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Leadership Styles and Church Performance; A Survey of Protestant Churches in Ongata Rongai

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Abstract

Several churches around the world have experienced performance challenges because of factors such as lack of good leadership, lack of resources, poor vision, poor communication, and difficulty to access to the youth which have made it difficult for churches to grow their membership. The general objective of this research was to assess the influence of leadership styles on church performance in Protestant churches in Ongata Rongai. The study specifically focused on studying the influence of the transformational and transactional leadership styles on church performance by viewing church performance from the angle of church membership retention and church membership growth. This study is a survey that used the correlational research design to collect data from 256 respondents who were church members from five selected Protestant churches in Ongata Rongai. The data collected was analyzed using the Statistical Package for Social sciences (SPSS) version 23 and the research results revealed that church leaders in Protestant churches in Ongata Rongai use both the transformational and the transactional leadership style. The research results also indicated that the transformational leadership style has a positive but weak influence on church performance while the transactional leadership style has a positive and strong influence on church performance. The study recommended that church leaders incorporate more transactional practices in their leadership and that churches invest in capacity building of their leaders.

Keywords: *Transformational leadership, Transactional leadership style, Performance & Churches*

1.1 Introduction

Leadership is a subject that has been in existence for a long time and has captured the attention of many scholars and researchers. It is an important factor that determines whether an organization fails or succeeds. According to Stogdill (1974), there are almost as many different definitions of leadership as there are persons who have tried to give a definition to the concept. Hemphill & Coons (1957) defined leadership as the behavior of a person directing the activities of a set of people toward a shared goal. According to Richards and Engle (1986), leadership is about articulating visions, embodying values, and creating the environment within which things can be accomplished. To House *et al.* (1999) leadership is ones' ability to have influence, provide motivate, and equip others to be able to contribute toward the effective success of the organization. According to Xu and Wang (2008), the leader plays an important role in an organization because they create a vision, state the mission, set objectives and the strategies and policies to be used to achieve the organizational objectives in an effective and efficient manner and this in organizations of all kinds and sizes, including nonprofit organization such as churches.

Leadership involves social interactions where the leader has an influence on the behavior of their followers and strongly influences their performance (McCleskey, 2014). There are several LSs which have been studied and categorized by several authors in different manners, for instance Lewin (1939) focused his studies on three specific LSs; the autocratic, the democratic and the laissez-faire LS while other authors such as Burns (1978), and Bass (1985) focused their studies on the understanding of the transformational and the transactional LSs.

The studies by the cited authors reveal that churches have been struggling to keep their performance high over the years, but this is a topic of interest for only few researchers. Research by Barna (2014) showed that several factors, including the absence of leadership, vision, and communication and a difficulty in reaching millennials caused a drop in church membership and church performance worldwide. Protestant churches in Africa, Kenya and specifically in Ongata Rongai town have experienced a slow growth in membership, for instance, the World Reapers church is a protestant church that has existed for over 10 years but has only grown from having 10 church members to 80 church members, the Vison of Glory church became operational since 2005 and in 2021 the church had only manage to grow from less than 10 members to 40 in 17 years, the growth in these churches has been positive yet slow considering that Ongata Rongai is a town that has developed very fast in terms of population over the past 10 years. All organizations, churches included have general and unique techniques of evaluating their performance and in this research, church performance was measured based on church membership retention and growth (MR&G)

1.2 Statement of the Problem

MR&G is a challenge that many churches around the globe are facing; based on the studies by Rainer (2013) and White (2012) mentioned earlier, churches in America are experiencing a drop in membership and attendance. An English author by the name Marcus Buckingham once said, "People leave managers, not companies"; this statement could be true for all types of organizations including churches where members may choose to leave a church due to the type and LS used by the leaders. The subject of performance of churches in Kenya is one that has caught the attention of several researchers and has led to several conclusions that are of contradictory opinions, for example Timbomei and Bett (2019)' study on the performance of selected Evangelical Churches in Nairobi City County demonstrated that one of the major factors that significantly influenced the performance of churches in Nairobi City County was the churches'

top management commitment to strategy implementation. The study also supported that the church' LS had an influence on its performance in that the leaders' attitude encouraged the members to effectively achieve the church goals. Adeniji (2014) conducted a study on the dynamics of the pastors' impact on the laity for church growth in the Pentecostal Assemblies of God Church in Nyamira District of Western Kenya and discovered that the LS used in churches had minimal influence on its performance. Some of the above-mentioned investigations were conducted in different regions in Kenya but not much investigation has been conducted on LSs and the performance of Protestant churches in Ongata Rongai (PCOR) town specifically. Ongata Rongai is town where an increase in number of Protestant churches is evident but also a town where many Protestant churches are facing challenges related to MR&G. For instance, the Ongata Rongai First Church of the Nazarene is among the first churches to be planted in the town in 1985 and over the years over 20 churches have been founded and established in the town, but surprisingly this church has managed to grow from having 15 members in 1985 to currently having only 130 members based on the Nazarene Kenya Central District, Africa East Field 2021 report. The number of churches increased in the town, but the rate of MG&R per church is still slow. Ongata Rongai is a growing town with a diverse population with the surfacing of multiple Protestant churches which are struggling to develop in terms of MR&G and this study purposed to specifically assess the influence that the transformational LS (TFLS) and the transactional LS (TSLs) have on the performance of the Protestant churches in Ongata Rongai, make conclusions and provide recommendations on the matter.

1.3 Research Objectives

The general objective of this research was to assess the influence of leadership styles (LSs) on church performance (CP) in Protestant churches in Ongata Rongai (PCOR).

The specific objectives were;

- i. To examine the influence of the transformational LS (TFLS) on church performance (CP) in Protestant churches in Ongata Rongai (PCOR).
- ii. To determine the influence of the transactional LS (TSLs) on church performance (CP) in Protestant churches in Ongata Rongai (PCOR).

1.4 Research Hypothesis

The following are the hypothesis on which this study is founded:

H_0 : The TFLS and the TSLs do not have effect on CP in PCOR.

The alternative hypothesis is as follows:

H_a : The TFLS and the TSLs have effect on CP in PCOR.

2.1 Theoretical Review

2.1.1 The Situational Leadership Theory (SLT)

The Situational Leadership Theory (SLT) is a theory that presents LS as a function of situation. It is a theory where the choice of the LS to be applied relies on the leaders' ability to rationally understand the situation at hand and act or respond accordingly (Graeff; 1997). According to Grint (2011); the SLT presents a good leader not as one who is followed by a large group of dedicated people but one who makes leadership decisions after thoroughly examining the circumstance in which his followers find themselves. This theory was founded by Paul Hersey and Kenneth

Blanchard in 1969 and as it progressed it went through processes of renaming, refining, and extending. The SLT was initially introduced by its founders as the “life cycle” theory of leadership, in 1972 it became the SLT and in 1985 it was refined and extended to the name the Situational Leadership II (SLII) model which is a leadership model made up of two major dimensions: LS and development level of the followers. (Blanchard *et al*, 1985)

The SLT has numerous strengths that are founded on its ability to propose leaders several leadership approaches they can use in different situations. According to Blanchard and Hersey (1996), the SLT was discovered to be useful in training programs of more than 400 of the Fortune 500 companies. Northouse (2016) stated that the SLT is very practical, easy to comprehend and use in various settings; therefore, many corporations like to use the SLT as a model to train effective leaders. As much as several authors have acknowledged the SLT to be an effective model, other authors such as Nicholls (1985) stated that the theory failed to properly construct its lack of deviation, progression, and conformity. Like Nicholls, Bass (2008) observed that the SLT was ambiguous because of its several conceptual contradictions and did not have internal consistency. Glynn & DeJordy (2010) criticized the SLT and stated that it relied on abstract LSs that were difficult to identify since no LS is universally effective.

2.1.2 The Behavioral Approach to Leadership (BAL)

The Behavioral Approach to Leadership (BAL) studies leaders’ behaviors by focusing on how leaders conduct themselves with their followers in different scenarios as they exercise their roles. (Northouse; 2016) This approach is based on the studies conducted by Stogdill in 1948 and it was founded on the studies by Robert Blake and Jane Moutin, and studies from other scholars from the University of Michigan and the Ohio State University. The study by the researchers from the Ohio State University emphasized on analyzing how people behave and act when given an opportunity to lead a significant number of people or an organization while that of the University of Michigan focused on exploring the effect of leaders’ behaviors on the performance of small groups.

According to Stogdill (1974), the researchers from the Ohio State University classified the leaders’ behaviors into two types: the initiating structure and consideration behavior; while the scholars from the University of Michigan identified two types of leadership behaviors: employee orientation and production orientation behavior. These findings were very fundamental in developing the BAL because they both acted as the foundation to the theory and emphasized to leaders that their behaviors toward their followers can vary with the situation; at times, leaders may be required to behave in ways that show consideration and orientation towards their followers while in other instances leaders may be required to behave in ways that focus to initiate structure while ensuring organization production. (Northouse; 2016). Bryman (1992) criticized this approach and found it weak because it did not show a correlation between the leaders’ behaviors and performance outcomes such as productivity. Yukl (1994) also criticized this approach and stated that it had failed to find a universal LS that could be effective in almost every realistic situation.

2.1.3 The Transformational Leadership Approach (TFLS)

The transformational leadership approach or style (TFLS) was founded on the studies by Burns (1978) and Bass (1985). Burns (1978) stated that the TFLS proposes a LS where the relations between a leader and his followers are founded on an emotional connection that is based on the desire of the leader and followers to raise one another to higher levels of morality and motivation. Bass (1985) defined the TFLS of a leader as his ability to impact individuals, inspire them, get

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them to trust him and hold him with high esteem. Burns (1978) declared that in the TFLS the leader engages the moral values of his followers to grow their mindfulness about ethical issues and to motivate them to use resources for the improvement of organizations. Bass (1985) indicated that in the TFLS, the followers express trust, admiration, loyalty, and respect toward their leader, and are motivated to surpass expectations.

Bryman (1992) stated that the TFLS was weak for not treating leadership as a behavior that people can learn and was wrong for treating leadership as a personality trait that people naturally possess or a personal predisposition to be and behave in a certain way. Tracey and Hinkin (1998) stated that the TFLS lacked clarity because it brings together many activities and factors such as the creation of a vision, motivation, building trust, giving nurturance, acting as a social architect which makes it difficult to define exactly the parameters of transformational leadership.

2.1.4 The Transactional Leadership Approach (TSLS)

According to Burns (1978) the TSLS is one where the leader engages the followers' self-interest by exchanging benefits to increase their motivation; it is a LS that is founded on administrative power which emphasizes on respecting and following rules and traditions. Burn (1978) and Bass (1985) stated that transactional leaders base their LSs on bureaucratic authority that stresses on legitimate power and following rules and traditions, they use a management by exception format where followers are pushed to achieve high performances and are rewarded for achieving organizational targets and goals. This shows that they recognize their followers' desire to be rewarded for their achievement and the leaders ensure to provide them with rewards. Bass & Riggio (2006) stated that these two approaches give leaders intellectual stimulation that allows them to grow the innovative capacity of their followers. Bass & Riggio (2006) stated that these two approaches give leaders intellectual stimulation that allows them to grow the innovative capacity of their followers.

The TSLS is criticized for creating followers who are unable to form long term and committed relationships with their leaders because motivation is based on what they can get from their leaders. Burns (1978) argued that the TSLS had led followers to having short-term, shallow, and temporary relationships with their leaders. Beyer (1999), Yukl and Mahsud (2010) criticized the TSLS because it generalizes the approach to leadership, and it does not consider specific factors that may cause organizational challenges in different situations and contexts.

2.2 Empirical review

2.2.1 The Transformational leadership style (TFLS)

According to Kuhnert (1994), leaders who are transformational are characterized by their ability to individualize their followers' needs as they focus on enabling them to accomplish personal development. Waruwu *et al.* (2020) conducted a study that aimed to measure the effect of transformational leadership, organizational learning, and organizational structure on the teacher innovation capacity. This research was done in private schools in Indonesia where data collection was done through questionnaires from a sample of 645 teachers. The findings of this study showed that indeed the TFLS, organizational learning, and organizational structure have a positive and significant effect on innovation capacity. This study went further and expressed that the TFLS had had a significant effect on the education industry in Indonesia because it has helped stimulate the teachers' innovative capacity and has led them to becoming proactive and proposing models and

ways to improve the readiness of the teachers, especially the teachers in private schools to navigate the fourth industrial revolution.

Bass and Riggio (2006) stated that leaders exhibit the following four behavioral components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Hayati, Charkhabi, and Naami (2014) conducted a survey to study the relationship between transformational leadership and work engagement in governmental hospitals nurses; this study surveyed 240 nurses employed from five public hospitals in Khuzestan province of Iran and the findings indicated that the transformational leadership had a positive and significant effect on work engagement. This research illustrated that leaders who are transformational have the capacity to stimulate work engagement in workers by transferring their enthusiasm and high power to their subordinates through their personal behaviors. The research emphasized that the way leaders carry themselves in organizations increases the component of the idealized influence through the fact that leaders transmit their inspirational motivation to their employees which may result in creating a positive vision and setting high standards that challenge employees, establish a zeal in them and encourage them to remain optimistic about attaining success in their works. According to McCleskey (2014), when followers attribute their leader with admirable qualities they wish to emulate, it serves them as an inspiration and motivation that pushes them to become better individuals; whereas intellectual stimulation and individualized consideration drives followers to become more innovative and increase their problem-solving capacity which increases their effectiveness and push them to reach their full potential in executing their tasks. Bass (1985) stated that there are many ways in which a leader can transform his followers and in order to bring about the desired organizational outcomes through their followers.

2.2.2 The Transactional leadership style (TSLS)

According to Uchenwangbe (2013), a leader is transactional if he/she is willing to make an offer like a promotion, pay raise, performance reviews, and new responsibilities in return for a well-done job or service by the follower. Hellriegel and Slocum (2006) stated that contingent reward, active management by exception, and passive management by exception are the three components that form the foundation of the TSLS. Mahdinezhad and Suandi (2013) conducted a research that aimed to inspect the association between LSs and job performance among educational leaders in institutions of higher education. This study inspected the correlation between the TSLS and performance of academic leaders, and it was found out that the TSLS had a positive relationship with job performance because transactional leaders are aware of their expectations and offer rewards to education leaders in return for performance. As expressed by Bass (1985), transactional leaders offer rewards in form of recognition and praise, promotions, merit increases, honors, or bonuses with the aim of improving the followers' job performance and therefore, this study asserted that the TSLS can assist in improving the leadership capability of educational leaders and enhance their performance and commitment.

Sofi and Devanadhen (2015) stated that the TSLS may lead followers to perform below the organization expectations because it reduces creativity and discourage innovation among followers. Brahim, Ridic and Jukic (2015) conducted a study on the effect of the transactional leadership on employee performance of 5 Algerian banking institutions. In this study, 132 employees from 5 Algerian banking institutions were surveyed and it was discovered that even though the bank managers were transactional leaders, no significant statistical correlation was found between the TSLS used by the managers and the overall organizational performance. The

research therefore recommended that managers adopt LSs such as the TFLS so as to successfully integrate and maximize available resources within the inside and outside environment and attain their organizational goals. According to Kuhnert (1994) and Cherry (2016), in the TFLS the leader plays the role of a supervisor who organizes the group and lead them to achieving group performance but does not individualize the needs of followers nor focus on their personal development rather exchanges valuable things with followers just to advance the organization' agendas.

2.2.3 Performance of churches

According to Al Khajeh (2018), organization' performance is measured by comparing an organization 'actual outputs with the planned outputs and targets. An investigation on the factors that contribute to church organizational performance was conducted by Barthelemy (2019); the study targeted to address challenges that certain churches in the Atlantic Union face in terms of church performance. The researcher surveyed church committee members within the Greater New York Conference (GNYC) and the Northeastern Conference (NEC) in the Atlantic Union Conference (AUC) and their responses established that the best predictor of CP is religiosity, followed by leadership, and stewardship and that leadership and stewardship are factors that have a direct impact on the performance of churches. Barthelemy (2019) concluded that CP is related to how successfully a local congregation performs its function. According to Matthew 28, 19-20, one of the major goals and functions of the Church is to make disciples of Christ which results in retaining and growing church membership. Kleinman (2013) and Nwokocha and Iheriohanma (2015) stated that it is proven that effective LS and skills have the capacity to enhance job satisfaction and promote employee retention in organizations; hence, they advised and encouraged organization management to adopt appropriate leadership and managerial styles that align business strategies with employee motivation and morale in order to achieve employees' retention and performance.

From the above empirical review on leadership styles, it was observed that there aren't enough publications that simultaneously emphasize on the topic of LSs and CP. An advanced search using titles such as "leadership styles in churches", "leadership styles and membership retention in churches", "leadership styles and church performance" was done by the researcher and the search results did not produce enough published articles, dissertations or theses from other scholars that specifically talked the topic under study. This revealed that not much research has been done on this topic and this creates a research gap for other scholars to fill.

In this paper, studies that were conducted in countries like the United State of America, China, Pakistan, Zambia, Ghana, Nigeria, and Kenya were reviewed and the available data on the topic of LSs and CP were recent and very informative publications that did not only reveal how churches are currently performing vis a vis LSs in different countries but also provide recommendations on what can be done to improve CP. Berke (2018)' study proved that LSs can be perceived differently depending on the lenses of the viewer and Dent (2016) stated that church leaders need to seek knowledge that will benefit them in serving the spiritual needs of each generation within the congregation.

The reviewed studies indicated that LSs have influence on organizational performance, may it be in churches, schools, SMEs or banks, the LS that is used by leaders influences the performance of an organization and its members; it is also showed that members in organizations, specifically churches prefer it when their leaders are inspirational, supportive, and provide them with an

environment where they can freely participate and use their skills to improve organizational performance.

2.3 Conceptual Framework

Independent variables

Dependent variable

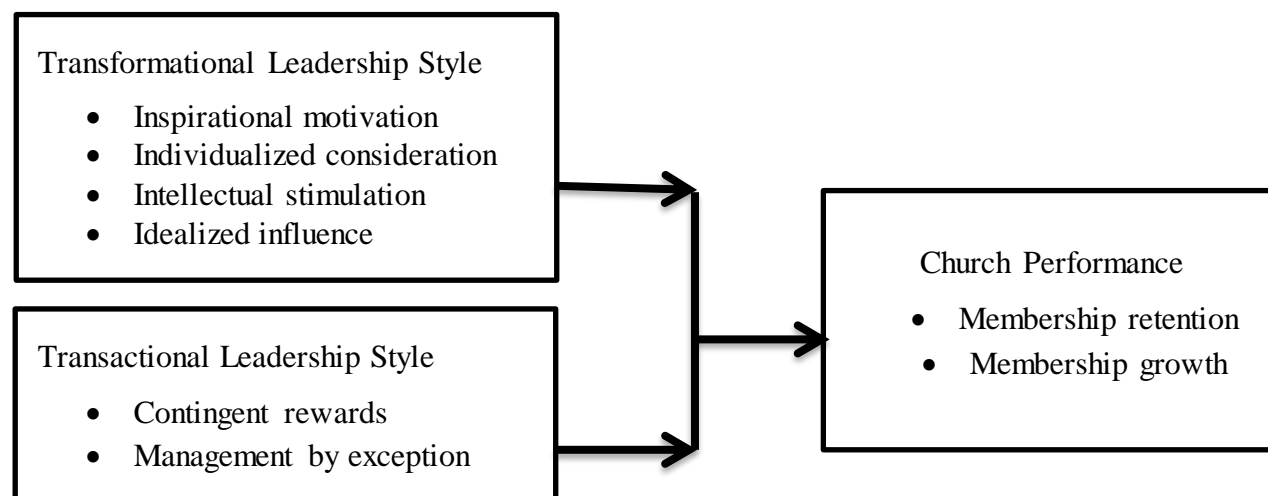


Figure 1: Conceptual framework

3.1 Research Methodology

This study used a correlational research design which was selected and found appropriate because this study pursued to investigate the relationship between the independent variables (the TFLS and TSLS) and the dependent variable (CP) and to test the research hypothesis. This study used the cross-sectional data where the primary data was directly collected from the respondents in the same period and where the secondary data which consisted of the church membership records and observations from the year 2016 to the year 2021 were collected from the church leaders in the same period.

The target population from which data was collected in this research was composed of Protestant churches that are registered by the National Council of Churches in Kenya and that had been operational in Ongata Rongai for at least five years. The respondents in this study were male and female adult who are members of the churches under study. The total number of respondents that were purposed to participate in this research was 256 individuals. The research instrument that this study used for data collection was a structured questionnaire made up of close ended questions.

Data collected was verified for completeness, consistency and clarity and was analyzed using descriptive statistics coefficients such as frequencies, means, standard deviations and percentages; the correlation between the variables was established using the Statistical Package for Social Sciences (SPSS) version 23 and data presentation was done using tables.

4.1 Results and Discussions

This study targeted to collect data through structured questionnaires from 256 adults' males and females church members of the following PCOR: the Ongata Rongai First church of the Nazarene, the World Reapers church, the Vision of Glory church, the Christian church, and the Greater love

church. The researcher collected answered questionnaires from 170 respondents realizing a 66.4% response rate.

4.2 Correlation Analysis

This study used the Spearman's rank correlation coefficient "r" by Charles Spearman (1904) to make inferences and assess the relationship between the independent variables (the TFLS and the TSLS) and the dependent variable (CP). This study purposed to assess the influence of the TFLS and the TSLS on CP by observing the strength and direction of association between these variables and here below is the presentation, discussion and conclusion of the research findings obtained during data analysis:

4.2.1 Correlation analysis of the transformational leadership style and church performance

Table 1 presents the results of the correlation analysis of the TFLS and CP.

Table 1: TFLS & CP Spearman's correlation analysis

Correlations			TFLS	CP
Spearman's rho	TFLS	Correlation Coefficient	1.000	.177*
		Sig. (2-tailed)	.	.021
		N	170	170
	CP	Correlation Coefficient	.177*	1.000
		Sig. (2-tailed)	.021	.
		N	170	170

From the findings in the above table 1, we observe that the value of the Spearman's rank correlation coefficient $r = .177$ which indicates that there is a positive but weak relationship between the two variables under study (the TFLS and CP). From the value of the correlation significance $p = .021$ we observe and conclude that the research results are statistically significant and did not occur by chance. The research findings show that when church leaders increase the degree of use of the transformational leadership style, church performance also increases but only in a minimal way and when church leaders choose to decrease the degree of use of the transformational leadership style, church performance also decreases but only in a minimal way.

4.2.2 Correlation analysis of the transactional leadership style and church performance

Table 2 presents the results of the correlation analysis of the TSLS and CP.

Table 2: TSLS & CP Spearman's correlation analysis

Correlations			TSLS	CP
Spearman's rho	TSLS	Correlation Coefficient	1.000	.719
		Sig. (2-tailed)	.	.028
		N	170	170
	CP	Correlation Coefficient	.719	1.000
		Sig. (2-tailed)	.028	.
		N	170	170

From the findings in Table 2, it is observed that the value of the Spearman's rank correlation coefficient $r = .719$ which indicates that there is a positive and strong relationship between the two variables under study (the TFLS and CP). From value of the correlation significance $p = .028$, it is observed and concluded that the research results are statistically significant and did not occur by chance. The research findings in Table 2 lead to the understanding that when the use of the transactional leadership style increases, church performance also increases in a considerable manner and when the use of the transactional leadership style decreases, church performance also decreases considerably.

4.2.3 Correlation analysis of the transformational, the transactional leadership styles and church performance

Table 3 presents the results of the correlation analysis of the TFLS, the TFLS and CP. It presents the relationships between the variables and a comparison of how each independent variable relates to the dependent variable in terms of strength and direction of association.

Table 3: TFLS, TFLS & CP Spearman's correlation analysis

		Correlations		
		TFLS	TFLS	CP
Spearman's rho TFLS	Correlation Coefficient	1.000	.204**	.177*
	Sig. (2-tailed)	.	.004	.021
	N	170	170	170
TFLS	Correlation Coefficient	.204**	1.000	.719
	Sig. (2-tailed)	.004	.	.028
	N	170	170	170
CP	Correlation Coefficient	.177*	.719	1.000
	Sig. (2-tailed)	.021	.028	.
	N	170	170	170

The results from the correlation tests observed in Table 3 indicate that both the TFLS and the TFLS have positive correlations with CP ($r = .177$ & $.719$) in that an increase in the degree of use of the independent variables (the TFLS or the TFLS) means an increase in the dependent variable (CP) and vice versa but when it come to the strength of association it is observed that the TFLS has a stronger influence on CP ($r = .719$) compared to the TFLS which is observed to have a weak influence on CP ($r = .177$).

4.3 Hypothesis Testing

This section presents the results from the statistical analysis conducted between the independent variables (the TFLS and the TFLS) and the dependent variable (CP) and the test of the research hypothesis.

H_0 : The TFLS and the TFLS do not have effect on CP in Protestant churches in Ongata Rongai.

H_a : The TFLS and the TFLS have effect on CP in Protestant churches in Ongata Rongai.

To analyze the hypothesis this study used the statistical technique of multiple linear regression, and the tables below present the obtained results and conclusions made using the SPSS Version 23.

Table 4: Model Summary

Model	R	R Square	Adjusted R Squared	Std. Error of the Estimate
1	.152	.023	.011	.35252

a. Predictors: (Constant): TFLS, TSLS

b. Dependent variable: CP

Table 52: ANOVA

Model	Sum of squares	Df	Mean square	F	Sig.
Regression	.490	2	254	1971	143b
Residual	20.755	167	124		
Total	21.245	169			

a. Predictors: (Constant): TFLS, TSLS

b. Dependent variable: CP

From the information obtained in Table 4 and 5 it was observed that the variables TFLS and TSLS are predictors of CP. The value of the adjusted r squared (0.11) shows that a variation in the independent variables can cause 11% of change in the dependent variable at 95% confidence level; this means that a variation (increase or decrease) in the use of the TFLS and the TSLS can lead to 11% of changes in the overall CP of Protestant churches in Ongata Rongai. This information also shows that there are other factors and aspects that this study did not focus on, and they contribute to 89% of church performance in Protestant churches in Ongata Rongai.

Table 6: Regression Coefficients

Model	Unstandardized coefficients B	Std. Error	Standardized coefficients Beta	T	Sig.
(Constant)	.3199	.412			.000
TFLS	.017	.075	.017	.223	.824
TSLS	.175	.088	.154	1.984	.049

a. Dependent variable: CP

The regression equation obtained from the data in table 6 is: $Y = 0.3199 + 0.017X_1 + 0.175X_2$

Where: Y= Church performance, X_1 = The Transformational leadership style, X_2 =The Transactional leadership style and the value of the constant or intercept= 0.3199.

From the regression model and equation, it is observed that when the TFLS and the TSLS are held at constant zero, CP of Protestant churches in Ongata Rongai is 0.3199. It is also observed that a unit change in the TFLS would contribute to a significant change in CP by a factor of 0.017 while a unit change in the TSLS would contribute to a significant change in CP by 0.175. This indicates

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that a unit change in the TSLS would lead to a higher and more significant change in CP compared to a unit change in the TFLS. The research results obtained after data analysis were found to be statistically significant and showed that the transformational and the transactional leadership styles have a significant effect (influence) on church performance in Protestant churches in Ongata Rongai. These results rejected the null hypothesis which stated that the TFLS and the TSLS do not have effects on CP in Protestant churches in Ongata Rongai.

The findings from this research are similar to those obtained by Mwenje (2016) who conducted a study on the leadership styles exercised by Pentecostal church leaders in Zimbabwe. In his study, Mwenje (2016) revealed that the church leaders in Pentecostal churches in Zimbabwe used the transformational leadership style which had a positive but not very strong influence on church growth. This conclusion was made after the church members reported that the dominant leadership style exercised by their leaders embodied a supportive behavior characterized by the leaders being concerned, trusting and respectful; considerate, having an understanding attitude; being friendly, encouraging, communicative and fostering the development of members even though the churches were still not able to achieve the desired level of growth. Other similar studies that obtained different results are such as the investigation conducted by Tian et al. (2020) on the impact of the TFLS on employee retention in small- and medium-sized enterprises (SMEs). This study was conducted in China and in Pakistan and the findings revealed there is a positive and significant (strong) relationship between the TFLS and employee retention in SMEs. Hayati, Charkhabi, and Naami (2014) also conducted a survey in order to study the relationship between the TFLS and work engagement in governmental hospitals nurses; and their study also indicated that the TFLS had a positive and strong effect on job performance of nurses in governmental hospitals.

These findings support the findings by Mahdinezhad and Suandi (2013) who conducted a study that aimed to inspect the association between leadership styles and job performance among educational leaders in institutions of higher education and who discovered that the TSLS has a positive and strong relationship with job performance because transactional leaders recognize their expectations and offer rewards to their followers in return for performance. Contrary to this study, Brahim, Ridic and Jukic (2015) conducted a study that revealed no significant statistical relationship between the TSLS applied by the managers in Algerian banking institutions and the overall organizational performance.

5.1 Conclusion

This conclusion was made after the church members reported that the dominant leadership style exercised by their leaders embodied a supportive behavior characterized by the leaders being concerned, trusting and respectful; considerate, having an understanding attitude; being friendly, encouraging, communicative and fostering the development of members even though the churches were still not able to achieve the desired level of growth. The second specific objective of this study was to determine what the influence of the transactional leadership style on church performance in Protestant churches in Ongata Rongai is and the research findings in this study revealed that the TSLS has a positive and strong influence on CP

The findings obtained using the inferential statistics support and explain the findings obtained using the descriptive statistics: using descriptive statistics, it was found out that church leaders in Protestant churches in Ongata Rongai use both the TFLS and the TSLS, but it was also observed that the church leaders were more transformational than transactional in their practices and based on the findings from the inferential statistics we can understand that one of the reasons why church

performance in churches in Ongata Rongai is low is because over the years church leaders have emphasized on using the TFLS which has been found to have a positive but weak influence on CP rather than emphasizing on the use of the TSLS which is a style that has been found to have positive and strong influence on CP.

This study, hence concluded that the TFLS and the TSLS are factors that have a positive effect (influence) on CP in Protestant churches in Ongata Rongai and contribute to church membership retention and growth but as much as many church members appreciate leaders who are transformational in their practices, it is important that church leaders incorporate more transactional practices in their leadership styles in order to be able to achieve higher church performance through increased church membership retention and growth.

6.1 Recommendations

Based on the research findings, the following recommendations are proposed to the church leaders, church members and other researchers and academicians:

Church leaders are appreciated by the followers when they use the transformational leadership style; therefore, they need to continue to strengthen it.

Churches need to increase their performance and the transactional leadership style has been found out to have a stronger positive influence on church performance, therefore, church leaders should incorporate more transactional practices and behaviors in their leadership.

Churches need to invest in capacity building of the church leaders by providing them with adequate trainings and teachings on how to be better and more effective leaders who have a positive impact on the church members.

Further studies are needed to determine when the transformational or transactional leadership styles are more effective.

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