership, work performance, and good behaviour like gender, age, and education.

## HYPOTHESIS

$H_{01}$ : There is no significant relationship between leader motivation and performance of churches in Kenya.

## II. LITERATURE REVIEW

### A. THEORETICAL FRAMEWORK

#### a. TRANSFORMATIONAL THEORY OF LEADERSHIP

The theory of transformational leadership was developed in 1973 by James Downton. This theory was expounded by James Burns in 1978. In 1985, Bernard Bass further expanded transformational leadership by explaining the means of measure of success of transformational leadership. This theory posits that leaders must demonstrate strong leadership that will encourage employees to work. Through transformational leadership, people can change their way of thinking and follow the ways of the transformational leader. This type of a leader stimulates and inspires (transforms) his followers to attain extraordinary results and he pays attention to the developmental needs and concerns of individual worker (Robbins and Coulter, 2007).

Transformational leaders change the followers' awareness on issues by making them give new dimensions to old problems; they excite, arouse and inspire workers to put their best foot forward for better group results. This leadership approach is about creating positive change among the followers by taking care of each other's interests and act in the best interest of the whole group (Warrilow, 2012). Transformational leadership encourages the followers to work towards attainment of organizational goals (Bass, 2007). Transformational leadership is visionary (Schwarzwald, Koslowsky & Agassi, 2001). These leaders have a passion and vision to lead their followers towards achieving set goals. Transformational leaders are charismatic and inspire followers through their day-to-day actions. Transformational leadership alters the beliefs and attitudes of the followers- they become optimistic and can work towards the attainment of set goals. Transformational leadership is a morale booster to the followers. Transformational leaders focus on the long term and organizational vision. Burns (2008) argued that transformational leaders motivate employees to achieve goals to deliver good results even where there is no reward for good performance.

### B. EMPIRICAL REVIEW

Roache (2018) conducted qualitative research and used the grounded theory approach to look into the effect of transformational leadership and connection on organizational success and staff productivity. Thirty people from the parishes

of Manchester, St. Elizabeth in Jamaica West Indies, and Clarendon participated in the study, representing businesses, institutions, financial firms, government, churches and non-governmental organizations. The study used NVivo 10 qualitative analysis software to help construct codes, groups, and themes from the interviews, which were collected and analyzed using a constant comparative approach. The findings contributed to the body of knowledge by highlighting basic ideas and skills that leaders and those who want to be leaders need to develop executive plans for themselves and their businesses, such as employee motivation and effective communication. Arif and Akram (2018) examined the effect of transformational leadership on organizational performance, as well as the role of organizational innovation as a mediating factor. Organizational innovation, according to the study, has a major impact on organizational success. There is a clear association between transformative leadership and organizational success, according to the research. Managers will be better equipped to develop such management styles in their firms as a result of this. Employees who want to be more imaginative and productive in leading successful firms in Pakistan demand an environment where leaders inspire and drive them. A study by Alsayed et al (2020) investigated the impact of transformational leadership on organizational performance. A sample of (280) administrative personnel at the University of Jordan were given a questionnaire. The data was analyzed using SPSS software. The data from respondents was examined using descriptive analysis. Multiple regressions were used to investigate if the four pillars of transformational leadership, inspirational motivation, charismatic leadership, cognitive stimulation, and tailored consideration, had any effect on organizational productivity. The findings showed that transformative leadership has a significant impact on organizational performance when combined with idealistic influence and intellectual stimulation. Individual consideration and charismatic leadership, on the other hand, had no substantial impact on organizational productivity, according to the participants' ratings.

### III. METHODOLOGY

This study adopted a descriptive research design. This answered the research question that assisted in the examination of Leader motivation and performance of churches in Kenya. The case of ACK Churches in Voi, Tsavo Deanery. The target population for this study was 1,143, comprising of lay readers (31), church leaders (103), Sunday school teachers (37), and church members (972) of ACK Voi, Tsavo Deanery. This was obtained from church records of its leaders and members. The study used simple random sampling to get a sample size of 114. This gave equal chance to all.

	Church	Population	Sample
1	St. Philip's Birikani	191	19
2	St. Barnabas Sofia	361	36
3	St. Paul's Mabomani	103	10

4	St. Andrews Mwakingali	184	18
5	Christ Church Kaloleni	194	20
6	St. James Kajire	110	11
<b>Total</b>		<b>1143</b>	<b>114</b>

Table 1.1: Sampling Frame of the Study

A structured questionnaire was used in this study. The questionnaire contained a likert scale and open-ended question. This gave the respondents the opportunity to express themselves. Data was analysed using multiple regression model using Statistical package for social sciences (SPSS).

### IV. RESULTS AND DISCUSSION

The study sought to determine the influence of leader motivation on performance of Churches in Kenya, the Case of ACK churches in Voi, Tsavo Deanery. The mean scores for leader passion constructs were 4.04%, and 3.93% for leader motivation. The standard deviation was 0.62 and 0.84 respectively which indicates that generally, the respondents agreed that the church leaders were motivational in handling of their followers.

Description	N	Mean	Std. Deviation
Leader passion	104	4.0385	0.62198
Leader motivation	104	3.9327	0.83914

Table 1.2: Descriptive Analysis Findings on Leader Motivation

### HYPOTHESIS TESTING

$H_{01}$ : There is no significant relationship between leader motivation and performance of churches in Kenya, the case of ACK Churches in Voi, Tsavo Deanery. The hypothesis was tested using regression analysis, with t-statistic and  $p=0.05$ . The findings are presented in Table 1.3, the results show  $R$  Square = 0.186 hence leader motivation can independently explain 18.6 % of the variations on the performance of ACK churches in Voi, Tsavo Deanery. In addition,  $t=4.832$ ;  $p=0.000$  shows that leader motivation is a significant determinant on the performance of ACK churches in Voi, Tsavo Deanery. Further, the model's ANOVA findings ( $F = 23.346$ ,  $p=0.000 \leq 0.05$ ) indicated that the model was significant. Also, the model's beta ( $\beta = 0.432$ ,  $p \leq 0.05$ ) indicates that performance of ACK churches in Voi, Tsavo Deanery would change by 0.432 standard deviations when leader motivation changed by one unit. Thus, the null hypothesis that there is no significant relationship between leader motivation and performance of churches in Kenya, the case of ACK Churches in Voi, Tsavo Deanery is rejected. These findings agreed with those of Waham et al (2019) who found a significant and positive association between leader motivation and organizational performance. Likewise, Muriuki and Mwengei (2018) found a significant positive relationship between leader motivation and organizational performance, agreeing with the findings of this study.

**Model Summary**

Model	R	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	
					F Change	df1	df2		
1	.432 <sup>a</sup>	.186	.178	.60043	.186	23.346	1	102	.000

a. Predictors: (Constant), Leader Motivation

**ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	8.417	1	8.417	23.346	.000 <sup>b</sup>
Residual	36.773	102	.361		
Total	45.190	103			

a. Dependent Variable: Performance

b. Predictors: (Constant), Leader Motivation

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
						Lower Bound	Upper Bound
1 (Constant)	2.190	.384		5.699	.000	1.427	2.952
Leader Motivation	.460	.095	.432	4.832	.000	.271	.649

a. Dependent Variable: Performance

Table 1.3 Regression Model on Influence of Leader Motivation on Performance of Churches in Kenya

**V. CONCLUSION AND RECOMMENDATIONS**

The findings revealed a positive and significant effect of leader motivation on performance of churches. Thus, hypothesis H01 which predicted that there is no significant relationship between leader motivation and performance of churches in Kenya, the case of ACK Churches in Voi, Tsavo Deanery was rejected. Leader motivation could independently explain 18.6 % of the variations on the performance of ACK churches in Voi, Tsavo Deanery. On the degree to which members of ACK churches in Voi, Tsavo Deanery agreed that leader motivation influenced performance of churches, passion had a mean of 4.04 while members' inspiration had a mean of 3.93. Given the above findings the study concludes that there is a positive significant relationship between leader motivation and performance of churches in Kenya and recommends that

church leaders should always endeavor to inspire their members. The church leaders should be able to bring out the best in their followers. This would motivate them to attend church services without missing, undertake church roles with enthusiasm, and support church leaders in their responsibilities in terms of finance and materially and as such leading to high performance of churches.

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