

THE PRINCIPLES OF SERVANT LEADERSHIP AND PERFORMANCE OF CLERGY
ACK DIOCESE OF KIRINYAGA

BY:

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DECLARATION

This thesis is my original work and has not been presented for a degree or any other award in any other University.

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DEDICATION

This thesis is dedicated to Anglican Church diocese of Kirinyaga for the use of improving clergy performance.

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ABSTRACT

The purpose of this study was to investigate an assessment of the principles of servant leadership and performance of clergy in Anglican Church of Kenya diocese of Kirinyaga. Despite the adoption of principles of servant leadership by the Anglican diocese of Kirinyaga, the clergy performance does not match the expected outcomes. The study explored the specific objectives of influence of character oriented, people oriented leadership, process oriented leadership and task oriented leadership and how they influenced performance of the clergy. The target population for the study was 705, comprising of members of the congregation. Random sampling method was used to select a sample size of 71 church members. The data was collected using the questionnaire method of data collection. The data analysis in the study was done using SPSS. It was revealed that there was a strong, positive correlation between characters oriented leadership and clergy performance. Also there was a strong, positive correlation between people oriented leadership and clergy. There was a strong, positive correlation between task oriented leadership and clergy performance. Lastly there was a strong, positive correlation between process oriented leadership and clergy performance. The study recommends the character of the clergy needs to be strongly developed to enable and facilitate the performance of the clergy. The church should develop partnership with higher institutions of learning to improve training for empowerment. They will be required to develop a clear organizational structure and establish effective methods of controlling target which includes involving all the stakeholders in all the stages.

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LIST OF ABBREVIATIONS

ANOVA.....Analysis of Variance

PACU.....Pan African Christian University

ACK.....Anglican Church of Kenya

SPSS.....Special Package for Social Sciences

DEFINITION OF TERMS

Servant-leadership	Leaders of the church to serve first the interest of the members
Performance	Achievement of goals of the church in terms of offertory membership and church projects
Leadership	The process by which a leaders in the Anglican church guides and influences the church members to perform their duties .
Process oriented leadership	A leadership that is more concerned with creating systems and programs to bring efficiency and effectiveness in the churches
Task oriented leadership	Task-oriented leaders make sure that team members know what is expected from them to do, and how to do it
People oriented leadership	is associated with developing human resources, focusing on leaders relationship with others and commitment to others.
Character oriented leadership	It involves leaders cultivating a servant altitude focusing on the leader's values of integrity, humility trust and openness.

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

Introduction

This chapter gives insight into the background of the study, statement of the problem, objective of the study, research questions, and significance of the study, scope of the study, assumption of the study, limitations of the study and definition of the operational terms.

Servant leadership concept was developed by Greenleaf in 1977. Servant leadership takes what seems to be a twisting road to such ends by seeking first to serve the interests of the followers, rather than to first serve organizational goals. Servant leadership as defined by the pioneer of the model Greenleaf (1977) envisions a servant leader as a person who assumes the role of a leader out of a desire to serve. Advancement of a shared vision is achieved by addressing the highest priority needs, empowering, and developing followers through a variety of mechanisms that will lead them to becoming servants as well. Much like (Ruggieri2013), ethic of caring, an advanced stage of moral development with a focus on others, servant leadership supports ethical behavior by promoting self-reflective, morally-centered leadership more than other leadership styles .

The concept of servant leadership is crucial to the endurance of any institution. Even where there are established norms, leaders are still needed to ensure compliance with such norms for orderliness and healthy being of institutions (Ralph, 2013). Servant Leadership is recognized as a key building block in influencing the performance of employees in institutions as it seeks to put the interest of the employees first and is participative. According to Northouse (2007), Servant leadership is important as its principles of cooperation, learning, and customer relations motivates employee to perform.

Servant leadership seemed to cut across leadership theories while providing an initial philosophy for those theories that underline principles relating to human growth. (Northouse, 2007), noted that servant leadership required a mind shift, a paradigm change that viewed the leader and the followers different from other competing mindsets of leadership. Servant leadership required a different focus on followers. Northouse noted that the servant-leader had a social responsibility to be concerned with the poor, recognizing them as equal stakeholders in the organization (Northouse, 2007).

Much has been made of the leadership styles and principles of such biblical heroes as Moses, David, Paul, and Jesus. Moses was wise to listen to Jethro's counsel to delegate tasks to the reliable and empower his assistants (Exod. 18:24). David was courageous in the face of overwhelming obstacles (1 Sam. 17) and inspired others to follow him (2 Sam. 23). Paul directed all his ambition and ability to the mission (Acts 20:34, 35) and was conversant with every culture (Acts 17; 18). Jesus carefully trained a team of successors and was apparently quite amiable at parties (Matt. 11:19), and was apt to attract a crowd (Luke 9:10–12). For all that can be learnt from these insights, the trouble remains that even if the principles gleaned are sound and biblical, all too often one or another aspect of a more complex parameter is singled out as if it comprises all that is important.

In Western society, this generally means narrowing in on whatever best fits our bent towards consumerism, individualism, and capitalism. Churches comfortably rutted in worldly standards of success gravitate to those biblical principles that promote measurable effectiveness. In popular literature about biblical leaders, not much is said about Peter. Peter seemed to want to stunt the growth of the church by coming down harshly on Ananias and Sapphira for a little white lie (Acts 5:1–11). He refused to sell out to Simon Magus despite the flare he might have brought to the cause (Acts 8:18–23). Ezra also refused to take advantage

of state protection and led God's people on the robber's route with nothing but traveling mercies and pockets full of gold (Ezra 7; 8). Similarly Joshua, whose leadership against Jericho by today's terms seems at best eccentric and at worst insane (Josh. 6); or Daniel, a wise and diplomatic manager, who adapted to the foreign culture refused to pray with the windows closed.

Priests, prophets, kings and judges were all of significance in the life of the people of God and the Old Testament draws attention to many particular, and sometimes peculiar, leaders. It might be thought that in the New Testament Church this would not be so. There was no need for a King because Christ is our King and indeed we are all as Christians equal Jew and Gentile, slave and free, men and women. In addition, there was no need for a Priest because the self-sacrifice of Christ, our High Priest, fulfilled the sacrificial system and now all Christians are priests a holy priesthood.

Jesus was the supreme example of His own philosophy of ministry. In the incarnation, He voluntarily set aside the independent exercise of some of His divine prerogatives, took the form of a bond-servant, and humbled Himself through obedience even to the point of dying on the cross (Phil. 2:7-9). Servant leadership is transcendental (Sanders et al., 2003), not only because it is concerned with a higher influence and a higher power, but also because it transcends self-interests in the service of others. To practice Servant leadership, leaders need to empty themselves and their pride, their selfishness and worldly aspirations. In other words, acquiring attitudes and behaviors of humility is not enough. Servant leadership demands the radical step of sacrificing self-interest and dying with Christ on the cross.

Northouse (2013), asserts that servant Leadership is a follower focused approach. A leader who mentors, guides, and helps their followers grow would be considered a servant leader. This approach contains some of the most important qualifications needed to be a pastor of a church. Servant leadership behaviors, according to Wayne (2008), are

conceptualizing, emotional healing, putting followers first, helping followers grow and succeed, behaving ethically, empowering, and creating value for the community.

According to Rahschulte, (2010), the American church leadership is experiencing complexity in practicing servant leadership. There is the culture of individualism and competitiveness which fosters egocentric pride. The founding Fathers were correct in creating a system of checks and balances, because they were fully aware of the dangers of egotism and corruption of power. Individualism coupled with authoritarian hierarchy has proven to be a fertile ground for egotistical, arrogant leaders. When there are no checks and balances, church self-serving leaders are free to elevate themselves and expand their territories of influence.

Such egotistical leaders can be found mostly in hierarchical religious organizations. The leaders exude power and success, and carry themselves as the king of the hill. They demand to be the center of attention, and claim credits, which are due to others (Rahschulte, 2010). They will use whatever means necessary to achieve numerical and material success, just as they will do anything to perpetuate their grip on power which is contrary to the principle of practice of servant leadership which is based on self-giving rather than self-serving modeling after Jesus.

Paul's ministry is based on self-giving. He claims: whatever was to my profit I now consider loss for the sake of Christ. What is more, everything is considered a loss compared to the surpassing glory of Christ. In Christian ministry servant leadership is embodied in the Senior Pastor's Team Covenant of the Evangelical Free Church of Lethbridge, Alberta. In Christian higher education, servant leadership is practiced in Abilene Christian University in Texas, at Union University in Tennessee, and Huntington College in Indiana. All these institutions have followed Jesus' example in servant leadership

According to Parolini (2005), Africa for the new millennium demands exceptional leadership. The emergence of a new style of leadership is critical not only for global Africans, but also for a world confronting globalization. It is recognized that leadership, especially in Africa, is difficult. There are many challenges, particularly of political, culture, poverty, illiteracy and disunity, yet Africans have come together in Mombasa to maximize and affirm the potential for positive leadership on our continent

According to Bekker (2010), organizations view their performance in terms of effectiveness in achieving their mission, purpose or goals when well communicated. Most institutions would tend to link the larger notion of organizational performance to the results of their particular programs to improve the lives of a target group. They can use the pulpit to communicate vision, goals, and dreams of the church. Sermons could be in alignment with the vision or goals of the church. Additionally, the pastor can also work to communicate with other church leaders the dreams and goals of the church. The pastoral leader can communicate these ideals via church meetings, church functions, and occasional lunch or dinner meetings. The point is that pastors need to be articulate in communication. Therefore, pastoral leaders need to be continually communicating the vision and mission of the church (Steen, 2008).

Principles of servant leadership

According to Parolini (2005), principles of servant leadership lead to employee fulfillment and motivation which enable employees to commit themselves to accomplishment of organizational goals. Organizations that create a healthy, servant-minded culture will maximize the skills of both their workforce and leadership. Servant leaders are influential in a non-traditional manner that allows more freedom for followers to exercise their own abilities Stone (2000). Wong and Page (2000), came up with a system which measures servant leadership through, character oriented leadership, people oriented leadership, task oriented

leadership and process oriented leadership. Character oriented leadership concerns with the kind of person the leader is. It involves cultivating a servant attitude focusing on the leader's values of integrity, humanity and servant hood. Leaders are valued for their communication and decision-making skills. The servant-leader seeks to identify the will of a group and helps clarify that will. The leader seeks to listen sympathetically to what is being said that encompasses with one's own inner voice. According to Stone (2000), character oriented leadership empathizes, creates awareness and heals .This creates long term commitment of staff to quality improvement.

People oriented leadership is associated with developing human resources, focusing on leaders relationship with others and commitment to others. Wong and Page (2000), adds that the leader cares for others, empowers them and ensures that they are continuously developed by equipping them with the skills and capacities required for current and future assignment. People oriented leadership has a correlation with the organizational performance as the employees are persuaded and continuously involved in decision making of the organization. This helps them feel motivated and committed in meeting the organizational goals (Bekker, 2010).

Task oriented leadership according to Wong and page (2000), is leadership that concerns with achieving the goals and objectives of the institution. The leader ensures that people, equipment, and other resources are efficiently used in order to accomplish objectives. Curral (2009) adds that, the constituent behaviors in order to meet the strategic objectives comprise planning, organizing, clarifying roles and objectives, monitoring operations, and resolving conflicts. The performance of an institution is evaluated by calculating the values of qualitative and quantitative performance indicators like profit, cost, and clients. It is quite important for a company to determine the relevant indicators, how they relate to the company goals and their dependence on the performed activities.

History of the Anglican Church diocese of Kirinyaga

The diocese of Kirinyaga is located in Kirinyaga County. The county borders Nyeri County to the North-West, Murang'a County to the West and Embu County to the East and south. The presence of the Anglican Church in Kirinyaga dates back to 1910 when the first missionaries arrived at Kabare from where mission work spread to the rest of the County.

The church has grown to become the largest protestant church in Kirinyaga. The Anglican church diocese of Kirinyaga was incepted in July 1990. The diocese is led by the Bishop and is assisted by seven Archdeacons who acts as the immediate bishops advisers. They also help the bishop in matters pertaining to the administration of the diocese. They also help in the oversight of the physical infrastructure of the diocese alongside the administrative secretary and the vicar general. The diocese of Kirinyaga has twenty seven Rural-deans in-charge of the twenty seven deaneries across the diocese. Their main roles is to ensure that there is compliance and harmonious discharge of pastoral duties in their areas as per the diocesan policy guide-line.

Below the deaneries are the parish priests in-charge of parishes. In the Anglican church of Kenya diocese of Kirinyaga, there are currently 120 parishes. These parishes are managed by the parish priests who are the chief executive officers of their respective parishes. The leadership of Anglican diocese of Kirinyaga has in the recent past been experiencing some challenges. According to Amos (2004), performance management of an institution is the process that begins with translating the overall strategic objectives of the organization into clear objectives for each individual employee. The major challenge is that the clergy performance has not been marching with the diocesan expectation something that is alarming. There is a disconnect between servant leadership which the diocese has adapted and the clergy performance.

Statement of the Problem

The Anglican church follow the model of Jesus who made himself nothing, taking on the very nature of a servant, humbled himself and became obedient to death(Phil.2: 7-8). Christians are called to follow the footsteps of Jesus by practicing integrity, humility, servant hood, and care for others and developing others. It is expected that, adaption of principles of servant leadership will lead to increased offertory, increased growth in physical development, increased outreach services and numerical growth of members of the church.

Effective servant-leadership is best evidenced by the cultivation of servant-leadership in others. By nurturing participatory, empowering environments, and encouraging the talents of followers, the servant-leader creates a more effective, motivated workforce and ultimately a more successful organization. Leaders enable others to act not by hoarding the power they have but by giving it away.

However, the physical development of the church is poor, the diocese is losing members to Pentecostal churches, moral decay is being witnessed, and tithe and offertory has not increased as targeted. With this backdrop, the researcher assesses the relationship between servant leadership and performance of the clergy.

Objectives of the Study

The overall objective of the study was an assessment of principles of servant leadership and the performance of the clergy of the Anglican Church diocese of Kirinyaga.

The specific objectives were:

1. To find out how character-oriented leadership influences performance of the clergy at Anglican Church Diocese of Kirinyaga
2. To establish the extent to which people oriented leadership influences performance of the clergy at Anglican Church Diocese of Kirinyaga

3. To find out how task-oriented leadership influences performance of the clergy at Anglican Church Diocese of Kirinyaga
4. To examine how process-oriented leadership influences performance of the clergy at Anglican Church Diocese of Kirinyaga

Research Questions

1. In which ways does character -oriented leadership influence on the performance of the clergy at Anglican Church diocese of Kirinyaga?
2. To what extent does people oriented leadership influence performance of the clergy at Anglican Church Diocese of Kirinyaga?
3. In which ways does task oriented leadership influence performance of the clergy at Anglican Church Diocese of Kirinyaga?
4. How does process oriented leadership influence performance of the clergy at Anglican Church Diocese of Kirinyaga?

Justification of the study

The findings of the study will provide a reference document to the Anglican Church Diocese of Kirinyaga on the influence of principles of servant leadership on the performance of the clergy. It will enable the diocese to formulate accurate policies on performance and enable them to mitigate the challenges affecting clergy performance. Scholars and researchers in the field of leadership will find a reference document to enrich their empirical work. The study will add to the body of knowledge on the subject of leadership and performance. Other institutions will use the results of the study to understand the principles of servant leadership influence on performance and establish a criterion for adoption to benefit them.

The result of the study will form a reference document to Christian institutions of learning such as Bible Colleges, Theological Institutions and Christian Universities. The servant leadership attributes will give an overview of the individual job performance in these

Institutions. The study enriches a leadership approach that leads to improved performance. Banking institutions will also find these documents useful in achieving the goals and objectives of the Institution. The study reviews the need for harmonizing both the human and physical resources in order to effectively achieve the desired goals of the Institution.

Scope of the study

The study investigated the influence of principles of servant leadership on the performance of Anglican clergy. The study was conducted at the Anglican Church Diocese of Kirinyaga. The study explored the independent variables of character-oriented leadership, people-oriented leadership, task-oriented leadership and process-oriented leadership and their influence on the dependent variable of clergy performance. The study was conducted between the months of March 2017 to July, 2017.

Limitations of the study

There are several limitations that affected the achievement of the objectives of this research. Some of the respondents were biased in providing the relevant information for this study something that may have affected the findings of this study. Some respondents were subjective in their presentation of information, consequently giving inaccurate data that could have affected the results of the study. On the other hand respondents were likely to be suspicious of the research and therefore withhold relevant information for the study.

Assumptions of the Study

It is assumed that the respondents were cooperative in filling the questionnaires and provided accurate information that supported the findings and conclusions of the study. Further, the respondents were available to fill the questionnaires.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter will highlight and assess available literature relevant to leadership and performance. The chapter provides related literature and consists of theoretical literature, theoretical conceptual framework and summary of the literature review.

Clergy Performance

According to Fairholm (2011), organizational performance means the transformation of inputs into outputs for achieving certain outcomes. With regard to its content, performance informs about the relationship between minimal and effective cost, between effective cost and realized output and between output and achieved outcome.

According to (Williams, 2012), Performance is important to us as people and as organizations. The topic of performance is not a straightforward one the word performance is utilized extensively in all fields of management. The correct interpretation of the word performance is important and must never be misread in the context of its use. Often performance is identified or equated with effectiveness and efficiency (Oostenveld, 2010). Performance is a relative concept defined in terms of some referent employing a complex set of time-based measurements of generating future results (Carter, 2009).

Performance management is an integral part of effective human resource management and development strategy Hellriegel (2004). Performance management is an ongoing and joint process where the employee, with the assistance of the employer, strives to improve the employee's individual performance and his contribution to the organization's wider objectives Hellriegel (2004). According to Cooper, M. (2005). The means through which managers ensure that employee activities and output are congruent with the organization's goals are referred to as Performance Management. Amos et al. (2004), defines

performance management as the process that begins with translating the overall strategic objectives of the organization into clear objectives for each individual employee. Performance management can also be seen to incorporate all of those aspects of human resource management that are designed to progress and/or develop the effectiveness and efficiency of the individual and the organization

First-class performance management begins and develops with the employee's logical understanding of the organizations expectations Hendrey (1995). To elevate and sustain the level of work performance, managers must look at past individual or team performance to a larger arena of play (Manz, 2002). Fairholm (2011), recognizes the importance of shared view of expected performance between manager and employee. The shared view can be expressed in a variety of ways such as traditional job description, key accountabilities, performance standards, specific objectives and essential competencies. In most cases the combination of approaches is necessary.

They must know how to communicate a vision for the future and their mental image the future could be. The pastor must make congregation see themselves as a part of the vision. Additionally, the leader must be able to lead open and honest dialogue with constituents about the Organization. The pastor needs to be involved in church events, visitation, and other areas of church community. By doing this the pastor will not only develop relationships, but will also have the ability to communicate to parishioners ideas and the vision for the ministry.

There is a clear trend to use specific objectives with time scale completion in addition to the generic tasks, with no beginning and no end that tend to appear on traditional job descriptions. Such objectives give individuals a much clearer idea of performance

expectations and enable them focus on the priorities when they have to make choices about what to do.

Successful pastoral leaders are highly involved in the church and the membership. They are not passive in leadership, but fully aware of the church organization (Carroll, 2011). Additionally, successful pastors are keenly aware that they are human beings. This means they are actively engaged in the spiritual disciplines, family life, taking time off, and learning. These are all partial keys to success found in the characteristics of successful pastors. Ultimately, the pastoral leader is a fully committed follower of and leader for Christ. They are authentic. The pastor is not a fraud, but a strong leader that helps to keep unity of purpose within the church.

The success of an organization is reliant on the leader's ability to optimize human resources. A good leader understands the importance of employees in achieving the goals of the organization, and that motivating these employees is of paramount importance in achieving these goals. To have an effective organization the people within the organization need to be inspired to invest themselves in the organization's mission.

The employees need to be stimulated so that they can be effective. Hence effective organizations require effective leadership (Oostenveld, 2010). The growth in service firms and the demonstrated relationships between employee fulfillment and motivation, customer satisfaction and corporate financial performance, make the study of servant leadership especially timely. According to Laub (1999) and Parolini (2005), organizations that can create a healthy, servant-minded culture will maximize the skills of both their workforce and leadership. Servant leaders are influential in a non-traditional manner that allows more freedom for followers to exercise their own abilities (Russell & Stone, 2002).

Cooper (2005), indicates that organizational performance will suffer in direct proportion to the neglect of this. Ultimately it is the individual employee who either

performs, or fails to perform a task. In order for an organization to perform, an individual must set aside his personal goals, at least in part, to strive for the collective goals of the organization

In an organizational context, the very nature of performance is defined by the organization itself. Employees are of paramount importance to the achievement of any organization goal. Thus, effective leadership enables greater participation of the entire workforce, and can also influence both individual and organizational performance (Oostenveld, 2010).

In addition to positive performance outcomes, organizations that value servant leaders promote followers into servant leaders themselves thereby creating a culture of servant leadership. Employees who use this leadership model in organizations may be more committed to organizational values and maintain high-performance levels (Carroll, 2011), in fact Greenleaf (1977) initially proposed that servant leaders develop followers into servants who are autonomous moral agents who themselves continue to develop others into servants. Greenleaf clarified that servant leaders develop followers to grow them as persons, to become wiser, healthier, freer, more autonomous, and more likely to become servants themselves.

Effective leader behavior facilitates the attainment of the follower's desires which then results in effective performance (Carter, 2009). Preliminary research undertaken by in a South African context found that outstanding leaders, in terms of effectiveness, are perceived to show a strong and direct, but democratic and participative leadership style and are seen as agents of change and visionaries who increase organizational performance. Cooper (2005) indicates that the need of firms to flourish in the world of escalating competitiveness, of technological advances, of altering government regulations and of changing employee

attitudes, requires an advanced level of leadership more than ever before. His views further demonstrate the importance of leadership in the business arena.

Leadership is perhaps the most thoroughly investigated organizational variable that has a potential impact on employee performance (Oostenveld, 2010). Winning leaders understand what motivates employees and how the employee's strengths and weaknesses influence their decisions, actions, and relationships. Carter (2009) mentions the connection between leadership traits or leadership behaviors and employee performance.

Character oriented leadership and performance

Greenleaf's (1977), identified ten characteristics of the servant leader namely Listening, Empathy, Healing, Awareness, Persuasion, Conceptualization, Foresight, Commitment to the Growth of People and Building Community. In the Listening characteristic Leaders have traditionally been valued for their communication and decision making skills. Although these are also important skills for the servant leader, they need to be reinforced by a deep commitment to listening intently to others.

The servant leader seeks to identify the will of a group and helps to clarify that will. The Leaders humbles themselves to listens to what is being members are saying. Listening also encompasses hearing one's own inner voice. Listening, coupled with periods of reflection, is essential to the growth and well-being of the servant leader. The employees feels valued thus become loyal and committed to achievement of the goals of the institution (Oostenveld, 2010).

Servant leaders trust followers to act in the best interests of the organization and focus on those followers rather than the organizational objectives (Stone, Russell & Patterson, 2004). The growth in service firms and the demonstrated relationships between employee fulfillment and motivation, customer satisfaction and corporate financial performance, make the study of servant leadership especially timely.

The healing of relationships is a powerful force for transformation and integration. One of the great strengths of servant leadership is the potential for healing one's self and one's relationship to others. Many people have broken spirits and have suffered from a variety of emotional hurts. Although this is a part of being human, servant leaders recognize that they have an opportunity to help make whole those with whom they come in contact. In his essay, *The Servant as Leader*, Greenleaf (2002) writes, There is something subtle communicated to one who is being served and led if implicit in the compact between servant-leader and led, is the understanding that the search for wholeness is something they share. General awareness, and especially self-awareness, strengthens the servant-leader. Awareness helps one in understanding issues involving ethics, power, and values. It lends itself to being able to view most situations from a more integrated, holistic position. Greenleaf (1977/2002) observed that awareness is not a giver of solace but it is just the opposite. It is a disturber and an awakener. Able leaders are usually sharply awake and reasonably disturbed. They are not seekers after solace. They have their own inner serenity.

Another characteristic of servant leaders is reliance on persuasion, rather than on one's positional authority in making decisions within an organization. The servant leader seeks to convince others, rather than coerce compliance. This particular element offers one of the clearest distinctions between the traditional authoritarian model and that of servant leadership. The servant leader is effective at building consensus within groups. Servant leaders seek to nurture their abilities to dream great dreams.

The ability to look at a problem or an organization from a conceptualizing perspective means that one must think beyond day-to-day realities. For many leaders, this is a characteristic that requires discipline and practice. The traditional leader is consumed by the need to achieve short-term operational goals. The leader who wishes to also be a servant

leader must stretch his or her thinking to encompass broader-based conceptual thinking (Oostenveld, 2010).

Fairholm (2011), states that boards can sometimes become involved in the day-to-day operations something that should be discouraged and thus fail to provide the visionary concept for an institution. Trustees need to be mostly conceptual in their orientation. Staffs need to be mostly operational in their perspective and the most effective executive leaders probably need to develop both perspectives within themselves. Servant leaders are called to seek a delicate balance between conceptual thinking and a day-to-day operational approach.

Stewardship is holding something in trust for another. Robert Greenleaf's view of all institutions was one in which CEO's, staffs, and trustees all played significant roles in holding their institutions in trust for the greater good of society. Servant leadership, like stewardship, assumes first and foremost a commitment to serving the needs of others. It also emphasizes the use of openness and persuasion, rather than control. Servant leaders believe that people have an intrinsic value beyond their tangible contributions as workers. As such, the servant leader is deeply committed to the growth of each and every individual within his or her organization. The servant leader recognizes the tremendous responsibility to do everything in his or her power to nurture the personal and professional growth of employees and colleagues.

The servant leader senses that much has been lost in recent human history as a result of the shift from local communities to large institutions as the primary shaper of human lives. This awareness causes the servant leader to seek to identify some means for building community among those who work within a given institution. Servant leadership suggests that true community can be created among those who work in businesses and other institutions. Greenleaf (2002) said that, all that is needed to rebuild community as viable life form for large numbers of people is for enough servant-leaders to show the way, not by mass

movements, but by each servant-leader demonstrating his or her unlimited reliability for a quite specific community related group.

It involves cultivating a servant attitude focusing on the leader's values of integrity, humanity and servant hood. Wong and Page (2000), states that it is impossible for one to perform the leadership task as a Servant leader unless one has developed a servant heart and knows how to develop and empower others.

The ability to recognize and understand personal moods and emotions and drives as well as their effect on others is self-awareness. Hallmarks of self-awareness include self-confidence, realistic self-assessment, and a self-deprecating sense of humor. Fairholm (2011, adds that self-awareness depends on one's ability to monitor one's own emotional state and to correctly identify and name one's emotions.

Being a consistent leader will gain you respect and credibility, which is essential to getting buy-in from the group. By setting an example of fairness and credibility, the team will want to act the same way. Those who are honest, especially about concerns, make it far more likely that obstacles will be addressed rather than avoided. Honesty also allows for better assessment and growth. Having the vision to break out of the norm and aim for great things then the wherewithal to set the steps necessary to get there-- is an essential characteristic of good leadership. By seeing what can be and managing the goals on how to get there, a good leader can create impressive change.

People oriented leadership and performance.

The employee-centered style of leadership places strong emphasis on the welfare and motivation of subordinates. Leaders show concern for others through establishing trust warmth hand support. According to, Mullins (2005), Leaders with this style is more sensitive

to the needs and feelings of the employee. They typically find time to listen to workers, are willing to make changes, look out for the personal welfare of employee, are friendly and approachable (Rahschulte,2010). Also they are supportive to their subordinates, helpful to them and are concerned for their well-being. The leader is perceived as interested in the human aspect of the work. He or she is likely to have three characteristics: a strong regard for employees as human beings, a commitment to high production and contagion enthusiasm for good quality of work.

According to Manz(2002,participative leader possesses consultative behaviors, such as imploring subordinates for ideas prior to making an ultimate decision, although, they retain final decision authority. The participative leader shares duties with subordinates by encompassing them in the preparation, decision-making, and implementation phases (Negron, 2008). Employees who are motivated become self-directed and produce an inspired team, thereby bestowing a greater consistent team and ownership amongst members (Hersey, & Blanchard, 2010). The participative style is suitable when subordinates show a nonexistence of judgment or when processes have not been followed (Bacon, 2006). This style is most effective when subordinates are highly trained and involved in their work Participative style of leadership has a high degree of consultation between the leader and his or her followers. This is mainly seen when followers are involved in decision making by their leaders involvement is crucial for achieving high employee performance which leads to a high employee commitment as followers feel appreciated and valued .The main emphasis of this style is on management consultation with followers before making key organizational decisions. When companies enter the decision-making process, the outcomes from the decisions made can greatly affect both the company's stability and that of its employees (Yukl (2010),

Bringing employees on board, when making decisions about the company's future helps strengthen the existing relationship between them and the leadership. Leaders will gain respect from their employees and instill a sense of responsibility in their workforce when they let their employees' voice their opinions (Jones, 2013). The benefits associated with this approach include increased trust in the leaders by their followers. Leaders that make decisions while keeping employees in the dark may lose the trust of their subordinates (Jones, 2013). Some employees may believe that the company is keeping decisions about its future plans secret because those plans include adverse outcomes for employees. This may in turn have a negative impact on employee performance (Gupta, 2012).

Involving employees in the company's decision making process enables leaders to bring transparency to the workplace (Rahim, 2012). Participative leadership also points to employee motivation as a building block to superior employee performance. Employee's motivation plays a crucial role in leadership effectiveness which leads to high productivity. According to Yukl (2010), the effectiveness of leadership rests on a process of influence, in this case, employees are motivated to work towards goals, not through intimidation, but through individual inspiration. Motivation can be considered as one of most important factors that can help an organization achieve its goals. Motivation is defined as the extent to which persistent effort is directed towards a goal. Rahim (2012), noted that motivated employees typically believe that they are doing something valuable and they hope that their participation is valued.

Task-oriented leadership performance

According to Yukl (2010), task-oriented leaders are characterized by these three behaviors: short-term planning, providing clear roles and objective and monitoring operations and performance of team members. Burke (2006), explains that short-term planning activities involve deciding what to do, who will do it, how to do it and when it needs to be done. The

aim of planning is to successfully coordinate activities, effectively utilize resources and to ensure efficient organization of the work unit. Making decision about strategies, objectives, work organization, schedule of activities, distribution of resources, and assignment of responsibilities are included in definition of planning behavior. Planning is the ability that includes analyzing and processing information which is based on decision making (Yulk, 2010).

Task-oriented leaders make sure that team members know what is expected from them to do, and how to do it. According to Yukl (2010), the leader defines job responsibilities and requirements, explanation of job responsibilities, clarifying person's authority and explanation of organization rules, policies and requirements that need to be fulfilled. Further, goals performance are clearly specified, defined, realistic, setting, deadline for each goal and setting goals for relevant aspects of performance(Rahschulte, 2010).

Burke (2006), states that monitoring performance is fundamental for a servant leader. It involves gathering all information about the operation, progress of the work, performance of followers, quality of services and success of project. Information that are needed for planning and solving problems are provided through monitoring and that is the reason why monitoring is important. Information obtained through monitoring is important for identification of problems and opportunities and for modification of objectives, plans and strategies. In order to evaluate followers, recognize achievement, provide assistance and reward follower through salary increment or promotion, monitoring behavior is important. Insufficient monitoring behavior of leader may not be able to detect problems which are occurring and can lead to serious problems.

Considering leadership behavior which has been examined within teams, three categories of behavior falls in task-oriented leadership namely transactional, boundary spanning and initiating structure Burke (2006).Transaction leadership behavior is where a

leader provides rewards or punishment to his followers all depending on their success in job. Transactional leadership consists of three dimensions: active management by exception, contingent reward and passive management by exception.

Leader behavior which is focused on task objective achievements via minimization of conflict and vague role in team is labeled as initiating structure. According to Pearce (2003), it is composed of two sub-dimensions: autocratic leadership and directive dimension. Making decision without prior consultation with team member describes autocratic behavior. Actions such as: organization of work, team activity, tasks assignments, instruction on how work will be conducted, focus on achievement and clear channels of team communication are all included in directive behavior (Manz, 2002). Considering this, leader's behavior which includes initiating structure is mainly oriented towards task achievements.

Process oriented leadership and performance

Process-oriented leadership includes performing all management tasks in a process-oriented way that go along with achieving the organizational purpose and fulfilling the customer's requirements connected with it. This comprises amongst others the sustainable orientation of all management decisions and activities regarding the processes or the impact on them, the controlling of management targets primarily via processes, the respective alignment of the organizational structure as well as the support of processes by Information Technology (Rahschulte, 2010). The programs prepare the participants in a target-oriented way to support organizations actively on their way to process-orientation and to manage their tasks in the context of their accepted roles with the methods of process management and organizational development.

The conversion into a process-oriented organization is an organizational change process. Concurrently the complexity in the organizations is increasing. Proven management

concepts from the past do not take effect in this environment anymore. In order to lead in a complex environment and to change it, new ways of thinking and acting are necessary to continue to manage successfully. In this context, we address process management experts and managers who want to enhance their professional expertise to conduct complex organizational change projects successfully. Also for the consulting sector, this new complexity implies a change in thinking.

So far, the conventional expert consulting is concentrated primarily on compensating know-how deficiencies in the organizations. In order to implement concepts successfully this is not sufficient anymore. Therefore, the curriculum at hand addresses also consultants who wish to integrate the perspective of change management into their consulting role. The focus of this training program lies in the transfer and practical application of new models of thinking and respective tools for the management and consulting of change processes in Organizations. Exemplary projects of the trainers and of the participants foster the exchange and simultaneously offer the option to transfer also on short notice concrete support into the daily professional life (Rahschulte, 2010).

Leadership is considered a means of influencing followers within an organization in such a way as to direct them and motivate them toward achieving specific shared goals. Servant leadership takes what seems to be a winding road to such ends by seeking first to serve the interests of the followers, rather than to first serve organizational goals. Servant leadership as defined by Greenleaf (1977) envisions a servant leader as a person who assumes the role of leader out of a desire to serve.

Advancement of shared vision achieved by addressing the highest priority needs, empowering, and developing followers of a variety of mechanisms that will lead them to becoming servants as well. Much like Fairholm (2011,)ethic of caring, an advanced stage of moral development with a focus on others, servant leadership supports ethical behavior by

promoting self-reflective, morally-centered leadership more than other leadership styles (Raahschulte,2010).

Theoretical framework

This study will be guided by the servant leadership model. The model of servant leadership, as proposed by Robert Greenleaf (1977), seems especially well suited to providing employees with the empowerment and participatory job characteristics that are related to both employee and customer satisfaction. Greenleaf servant leadership model focuses on others rather than self and on understanding the role of the leader as servant. The servant leader, according to Russell and Stone (2002), takes the position of servant to his or her fellow workers and aims to fulfill the needs of others. Russell and Stone (2002), define servant leadership as serving others by working toward their development and well-being in order to meet goals for the common good. Another definition that is evident in the servant leadership literature describes servant leadership as “distancing oneself from using power, influence and position to serve self, and instead gravitating to a position where these instruments are used to empower, enable and encourage those who are within one’s circle of influence (Nwogu, 2004).

Servant leaders trust followers to act in the best interests of the organization and focus on those followers rather than the organizational objectives (Stone, Russell & Patterson, 2004). The growth in service firms and the demonstrated relationships between employee fulfillment and motivation, customer satisfaction and corporate financial performance, make the study of servant leadership especially timely. According to Parolini (2005), organizations that can create a healthy, servant-minded culture will maximize the skills of both their workforce and leadership. Servant leaders are influential in a non-traditional manner that allows more freedom for followers to exercise their own abilities (Russell & Stone, 2002), consistent with the qualities in the employee fulfillment model.

Conceptual Framework

The analysis of the independent variable and its influence on the dependent variables makes it possible to find answers to the research problem represented in form of a model known as a conceptual framework. The conceptual framework for this study consists of clergy performance which is the dependent variable and independent variables are: process oriented leadership, character oriented leadership, and people oriented leadership and task-oriented leadership.

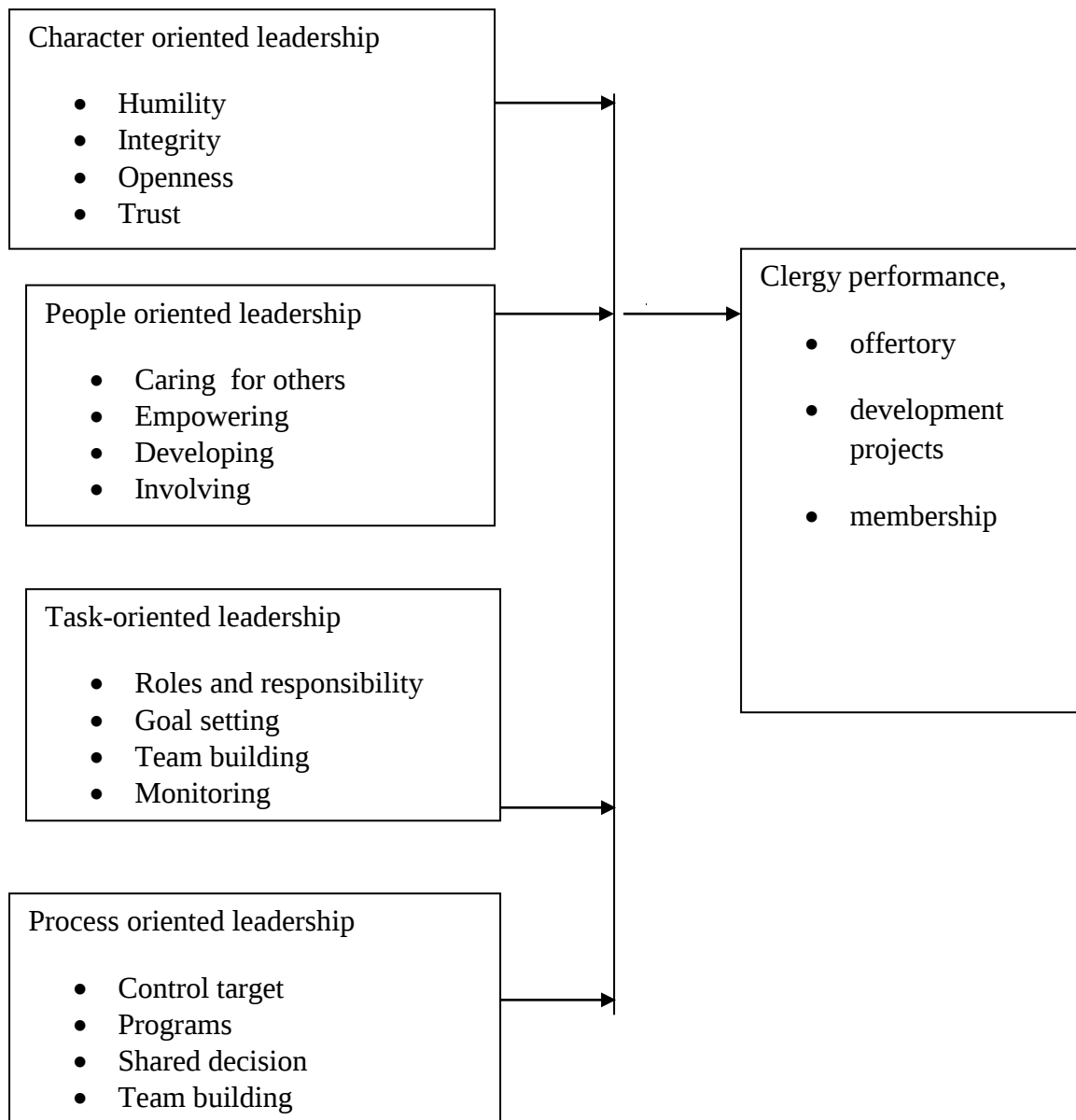


Figure 1: Conceptual framework

The character of a leader involves defining what kind of a person forms the character of the leader. The leader who promotes integrity, humility, openness, trust and servant hood in dealing with the employees gets their commitment translated to improved performance .

People oriented leadership and performance

The people oriented leaders focus on developing human resources by involving them in every stage of decision making, taking care of them, empowering them and developing through training and mentoring and caring for others. It concerns creating a relation that drives the subject towards the goals and objective of the organization.

Task-oriented leader

Task oriented leadership focus on creating a vision that is understood by the employees. Employees who are aware of the direction of group strive to achieve the vision. In addition the leader set goal and target and communicate the expected time lines for the staff.

Process-oriented leaders

Process, system and programs are important elements of performance .It leads to effective and an efficient team. Process provides the procedure to be followed in accomplishment of the goals and institution.

Research Gaps

The literature indicated that an organization, specifically a church, was a setting for the measurement of servant leadership and clergy performance. However, review of existing scholarly literature relevant to the topic of servant leadership and clergy performance showed a lack of empirical research regarding servant leadership and in a church setting particularly in Anglican Church of Kenya.

According to (Gupta, 2012),Leadership is considered a means of influencing followers within an organization in such a way as to direct them and motivate them toward achieving specific goals without putting their interest first before that of the institution. Today, arguments in support of servant leadership as an appropriate means of meeting

today's complex organizational needs are being espoused by a growing number of researchers but not in a church setting.

For many scholars, however, the philosophy of putting the needs of followers first seemingly runs counter to any logical form of viable organizational leadership, expressing that it might even be detrimental, especially within a profit and mission-driven institutions.

Summary of literature review

According to Fairholm (2011), organizational performance means the transformation of inputs into outputs for achieving certain outcomes. Servant leaders trust followers to act in the best interests of the organization and focus on those followers rather than the organizational objectives. Effective leader behavior facilitates the attainment of the follower's desires which then results in effective performance. The leader who promotes integrity, humility, openness, trust and servant hood in dealing with the employees gets their commitment translated to improved performance .

People oriented leadership is about developing human resources by involving them in every stage of decision making process. This is measured by checking whether the leader cares for others, empowers, develop and involves others. Task-oriented leaders make sure that team members know what is expected from them to do, and how to do it. The leader defines job responsibilities and requirements, explanation of job responsibilities, clarifying person's authority and explanation of organization rules, policies and requirements that need to be fulfilled. Process oriented entails ensuring processes, systems, and programs are followed in an institution to get the desired results .The parameters used to measure process oriented leadership includes; controlling targets, sharing decision and team building. The study was guided by Greenleaf servant leadership theory which focuses on others rather than self and on understanding the role of the leader as servant.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter consists of the approaches, tools, and procedures used to achieve the objectives of the study. It comprises of research design, population, sample size, instrumentation, data collection, data analysis and presentation of the findings.

Research Design

According to Mugenda and Mugenda (2008), research design is the outline plan that is used to generate answers to the research problems. It is basically the structure and plan of investigation. The research design used in the proposed study was descriptive research design. Descriptive research sought to establish factors associated with certain occurrences, outcomes or types of behaviour. According to Orodho (2005), a descriptive research design is a method that studies large and small populations to discover the relative incidences, distributions and interrelations of sociological and psychological variables. The design was appropriate because the variables of the study were described the way they were occurring and the researcher had no control over them.

Target population

The target population of the study was 705 church members from 7 archdeaconries namely: Mutira 120, Kabare 108, Ngirambu 96, Wang'uru 102, Cathedral 99, Thiba 96 and Kiandangae 84.

Table 1: Population.

Category			
Church members	Archdeaconries	Churches	Population
	Mutira	40	120
	Kabare	36	108
	Ngirambu	32	96
	Wangu'uru	34	102
	Cathedral	33	99
	Thiba	32	96
	Kiandangae	28	84
Total		235	705

The Sample Size and Sampling Techniques

The study used simple random sampling method since the characteristics of the population were homogeneous. According to Mugenda and Mugenda (2008), random sampling is a recommended method for a population with uniform characteristics. The researcher took a 10% of the target population as is recommended by Mugenda (2008), to be representative of the population. A sampling frame was constructed comprising a list of the respondents from different congregations. Each element in the population had equal chance of being selected as a respondent.

Sample size.

Table 2: Sample size.

Category				
Church members	Archdeaconries	Churches	Population	Sample size
	Mutira	40	120	12
	Kabare	36	108	11
	Ngiriambu	32	96	10
	Wangu'uru	34	102	10
	Cathedral	33	99	10
	Thiba	32	96	10
	Kiandangae	28	84	8
Total		235	705	71

Data collection instrument and procedures

Data was collected with the help of structure and semi-structured questionnaires in collecting data on the performance of the clergy. The questionnaire method was appropriate as it collected mass of data from respondents in a more economical way. The use of semi-structured questionnaires afforded privacy of response and therefore recorded high response rate. The questionnaires was taken to respondents personally and collected personally in 5 days. Before handing over the questionnaires the researcher sought permission from the leadership of Anglican diocese of Kirinyaga prior to the date of data collection.

Validity

Validity is the ability of a research instrument to consistently measure the fundamentals of interest over time. According to Golafshani (2003), a validity test of research instruments is one that consistently produces the expected results. Instrument validity refers to the level of internal consistency or the stability of the measuring devices. They say that

because of economy of time and labor, the procedure for extracting an estimate of validity should be obtained from the administration of a single test. They add that half split-technique is simple and convenient hence more successful approach for approximating the equivalent of the total test. The split half- technique was adopted because of the impracticality of retesting and the concern that other factors may influence the retest scores.

Reliability

Reliability is the ability of the instrument to produce consistent results of data after repeated trials. In order to obtain the reliability of questionnaire the research instrument was piloted while identified questionnaire were sent to Anglican Diocese of Embu. The results obtained enabled the researcher to estimate the degree in which the same results were produced and obtained with a repeated measure of accuracy of the same concept in order to test the reliability of the instruments. The purpose of pre-testing the research instrument was to verify whether the questionnaire was clear to the respondents and establish whether the questionnaire effectively provided data needed for the study. It also assessed and identified any problem that the respondents would have encountered in completing the questionnaire that may not have been foreseen when constructing the questionnaire. The pre-testing was carried on a sample consisting of 10% of the respondents. Question that were found to be interpreted differently during the pre-testing were rephrased so that they could have the same meaning to all the respondents. Views given by the respondents during pretesting was analyzed and used to improve the questionnaires before the actual collection of data (Gillham, 2008). After piloting, the data was analyzed to give the researcher an overview of what to expect in the final study.

Data Analysis

The raw data collected was edited to detect errors and omissions and corrected where necessary, which involved careful scrutiny of the completed questionnaires to ensure that the

data was accurate and consistent with other facts gathered and uniformly entered. Secondly, the collected data was coded for efficiency and in order to reduce several replies to a small number of classes. Thirdly, the researcher categorized the data on the basis of common characteristics and attributes. The data was analyzed using statistical package social for social science (SPSS). The results were presented using tables for easier interpretation.

Ethical Considerations

The appropriate ethical aspects were highly considered by the research team while conducting this study. By appropriately considering matters of ethics, the study easily validated the reliability and credibility of the concluded information that was presented by this study report. When not appropriately considered, the ethical issues can affect the research by undermining the information that has been presented. The research assistants considered originality as part of the ethical concern in this study. This was in line with the secondary data that was collected during the data collection period. In maintaining originality, all the ideas that were obtained from the secondary sources were referenced to avoid issues of plagiarism. For the primary data, permission was thoroughly sought from the relevant authorities, before the information they provided was used in the study. NACOSTI certificate was also obtained as it is a legal requirement from the commission for higher learning. Another greatly considered ethical importance was confidentiality.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

This is the data analysis and result discussion chapter and it provided the information that was arrived at after conducting the research. The chapter provides details of the specific information of the research topic in connection with the research objectives questions (Bailey & Gatrell, 2010). The chapter was organized into several sub-headings. The study then investigated the descriptive statistics for the data variables. This helped to reveal the general overview of the study variables applied in the study. This was performed to investigate whether there was a significant relationship between the explanatory variables and the dependent variable in the study (Govaert & service, 2009). The results were presented using the Tables. These were generated using statistical software which is known to produce smart figures. Here SPSS version 20 software was applied.

Analysis of Demographic

Table 4.1: Questionnaire response rate.

	Frequency	Actual	Valid Percent	Cumulative Percent
Valid	71	64	90	90
Church members				
	71	64	90	90
Total	71		100.0	100.0

It is evident from Table 4.1 that out of the 71 respondents 64 were reached. This represented 90% response rate which validates the instruments and methods of data collection. The questionnaire response was good and supported the conclusion and recommendation of the study.

Table 4.2: Gender of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Female	28	39.4	39.4	39.4
Male	43	60.6	60.6	100.0
Total	71	100.0	100.0	

It emerged from Table 4.2 that 39.4% of the respondents were female and 60.6% of the respondents reached were male. This means that majority of the respondents were male which means that men were more accessible in churches than female.

Table 4.3 Experience of the respondents in church

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
	10	14.1	14.1	14.1
0-3years	9	12.7	12.7	12.7
4-6years	9	12.7	12.7	12.7
7-9years	36	50.7	50.7	50.7
Over 10years	7	9.8	9.8	9.8
Total	71	100.0	100.0	100.0

It is evident from Table 4.3 that 12.7% of the respondents were members of the church for between 0-3 years, 4-9 years represented by 12.7%, 4-6 years represented by 12.7, 7-9years represented by 50.7% and over 10 years represented by 9.8 %.Majority of the respondents were members of the church for over 7years thus provided required information on clergy performance.

Table 4.4: Highest academic Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		10	14.1	14.1	14.1
	Certificate	9	12.7	12.7	26.8
	Degree	19	26.8	26.8	53.5
	Diploma	33	46.5	46.5	100.0
	Total	71	100.0	100.0	

Data analysis was done and it emerged in Table 4.4 that the respondents holders of a degree were represented by 26.8 %, diploma had 46.5%, Certificate had 12.7% hence the respondents had the relevant educational background to measure the performance of the clergy. This means that the respondent had the relevant academic qualification to understand the concept of servant leadership influence on performance.

Analysis by Research Objective

Clergy performance

It was measured using the following indicators: increase in church offering, church development project, reduction in membership a care for others, empowering members, skills development, roles and responsibility, communication of goals teamwork, involvement of members in decision making and monitor and clergy performance.

Table 4.5: Clergy performance

Statement	N	SD	D	N	A	SA	μ
Increase in church offering	62	Freq. %	11 17.7	10 16.1	13 21.0	28 45.2	3.9
Church development project and clergy performance	62	Freq. (%)	2 3.2	10 16.2	25 40.3	25 40.3	4.2
Reduction in membership and clergy performance.	62	Freq. (%)	6 9.8	7 11.3	3 4.8	19 30.6	27 43.5
Care for other	58	Freq. (%)	4 6.9	1 1.7	11 19.0	30 51.7	12 20.7
Empowering members	58	Freq. (%)	4 6.9		12 20.7	19 32.8	23 39.7
Skills development	60	Freq. (%)	21 35	15 25	3 5	14 23.3	7 11.7
Roles and responsibility clergy performance	61	Freq. %	3 4.9			35 57.4	23 37.7
Communication of goals and clergy performance	61	Freq. %	4 6.6	4 6.6	18 29.5	35 57.4	4.3
Teamwork and clergy performance	61	Freq. %	5 8.2	8 13.1	22 36.1	26 42.6	4.1
Involvement of members in decision making	61	Freq. (%)	4 6.6		15 24.5	21 34.4	20 32.8
Monitor and clergy performance	61	Freq. %	3 4.9	3 4.9	13 21.3	18 29.5	24 39.3
Composite mean							3.9

It is evident from Table 4.5 that 21% of the respondents agreed that increase in church offering is a measure of clergy performance, 17.7% disagreed, 45.2% strongly agreed and 16.1% were neutral. Therefore, increase in church offertory is a measure of clergy performance. In addition, 40.3% of the respondents agreed that increase in development projects in the church is a measure of clergy performance. On the other hand 3.2%

disagreed while 40.3% strongly agreed and 16.2% were neutral .Majority of the respondents were of the view that increase in church development projects is not the best measure of clergy performance.

It emerged that 9.8% of respondents strongly disagreed that decrease in church membership is a measure of clergy performance. On the same note 11.3% disagreed, 43.5% strongly agreed, 4.8% were neutral and 30.6 % agreed. Therefore decrease in church membership isn't a strong measure of the performance of the clergy. It was also evident from Table 4.2.1that 51.7% of the respondents agreed that clergy care for other members of the congregation improves performance, 20.7% strongly agreed, 1.7 % disagreed and 19% were neutral and 6.9%strongly disagreed.

It also emerged that 39.7 % of the respondents strongly agreed that empowering members of the congregation affect clergy performance, 32.8% agreed, 6.9% strongly disagreed and 20.7% were neutral. More so from Table 4.5, 35 % of the respondents strongly disagreed that development of the skills of the congregation affect clergy performance, 23.3% agreed and 25% disagreed, 11.7 %strongly agreed and 5% were neutral. Also from Table 5, 32.8% of the respondents strongly agreed that involvement of members of the congregation improves pastor's performance, 34.4% agreed, 24.5% were neutral and 6.6 %strongly disagreed. This means that involvement of the members of the congregation improves clergy performance. It emerged 37.7% of respondents strongly agreed that understanding of the role and responsibility improves the pastor's performance and 57.4% agreed meaning this is a strong measure of clergy performance. It is evident that 57.4% of the respondents strongly agreed that ability to communicate the goal to be achieved to the congregation affect clergy performance, 29.5 % agreed while 6.6 % were neutral and 6.6% disagreed. It emerged that 36.1% of the respondents agreed that pastor's ability to build team affect clergy performance, 13.1% were neutral, 42.6% strongly disagreed and 36.1% agreed. Majority of the respondents

represented by 69% stated that building teams in the church affects clergy performance. However, the composite mean was 3.9 which revealed that respondents were not fully satisfied with clergy performance.

Character oriented leadership and clergy performance

The character of a leader involves defining what kind of a person one is. This is measured by Humility, Integrity, Openness and Trust. Leadership is a character issue that must be emphasized.

Table 4.6. Character oriented leadership

Statement	N	LE	GE	N	NAA	VGE	μ
Humility	60 Freq. (%)	10 16.7	34 56.7		13 21.7	3 5	2.4
Trust	57 Freq. (%)	5 8.8	14 24.6	2 3.5	13 22.8	23 40.4	2.9
Integrity	59 Freq. (%)	9 15.3	13 22.0	1 1.7	14 23.7	22 37.3	3.5
Openness	60 Freq. (%)	11 18.3	10 16.7	4 6.7	27 45	8 13.3	3.2
Composite mean							3.0

It is evident from Table 4.6 above that 5 % of the respondents stated that humility affect clergy performance at very great extent while 56.7 great extent and 16.7% little extent and 21.7% represent not at all. As reflected in Table 4.6, 40.4% of the respondents at very great extent stated that trust of the clergy by the congregation affects performance, 24.6 % great extent and 8.8% little extent, 3.5% were neutral and 22.8% represented not at all. It emerged from Table 4.6 that 22% of the respondents stated that integrity of the clergy Influence his performance at great extent, 1.7% were neutral and 15.3% little extent, 23.7% not at all and very great extent rated at 37.3%. As reflected in Table 4.6, 13.3% of the

respondents were of the opinion that openness of the clergy affect performance at very great extent, 16.7% great extent, 18.3% little extent, 6.7% neutral and 45% not at all. Transparency is not an important factor influencing clergy performance as confirmed by the respondents.

However, composite mean for the combined variables was found to be at 3.0 which mean that majority of respondents weren't satisfied with the character of clergy as a measure of clergy performance.

One of the respondents in quotes said Character oriented leadership is normally focused on individuals. It is sensitive to the desires and associations of subordinates something I don't see with the clergy.” Another respondent commented that ‘This is what defines an individual that includes, empathy, Healing, Awareness, persuasion”. He further said that for an individual to be in leadership he/she must have developed a servant heart to empower and develop others. With this ACK clergy should please reconsider this for their good.

People oriented leadership and clergy performance

People oriented leadership is about developing human resources by involving them in every stage of decision making process. This is measured by checking whether the leader cares for others, empowers, develop and involves others.

Table 4.7: People oriented leadership

Statement	N		SD	D	N	A	SA	μ
Care for other	58	Freq.	4	1	11	30	12	3.8
		%	6.9	1.7	19.0	58.0	20.7	
Empowering members	58	Freq.	4		12	19	23	4
		%	6.9		20.7	32.8	39.7	
Skills development	60	Freq.	7	3	14	15	21	3.7
		%	11.7	5	23.3	25	35	
Involvement of members in decision making	60	Freq.	20	4	15	21		2.6
		%	32.8	6.6	24.5	34.4		
Composite means								3.5

As stated in the table 4.7 above 6.9% strongly disagreed, 1.7% disagreed, neutral was at 19.0%, agreed was at 58.0% and 20.7% strongly agreed about caring for others. On the issue of empowering members, 6.9% strongly disagreed, 20.7% neutral, 32.8% agreed and 39.7% strongly agreed. Respondents on the side of skills development had the following, 11.7% strongly disagreed, 5% disagreed, 23.3% were neutral, 25% agreed while 35% strongly agreed. In the involvement of members in decision making, 32.8% strongly disagreed, 6.6% disagreed, and 24.5% were neutral while 34.4% agreed. However, when it comes to the composite means that is the mean of the means it was found out that it was 3.5 which was slightly significant and relatively met expectation that the majority weren't satisfied with the clergy performance. More so one of the respondent as I quote said, "It is an employee-centered style of leadership that places strong emphasis on the welfare and motivation of subordinates. Here leaders establish trust, respect and create a friendly environment with the work mates and show concern, warmth, support and consideration. They don't take sides.

When it comes to my church I hardly see that. “Another respondent said, “It propels junior staff to feel motivated by having a positive stay about their careers.

Task oriented leadership and clergy performance.

Task oriented leadership focuses so much on the leader’s ability to create a vision that is understood by all the employees. Task oriented is generally measured using the following

Table 4.8: Task Oriented leadership

Statement	N	SD	D	N	A	SA	μ
Roles and responsibility	61	Freq.	3		35	23	4.3
		%	4.9		57.4	37.7	
Communication of goals	61	Freq.	4	4	18	35	4.4
		%	6.6	6.6	29.5	57.4	
Teamwork	61	Freq.	5	8	22	26	4.1
		%	8.2	13.1	36.1	42.6	
Monitor and clergy performance	61	Freq.	3	3	13	18	3.8
		%	4.9	4.9	21.3	29.5	39.3
Composite mean							4.15

From the Table 4.8 task oriented had some indicators one being roles and responsibility as a measure of clergy performance whereas those who disagreed had 4.9%, agreed had 57.4 and strongly disagree had 37.7%. Another indicator was communication of goals which had disagreeing as 6.6%, neutral as 6.6%, agreed had 29.5%. Team work as an indicator had disagreed at 8.2%, 13.1 was neutral, agreed had 36.1% and 42.6% strongly agreed. Lastly we had monitoring and clergy performance whereby strongly disagreed and agreed had 4.9%, neutral had 21.3%, while 29.5% was agreed. However, composite mean was found to be at 4.15 which were significant to the expectation of the majority of the respondents, thus confirming that task oriented leadership is a strong measure of clergy performance. One respondent said “It majors on getting tasks/jobs done no matter how

breathe taking they are. More so it emphasizes on leadership style, structure, plans, and schedules. I can slightly support that it improve clergy's performance. "Another respondent said, "It characterizes three behaviors which include short-term planning, providing clear roles and objective and monitoring operations and performance of team members which are practiced here."

Process oriented leadership and clergy performance.

Process oriented entails ensuring processes, systems, and programs are followed in an institution to get the desired results .The parameters used to measure process oriented leadership includes; controlling targets, sharing decision and team building.

Table 4.9: Process Oriented

Statement	N		VL	L	F	H	VH	μ
Church System	61	Freq.	7	30	4	11	9	2.75
		(%)	11.5	49.2	6.6	18.0	14.8	
Ability to involve members	60	Freq.	6	2	7	25	20	3.85
		(%)	10	3.3	11.7	41.7	33.3	
Effective programs	57	Freq.	2	3	5	29	18	4.3
		(%)	3.5	5.3	8.8	50.9	31.6	
Composite mean								3.6

It is evident from Table 4.9 that 14.8% of the respondents were of the opinion that lack of systems to control targets very highly influences the performance of the clergy, 18.0 % high, 6.6 % fair and 11.5% very low ..

It emerged that 33.3% of respondents stated that involvement of congregation in decision making very highly improves clergy performance. Others were as follows, 41.7% high, 3.3% low, 10% very low and 11.7% fair. This means that involvement of the congregation in decision-making of the church highly improves clergy performance.

It is evident that 31.6 % of the respondents very highly agreed that established effective church programs positively affects clergy performance. On the other hand 50.9% were at high, 8.8% fair, 5.3% low and 3.5% very low.

However, the composite mean for the combined variables was found to be at 3.6 which mean that majority of respondents weren't satisfied with the process of clergy as a measure of clergy performance.

One respondent was reported saying, "It is characterized by a clear model of initiative which keeps up that most administrative practices which can be classified as execution support or relationship maintenance. However, am not happy at all." Another respondent said I quote" It is an employee-centered style of leadership that places strong emphasis on the welfare and motivation of subordinates. Leaders should establish trust, mutual respect and rapport with the workers and show concern, warmth for others which I don't see here."

Table 4.10: Correlations

		Performance of Clergy	Character Oriented leadership	People oriented leadership	Task oriented leadership	Process oriented leadership
Performance of Clergy	Pearson	1	.			
	Correlation					
	Sig. (2-tailed)	.000				
	N	71				
Character Oriented leadership	Pearson	.663**	1			
	Correlation					
	Sig. (2-tailed)	.000				
	N	71	71			
People oriented leadership	Pearson	.890**	.586**	1		
	Correlation					
	Sig. (2-tailed)	.000	.000			
	N	71	71	71		
Task oriented leadership	Pearson	.609**	.555**	.541**	1	
	Correlation					
	Sig. (2-tailed)	.000	.000	.000		
	N	71	71	71	71	
Process oriented leadership	Pearson	.568**	.453**	.519**	.347**	1
	Correlation					
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	71	71	71	71	71

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

There was a strong, positive correlation between character oriented leadership and clergy performance with [$r=.663$, $n=71$, $p=.0005<.05$]. The coefficient of determination $r^2 = 0.4395$. This means that character oriented leadership explains 43.95% of the responses on clergy performance.

More so, there was a strong, positive correlation between people oriented leadership and clergy performance with [$r=.890$, $n=71$, $p=.0005<.05$]. The coefficient of determination $r^2 = 0.7921$. This means that people oriented leadership explains 79.21% of the responses on clergy performance.

There was also a strong, positive correlation between task oriented leadership and clergy performance with [$r=.609$, $n=71$, $p=.0005<.05$]. The coefficient of determination $r^2 = 0.3709$. This means that task oriented leadership explains 37.09% of the responses on clergy performance.

Lastly there was a strong, positive correlation between process oriented leadership and clergy performance with [$r=.568$, $n=71$, $p=.0005<.05$]. The coefficient of determination $r^2 = 0.3226$. This means that process oriented leadership explains 32.26% of the responses on clergy performance.

Discussion

The study was analyzed using statistical package for social sciences (SPSS).The relationship under study is between servant leadership and performance of the clergy. It analyzed the variable of character oriented, people, task and process oriented leadership.

Character oriented leadership has a strong positive relationship with the performance of the clergy. Carter (2009), state that there is a connection between leadership traits or leadership behavior and employee performance. Wong &Page (2000), asserts that character oriented leadership focus on the character of the leader and desire to serve. From the analysis humility of the leader greatly influence the clergy performance, equal with integrity and trust.

However, the openness of the clergy in dealing with congregation does not influence performance according to the study. This finding is supported by Fairholm (2011), who stated

that the institution is held together by trust and use of openness and persuasion other than control.

A leader should create a legitimate rapport with the staff which makes it less likely that personal issues and resentment can creep in and derail the group. When the team knows that the leader is empathetic to their concerns, they will work with the leader and share in vision, rather than foster negative feelings.

Leader's passion to work for internal reasons that go beyond money and status for is a self-regulating character important for performance such as, an inner vision of what is important in life, a joy in doing something, curiosity in learning and a flow that comes with being immersed in an activity. Hallmarks include a strong drive to achieve, optimism even in the face of failure, and organizational commitment (Carter, 2009). Behavioral theories of leadership are classified as such because they focus on the study of specific behaviors of a leader. For behavioral theorists, a leader behavior is the best predictor of his leadership influences and as a result, is the best determinant of his or her leadership success.

Task oriented leadership focus on creating structure and plans that are understood and communicated to the employees. Task oriented leadership was measured by the parameters of roles and responsibility, communication, teamwork and monitoring of programs. The study found out that majority of the respondents agreed that establishment of clear goals and responsibilities positively influence clergy performance. Yulk (2010), asserts that clear roles and responsibility removes ambiguity and produces ultimate superior performance. Communication is an important element in communication supported by majority of the respondents. Yulk (2010), confirms that communication is fundamental as a media of communicating duties, targets, reports and giving instruction.

Burke (2006), supports the importance of monitoring performance as fundamental to a servant leader. People who work together are able to combine abilities skills and experience

in completion of the job at hand. Bulke (2006) further support that monitoring is a fundamental element in the process of execution of project to indentify omission and allow collective measure to be administered. The human relation school of thought developed by George mayo support strongly the involvement of the people in leading institution. From the analysis people oriented leadership had a strong correlation with the performance of the clergy. Mullin (2005), support this finding when he stated that employee-centered leadership focus on welfare and motivation of workers. Majority of the respondents agreed that caring for others positively affect clergy performance. Equally with empowering, developing and involvement of employees in decision making Bulke (2006), support the findings and state that workers who are involved in decision making identify themselves to perform the goal they have contributed to set.

Process oriented leadership involves establishment of systems and programs. The system and programs are the nerves system of any institution and highly influences performances. Rahchuff (2010), asserts that systems increase the efficiency of the organization. Wayne (2010), support and asserts that flexible, efficient open systems are desirable for performance. The study found that in introducing systems and programs, it is desirable to involve all stake holders. Rahchuff (2010), conforms that involvement of staff in decision making obtains their loyalty. Effective church programs are important elements of performance which enable church clergy to prioritize project and get them completed systematically.

CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATIONS, AREAS OF FURTHER RESEARCH AND CONCLUSIONS

Introduction

This chapter outlines the summary of the major findings, discussions, conclusions made and conclusions reached based on the analysis of the study. The study further gave recommendations for areas of further research.

Summary of the major findings.

The study concluded that the nature of clergy performance was normally a distributed phenomenon with a mean value around the central rank. The data on clergy performance was not as expected. Character oriented leadership varied although the data values were clustered below the mean value. People oriented leadership, task-oriented leadership and process oriented leadership also varied from respondent to respondent. The study concluded that minority were fairly willingly complying with the principles of service leadership.

The study concluded that People oriented leadership, character oriented leadership, task-oriented leadership and process oriented leadership were statistically insignificant to the influence of the performance of clergy in Anglican Church of Kirinyaga.

The study further found out that increase in offering measure clergy performance represented by 57.7%.The clergy plays a major role to motivate the congregation to give. This is done through biblical teachings on what the bible says about offering .Other pastors have written books on the same encouraging members to give.

Development project in the church is a corporate responsibility between the members and the clergy. The study found out that 70.4% of the members agreed with the notion that

increased development projects are a measure of clergy performance. The responsibility of the clergy is to implement the project proposed by the members or a steward of the church projects. Increase in church membership is a measure of clergy performance represented by 63.4%. Through evangelism, home visits, crusades organized by the clergy attracts members to the church. Majority of the respondents to a tune of 80% understood what servant leadership entailed. . A good clergy should understand the importance of followers in achieving the goals of the organization, and that motivating these followers is of paramount importance in achieving these goals.

From all the data collected, 70% understood what Character oriented leadership and performance entailed. It involves cultivating a servant attitude focusing on the leader's values of integrity, humility and servant hood. Wong (2000), states that it is impossible for one to perform the leadership task as a Servant leader unless one has developed a servant heart and knows how to develop and empower others. 90% of the respondents gave a general view of People-oriented leadership and performance. It entailed employee-centered style of leadership which places strong emphasis on the welfare and motivation of subordinates. Leaders establish trust, mutual respect and rapport with the workers and show concern, warmth, support and consideration for subordinates. Lastly 65% understood Task-oriented. It is characterized with three behaviors: short-term planning, providing clear roles and objective and monitoring operations and performance of team members. It explains that short-term planning activities involve deciding what to do, who will do it, how to do it and when it needs to be done

Character-oriented leadership and performance of the clergy

Character-oriented leadership defines the behavior of the leader in terms of Humility, Integrity, Openness and Trust. The study found out that humility affects clergy performance

at great extent represented by 56.7%. Trust of the clergy by the congregation influences performance rated at 40.4% and integrity at very great extent influences clergy performance rated at 37%. The study further found out that openness of the clergy does not affect the performance as 45% of the respondents stated it does not affect at all. This means that humility, trust and integrity positively influence performance but openness does not positively influence clergy performance.

In addition using Pearson correlation of coefficient, the study found out that there is a strong correlation between character oriented and clergy performance with [$r=.663$, $n=71$, $p=.0005<.05$].

People oriented leadership and clergy performance

People oriented leadership involves the leader involving members or stakeholders in every stage in decision making process. It's measured with the parameters of care for others, empowering others, developing and improvement of members in decision making. The study found out that 58% of the respondents agreed that care for others results to improved performance, further 39.7% of the church members strongly agree that empowering of members motivates them to perform. Respondents strongly agreed that development of skills strongly influences performance rated at 35% and involvement of members influenced performance rated at 34.4%. People oriented leadership elements of care for others, empowering them and developing skills do not motivate workers but satisfies them. Motivated and satisfied members identify themselves with goals and objectives and put up to between 80-85% of both their mental and physical efforts in meeting the organizational goals (Nwogu, 2004). The study further has established there is a strong correlation with [$r=.890$].

Task oriented leadership and clergy performance

Task oriented leadership centers its attention on leaders' ability to vision and their focus on responsibility, communication of goals, teamwork building and monitoring the performance. The study found out that 57% of respondents agreed that clear goals and responsibility positively influences results.

In addition, 57.4% strongly agreed that communication is fundamental in performance as it provides instructions, reports and explain the requirements of the job to be done. The study found out that 42% strongly agreed that teamwork influences clergy performance. Equally, 39.3% of respondent agreed that there is a positive relationship between monitoring and performance. Monitoring identifies the gaps in the process of project implementation and enables the institution to carry out corrective action to mitigate the disparity in performance (Cole, 2004). Use of Pearson correlation of coefficient shows a strong positive relation between task-oriented and clergy performance with [$r=.609$].

Process oriented leadership and performance

The process, systems and programs are the nerve of any institution. Process leadership included establishing, setting and controlling targets, sharing decisions and building teams to complete work and jobs in an organization. The study found out that 49.2% of respondents were of the view that lack of proper systems to control target influences negatively the clergy performance. Equally, involvement of the congregation in decision making positively influences performance rated highly at 41.7%. Effective church programs highly influence performance rated at 50.9%. This means that there is a positive relation between process-oriented leadership and performance. This is supported by Pearson correlation of coefficient that established a strong positive correlation with [$r=.568$].

Recommendations

From the findings conclusion and discussions the research makes the following recommendations:

The character of the clergy needs to be strongly developed to enable and facilitate the performance of the clergy.

The study strongly recommends for establishment of a technical team to plan and execute empowerment and development programs. The church should develop partnership with higher institutions of learning.

The study recommends that for the diocesan management to enhance clergy performance, they will be required to develop a clear organizational structure. The structure should clearly show position, relationship, lines of communication and unity of direction.

The researcher recommends that the church should establish effective methods of controlling target which includes involving all the stakeholders in all the stages. The study recommends the church to seek the services of consultants in developing target and church programs.

Recommendation for future research

It has been highlighted that church organizations and other bodies concerned about the investigation of an assessment of the principles of servant leadership and performance of clergy face limitations from the lack of reliable data in regards to the topic and the policies they implement. Therefore, the effectiveness of the policies in place and proposals remain unknown. Even with the great challenges, there has still been poor implementation of the policies aiming at improving performance of clergy (Ruggieri2013). Therefore, this study recommends that the researchers and scientists in future need to come up with perfect

research questions and hypotheses that aim at helping in collecting reliable information in regards to the corporate governance and risk taking. The researchers should form quality questionnaires that collect reliable data that can be trusted by the Kenyan people in answering the research questions about the topic

This study was carried only in Kirinyaga County in Kenya. Therefore, a recommendation is also made for a broader research that cuts across the whole Kenya and the world in order to show the effect of assessment of the principles of servant leadership and performance of clergy from a broader perspective. If possible, research can also be extended to other factors influencing the clergy performance in Kenya and also in the entire world. Apart from performance of clergy more research should be carried out to investigate other factors influenced by servant leadership.

Conclusion

From the study analysis, findings and discussions the study makes the following conclusions:

The study concludes that there was a positive relationship between character-oriented leadership and performance. The humility, integrity and trust strongly influence the performance of the clergy but openness does not. Correlation of coefficient establishes that character-oriented leadership has a strong relationship with clergy performance. There is a strong positive relationship between people-oriented leadership and clergy performance of $[r=.890]$. Empowering members, caring for others, developing others and involving others in decision making, motivate clergy to perform. The combination of these elements will translate into increased offertory, increased membership and improved development projects.

The study found out that task oriented leadership is not only a measure of clergy performance but positively influence performance. Clear goals and responsibility remove

overlap, bottlenecks and ambiguity. Communication was found to be a strong influence to performance. Communication facilitates institution, reprimand and reporting.

Task oriented leadership is an important element towards clergy performance. It sets the pace by creating the vision that shows the dream of institution. Goals are significantly fundamental as targets are developed from where roles and responsibilities are established. Communication is fundamental important in performance equally as teamwork and monitoring. The study concludes that there is a positive relationship between task oriented and clergy performance.

Process oriented is a fundamental factor of performance. Setting target provides a basis for the clergy to work improving their performance. Proper working systems are desirable since lack of proper church systems negatively affects performance. The study concludes that there is a strong positive relationship but need to be enhanced by establishing strong teams and systems of the church.

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APPENDIX

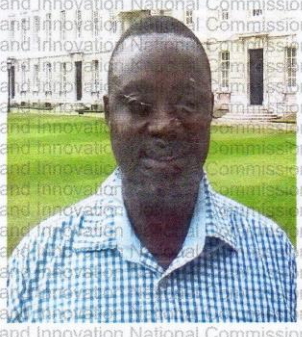
Appendix 1:

Introduction

THIS IS TO CERTIFY THAT:

MR. MICHAEL MWANGI WARAGA
of PAN AFRICA CHRISTIAN UNIVERSITY,
0-10300 KERUGOYA, has been permitted
to conduct research in **Kirinyaga**
County
on the topic: **AN ASSESSMENT OF
PRINCIPLES OF SERVANT LEADERSHIP,**
for the period ending:
25th August, 2018

Permit No : NACOSTI/P/17/29970/18634
Date Of Issue : 25th August, 2017
Fee Received :Ksh 1000



Applicant's Signature

Director General
**National Commission for Science,
Technology & Innovation**

CONDITIONS

1. The License is valid for the proposed research, research site specified period.
2. Both the Licence and any rights thereunder are non-transferable.
3. Upon request of the Commission, the Licensee shall submit a progress report.
4. The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.
5. Excavation, filming and collection of specimens are subject to further permissions from relevant Government agencies.
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7. The Licensee shall submit two (2) hard copies and upload a soft copy of their final report.
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June 5th, 2017

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TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: MICHAEL MWANGI WARAGA REG. NO. MAL/0682/15

Greetings! This is an introduction letter for the above named person a final year student in Pan Africa Christian University (PAC University), pursuing Master of Arts in Leadership.

He is at the final stage of the programme and he is preparing to collect data to enable him finalise on his thesis. The thesis title is "An Assessment of the Principles of Leadership and Performance of Clergy" A case of study of Anglican Church of Kenya Diocese of Kirinyaga, Kenya.

We therefore kindly request that you allow him conduct research at your organization

Warm Regards,

Lingona

PAN AFRICA CHRISTIAN UNIVERSITY
P.O. BOX 56875, NAIROBI, KENYA
TEL: 020 932050
REGISTRAR

Dr. Lilian Vikiru

Registrar Academics

Where Leaders are made

Appendix 2: Questionnaire

Dear respondent

This questionnaire collects information for academic purposes to enable the student complete research thesis on the impact of servant leadership on performance of the clergy at Anglican Church diocese of Kirinyaga. The collected data will be solely used for academic purpose and will be treated with absolute confidentiality.

PART A GENERAL INFORMATION

1. Gender Male ☐ Female ☐

2. How long have you worked as a clergy?

0-3 years	☐
4-6 years	☐
7-9 years	☐
Over 10 years	☐

3. Your highest academic qualification?

Degree	☐
Diploma	☐
Certificate	☐
Any other (specify).....	

4. To what extent are you conversant with the principles of servant leadership?

Not at all	☐
Little extent	☐
Great extent	☐
Very great extent	☐

5. To what extent does Vicars ability to increase church offertory measure his performance

Not at all	☐
Little extent	☐
Great extent	☐
Very great extent	☐

6. Increase in development project of the church measure the vicar performance

Strongly agree	☐
Agree	☐
Strongly disagree	☐
Disagree	☐

7. Does the increase church membership of the church measure the vicar performance?

Not at all	☐
Little extent	☐
Great extent	☐
Very great extent	☐

PART B CHARACTER ORIENTED LEADERSHIP AND PERFORMANCE

The following section of the questionnaire seeks information relating to character oriented leadership and performance of the clergy at Anglican Diocese of Kirinyaga

Use the five scales provided below to answer the questions where:

1. Not at all
2. Little extent
3. Neutral
4. Great extent
5. Very great extent

Response	1	2	3	4	5
In your opinion, to what extent does Humility of the clergy affect their performance					
Does the trust of the vicar by the congregation affect his/her performance					
In your own view does the integrity of the vicar affect his performance					
To what extent does the openness of the vicar affect his/her performance					

PART C PEOPLES ORIENTED LEADERSHIP PERFORMANCE

The following factors are related to people's oriented leadership and performance of the Clergy of ACK Diocese of Kirinyaga.

1. Use the 5 point scale to respond to the questions below
2. Strongly agree
3. Agree
4. Neutral
5. Strongly disagree
6. Disagree

Response	1	2	3	4	5
Showing care for others improves the vicar performance					
Vicars ability to empower members of the church improves their performance					
I believe that development of the congregation skills improves vicars performance					
Involvement of the congregation in decision making improves vicars performance					

PART D TASK ORIENTED LEADERSHIP AND CLERGY PERFORMANCE

The following factors are related to the effect of task oriented leadership on clergy performance

Use the 5 points scale to answer the questions below

1. Strongly agree
2. Agree
3. Neutral
4. Strongly disagree
5. Disagree

Response	1	2	3	4	5
Do you believe the vicar understanding of their roles and responsibilities of the church improves performance					
In your view, does the ability of the vicar to create awareness of the goals to be achieved affect performance?					
The performance of the vicar is attributed by building team work					
Do you believe the ability of the vicar to Monitor performance improves their performance					

PART E PROCESS ORIENTED LEADERSHIP AND PERSONNEL PERFORMANCE

To what extent would you rate the following factors related to process oriented leadership effect on the performance of the clergy?

Degree of effects Key: 1 - Very Low; 2 Low; 3 fair; 3; 4 High –5 Very High;

Response	1	2	3	4	5
Do you believe Lack of system to control the target to achieved by the congregation affect vicar performance					
The vicar ability to involve the congregation in decision making of the church improves vicar performance					
Do you believe the ability of the vicar to build teams performance improves their performance					
Does the Efficient church programs established by the vicar improves is performance					

Appendix3: Interview

The purpose of the study is to evaluate Assessment of the principles of servant leadership and performance of clergy.(A case study of Anglican church of Kenya diocese of Kirinyaga).The researcher assures you that the information gathered will be treated with utmost confidentiality and for academic purposes only. When commenting try to show the relationship between the clergy and performance. Please answer where appropriate or fill in the required information:

Section A:

Comment on character oriented leadership

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Comment on character oriented leadership

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Comment task-oriented leadership

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Comment on process oriented leadership

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Appendix 4: Normal Q-Q plot

