

LEADERSHIP CHOICE AND THE PERFORMANCE OF LEADERS IN
VOLUNTARY ASSOCIATIONS. A CASE OF KISUMU CLERGY FELLOWSHIP

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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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This thesis has been submitted for examination with my approval as Supervisor.

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Dedication

I dedicate this study to those leaders out there who desire to bring a godly influence upon their followers and change the perception of leadership. To all the students of leadership, may this study add to your knowledge and inspire you to dig deeper in this area.

Acknowledgement

I want to appreciate God for the inspiration in me to lead His people and help other leaders do so in a way that transforms followers' lives and glorifies God, and for the desire to keep on learning and bettering my leadership ability. My very special thanks go to my family for the support, assistance and challenge to pursue the leadership dream of my heart. You are my heroines and I forever remain indebted to you for this achievement. Special appreciation to Pastor John Omolo for being a very able assistant and all the noble work put into data collection for the purpose of this study. Very sincere gratitude goes to the facilitators from Pan African Christian University for their guidance in the journey of leadership at this point in my life. A special tribute goes to Professor Joshua Obuhatsa for the useful reviews. Noteworthy is the support from my very able Supervisor, Dr. Wilson Odiyo. To all the respondents and leadership at the Kisumu Clergy Fellowship whose information makes this study possible, I say thank you.

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Abstract

In a dynamic environment such as that presented by the 21st century, leadership becomes a pivotal point of focus for any organization that wants to survive and desire success. Whether an organization has the right leaders it needs and how such leaders are chosen must concern every organization. Kisumu Clergy Fellowship (KCF) and its leaders have persistently contended with divided opinions about its leadership and mixed reactions about its performance. This study examined issues surrounding leadership performance within KCF in an attempt to provide insight into how to avoid past mistakes and failures associated with leadership, especially how the mode of leadership choice influenced leaders' performance at KCF. This included factors that affect or influence such choice and how these relate to performance. The study used a descriptive survey design. The population of the study comprised of the 135 members of the Kisumu Clergy Fellowship, and especially focused on the period 2014-2016. The study employed stratified random sampling. The sample size included officials and KCF members from each of the zones that constitute KCF membership. A sample size of 45 was used. The Transformational Leadership Theory to identify the concepts under study. The primary data collection was done through questionnaires and subjected to descriptive analysis. The study found that while the mode of leadership choice had a relationship with leaders' performance, such relationship was only to the extent that it affected the followers' perception of the leader in terms of the legitimacy of his/her position but had no pivotal role in determining leadership performance. Factors that influence leadership choice like character, experience, professionalism, charisma and gender were found to also affect performance and needed to be considered as qualifying criteria for leadership choice. The study recommended that adopted modes of leadership choice must promote leader-acceptance and the factors influencing choice must be those with relevance to the responsibilities of the so chosen leaders. The study concluded that performance is affected and determined by diverse elements other than mere mode of leadership choice and the factors surrounding it.

Abbreviations and Acronyms

KCF - Kisumu Clergy Fellowship

SPSS - Statistical Package for Social Sciences

VA - Voluntary Association

CEO - Chief Executive Officer

CTO - Chief Transformation Officer

NACOSTI - National Commission for Science, Technology and Innovation

Definition of Terms

Leaders – clergy who have been chosen or appointed to positions of leadership within the structures of Kisumu Clergy Fellowship.

Kisumu Clergy Fellowship – A voluntary organization that brings together churches and clergy (ministers) within Kisumu County.

Bishops – Members of the Clergy who by reason of oversight over several churches or ordination by their denominations are referred to as such.

Pastors – Members of the clergy who by reason of being overseers over a local church congregation or by reason of denominational ordination and/or hierarchy are referred to as such.

Other ministers – Members of the clergy who do not oversee churches or local congregations but are recognized as ministers or church leaders.

Official – A member of the KCF who has been assigned leadership responsibilities in any of the categories of: Advisory Board (An organ of the KCF whose membership comprises of co-opted members drawn from member churches, and which acts as the spiritual and policy advisor to the KCF), executive committee (The top most elected organ in the KCF that comprises of Chairperson, General Secretary, Treasurer, Organizing Secretary, and their assistants) or departmental sub-committee members (The members that have been appointed to the departments of prayer, welfare, youth, women, protocol, and resource mobilization)

KCF Member – A clergy/minister within Kisumu town who is recognized as being an official part of the KCF in his own capacity or through nomination of his/her church/ministry that is a member of the Fellowship.

Membership – Official recognition of a clergy/minister or church/ministry by the KCF after having paid the prescribed annual membership fee of five hundred Kenya shillings.

Empower – To increase the ability and capacities of leaders, thereby increasing their ability to overcome leadership challenges.

Voluntary Organization - This term is used in the study to refer to an association where members come together out of their own volition because of a common interest and give their time and resources without monetary compensation, neither do they make profit from their activities.

Effective – Doing the right thing (Kadali, 2006)

Mode of leadership choice – The designated manner or condition for preferring and selecting officers that guide and direct an organization.

Leadership role understanding – The comprehension by the leaders with regard to the function assumed or part played by them in their capacity as leaders.

Leaders' expectations – The set of actions that those charged with responsibilities to lead believe their followers should exhibit.

Followers' expectations – The set of actions that the members of an organization believe their leaders should exhibit in the performance of their duties.

Leadership challenges – The constraints and limitations faced by leaders, their abilities and performance.

Performance – The quantity and quality of contribution to the organizational goals in a direct or indirect way (Tsui, Pearce, Porter & Tripoli, 1997).

CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

Introduction

This chapter focuses on the background of the study, statement of the research problem, purpose of the study, research objectives, research questions, justification/rationale of the study, significance of the study, assumptions, scope of the study, limitations and delimitations, definition of terms, and summary of the chapter.

Background of the Study

Leadership is a pervasive characteristic of every human association and is an important part of human experience (Kadalie, 2006). Whether formal or informal, every organization seems to emerge with leaders and leadership functions. While many areas have experienced great leadership acts, others have had to bear with tragically mediocre and, sometimes, negatively impacting leadership. Bennis (as cited in Kadalie, 2006) asserts that leadership is the most studied yet least understood subject. This calls for continuous learning and study in this field. This is underscored by the fact that the changes that characterize the 21st century require a new approach to leadership for any organization to flourish through the turbulent times of technological, social, economic and informational changes (Page, 2008). Organizations must therefore, shift their focus to leaders who can make a difference. Such a difference would require leadership that is visionary and employs team-leadership that can handle multiplicity of complex tasks because it is composed of resourceful people (Page, 2008).

The need for a leader to understand his/her role or for a leadership-team to understand the roles within the team cannot be overstated. Crystal clear roles characterize high performance teams (MacMillan, 2001). This is because every team-leader is clear about his/her particular role as well as those of the other team members. The impact of such role understanding on the performance of any leadership team is desirable to every organization. MacMillan (2001), however, believes that achieving role clarity is challenged both by old paradigms and new business practices. It therefore, behoves every organization to examine what challenges beset its clarity of leadership roles and take the needed steps to clarify the same for enhanced leadership performance.

Since every organization rises and falls on its leadership, getting the right leader(s) is very important to any organization (Page, 2008). This demands that utmost attention is given to both how leaders are chosen and who is chosen. Paul tells Timothy that to desire to lead, as is represented by the desire to be a bishop, is not wrong, but rather that to aspire to leadership is an honourable thing (1 Timothy 3:1). The question to be asked, however, remains whether leadership is for an honourable cause, one that advances others, or for selfish personal advancement. Therefore, the impact of these leaders, the way they are chosen/appointed and the factors that influence leadership choice become an important subject of study.

Every group has the responsibility to both examine and define its leadership requirements in order to benefit from what its leaders offer and/or demand from its leaders what it needs. While formal organizations have structures for leadership entrenched in their systems, Voluntary Associations (VA) may not necessarily start that way. A VA or union is a group of individuals who enter into an agreement,

usually as volunteers, to form a body to accomplish a purpose (Prins, Haviland, McBride and Walrath, 2010).

Kisumu Clergy Fellowship is one such voluntary association. The KCF was started with a view to bringing together the churches and Para church organizations in Kisumu County for fellowship and to create a united spiritual atmosphere (KCF Constitution, 2014).

With increasing focus on leadership and leaders, accountability in the church, there have been increasing claims and counter claims regarding leadership effectiveness within KCF. Whether valid or not, certain factions opine that the KCF leadership has not adequately met the established and desired goals of the fellowship. This has increased the need to assess the leaders that any church or church organization, and hence KCF, has. The success of an organization thus depends to a great extent on the performance of its leaders. This determines its bottom line or achievement of its mandate. Any act of leadership must therefore, be assessed on the basis of its performance in relation to its established parameters. Among the many such parameters, Kaplan & Norton (1992) present the Balanced Score Card which deals with both financial and non-financial measures of performance. The significance of leadership in a body like this has further been brought to the fore by the Kenyan Government's requirement that churches affiliate to facilitate accountability and self-regulation.

The direct effects of leadership on performance therefore, imply that the kind of leaders an organization has will have a bearing on the performance it realizes. What affects leadership will of necessity affect performance. The choice of leaders will thus directly contribute to the performance of an organization.

Statement of the Problem

One of the most important success factors for any organization is the ability to identify and select effective leaders. Although other selection processes affect individual performance, leadership selection affects both the leader's performance as well as the performance of all associated followers. Mistakes made during leader selection are multiplied by the number of people the leader will influence. Thus, when considering candidates for leadership roles, it is important to identify those individuals who will be most effective at leading and influencing (Carnes, Houghton & Ellison, 2015,).

The choice of leaders is equal to the choice of success or failure. The challenge of choosing leaders is a puzzle every organization faces. One of the biggest problems in leadership choice is the belief in the prediction of the future rather than looking for a leader who can quickly adapt to whatever the unpredictable future holds (Finkelstein, 2014). In choosing leaders, it is important, to not only focus on the body of knowledge and experience that is relevant for any top job and demonstrated track record of accomplishment in the would-be leader(s), but even more importantly, on the agility to adapt to new and unexpected circumstances (Finkelstein, 2014). This author adds that in the face of change, executives who stick to the same playbook that got them to the top are sticking to a failing formula.

The leadership of KCF has over the years attracted mixed reactions and divided opinions with regard to the choice of their leaders and their performance thereby resulting into factions. For an organization whose key objective is the unity of its members, the existence of such factions presents a critical need to look at the issues surrounding leadership and the performance in addressing why this over-arching

objective has remained elusive. These factions have made it difficult for the leadership and hence the Fellowship to not only perform but also to achieve the desired objectives. Some of these factional groups have arisen out of resentment with regard to leadership choice leading to poor relationships between the chosen leaders and the factions. This study sought to examine how the mode of leadership choice influenced the performance of leaders in KCF. It also aimed at finding out what factors influenced leadership choice and the bearing these had on performance, and the influence of role understanding among KCF leaders and followers (members) on leadership performance. The study was also interested in evaluating the relationship between expectations of leaders and followers in KCF and leadership performance, and how the challenges faced by the leaders chosen within KCF influence leadership performance.

Purpose of the Study

The purpose of this study was to examine leadership choice and its influence on the performance of leaders within a voluntary organization, with KCF being a case study.

Objectives of the Study

- i) To find out how the mode of leadership choice influences leaders' performance at KCF
- ii) To determine the factors influencing leadership choice and their relationship to performance at KCF
- iii) To examine how understanding of leadership role affected leadership performance at KCF.

- iv) To evaluate how expectations of leaders and followers affects leadership performance at KCF.
- v) To determine how challenges faced by the leaders in their course of duty influence leaders' performance at KCF

Research Questions

- i) How does the mode of leadership choice influence leaders' performance at KCF
- ii) What are the factors influencing leadership choice at KCF and what is their relationship to performance?
- iii) How does understanding of leadership role influence performance at KCF?
- iv) How do the expectations of followers in choosing their leaders and those of leaders relate to performance at KCF?
- v) How do the challenges faced by the leaders on their course of duty influence leaders' performance at KCF?

Assumptions of the Study

Carefully collected data can be misleading if the underlying assumptions are wrong (Heinrich, 1984).

This study assumed that:

1. Members of the KCF are interested in improving the leaders they had and were interested in a study like this one which has a potential to provide insight in this direction.

2. Members of KCF share the same views with regard to leadership values, character and behaviour.
3. Members of KCF were all interested in the success of the Fellowship towards the achievement of its objectives.

Justification/Rationale of the Study

The study does contribute to the body of literature and knowledge in the field of leadership in voluntary groups that will inform current leaders, future leaders, as well as students in this area. Relatively scanty literature currently exists in the field of leadership in voluntary organizations. This study also provides a basis for further research and investigations in the study of leadership in voluntary organizations.

This study provides critical information to all groups looking for effective leadership within voluntary groups and provides a guide to the choice of leaders in such groups. The knowledge will equip leaders and make perform more effectively.

Significance of the Study

The importance of this study is its ability to examine the actual performance of leaders in KCF as a case study on leadership in voluntary organizations. The findings of this study will be of great value and benefit to the leaders within KCF and other voluntary organizations. The findings will provide a basis for evaluating leadership performance relative to the impact of the mode of leadership choice and the factors influencing the choice, the challenges faced by leadership and the understanding of leadership role within such organizations. The findings will inform both current and

future members within KCF and other voluntary organizations in their choices of the right leadership, having known what works and what does not.

Delimitation

The scope of this study was limited to the Kisumu Clergy fellowship in Kisumu town. The fellowship is divided into fourteen zones with a total membership of 135 members (churches and Para-church organizations). The timeframe covered the scope between years 2014 to 2016.

Limitations

Since the study is self-funded, financial constraints limited the volume of the data collected and other resources such as trained research assistants to assist cover more within limited time. The study was also limited to the trends and operations during the period 2014-2016, that is how the leaders within this period under study conducted themselves and practised their leadership. The effects of these limitations were, however, mitigated by ensuring the sample size was adequately representative. This ensured the validity and reliability of the results obtained and enabled acceptable generalization. This generalization was, however, limited in its application to the KCF only rather than across all voluntary organizations with varied contexts.

Chapter Summary

This chapter dealt with the background of the study and looked at the place of leadership in organizations. It looked at the perceptions of the leaders and their performance within the organization and the period under study. The statement of the problem was also looked at with attention being drawn to the dissatisfaction of

factions within the KCF with regard to the mode of choosing leaders and how those leaders performed. The objectives of the study and research questions revolved around the mode of leadership choice and performance. The chapter finally looked at the assumptions, justification, significance, limitations and delimitations of the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

The chapter involved the review of literature on different aspects of leadership such as its definition, concepts, church/religious leadership, and the theoretical and conceptual frameworks within which the concept of this study falls. The literature related to the objectives of this study was also reviewed.

The Leadership Concept

Kadali (2006) asserts that leadership is a difficult term to define and that for every leadership theory there is a unique understanding of what the term describes. Different scholars have defined leadership differently but the key theme is that leadership is a process whereby leaders influence followers with a common goal for mutual benefits. Gardner (1990) defines leadership as the process of persuasion or example by which an individual (or leadership team) induces a group to pursue objectives held by the leader or shared by the leader and his/her followers. The author adds that in any established group, individuals serve in different roles, and one of the roles is that of a leader. Kouzes and Posner (1993) add the dimension of relationship to the concept of leadership. Their view is that leadership is a reciprocal relationship between those who choose to lead and those who decide to follow.

The dynamism of the leadership context has forced leadership scholars to theorize leadership and focus studies on approaches such as authentic leadership (Avolio & Gardner, 2005; Walumbwa, Christensen & Hailey, 2011), ethical

leadership (Brown, Trevino & Harrison, 2005; Mayer, Aquino, Greenbaum & Kuenzi, 2012; Neubert, Wu & Roberts, 2013; Steinbauer, Renn, Taylor & Njoroge, 2014), transformational leadership (Avolio et al., 2004; Gong et al., 2009; Wang et al., 2014; Mittal and Dhar, 2015; Jaiswal & Dhar, 2015, 2016) and leader-member exchange (Garg & Dhar, 2014; Srivastava & Dhar, 2015). These all define leadership relevant to particular contexts and perspectives. Leadership is more than a skill-set. Real leadership is a combination of well-honed skills combined with an open and gracious spirit (Clarke-Epstein, 2002).

Behrman (1998) supports this view by arguing that the concept of leadership is so confused that anyone with a following is designated as a leader. Innately it is understood that leadership has value-content and, if so, it cannot be taught as a skill. Behrman (1998) draws our attention from just who can lead to who can lead well. To the latter, this author emphasizes the significance of value judgements and believes leadership is a matter of becoming or being, and not just skills that are exercised on something or in some situation.

In the journey of defining the concept of leadership, McKonkey (1989) is careful to distinguish leaders from administrators and managers. He says that while administrators carry out policies formulated by someone else or some other body and managers are concerned with efficiency, whether things are being done right, leaders are preoccupied with effectiveness—whether the right things are being done, with special attention to vision and direction.

In explaining the theory on servant leadership, Greenleaf (1995) takes leadership to another level where the desire to serve precedes the desire to lead. Kouzes and Posner (2006) believe that only leaders who serve earn commitment from

their followers and such leaders must see their jobs as requiring responsiveness to their followers. This particularly relates to the Christian spirit where we must seek to serve those that we lead. It is the portrait of leadership that reflects Christlikeness.

Batten (1991), however, believes that leadership can only be defined and understood with an incorporation of the understanding of power and its use. The author writes that strong, wise and stretching leadership is simply not possible without power. The exercise of leadership therefore, demands a careful look at how one uses the power vested in them. This contributes a great deal to whether leadership is good or bad, empowering or enslaving.

Church/Religious Leadership

Leaders such as prophets, priest, chiefs, and kings served as symbols, representatives, and models for their people in the Old Testament and New Testament (Bass, 1995). Stott (1995) observes that there is a great need for clear-sighted, courageous and dedicated leaders in the home, the church and the community. Stott (1995) shares the conviction that such leaders must be characterized by vision (an imaginative conception of things, combining insight and foresight), Industry (action that is seen in one's thinking, planning and working), perseverance (like that demonstrated by biblical personalities like Moses, Paul the apostle, and others in more recent history like William Wilberforce), service and discipline. Christian discipline for leadership here refers to enforced/external discipline, self-discipline and Christ-discipline (Gangel, 1989).

Sanders (1967) quotes various religious definitions of leadership such as a vocation where there is a perfect blending of qualities that are both human and divine or a harmonized working of God and man, given over to the ministry and blessing of

other people or the view of a leader as a man who knows the road, who can keep ahead, and who pulls others after him. The author's conclusion is that spiritual leadership is a blending of natural and spiritual qualities while noting that even the natural qualities are not self-produced but God-given and they therefore, reach their highest effectiveness when employed in the service of God. This becomes a critical point to consider for a leader to realize just how much he/she is God-dependent if any good is to manifest out of his/her leadership act. It would be an area of interest to find out how this exhibits itself or otherwise within KCF.

The church and Para-church organizations like KCF must demonstrate the best of leadership acts in their endeavour to be the light of the world (Matthew 5:14 -16). This calls for a diverse range of skills and abilities some of which include a high tolerance for ambiguity, advocacy, fundraising, financial management and managing and motivating a workforce often comprised primarily of volunteers (Carlson & Schneider, 2011; Hoefer, 2011).

Spirituality is increasingly fertilizing how we think about leaders and leadership (Ben-Hur & Jonsen, 2012). Spiritual practices have been connected to spiritual leadership (Kurth, 2003). The church is the epitome of spirituality and should therefore, determine the quality of leadership in society. It is for this reason that Fry (2003) proposes a theory of spiritual leadership, with an intrinsic model that includes variables such as vision, hope/faith, inner life, altruistic love and "calling" (making a difference; life has meaning). The purpose of spiritual leadership, according to the author, is to create vision and value congruence, and ultimately foster higher levels of organizational commitment and productivity.

Grandy (2013) observes that some of the research in this area denotes attention to particular behaviours, competencies, personality, education and gender in describing the nature of effective leadership in the church setting. These must be factors capable of influencing both leadership choice and performance in Voluntary Associations such as KCF.

Leadership in the Bible

The Bible is the primary source of Christian authority on any subject. It will thus help distinguish Christian Leadership from other forms of leadership. A great distinction is seen in God's affirmation of Moses' leadership whom He calls a very meek (Numbers 12:3) man as opposed to the leadership of Korah and Dathan (Numbers 16:1-50). Gangel (1991) defines Christian leadership as the exercise of one's spiritual gifts under the call of God to serve a certain group of people in achieving the goals God has given them towards the end of glorifying Christ. Clinton (1989) refers to it as a dynamic process in which a man or woman with God-given capacity influences a specific group of God's people towards His purposes for the group. Means (1989) expanded this definition as the development of relationship with the people of a Christian institution or body in such a way that individuals and the group are enabled to formulate and achieve biblically compatible goals that meet their real needs. He adds that by their ethical influence, spiritual leaders serve to motivate and enable others to achieve what otherwise would never be achieved.

The bible presents leaders such as Moses (Exodus 33:12) who later appointed other leaders (Exodus 18:25-26). Noah and Abraham also stand out as leaders. Others are not mentioned by name but scripture categorizes them as leaders (Exodus 16:22, 18:25, Numbers 13:3, 33:1). The Biblical historical books present other leaders like

Joshua, Samuel, Samson, David, and Nehemiah with each displaying distinct leadership characteristics and principles. The New Testament presents the apostles, deacons and other lay leaders. The biblical principles tied to leadership include servant-hood, stewardship and shared power (Gangel, 1991). These remain relevant and applicable to every leadership in all Christian circles, even in our times. Biblical leadership also requires a time of preparation, a heart sensitive to spiritual things, leadership skills, a deep conviction in Gods will for leaders and followers, clear theological perspectives, and an awareness of contemporary surroundings (Gangel, 1991). The foregoing definitions and examples of leaders point KCF to models of leadership that must be aspired to in terms of values, character and act of leadership.

Mode of Leadership Choice

Although significant research has been invested in the area of leadership in general, there is paucity of studies that attempt to understand formal leader selection process (Carnes, Houghton & Ellison, 2015). Yergler (2013) supports this understanding of leader-selection processes and finds them complex, hidden, and mysterious. A closer look by Carnes et al., (2015) found that general employee selection literature focuses on factors such as task performance and organizational citizenship but leaves the topic of leader selection largely unaddressed. In looking at leadership performance, this study seeks to examine the various modes of leadership choice or selection and their impact on the performance of the leaders so chosen within the case of study.

It is surprising that, in spite of the importance of choosing the right person for leadership roles, little research has gone into this understanding. Howard (2007) provides an extensive review of best practices for selection of leaders in organizations.

The author examines the objectives of selection or choice, current selection techniques and their effectiveness, and how specific selection techniques can be combined into an effective overall selection system. Apart from heredity, Norton, Murfield and Baucus (2014) present three paths to leadership in organizational contexts: appointment, election and emergence. Norton et.al (2014) believe that appointment (Bass, 1990, Zaccaro and Klimoski, 2001) and election (Hollander and Julian, 1969, Lester et.al., 2002) are reasonably well understood. This is unlike emergence which is a much messier construct, especially in groups that lack hierarchical structures and a history of interaction among its members. It is not therefore, surprising that the two are common in many organizations as modes of leadership choice. Emerging leaders must thus then be channelled through the traditionally common modes of choosing leaders. An organization such as KCF must look at which mode or combination thereof will suit its quest for the leaders that will effectively execute the goals of the organization. This ultimately determines leadership outcomes and performance.

Factors Influencing Leadership Choice

The issues that influence leadership choice must be scrutinized and reshaped because the demands on the men and women who fill these roles are radically different from other positions in the organization (Yergler, 2013).

Various scholars have proposed different models which comprise of factors to consider in leadership choice. These include Povah and Sabczak's (2010) context-oriented leadership model that uses factors like intelligence, emotion, values, drive, and learning agility. Vardiman et. al. (2006) additionally examine certain essential skills, abilities and characteristics which make individuals be selected by a group as

leaders. These characteristics include charisma (Yukl, 2010) which is rooted in charm. While charisma is viewed as a central feature of leadership (Bass, 1985; Bennis and Nanus, 1985; Tichy and Devanna, 1986; Yukl, 2010) see it as the polar opposite of transformational leadership which creates and perpetuates dependency whereas transformational leadership develops and empowers collaborators. Charisma is particularly an appealing characteristic in church circles.

From their synthesis of relevant literature, Norton et. al. (2014) concluded that perceived leadership fit is made up of five attributes: priors/domain competence; intelligence; willingness to serve; credibility; and goal attainment

Intelligence or cognitive ability has long been theorized as being predictive of success in leadership roles (Rubin et. al., 2002). Gibson et. al. (1993), however, found empirical evidence that reported non-significant relationships between leader intelligence and performance. This supports Vecchio's (1990) argument that general measure of intelligence would be too simplistic to use to evaluate a potential leader. This points to Sternberg's (1985) work which suggests that intelligence must be disaggregated into three components: problem solving, social judgement and creativity.

Willingness to serve is another factor used to assess leadership fit. Kotter (1990) classifies articulation of vision as the first step in the leadership process. Such declaration may be interpreted as a willingness to act, to serve or to lead. This quality, according to Kirkpatrick and Locke (1991) is what makes leaders proactive rather than reactive.

Credibility is a sub class of trust (O’Keefe, 1990) and is forward-looking (Simons, 2002). This is a fundamental part of integrity and followers use it in leadership selection as they assess how an actor’s words align with his/her deeds. Credibility therefore, becomes a necessary condition for leader emergence because the potential leader meets the standard of believability (Norton et. al., 2014). This fundamentally affects the perception of the followers with regard to leaders’ behaviour and performance. Since factions have been an undesirable feature within KCF, this study sought to establish how this factor of leadership selection is incorporated in assessing leadership fit and choice.

Goal attainment is the ultimate target of every organization and hence its leadership. Congruence between potential leaders’ personal values and the organizational goal become key in establishing the suitability of these would-be leaders. Norton et al (2014) assert that there is empirical evidence that links transformational leadership to goal congruence.

Gender has over the years been a great influencer in leadership selection and shared leadership must factor in gender considerations (Mendez & Busenbark, 2015). Despite the steady growth in female representation in leadership positions (Catalysts, 2004, 2010), gender inequalities continue to be found in leadership. Effective leadership has traditionally been associated with masculine attributes such as individualism, assertiveness, mastery, and domination (Eagly & Karau, 2002). On the contrary, women are socially assigned communal roles such as friendliness, selflessness, nurturing behaviours and care for others. It is this challenge that gender differences and the perceptions thereof present to leadership choice. Of interest to this

study is how the factor of gender influences perceived leadership fit, choice/selection, and performance within KCF.

Understanding Leadership Role

Scholars generally agree that everything in an organization rises and/or falls on the leader. This central position of leadership in determining the success or failure of an organization necessitates that leaders understand their role(s). Previous studies have focused on the roles of leaders in influencing organizational designs and achieving organization outcomes (Su & Baird, 2017). Some of these roles included areas of performance (McColl-Kennedy & Anderson, 2002, Ogbonna & Harris, 2000), work-related attitude (Kleine & Weibneberger, 2014), and reaction to change (Jansen, 2011).

While Su and Baird (2017) opine that limited empirical evidence exists concerning the impact of the roles of leaders in influencing outcomes and that previous studies are inconclusive, Achua and Lussier (2013) assert that how well leadership roles are implemented affects performance and that successful leaders must play the leadership roles with the related requisite competencies in the areas of knowledge, skills and ability. Nahavandi (2015) agrees with this position and adds that leaders must understand and perform these roles or sets of expected behaviours ascribed to them by virtue of their leadership position. Achua and Lussier (2013) concur with Nahavandi (2015) with regard to the leadership roles as proposed by Mintzberg (1973). These include inter-personal roles (figurehead, leader, Liaison), the informational roles (monitor, disseminator, spokesperson),

and decisional roles (entrepreneur, disturbance-handler, resource-allocator and negotiator).

While Achua and Lussier (2013) posit that Mintzberg's (1973) roles theory has been supported by research studies, Helgesen (1995) questions many myths about the universality of these leadership roles/behaviours. Helgesen's 1995 findings state that female leaders perform their roles differently and only match Mintzberg's in the last two categories. What is agreeable to all scholars, however, is that leadership has a pivotal role in determining organizational performance. As cited in Xu, Caldwell, Glasper and Guevara (2015), Kouzes and Posner's (2012) "The Leadership Challenge," summarizes a synthesis of the leadership roles into five specific roles.

First among these roles is to model the way. This is where leaders, by example, demonstrate their personal commitment, integrity and trustworthiness, and "send signals about what is valid" (Kouzes & Posner, 2012, p.96). The leaders also set the example of being clear about who they are, defining what they believe and helping others to understand the organizations' expectations (Covey, 2004).

The next leadership role is to inspire a shared vision. Here leaders envision future opportunities and ignite others in the pursuit of these shared aspirations (Kouzes & Posner, 2012) as well as understand that they must define reality for others in order to create an accurate vision of the future (DePree, 2004).

The third role that leaders play is to challenge the process. How any organization and its leadership relates with and responds to its constantly

changing environment is critical. Leaders must be willing to challenge the status quo to improve systems and processes (Pfeffer, 1998), they must also encourage initiative and take intelligent and well-calculated risks (Collins & Hansen, 2011), they must integrate internal systems to adapt to a constantly changing external environment (Schein, 2010), and create a climate for learning (Senge, 2006) which emphasizes innovation (Christensen, 2011) and allows people to learn from past experiences (Kouzes & Posner, 2012).

The fourth and fifth leadership roles include enabling others to act and to encourage the heart respectively. Enabling others to act calls for leaders to build commitment by removing barriers and providing key resources to enable key leaders to perform effectively (Deming, 2000). This recognizes that “power with” others accomplishes far more than “power over” them. To encourage the heart, leaders have to be caring. Caring is the heart of leadership and unlocks other commitment and potential (Kouzes & Posner, 2011). Leaders therefore, have a role to act with compassion and consideration in order to establish relationships with followers and encourage their hearts, and draw the best out of them (Boyatzis & McKee, 2005).

The understanding that leaders have of these roles is key to whether they play their roles effectively or not. It is these understandings that will help leaders determine which roles are most important—and which roles the leaders perform, and which roles are performed by others through delegation (Achua & Lussier, 2013). This understanding further helps leaders determine the relative emphasis to place on which roles and how to vary these influences depending on other

parameters such as technology, daily organization problems faced by the leaders and the task environment of the organization (Achua & Lussier 2013).

While every leadership position within KCF has a constitutionally mandated role, this study sought to establish the leaders' understanding of these roles and how these roles are played out, either by the leaders themselves or through delegation. Audenaert, Decramer, Lange & Vanderstraeten (2016) support this through the findings of their research aimed at building on the climate theory (Schneider, 1987) which suggests expectation climate strength to vary, and on social exchange theory (Balu, 1964) to examine whether and to what extent climate strength is related to performance. Audenaert et. al (2016) assert that expectation climate strength impacts performance both directly and indirectly.

Leadership's/Followers' Expectations

“What a leader expects is often what a leader gets” (Hackman & Johnson, 2009, p.256). Hackman and Johnson (2009) refer to the Pymalion effect in asserting that expectations exert a long-lasting influence on performance and that patterns created through expectations tend to persist. Nahavandi (2015) opines that a large number of our leadership theories are implicitly or explicitly based on the assumptions that leaders have to take charge and provide others with instructions. Consequently, followers have these expectations of their leaders. Traditionally, these would involve leaders giving direction, assigning tasks to followers and setting deadlines. This is a control-oriented model with considered expectations for leadership (Nahavandi, 2015). The new shift in expectation requires leaders to provide the vision, mobilise the needed resources and act as support persons. Followers on the other hand must also take responsibility for the

results. Thus the greater part of responsibility for the overall success of the organization is shared between leadership and followers. How well these expectations are communicated, embraced and internalized by both leaders and followers directly affects organizational performance. It follows therefore, that what both leaders and followers expect of each other and of themselves will affect their interactions, relationships and performance.

Expectations must be high but also realistic. Too low expectations do not challenge the ability of leaders/followers since there is minimal satisfaction to be gained by fulfilling such minimal standards. Setting expectations unrealistically too high also guarantees failure. In view of the foregoing, it is imperative that followers must have expectations of the leadership with regard to the roles and responsibilities assumed. To whom much is given, much is required (Luke 12:48) and leaders must have this understanding within themselves. Followers often perform to expectations (Hackman and Johnson, 2015). Thus leaders must also have reasonable expectations of their followers. Both groups must clearly communicate these expectations of each other. The interplay between leaders' and followers' expectations within KCF are therefore, key determinants of leadership and overall organizational performance.

Leadership Challenges

Leadership constantly presents challenges to leaders, their abilities and their performance. These challenges fall into three categories: external (coming from people and situations); internal (stemming from within the leader himself); and those arising from the nature of the leadership role (Rabinowitz, 2016). Rabinowitz (2016) specifies those challenges within the three categories to

include external challenges, internal challenges and challenges arising from the nature of the leadership role.

In discussing external challenges faced by leaders, Rabinowitz (2016) lists public criticism and interpersonal issues, either within the group or outside it as worth noting. To this list he adds crises which could be tied to finances, programmes, politics, public relations, legal concerns, or spiritual issues. Other external challenges are disasters, Opposition and/or hostility from powerful forces (business groups, government, influential organizations, etc.). To this mix of complex situations that leaders have to deal with, Rabinowitz (2016) adds a financial or political windfall. Sometimes an unexpected benefit can be harder to handle than a calamity. He concludes this list with collaboration with another group/organization which calls for the leader to clearly define the boundaries within which he can operate.

An organization will only handle external challenges to the extent that the leaders are able to handle them. In response to these external challenges, leaders need to be proactive, creative, able to face conflicts squarely, always look for common ground, retain objectivity, and look for opportunities to collaborate (Rabinowitz, 2016).

The second category of challenges in leadership is internal. Being humans, leaders face challenges such as insecurity, defensiveness, indecisiveness, inability to be direct when there is a problem, inability to be objective and impatience-with others and with situations. Overcoming these requires a leader to listen, look for feedback and use it, and reach out for help in facing the challenges.

Finally, Rabinowitz (2016) opines that leaders encounter challenges arising from the nature of the leadership role. These are unique demands that a leadership position or role brings with itself. They include keeping an eye on and communicating the vision, keeping the everyday under control while continuing to pursue the vision, setting an example that others can follow, maintaining the effectiveness over time, avoiding burnout and finding support with whom to share leadership concerns. Rabinowitz's (2016) conclusion is that besides creating a mechanism to revisit the vision and sharing the burden, a leader must find mutual support with those who share his experience and must take time for self in dealing with the above challenges.

In an organization like KCF, these challenges demand that pertinent areas of concern to leadership be examined. These include:

- a. Conflict: "Dealing with conflict has been recognized as of particular importance in leadership" (Bass, 2008, p.319). Achua and Lussier (2013) confirm this position and observe that conflict management resolution is an important leadership skill because conflict affects performance.
- b. Gender issues: From an organizational point of view, developing talented leaders, regardless of their culture, race, gender, or any other non-performance-related factors is essential (Nahavandi, 2015). While research on women leaders from medium-sized non-traditional organizations has shown that successful leaders do not all come from the same mould (Hughes, Ginnet and Curphy, 2015), traditional gender views and stereotypes continue to create obstacles to women's success in organizations (Nahavandi, 2015).

c. Diversity and challenge of minority: While affirmative action inhibits gross discrimination, there remains subtle and sometimes not so subtle biases when leaders and followers are of different races and/or ethnicities (Bass, 2008). These biases may be automatic, unconscious and/or unintentional. While negative ethnicity and positive embracing of diversity or the lack thereof remains a national concern in Kenya and, by extension, within the context in which KCF operates, it is important to note that diversity can be effective if it is well managed (Adler, 1990) and that well-managed top-management teams with diversity in members can achieve greater performance and cohesion (Elron, 1997). Diversity is the inclusion of all groups at all levels in an organization (Achua & Lussier, 2013). Strategies for promoting diversity must address the barriers to diversity at personal, group and institutional level (Hackman and Johnson, 2009).

d. Ethical challenges: Ethical leadership requires courage-the ability to do the right thing at the risk of rejection and loss (Achua & Lussier, 2013). Similar sentiments are echoed by Hackman and Johnson (2009) in their belief that functioning as a leader means taking on a unique set of ethical challenges in addition to a set of tasks and expectations. These ethical dilemmas involve issues of information, responsibility, power, privilege and loyalty. How leaders respond to these dilemmas will determine if they cast more light than shadow (Johnson, 2009).

Leadership Performance

Performance of leadership has been cited as a critical success factor, determining either success or failure (Nixon, Harrington & Parker, 2012). This makes it vitally important to consider leadership performance and how it impacts on organizational outcomes. Although the role of leadership in contributing to organizational or project success or failure continues to provoke debate, performance of leadership is fundamental to how people work together (Nixon, Harrington & Parker, 2012); and is reported to be the most researched aspect of human behaviour (Dulewicz & Higgs, 2005).

The importance of performance to organizations necessitates that deliberate effort to measure it and relevant parameters for doing so must be given the needed attention by any organization and its leaders. Among frameworks for doing this is the Balance Score Card (Kaplan & Norton, 1992). The Balanced Score Card (Kaplan & Norton, 1992, 1996a, 1996b) introduces not only the significance of measuring broad-based performance but also the critical roles played by non-financial indicators. These indicators include customer satisfaction, employee satisfaction and innovation. The perspectives represented by these indicators relate to customer, internal business processes, and learning and innovation. In the case of KCF such indicators would include the satisfaction of its members by the output of their leaders. Figure 2.1 below presents the Balanced Score Card.

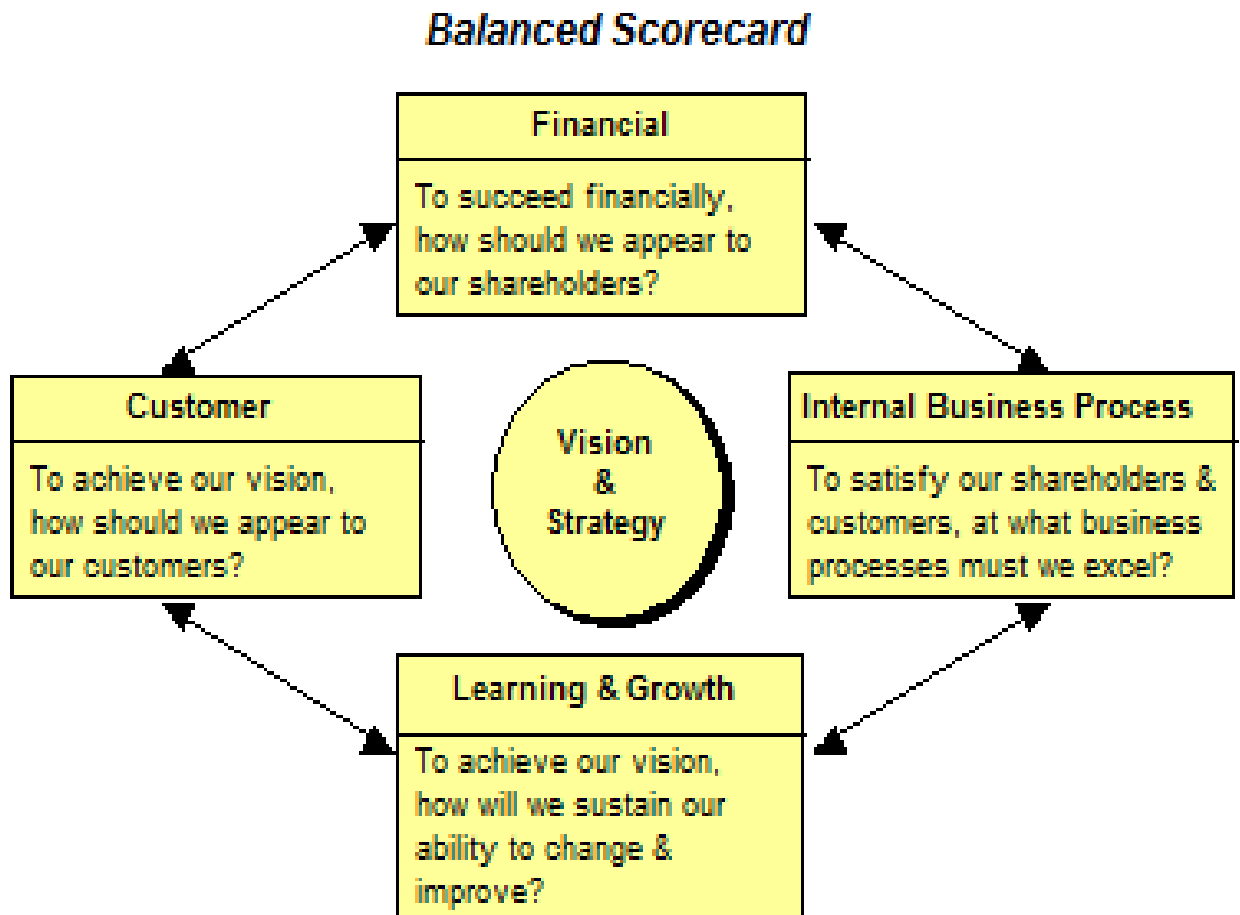


Figure 2.1 The Balanced Score Card: Adapted from Kaplan & Norton, 1996. *The Balanced Score Card*. Harvard Business School Press: 9. Original from HBR Jan/Feb 1996, p. 76.

The Balanced Score Card is a widely used management framework for the measurement of organizations performance. One of the hallmarks of leading-edged organizations—be they public or private—has been the successful application of performance measurements to gain insight into, and make judgements about, the organization, and the effectiveness and efficiency of its programmes, processes and people (Amaratunga, Baldry & Sarshar, 2001).

In a voluntary organization like KCF, the Balanced Score Card becomes an instrument of performance measurement that can reflect on the effectiveness of its leaders in goal attainment. The parameters of the Balanced Score Card would enable KCF to assess how much its vision and strategies are being achieved. How the organization and its leadership appear to its members is one such parameter. This has to do with whether the members are satisfied that their expectations and perceptions are being met. The next has to do with the financial parameters of the organization. The leaders' performance must be measured in line with how they appear to shareholders and, by extension, how this affects the willingness to invest and/or contribute resources to the organization for its programmes. Resource mobilization and utilization is a significant component of this. The third parameter presented by the Balanced Score Card relates to internal business processes. KCF and its leadership performance must be assessed in terms of how satisfactory they are in the execution of their mandate. Finally there is the perimeter of learning and growth which relates to the ability to change and grow. This must relate to how KCF leaders are willing to challenge status quo and embrace technology to improve how things are done.

Effective leadership is important to organizational performance (Soane, Butler & Stanton, 2015). Leadership performance therefore, has a direct bearing on organizational performance and any verdict on organizational performance is as much a verdict on the performance of its leaders. The effect of how leaders are chosen on their performance thus also relates to the performance of the organizations led by the so chosen leaders.

Theoretical framework

Leadership studies and theory developments have evolved over time from focus on leadership traits, behaviour and finally contingency (Chermers, 1995). These theories provide frameworks based on which leadership studies can be conducted and leadership practices can draw reference.

Transformational Leadership Theory

This study is based on transformational leadership theory as put forth by Burns (1978) and later by Bass (1990) and others. It has four components including, charisma (provides a clear vision, sense of mission and pride; achieves great admiration and trust), individualized consideration (listens to and treats each follower as an individual; seeks to understand follower concerns), intellectual stimulation (encourages thinking about old problems in new ways, challenges assumptions and rationality) and inspirational (sets high standards for all, instils optimism) (Bass, 1990).

The transforming leader looks for potential motives in followers, seeks to satisfy higher needs, and engages the full person of the follower. The object is to turn individuals' attention towards larger causes, thereby converting self-interest into collective concerns (Burns, 1978).

Simola et al. (2012) define transformational leadership as a type of leadership in which interactions among interested parties are organized “around a collective purpose” in such a way that “transform, motivate, and enhance the actions and ethical aspirations of followers.” Transformational leadership is a leadership style that seeks

positive transformations “in those who follow” and that achieves desired changes through the “strategy and structure” of the organization (Geib and Swenson, 2013).

This theory thus envisions leaders that will connect with the aspirations of the followers, and transform and motivate them towards achieving the goals of their organization. This transformation and motivation does not only affect how followers respond to the leaders but also affects how the leaders are ultimately able to perform towards the achievement of the organizational goals. It therefore, necessitates the choice of leaders who exhibit the three main components of transformational leadership which Bass (1985) identified as first, charisma (leaders to whom followers form deep emotional attachments and who in turn inspire their followers to transcend their own interests for superordinate goals). Second is individualized consideration (leaders who mentor and enhance the confidence of followers), and thirdly intellectual stimulation (leaders who arouse awareness of shared problems and foster vision of new possibilities).

The focus here is inducing followers to act for certain goals that represent the values and the motivations of both leaders and followers (Burns, 1995). Such leadership occurs when one person takes the initiative in making the contact with others for the purpose of an exchange of valued things and/or engages with others in such a way that leaders and followers raise one another to higher levels of motivation and morality. Bass (1985) expanded this theory to an enriched model called transformational leadership which offers both individualized consideration and intellectual stimulation as developmental behaviours to their followers. Bradford and Cohen’s (1984) “post-heroic leadership” also features attention to the continuous development of followers, skills. In their advocacy for transformational leadership,

Avolio and Bass (1988) championed the desired higher levels of motivation or performance that they claim will produce results. The Chief executive officer (CEO) must become the Chief Transformation Officer (CTO) (Bennis, 1997). In championing for inclusive and participatory leadership, Bennis (1999) argues against the top-down leadership which has its basis on the myth of the triumphant individual (leader). He argues, it is wrong, unrealistic, maladaptive and dangerous. This necessitates a paradigm shift to new leadership.

The new leader has to be one that understands and practices the power of appreciation (judges of talent, more curators than creators), keeps reminding people of what is important, generates and sustains trust, and facilitates a situation where the leader and the led are intimate allies (Bennis, 1999).

This study proposed to use this theory because it moves leadership away from the traditional directive authoritarian format to one that seeks to work for the empowerment and development of the led. It also emphasizes relationship which is the essence of church and Christian leadership. This is further supported by Catano et al. (2001) who suggest that the transformational leadership model provides a useful lens for studying volunteer leadership because it “influences commitment and participation without the use of rewards or punishments” (which volunteer leaders generally have quite limited opportunities to use). An organization of KCF’s kind would very well resonate with this suggestion from a perspective of being limited in rewards or punishment at its disposal.

Transformational leadership was also found to be a factor in effective volunteer leadership by women in philanthropic organizations. Banducci (2005, p. 51) opined that “women’s leadership—relational leadership—is fundamentally inclusive and

transformational.” Posner (2015) posits that the relational aspect of volunteer leadership focuses on acknowledging differences between leaders and followers, understanding the differences, adapting others to the leader’s unique perspectives, and adapting the leader’s perspectives to those of followers. This leadership style is effective in a volunteer setting since it meets the needs and motivations of followers, whether they are other volunteers.

Conceptual Framework

A conceptual framework is a hypothesized model that is used to identify the concepts under study and their relationships (Mugenda & Mugenda, 2003). The relationships between the variables and/or concepts can either be depicted geographically or diagrammatically. This study proposes the framework shown in figure 2.2 below:

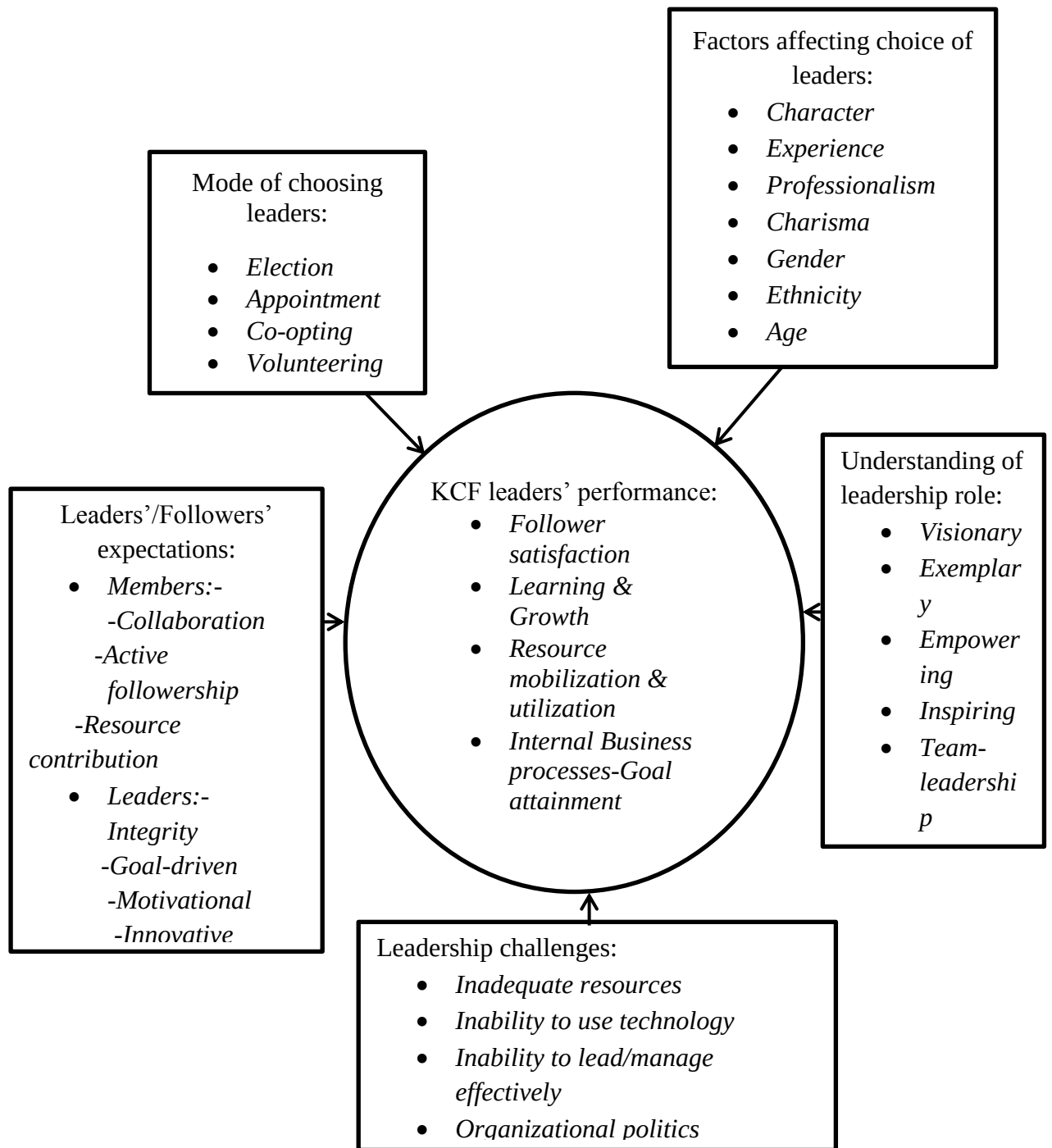


Figure 2.2 Conceptual Framework

The mode of choosing leaders will determine whether KCF ends up with the right leaders or not. This will determine their acceptance by the followers or otherwise. Both of these have a direct bearing on how the leaders eventually perform. The factors that influence leadership choice equally determine what kinds of leaders are chosen. Are these factors based on capabilities and competencies, or on other factors that do not necessarily contribute to satisfactory performance? How realistic or otherwise the expectations of both the leaders and the followers are will affect both how the leaders perform and/or how such performance is perceived. The understanding that the leaders have of their role will affect how well they play that role or fail to.

Chapter Summary

This chapter looked at the review on literature concerning the various variables under study. It examined literature on the leadership concept and identified various definitions of leadership and their relevance to this study. Church/religious view of leadership was also reviewed and related to the biblical view of leadership. More literature review was carried out on the independent variables and how they relate to the dependant variable (performance). Literature on the theoretical framework was reviewed with specific attention to the transformational leadership theory. The chapter finally examined the conceptual framework.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter looks at the methods and approaches to the study that were adopted with a view to achieving the objectives of this study as stated in chapter one. It focuses on the research design, population studied, sample(s) selected, sampling method(s), types of data, data collection methods, data collection procedures, instrument pre-testing, data analysis plan, ethical considerations, and summary of the chapter.

Research Design

Research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Kothari & Garg, 2009). Bogban and Biklen (2007) call it how to proceed while Mouton (2001) defines it as a plan or blue print of how a researcher intends to conduct research.

Different types of research designs can be used such as through survey, experimental and correlational study among others (Mugenda & Mugenda, 2003). Descriptive research design was employed in this study. It is viewed as the most suitable since most of the social research (such as the one envisioned by this study) come under this category (Kothari & Garg, 2009). In Leedy's (2014) opinion, descriptive survey design seeks to describe existing characteristics of a large group of congregation by surveying a sample of that population. Kothari and Garg (2009) see it

as being concerned with describing the characteristics of a particular individual, or of a group. Data was obtained from the target population on variables relative to the objectives of this study. Kothari and Garg (2009) recommend the use of structured data collection instruments for this kind of study. Questionnaires were therefore, used to obtain data.

Usually one or more forms of probability sampling, also called random sampling are used (Kothari and Garg, 2009) and this study used stratified random sampling. Secondary data was obtained from the records and documents in the organization.

Population

Population refers to all items in any field of inquiry (Kothari and Garg, 2009) or an entire group of individuals, events or objects having a common observable characteristic (Mugenda & Mugenda, 2003). The target population, which is the population this study wants to generalize its results, comprised of all the churches and clergy that form the membership of Kisumu Clergy Fellowship as listed on the organization's membership register. The constitution of this target population was 135 members as in table 3.1 below:

Table 3.1 *KCF membership distribution across zones (Source: KCF Membership register)*

Zone	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Members	6	6	13	9	10	4	17	18	9	7	9	12	8	8

Sampling Method

Sampling method refers to the procedures or technic the researcher would adopt in selecting items for the sample (Kothari and Garg, 2009). This starts by having a sampling frame – a list, directory or index of cases from which a sample can be selected (Mugenda & Mugenda, 2003).

This study used the KCF register of members as the sampling frame. Random sampling is the key to obtaining a representative sample (Mugenda & Mugenda, 2003) and therefore, the study adopted a stratified random sampling method. Geographical zones, member/official status and gender were used as criteria for stratification. The study geographically sampled the population (according to the zones demarcated by the KCF). Within the zones, position of the members (whether officials or ordinary members) was also used as a criterion for stratification. Random samples were taken from within each zone and group in the proportions that each group bears to the population as a whole (Lucey, 1992). While women form part of KCF membership, the distribution is not even across the zones. Overall, women constitute about 20% of the membership. The study therefore, also used gender as another criterion for stratification.

Sample Size

A sample is a smaller group obtained by the accessible population (Mugenda & Mugenda, 2003). It is important to make a decision concerning a sampling unit before selecting the sample-whether geographical, social, construction or individual unit (Kothari & Garg, 2009). This study used three criteria to stratify the samples. While most scholars agree that determining the sample size is a major problem for the

researcher, the general consensus is that the size must be optimum. An optimum sample fulfils the requirements of efficiency, the representativeness, reliability and flexibility (Kothari & Garg, 2009). Gay (1981) suggests that for descriptive studies 10% of the accessible population is representative enough sample size.

In view of the relative homogeneity of the population, 33 per cent of the population was proposed as the sample, giving a sample size of 45. Table 3.2 below shows the sample size as well as its distribution across the various zones.

Table 3.2 *Sample size*

Zone		1	2	3	4	5	6	7	8	9	10	11	12	13	14
Members		6	6	13	9	10	4	17	18	9	7	9	12	8	8
Sample	Male	2	2	3	2	2	1	5	5	3	2	3	2	1	3
	Female	0	0	1	1	1	0	1	1	0	0	0	2	2	0
	Total	2	2	4	3	3	1	6	6	3	2	3	4	3	3

Types of Data

This study mainly used primary data-the information that the researcher obtained from the field (Mugenda & Mugenda, 2003). The data was predominantly quantitative. Descriptive data was coded in a nominal way to facilitate measurement.

Data Collection Methods

Questionnaires were the methods of data collection for the study. Questionnaires are commonly used to obtain important information about the population as each item in the questionnaire is developed to address a specific

objective or research question of the study (Mugenda & Mugenda, 2003). This makes questionnaires the primary method of choice. The secondary data was analysed through content analysis.

Data Collection Procedures

The first step was to obtain a research permit from the National Commission for Science, Technology and Innovation (NACOSTI) followed by the necessary permission from the leadership of the KCF. The questionnaires were then administered personally by the researcher and one assistant. The researcher instructed the assistant on the program and the expectations of the study. Each questionnaire was accompanied by a letter of transmittal explaining the purpose and significance of the study, a commitment to share the results upon the completion of the study and expressing an assurance of confidentiality. Requisite documents for secondary data were obtained from the relevant KCF office(s)/officer(s).

Instrument Pre-testing

The questionnaire needs to be tried out in the field to a selected sample similar to the actual sample the researcher plans to use in the study (Mugenda & Mugenda, 2003). This study was pre-tested in one church in each of the zones of the KCF. Mugenda & Mugenda (2003) advise a pre-test sample of between 1% and 10% depending on the sample size. Fourteen questionnaires were pre-tested. The pre-testing was intended to refine the questionnaire, improve it and check the appropriateness of the methods of analysis envisioned for this study.

Data Analysis Plan

Data analysis is the process of systematically applying statistical and/or logical techniques to describe and illustrate, condense and recap, and evaluate data. Shamoo & Resnik (2003) opine that analysis provides a way of drawing inductive inferences from data and distinguishing the phenomena of interest from the statistical fluctuations present in the data. It involves working with data, organizing them, breaking them into manageable units, synthesizing, searching for patterns, discovering what is important and what is to be learned and deciding what to tell others (Bogean & Biklen, 2003).

The data was analysed using descriptive statistics which was employed to show overall distribution of the observations in the data set through means, frequencies and percentages. Frequency tables and percentages were used to present these. The Statistical Packages for Social Sciences (SPSS) version 20 was used to aid this analysis.

Ethical Considerations

Ethical considerations refer to issues that deal with one's conduct and serve as a guide to one's behaviour (Mugenda & Mugenda, 2003). This study carried out the research in a way that was concerned about people's quality of life and integrity which ensured this research was not for personal gain nor have an adverse effect on others. Necessary consents, permissions and permits were obtained, and confidentiality observed with upmost care. An assurance was given to the leadership of KCF that this study is not intended to find fault, witch-hunt or undermine their leadership within the

Fellowship, but rather to provide insight into how to better their leadership act and those of future leaders within KCF and other similar organizations.

Chapter Summary

This chapter focused on the research methodology: the design that was employed, a look at the population studied, samples selected and the sampling method(s), types of data, data collection methods and techniques that were used, instrument pre-testing (pilot study), the data analysis plan, and ethical issues and considerations. Stratified random sampling was used with three criteria, being geographical location, membership status and gender, being used for stratification. The target population was the 135 members of the KCF with a sample size of 45 members being drawn. Primary data was collected by use of questionnaires. The data analysis was to employ descriptive statistics by use of the Statistical Packages for Social Sciences (SPSS) and the results presented through means, frequency tables and charts.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents findings from the data analysis. The presentation is in relation to the objectives of the study. The chapter begins by presenting the demographic information of the respondents of the study.

The presentation of the findings flows in order of the objectives: First are the findings with regard to the objective to find out how the mode of leadership choice influenced leaders' performance at KCF. The second objective was to determine the factors influencing leadership choice at KCF. The next objective was to examine how understanding of leadership roles influenced leadership performance at KCF. The fourth lot of findings presented deal with evaluating the relationship between expectations of leaders and followers, and leadership performance at KCF. Finally the last objective whose findings are presented sought to determine how challenges faced by the leaders influenced leaders' performance at KCF. The findings are presented in frequency tables, pie charts and bar charts. The findings are also discussed herein.

The researcher gave out a total of forty-eight questionnaires and received back forty-five dully completed ones. This translated into a response rate of 94 per cent. This may be attributed to the excitement with which the respondents received the study and the positive attitude with which they embraced the purpose of the study.

Demographic Information of the Respondents

This includes information on the membership status of the respondents and whether they have any leadership role within KCF. It also presents information on the duration of the respondents' membership at KCF and the gender of the respondents as they are distributed across the zones within KCF.

Membership Status of Respondents

The researcher had requested the respondents to give information on whether they were members of the KCF. They were further required to state whether they were just members or both members and officials of the KCF.

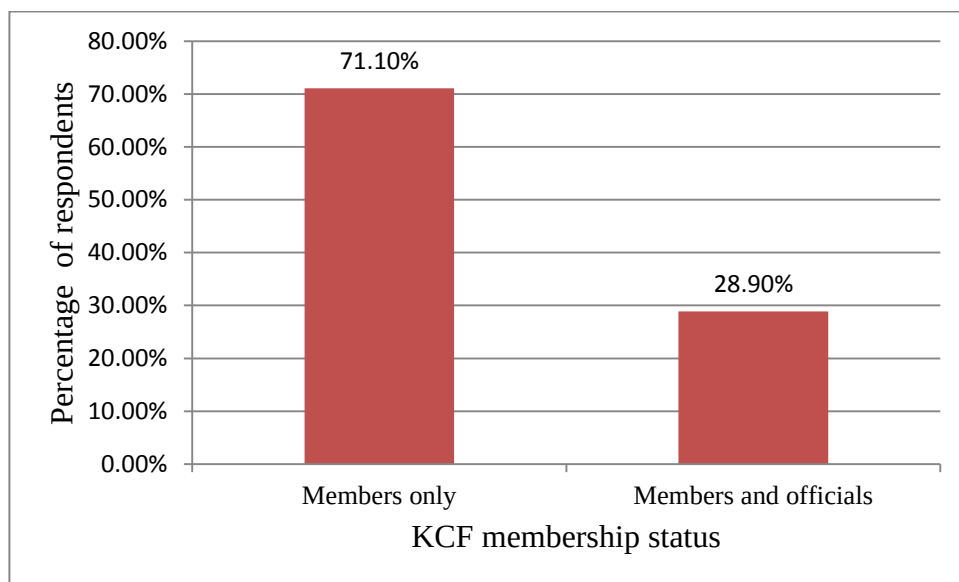


Figure 4.1: Membership status of respondents

Figure 4.1 above revealed that all the respondents were members, with 71.1% of the respondents being members without leadership responsibilities. The remaining 28.9% were both members and officials. The officials consist of all the categories of leadership within the KCF.

Duration of Membership

The study sought to establish how long the respondents had been members of KCF. This ranged from those who were less than six months old to those who were long-term members, being over 6 years of membership. The findings regarding duration of membership are presented in figure 4.2 below.

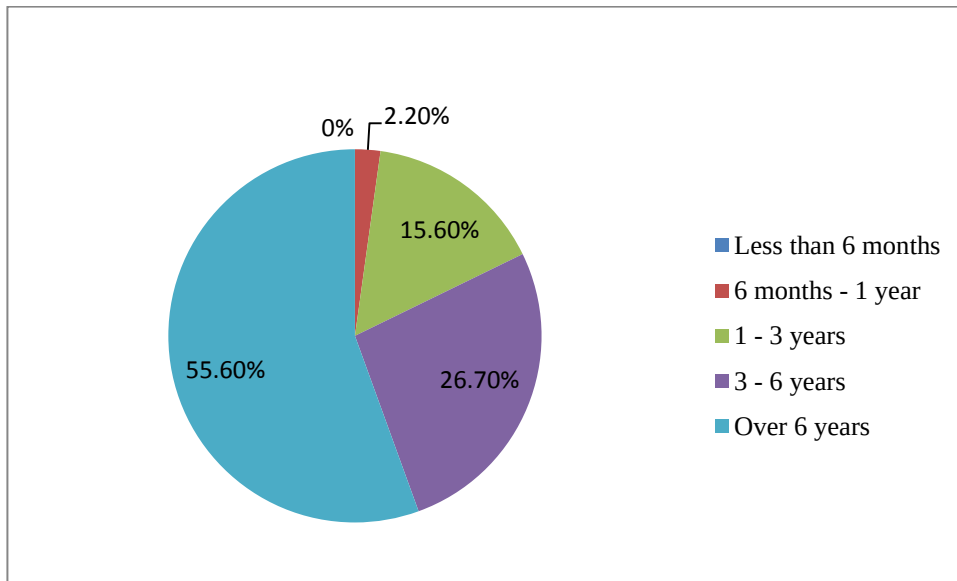


Figure 4.2: Duration of membership

The majority of the respondents, 25 (55.6%), were long-term members who had been at KCF for over 6 years. A total of 12 (26.7%) of the respondents had been at KCF as members for a reasonably good time, being between 3 and 6 years. Those whose membership was between 1 and 3 years were 7 (15.6%) while 1 (2.2%) had only been members for between 6 months and 1 year.

Gender of Respondents across KCF Zones

The following table 4.1 below presents the distribution of the respondents across the 14 zones of KCF and their gender.

Table 4.1: *Gender of respondents per zone*

Zone no.	Zone name	Respondents	
		Male	Female
1	Bandani	2	0
2	Nyamasaria	2	0
3	Kisumu Central	3	1
4	Kibos	2	1
5	Obunga	2	1
6	Kajulu	1	0
7	Kondele	5	1
8	Manyatta	5	1
9	Rabuor	3	0
10	Nyalenda	2	0
11	Otonglo	3	0
12	Migosi	2	2
13	Milimani	1	2
14	Mamboleo	3	0
Total respondents		36	9
% Respondents		80%	20%

Table 4.1 above reveals that 36 (80%) of the respondents were male while 9 (20%) were females. This is proportionate to the gender composition of the target population.

Mode of Leadership Choice

This study sought to establish what modes of leadership choice were adopted by KCF in determining the leaders of the Fellowship.

Table 4.2: *Mode of Leaders Choice*

Mode of choosing leaders	Frequency	% Frequency
Election	32	71.1
Appointment	12	26.7
Co-opting	0	0.0
Volunteering	1	2.2
Other	0	0.0
Total	45	100

The respondents reported that election was the main mode of leadership choice being represented by 71.1%. Appointment was the second most used way of coming

up with leaders at 26.7% while volunteering was also reported, albeit minimally at 2.2%.

The respondents reported varied levels of satisfaction with each of the identified modes of leadership choice. This varied from being very satisfied to being very dissatisfied. Each of these modes and the respective levels of satisfaction, or otherwise, are represented by the figures 4.3 – 4.5 below.

Election

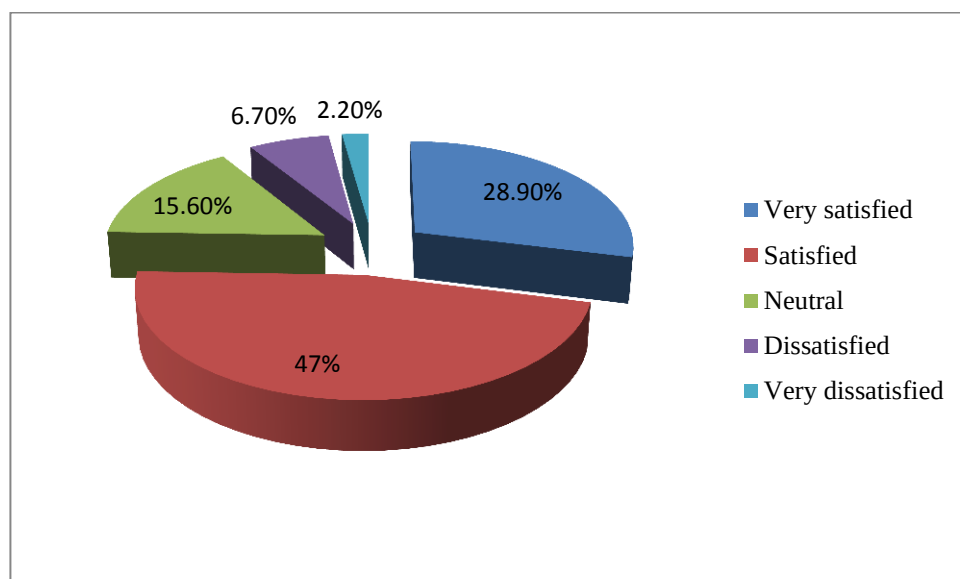


Figure 4.3: Respondents' satisfaction with election

Table 4.3 above presents satisfaction with election as a mode of choice. Only 28.9% of the respondents were very satisfied with the election as a mode of choosing leaders. Forty-seven per cent reported that they were satisfied while 6.7% and 2.7% were dissatisfied and very dissatisfied respectively. The remaining 15.6% were non-committal as to whether they were satisfied or not. The findings show that the majority of the respondents were satisfied with electing the leaders within KCF. These findings resonate with the conclusion made by Norton, Murfield and Baucus (2014)

that appointment and election are the most understood modes of leader selection and hence the most used.

Appointment

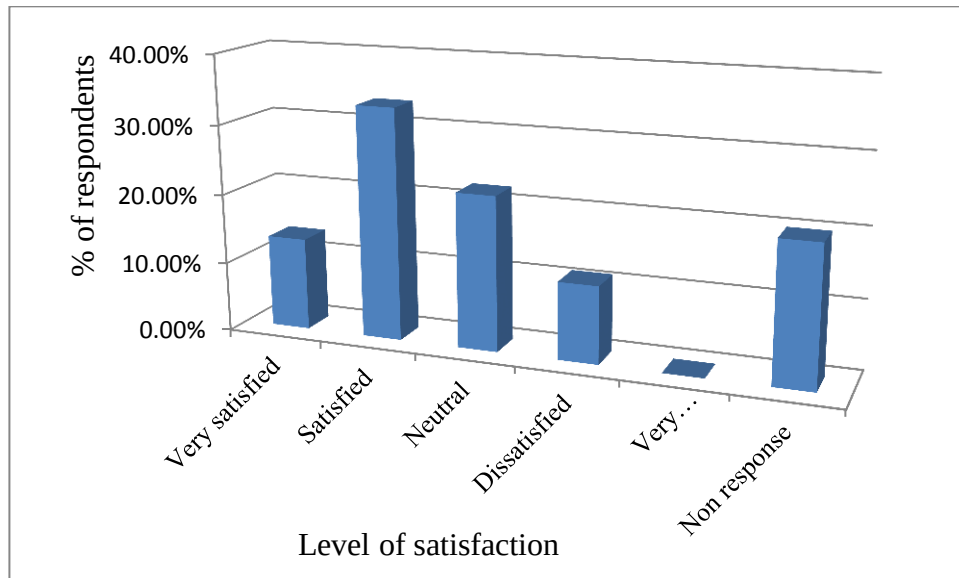


Figure 4.4: Respondents' satisfaction with appointment

Figure 4.4 above presents the details of the respondents' satisfaction with the mode of appointing leaders. Having been rated as the second most prevalent mode of leadership choice, a good majority of the respondents reported satisfaction with the mode of appointment with 33.3% being satisfied and 13.3% being very satisfied with the mode. While 22.2% chose a neutral position and did not show their satisfaction or the lack of it with the mode of appointing leaders, 11.1% were dissatisfied with it. Twenty per cent (20%) of those sampled chose not to respond as far as their satisfaction with this mode or the lack thereof was concerned.

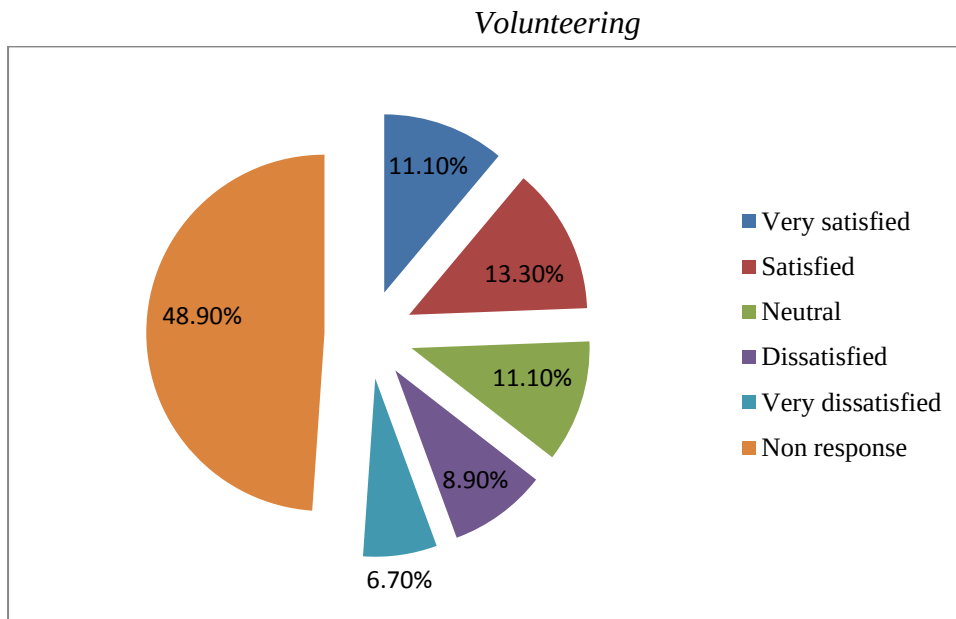


Figure 4.5: Respondents' satisfaction with volunteering

Figure 4.5 above presents the findings in respect of volunteering as a mode of leadership choice. A few respondents reported that some members volunteer into leadership without being elected or appointed into such roles within KCF. Similarly, only a few respondents registered their satisfaction with this mode. About half of the respondents, 48.9%, did not even respond to it as being an applicable mode of leadership choice within KCF.

The Influence of the Mode of Leadership Choice on Performance

The mean was calculated for the influence of the mode of leadership choice on performance and the results presented on tables 4.3 and 4.4 below.

Table 4.3: *Case processing summary*

	Case Processing Summary					
	Cases					
	Included		Excluded		Total	
	N	Per cent	N	Per cent	N	Per cent
KCF_Leaders_Performance_assessment_btw_2014__2016 * Mode_of_Leadership_Choice	42	93.3%	3	6.7%	45	100.0%

Table 4.4: *Means*

Report

KCF_Leaders_Performance_assessment_btw_2014__2016

Mode_of_Leadership_Choice	Mean	N	Std. Deviation
1.00	2.7586	29	.87240
2.00	2.4167	12	.66856
4.00	5.0000	1	.
Total	2.7143	42	.89131

A composite mean of 2.7 (SD=0.89) was reported. This indicates that the majority of the respondents were satisfied with the mode of leadership choice adopted by the KCF, being predominantly election and appointment. This reflects the conclusions arrives at by Norton, Murfield and Baucus (2014) that appointment and election are the most understood modes of leader selection and hence most prevalent.

Correlation tests were run to establish the existence of a relationship between the mode of leadership choice and performance. The results are presented by the table 4.5 below.

Table 4.5: *Correlation between the mode of leadership choice and performance*

Correlations			
		KCF_Leaders _Performance _assessment_ btw_2014__2 016	Mode_of_Lea dership_Choic e
KCF_Leaders_Performa nce_assessment_btw_20 14__2016	Pearson Correlation	1	.146
	Sig. (2-tailed)		.358
	N	42	42
Mode_of_Leadership_Ch oice	Pearson Correlation	.146	1
	Sig. (2-tailed)	.358	
	N	42	45

The researcher found that there existed a positive correlation between the modes of leadership choice, identified as election and appointment within KCF and the performance of such leaders. A correlation coefficient of 0.15 was reported in describing the relationship between the modes of leadership choice and leadership performance. Thus the mode of leadership choice and leadership performance were weakly correlated, $r = .15, p > .01$.

A simple linear regression was calculated to predict leadership performance based on the mode of leadership choice. These findings are presented in tables 4.6, 4.7 and 4.8 below.

Table 4.6: *Model Summary – Mode of leadership choice and performance*

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.146 ^a	.021	-.003	.89277

a. Predictors: (Constant), Mode_of_Leadership_Choice

From table 4.6 above, it is obvious that just like a low degree of correlation exists between the mode of leadership choice and leadership performance (0.146), similarly the mode of leadership choice only explains 2.10% variation in leadership performance. This reveals that the performance of a leader is not significantly influenced or determined by the mode of choice that brought the leader to the position or role.

Table 4.7: *Analysis of Variance (ANOVA) – Mode of leadership choice and performance*

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.690	1	.690	.866	.358 ^b
	Residual	31.881	40	.797		
	Total	32.571	41			

a. Dependent Variable:

KCF_Leaders_Performance_assessment_btw_2014__2016

b. Predictors: (Constant), Mode_of_Leadership_Choice

Table 4.8: *Coefficients – Mode of leadership choice and performance*

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.429	.336		7.232	.000
1 Mode_of_Leadership_Choice	.210	.226	.146	.931	.358

a. Dependent Variable: KCF_Leaders_Performance_assessment_btw_2014__2016

From tables 4.7 and 4.8 above, an insignificant equation was found ($F(1, 40) = 0.866$, $p > R^2$ of 0.021). Participants predicted leadership performance is equal to $2.429 + 0.210$ of mode of leadership choice where leadership performance is measured in terms of effectiveness. Leadership performance only changed by 0.210 levels of effectiveness as a result of the mode of leadership choice. There must therefore, be other factors that influenced performance apart from the mode of leadership choice.

Factors Influencing Leadership Choice at KCF

The study sought to determine what factors are considered by the members while choosing their leaders. Table 4.9 shows the findings.

Table 4.9: *Factors considered in choosing leaders*

Factors	Very Significant	Significant	Neutral	Insignificant	Very Insignificant	Non-Response
Experience	53.30%	35.60%	4.40%	2.20%	0.00%	4.40%
Character	77.80%	15.60%	0.00%	2.20%	0.00%	4.40%
Charisma	22.20%	44.40%	11.10%	4.40%	4.40%	13.30%
Professionalism	26.70%	33.30%	20.00%	6.70%	6.70%	6.70%
Church/Ministry size	8.90%	22.20%	24.40%	24.40%	13.30%	6.70%
Gender	13.30%	35.60%	20.00%	17.80%	11.10%	2.20%
Material possession	4.40%	13.30%	26.70%	28.90%	20.00%	6.70%
Ethnicity	4.40%	15.60%	15.60%	22.20%	35.60%	6.70%
Age	6.70%	20.00%	24.40%	20.00%	22.20%	6.75%

The character and experience of a would-be leader were reported as being the greatest influencing factors in leadership choice at KCF. Character scored 93.4% with experience coming second at 88.9% of the respondents considering the two factors as either being significant or very significant. These findings concur with the views of other scholars who have underscored the significance of character (Hendrix & Hopkins, 2003) and experience (Amit, Popper, Gal, Mamane-Levy & Lisak, 2009) in leadership. Majority of the respondents also considered charisma and professionalism as having significance in influencing leadership choice. These factors registered 66.6% and 60% respectively. Almost half believed that one's gender was an important consideration for leadership. Other factors such as the size of a would-be leader's church or ministry and age were also reported as worth fairly good attention. The least in significance where the choice of leaders was concerned within KCF were the two factors of age and ethnicity.

While acknowledging the relevance of the factors identified as having the potential to influence the choice of leaders at KCF, the respondents gave comparative ratings as presented in figure 4.6 below. These ratings were based on which factor the respondents viewed as being most significant.

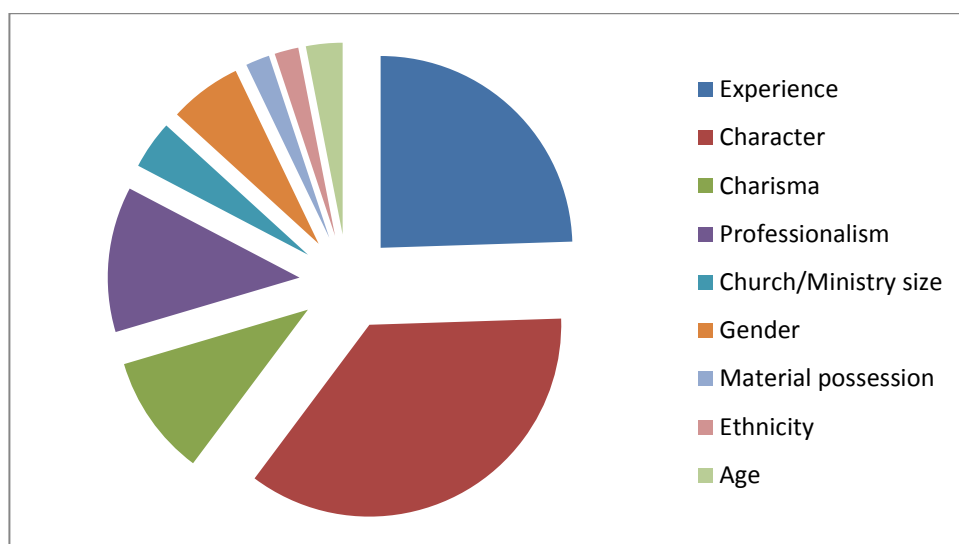


Figure 4.6: Rating of factors influencing leadership choice by significance

The top four factors considered as being very significant in influencing how leaders are chosen at KCF are character, experience, charisma and the professionalism of the would-be leader.

The relationships between these factors and leadership performance are captured in table 4.10 below:

Table 4.10: *Correlations on factors influencing choice and leadership performance*

		Correlations					
		Experience	Character	Charisma	Professionalism	Gender	KCF_Leaders_Performance_assessment_bt看_2014_2016
Experience	Pearson Correlation	1	.239	.282	-.050	-.096	-.202
	Sig. (2-tailed)		.128	.086	.758	.544	.206
	N	43	42	38	41	42	41
Character	Pearson Correlation	.239	1	-.012	-.085	.228	-.170
	Sig. (2-tailed)	.128		.943	.597	.147	.295
	N	42	43	38	41	42	40
Charisma	Pearson Correlation	.282	-.012	1	.090	-.061	.184
	Sig. (2-tailed)	.086	.943		.590	.718	.284
	N	38	38	39	38	38	36
Professionalism	Pearson Correlation	-.050	-.085	.090	1	.399**	-.128
	Sig. (2-tailed)	.758	.597	.590		.010	.437
	N	41	41	38	42	41	39
Gender	Pearson Correlation	-.096	.228	-.061	.399**	1	.013
	Sig. (2-tailed)	.544	.147	.718	.010		.935
	N	42	42	38	41	44	41
KCF_Leaders_Performance_assessment_bt看_2014_2016	Pearson Correlation	-.202	-.170	.184	-.128	.013	1
	Sig. (2-tailed)	.206	.295	.284	.437	.935	
	N	41	40	36	39	41	42

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

Based on the findings presented on the correlations table 4.10 above, character which was regarded as the most significant factor in influencing leadership choice at KCF registered a negative correlation of $-0.21, p > .01$ where elections were concerned but a positive one of $0.13, p > .01$ where appointment was concerned. Character also presented a relationship to leadership performance, albeit a negative coefficient of $-0.17, p > .01$. Similarly, the experience of a leader within KCF showed a relationship with a negative coefficient in both leader performance ($-0.20, p > .01$) and appointment ($-0.16, p > .01$). It, however, attracted a positive relationship as far as elections were concerned with a correlations coefficient of $0.18, p > .01$. A person's character did not increase the likelihood of being elected into leadership. It, however, counted when appointment was considered. On the other hand, the more experience one had the better chances of election to leadership became available.

Interestingly, charisma was the one factor that registered positive coefficients in all its correlations with elections, appointment, and the performance of leaders within KCF, the coefficients being $0.42, p > .01$; $0.27, p > .01$ and $0.18, p > .01$ respectively. It particularly showed a very strong positive relationship in regard to election as a mode of choosing leaders. A potential leader's professionalism, though showing relationship, presented negative correlation coefficients both with regard to mode of leadership and the performance of leaders. It registered coefficients of $-0.08, p > .01$ for elections, $-0.19, p > .01$ for appointment and $-0.17, p > .01$ for its relationship with leadership performance. Charisma stood out as one factor that greatly influenced one's ascension to leadership whether by election or appointment. It particularly influenced choice greatly where election was adopted as the mode of

leadership choice. Professionalism, however, did not increase one's chances of being elected to leadership.

A multiple linear regression was calculated to predict election of leaders based on their experience, character, charisma, professionalism and gender. Election was particularly singled out among the modes of leadership choice because it emerged as the principal mode both in practice and by legal requirement. The tables 4.11 to 4.13 below summarize these findings.

Table 4.11: *Model summary – factors influencing choice and election*

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.549 ^a	.302	.181	.91770

a. Predictors: (Constant), Gender, Charisma, Character, Professionalism, Experience

Table 4.12: *ANOVA - factors influencing choice and election*

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.548	5	2.110	2.505	.053 ^b
	Residual	24.423	29	.842		
	Total	34.971	34			

a. Dependent Variable: Election

b. Predictors: (Constant), Gender, Charisma, Character, Professionalism, Experience

Table 4.13: *Coefficients - factors influencing choice and election*Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.464	.692		3.559	.001
Experience	.086	.209	.072	.414	.682
Character	-.410	.283	-.242	-1.452	.157
Charisma	.364	.163	.374	2.238	.033
Professionalism	-.045	.169	-.045	-.269	.790
Gender	-.228	.146	-.259	-1.558	.130

a. Dependent Variable: Election

An insignificant equation was found ($F(5, 29) = 2.505$, $p > 0.000$, with R^2 of 0.302. Participants predicted that election of leaders is equal to $47.138 + 0.086(\text{Experience}) - 0.410(\text{Character}) + 0.364(\text{Charisma}) - 0.045(\text{Professionalism}) - 0.228(\text{Gender})$.

From table 4.13 experience, character, professionalism and gender were indicated as not being statistically significant to elections with p-values of 0.682, 0.157, 0.790 and 0.130 respectively. Only charisma was statistically significant to election with a p-value of 0.033.

Leadership Role Understanding

The researcher set out to determine the level of understanding with regard to the role of leaders within KCF. Additionally, the study sought to find out what these espoused roles were and how understanding the said roles influenced leadership performance at KCF.

The findings identified leadership roles within KCF as first being to create an inspiring vision. Leaders were further charged with the responsibility of leading by example, and empowering members. Inspiring and energizing members and building and leading teams were the other roles that a leader at KCF would be required to fulfil. All these roles were regarded by the vast majority of the respondents as being mandatory with frequency percentages ranging from 75.6% to 86.7%. A small percentage of 2.2 of the respondents, however, felt that KCF leaders should also have the role of steering the Fellowship into income generating activities. The above findings are accurately captured by figure 4.7 below:

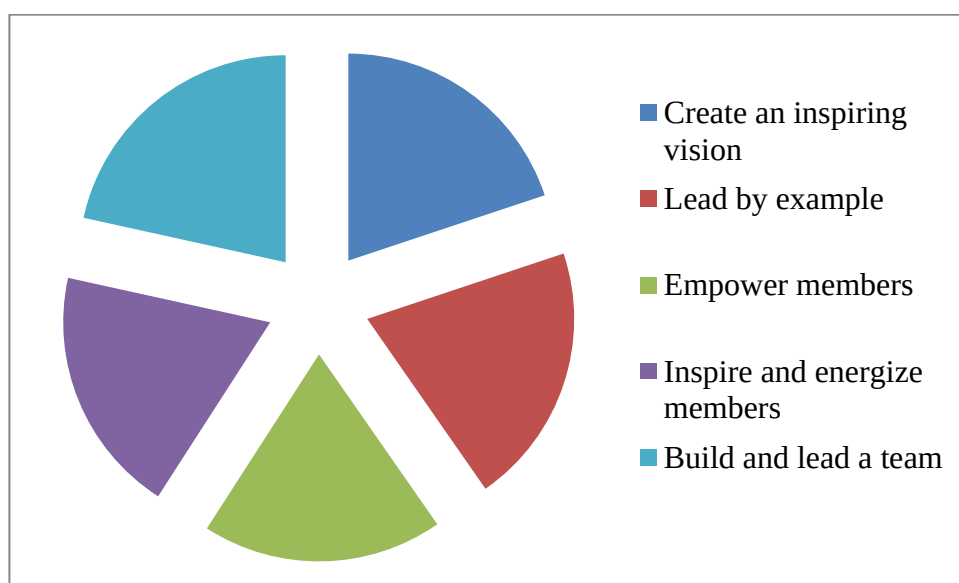


Figure 4.7: Description of leadership roles within KCF

The findings show that the majority of the respondents are very conversant with the roles of a leader within KCF.

Table 4.14: *Understanding of leader-role*

Level of	Frequency	% of respondents
Excellent	5	11.10
Good	24	53.30
Neither good nor poor	11	24.40
Poor	2	4.40
Very poor	0	0.0
Non-Response	3	6.0
Total	45	100

As presented in Table 4.14 above, 11.1% of the respondents rated their understanding of what the role of a leader at KCF is as excellent while more than a half, 53.3%, described their understanding as good. Another 24.4% categorized their understanding as being neither good nor bad. Some 2 respondents, accounting for 4.4%, honestly said they had a poor understanding of the leadership roles within KCF.

Influence of Leadership Role Understanding on Leadership Performance

The table 4.15 below presents the findings on how the effects of understanding leadership role affected performance at KCF.

Table 4.15: *Effects of the understanding of Leadership Role in KCF*

Rating of effects	Frequency	Percentage
Very positively	2	4.4
Positively	23	51.1
Neutral	15	33.3
Negatively	3	6.7
Very negatively	2	4.4
Total	45	100

The respondents who opined that the understanding of leadership roles had affected leadership performance of KCF very positively as in table 4.15 above were equal to those that felt the exact opposite, very negatively. Both registered at 4.4% of the respondents. The majority, however, believed that leadership role and understanding had had positive effect on leadership performance. That majority accounted for 51.1%. A considerable number, 33.3% of the respondents, were of the opinion that the role-understanding of a leader will have no effect, whether positive or negative, on how such a leader performs.

The mean was calculated in respect of the effects of the understanding of leadership role on performance and the results presented on tables 4.16 and 4.17 below.

Table 4.16: *Case Processing Summary*

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
KCF_Leaders_Performance_assessment_btw_2014__2016 * Effects_of_the_understanding_of_Leadership_Roles_in_KCF	42	93.3%	3	6.7%	45	100.0%

Table 4.17: *Means*

Report			
KCF_Leaders_Performance_assessment_btw_2014__2016			
Effects_of_the_understanding _of_Leadership_Roles_in_K CF	Mean	N	Std. Deviation
1.00	3.5000	2	2.12132
2.00	2.2857	21	.56061
3.00	3.0000	14	.78446
4.00	4.0000	3	1.00000
5.00	2.5000	2	.70711
Total	2.7143	42	.89131

A composite mean of 2.7 (SD=0.89) was reported signifying that the majority of the respondent believe that the understanding a leader has of the expected roles influences leadership performance. Nahavandi (2015) supports this verdict in his assertion that leaders must understand and perform roles ascribed to them by virtue of their leadership position.

In establishing a relationship between the effects of leadership role understanding and leadership performance, a positive relationship was reported. The correlation table 4.18 below shows these findings and reports a correlation coefficient of 0.27 for the above relationship. Leadership role understanding and leadership performance were weakly correlated, $r = .27, p > .01$

Table 4.18: *Correlations on Effects of understanding of leadership roles and leadership performance*

Correlations

		Effects_of_the_understanding_of_Leadership_Roles_in_KCF	KCF_Leaders_Performance_assessment_bt看_2014__2016
Effects_of_the_understanding_of_Leadership_Roles_in_KCF	Pearson Correlation	1	.273
	Sig. (2-tailed)		.080
	N	45	42
KCF_Leaders_Performance_assessment_bt看_2014__2016	Pearson Correlation	.273	1
	Sig. (2-tailed)	.080	
	N	42	42

Expectations of Leaders and Members at KCF

The study sought to establish the expectations of both leaders and members at KCF, and to evaluate the relationship between these expectations and leadership performance at KCF.

Expectation of KCF Leaders

Four qualities were found to come out strongly as expectations placed among the leaders at KCF. First among these was for a leader to model strong integrity. Eighty-six per cent of the respondents valued this. To be motivational-inspiring a high level of commitment and performance is a trait that 71.1% of the respondents expected of their leaders while 67% noted that a leader was expected to be goal-driven, being able to set and achieve goals relevant to his/her responsibility at KCF.

Finally, 62.2% voiced that they expected a leader to be one who is innovative. Table 4.19 summarizes these findings.

Table 4.19: *Expectations of KCF Leaders*

Expectation	% Frequency
To model strong integrity	86%
To be goal driven (setting and achieving goals)	67%
To be motivational - inspiring a high level of commitment and performance	71.10%
To be innovative	62.20%

Expectations of KCF Members

Table 4.20 below summarizes the expectations that the study established had been placed upon the members of KCF.

Table 4.20: *Expectation of KCF Members in relation to KCF Leadership*

Expectation	% Frequency
Collaborative	82%
Active Followership - full of initiative and passion to follow	71%
Resource Contribution-contributing to program needs	60%

The greatest expectation was for members to be collaborative with their leaders and other members towards achieving the objectives of KCF. A good majority of 82% of the respondents shared this view. Second to this were 71% of the respondents stating that members should exhibit active followership where they are full of initiative and passion to follow the common vision as shared by the leadership. Another great

expectation placed on the members was for them to contribute resources towards the needs of the programmes and activities initiated and championed by KCF. Sixty-per cent of the respondents agreed to this.

Influence of Expectations on Leadership Performance

The researcher was interested in finding out whether these expectations stated above influenced leadership performance at KCF and, if so, was it positively or adversely. The findings are presented in figure 4.8 below.

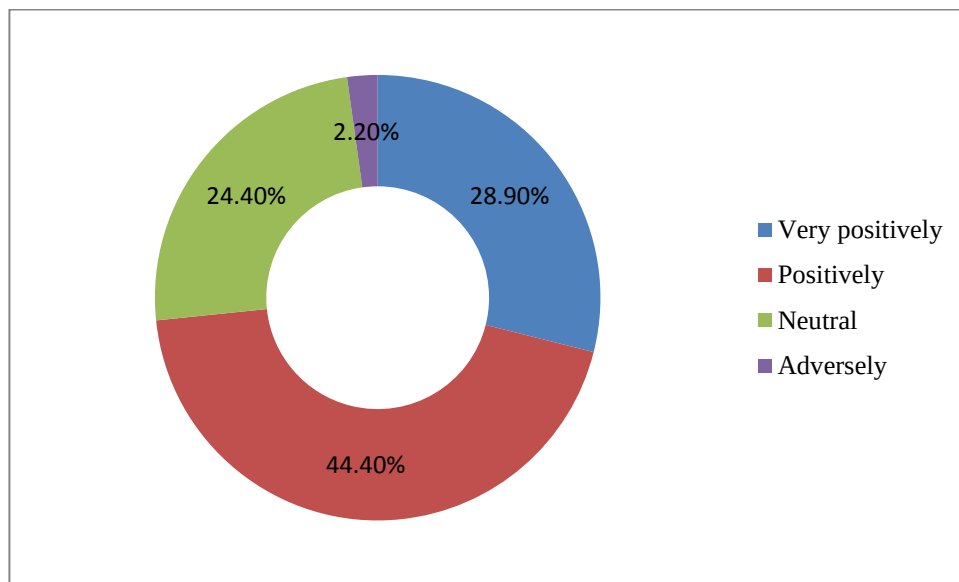


Figure 4.8: Influence of Expectations on leadership performance within KCF

A big majority of the respondents believed that the expectations placed on the followers and the members of KCF have a positive influence on how leaders perform. Up to 28.9% say these expectations had a very positive influence while 44.4% acknowledged their influence as positive. A not so significant minority at 2.2% opined that these expectations had an adverse influence on the performance of KCF leaders. A significant 24.4% of the respondents, however, would not express their view on the influence these expectations had on leadership performance.

The mean was calculated in respect of the influence of expectations on leadership performance within KCF and the results presented on tables 4.21 and 4.22 below.

Table 4.21: *Case Processing Summary*

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Per cent	N	Per cent	N	Per cent
KCF_Leaders_Performance_assessment_btw_2014__2016 * Influence_of_Expectations_on_what_is_done_within_KCF	42	93.3%	3	6.7%	45	100.0%

Table 4.22: *Means*

Report

KCF_Leaders_Performance_assessment_btw_2014__2016

Influence_of_Expectations_on_what_is_done_within_KCF	Mean	N	Std. Deviation
1.00	2.6667	12	.98473
2.00	2.5263	19	.77233
3.00	3.0909	11	.94388
Total	2.7143	42	.89131

A composite mean of 2.7 (SD=0.89) was reported. Most of those sampled were of the view that expectations of both leaders and followers influenced leadership performance. This agrees with Hackman & Johnson's (2009) Pymalion effect according to which they posit that expectations exert a long-lasting influence on performance and that patterns created through expectations tend to persist.

Correlation tests were ran to establish the existence of any relationship between the influence of expectations and leadership performance and the results presented on table 4.23 below.

Table 4.23: *Correlations on the influence of expectations and leadership performance*

Correlations

	KCF_Leaders_P performance_asse ssment_bt看_201 4__2016	Influence_of_Ex pectations_on_w hat_is_done_wit hin_KCF
KCF_Leaders_Performance _assessment_bt看_2014__2016	1	.172
Pearson Correlation Sig. (2-tailed)		.275
N	42	42
Influence_of_Expectations_ on_what_is_done_within_K CF	.172	1
Pearson Correlation Sig. (2-tailed)	.275	
N	42	45

Whereas the respondents made a strong statement with regard to expectations of both leaders and members within KCF, correlation studies (Table 4.23) of the same show weak relationships between expectations and leadership performance with the

coefficient being as low as 0.17, $p > .01$. The relationship is, however, a positive one indicating that expectations and leadership performance increase in direct proportions. “What a leader expects is often what a leader gets” (Hackman and Johnson, 2009, p.256).

Leadership Challenges at KCF and Their Influence on Performance

This section presents findings and discussions that relate to the fifth objective of this study in which the researcher set out to determine how challenges faced by the leaders influenced leaders’ performance at KCF. Figure 4.9 below shows identified leaders’ challenges within KCF.

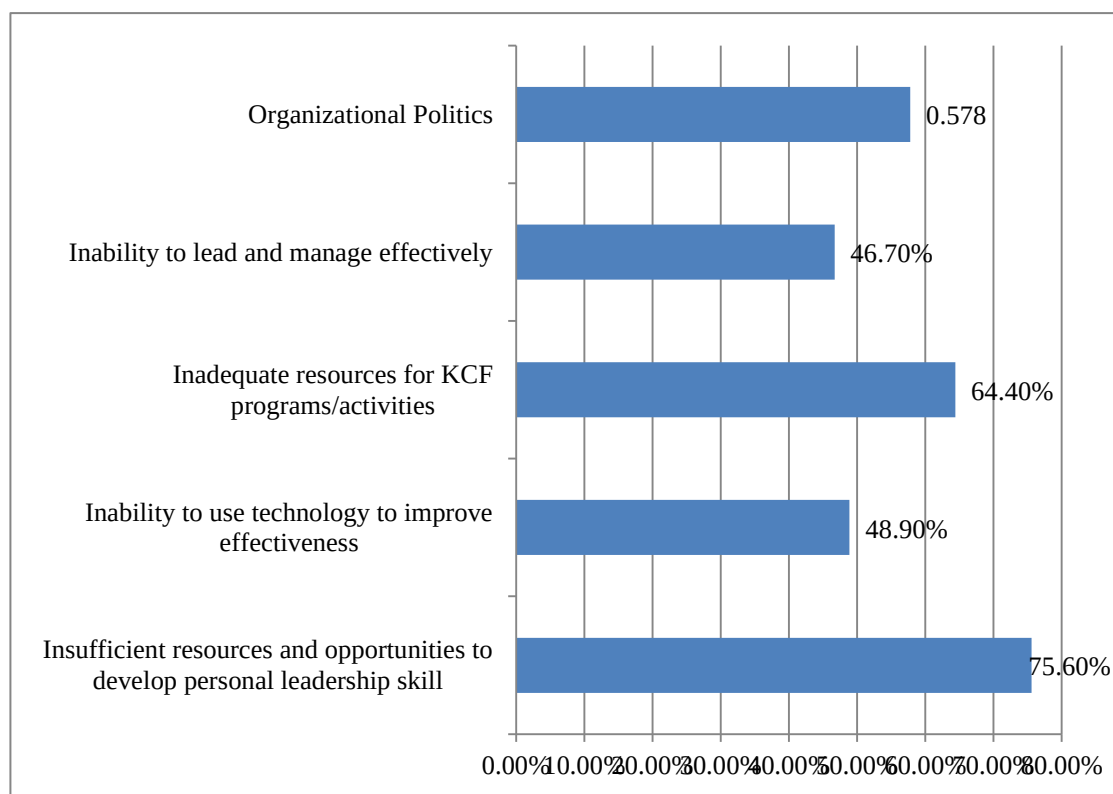


Figure 4.9: Leadership challenges within KCF

Insufficient resources and opportunities to develop personal leadership skills was the most cited challenge to KCF leadership with a frequency of 75.6%. Another

74.4% of the respondents also felt that inadequate resources for KCF programmes and activities was a big challenge to the leadership. More than half of the respondents, 57.8%, believed that the leaders at KCF had to deal with the challenge of organizational politics. Almost half of those sampled listed an inability to use technology to improve leadership effectiveness, 48.9%, and inability to lead and manage effectively, 46.7%, as challenges that leaders were contending with.

Influence of Identified Challenges on Leadership Performances at KCF

Challenges stemming from inadequacy of resources were reported as those affecting the performance of KCF adversely. This was both at the leaders' personal level and organizationally. The following chart on figure 4.10 presents these effects in a summarized form.

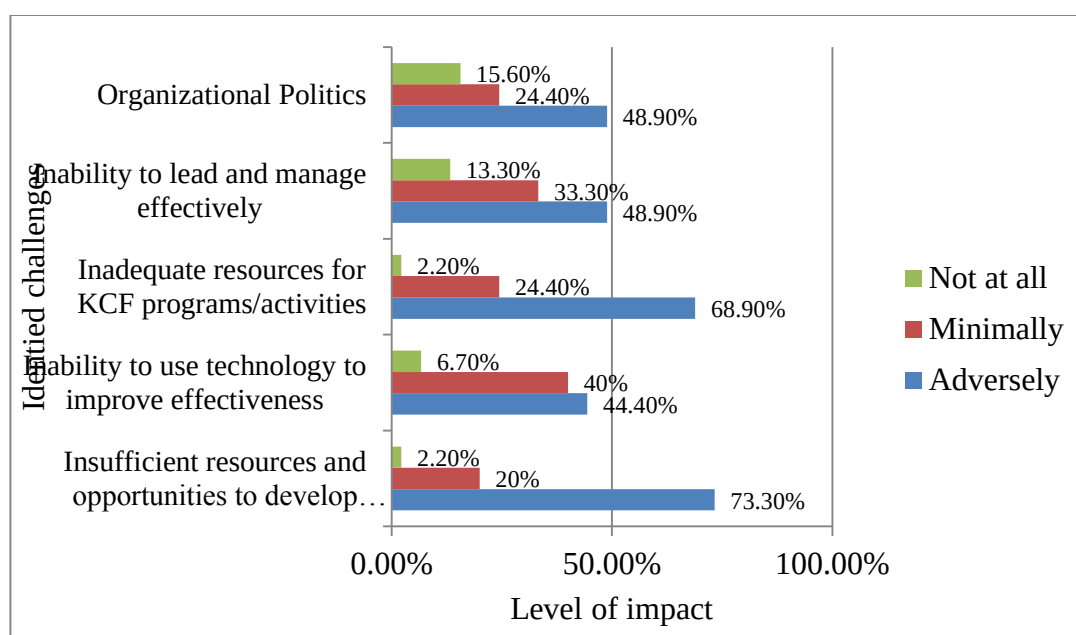


Figure 4.10: Effects of identified Challenges on leadership Performance within KCF

Almost all the identified challenges presented negative correlation with leadership performance at KCF within the period covered by this study. Inability to use technology was the only challenge presenting a positive correlation coefficient of

0.01, $p > .01$, albeit very weak. The respective coefficients for the rest of the identified challenges were: Insufficient resources and opportunities to develop personal leadership skills (-0.31, $p > .01$), inadequate resources for KCF programs/activities (-0.23, $p > .01$), inability to lead and manage effectively (-0.27, $p > .01$), and organizational politics (-0.37, $p > .01$).

Table 4.24 below presents these relationships.

Table 4.24: *Correlations on leadership challenges and performance*

		Correlations					
		Insufficie nt_resour ces_and_ opportuni ties1	Inability_ to_use_te chnology _to_impr ove_effec tiveness	Inadequat e_resourc es_for_K CF_progr ams1	Inability_ to_Lead_ and_Man age_effec tively1	Organizat ional_Pol itics1	KCF_Lea ders_Perf ormance_ assessme nt_btw_2 014__20 16
Insufficient _resources_ and_opport unities1	Pearson	1	-.048	.246	-.017	.218	-.313*
	Correlation						
	Sig. (2-tailed)		.768	.116	.917	.182	.046
Inability_to _use_techn ology_to_i mprove_eff ectiveness	N	43	40	42	41	39	41
	Pearson	-.048	1	.257	.228	-.017	.009
	Correlation						
Inadequate_ resources_f or_KCF_pr ograms1	Sig. (2-tailed)	.768		.104	.152	.920	.954
	N	40	41	41	41	37	41
	Pearson	.246	.257	1	.042	.062	-.227
Inability_to _Lead_and _Manage_e ffectively1	Correlation	.116	.104		.793	.707	.149
	Sig. (2-tailed)	.42	.41	.43	.42	.39	.42
	N	42	41	43	42	39	42
Organizatio nal_Politics 1	Pearson	-.017	.228	.042	1	.154	-.274
	Correlation	.917	.152	.793		.349	.079
	Sig. (2-tailed)	.41	.41	.42	.43	.39	.42
KCF_Leade rs_Perform ance_assess ment_btw_ 2014__201 6	N	.218	-.017	.062	.154	1	-.373*
	Pearson	.182	.920	.707	.349		.021
	Correlation	.39	.37	.39	.39	.40	.38
	Pearson	-.313*	.009	-.227	-.274	-.373*	1
	Correlation	.046	.954	.149	.079	.021	
	Sig. (2-tailed)	.41	.41	.42	.42	.38	.42
	N						

*. Correlation is significant at the 0.05 level (2-tailed).

KCF leaders' Performance Assessment Between 2014 - 2016

In view of the objectives that this study set out to examine, the table below presents the findings with regard to how the leadership performance was assessed within the period covered by the study. The assessment was based on a scale ranging from very effective to very ineffective.

Table 4.25: *KCF Leaders Performance assessment between 2014 – 2016*

	Very effectiv e	Effective	Neutra l	Ineffectiv e	Very ineffectiv e	Non- response	Tota l
Member only	1	13	12	5	0	1	32
Member & Official	1	8	2	1	1	0	13
Total	2	21	14	6	1	1	45

Less than half of the respondents viewed the leadership of KCF for the period under study as having been effective. The highest score of effectiveness in leadership performance was among the officials. Nine out of the 13 officials in KCF sampled rated their performance as being effective with one giving a very effective rating. This accounts for 69.2% among the KCF leaders. Among the ordinary members, however, only 43.75% regarded their leaders as having performed effectively. A considerable proportion of the respondents, at 31.1%, believed that the performance of the leaders was neither effective nor ineffective. Fifteen per cent of those sampled were categorical that the leaders had been very ineffective in their performance. Figure 4.11 below puts these findings into perspective.

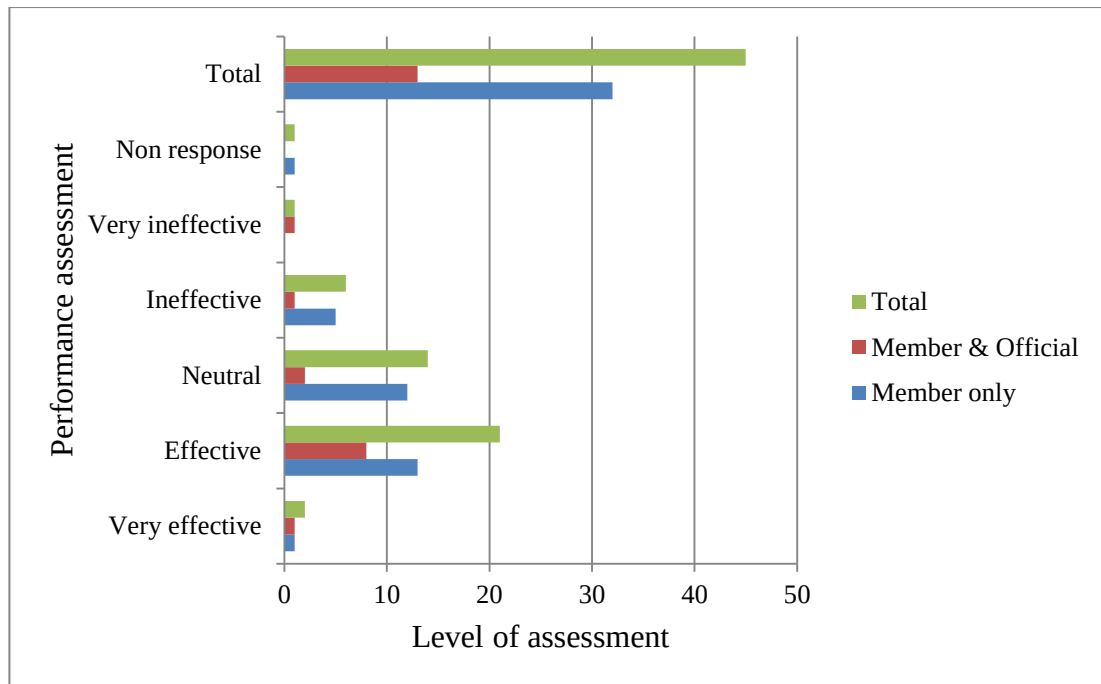


Figure 4.11: KCF leadership performance assessment

Discussion of Findings

The discussions are first centered around the major findings on the mode of leadership choice and its influence on leadership performance. Secondly, the findings regarding the factors that influence the choosing of leaders at KCF are discussed. More discussions are presented on the understanding of leadership roles and the findings thereof in relation to how that influences leadership performance. Having evaluated the relationship between the expectations of leaders and followers, and leadership performance, these findings are also discussed herein. The final discussions focus on the findings from the researcher's objective to determine how challenges faced by the leaders influence leaders' performance at KCF.

Mode of Leadership Choice

The findings show that election and appointment were regarded by the members as their modes of leadership choice and with which the majority were

satisfied. KCF constitution (2014) outlines these as the ways through which the Fellowship will obtain its leaders. These findings confirm the conclusion by Norton, Murfield and Baucus (2014) that appointment and election are reasonably well understood in organizational settings and underscoring the reason for their frequent use in the selection of leaders. Co-opting is additionally used, although none of the members or officials identified with it during the course of this research. While a significant number of members may not be happy with election as a way of choosing leaders, KCF is legally bound to this method as the legal framework, under which it operates (Societies Act Chapter 108, Laws of Kenya) prescribes election as the default mode of leadership choice. The study, however, did not set out to determine whether the dissatisfaction was with election as a mode or with the manner in which it was being conducted.

Factors Influencing Leadership Choice

The findings point to strong values that are espoused by KCF as factors that inform and influence their choice of leadership. That they give character preeminence agrees with many perspectives on considerations for leadership. Character, also defined as doing the right thing despite outside pressure to the contrary (Likona, 1991), has been considered as an essential leadership attribute (Barlow, Jordan and Hendrix, 2003). The value attached to character in leadership is further supported by Hendrix's and Hopkins' (2003) research which found a statistically significant and strong relationship between transformational leadership and character. This resonates with Sarros, Cooper and Hartigan's (2006) contention that character and good leadership are inextricably united.

One's experience in matters leadership is significant for any leader as the findings showed. Relevant experience comes from tacit knowledge which is a product of one's exposure. This experience-based knowledge, according to Amit, Popper, Gal, Mamane-Levy and Lisak (2009) facilitates performance by allowing individuals to define the noble problems that they face within an environment similar to the one in which they acquired the knowledge. This is why experience can be used as "a mentor" according to Cianciolo, Antonakis and Sternberg (2004).

Additionally, professionalism stood out as another factor that is considered when looking for leaders in an organization. These findings agree with Notman's (2012) research findings where leaders prioritized personal and professional development. These leaders further made reference to investment in professional development as a success factor in their leadership performance.

While charisma did not score the highest among the factors that influenced leadership choice, the strength of its correlation coefficient in its relationship to election confirms the effect of skilled communication that endears charismatic leaders to followers. Followers easily identify with such leaders and this may account for why they are chosen in an election process. This calls for a careful interrogation of the combination of the factors that actually do determine leadership choice. This is more so because although many hold the view that charisma is a central feature of leadership Tichy and Devana (1986) and Yukl (2010) classified it as the polar opposite of transformational leadership. They hold that it creates and perpetuates dependency whereas transformational leadership develops and empowers collaborators. The findings do not, however, indicate whether charisma does indeed contribute to leadership effectiveness and performance.

Although gender was not a strong consideration in choosing leaders, the findings indicate a skew towards masculinity both in membership and leadership within KCF. Since the Fellowship draws their membership from the churches within Kisumu and the leaders therefrom, it confirms that not many women lead churches or church organizations in comparison to their male counter parts. This explains the small percentage of membership, 20% that women occupy in KCF. This is, however, not unique to KCF and confirms Cunnincham's (2000) assertion that women are universally discriminated against when it comes to role playing, and this is not entirely limited to leadership. The rise in feminism and affirmative action in leadership (Maloney, 1984), may nonetheless explain the fact that many do not regard gender as a significant factor, at least not in theory.

Understanding of Leadership Roles

Concurrence among the members and leaders within KCF as far as the roles of leaders are concerned is a great place to start this discussion. One's understanding of what he/she should be doing prepares him/her for effective performance. This same reasoning is shared by Anderson and Anderson (2001) who instruct that organizational leaders need to comprehend their transformational responsibilities. The roles identified by this study had congruence with the objectives for which KCF was set up (KCF Constitution, 2014). These roles also matched up to those summarized in "The Leadership Challenge" by Kouzes and Posner (2012) and which are widely regarded as conceptually sound and based upon more than 20 years of research about leadership.

Expectations and their Influence on Leadership Performance

Whether realistic or not, the expectations placed on leaders influence the perception attached to their performance. This is why the view that expectations have an effect on leaders' performance is worth the attention this study has given it. This flows in tandem with the position by Schyns, Kroon and Moors (2008) that effective leadership is not just about the leader's behavior but rather also dependent on the perception of the followers. These perceptions are informed by the followers' expectations. This raises the need to have clearly established and discussed expectations that can be the basis of measuring effectiveness of leadership performance. This is more so because any organization comprises of people from different cultural backgrounds, which backgrounds define their expectations of leadership. Culture provides the mental programming that defines expectation on leadership (Ling, Chia & Fang, 2000). KCF brings on board churches and ministers with different denominational and socio-cultural backgrounds and hence the need for a harmonized and clarified set of leadership expectations. This will reduce what Subramaniam, Othman and Sambasivan (2010) call the leadership expectation gap—the difference between the followers' implicit leadership theory and actual leader behavior.

Leadership Challenges and Performance

The leadership challenges identified by this study fitly fall into Rabinowtz's (2016) categories of external, internal and those challenges that arise from the nature of leadership roles. The findings indicate relationships between these challenges and leadership performance. Each of the identified challenges has a relationship that presents a unique influence on the leadership performance.

The lack of resources and opportunities for leaders to develop personal leadership skills presents a capacity limitation. It thus affects how a leader fits his/her leadership role. Guay (2013) shares the same position in his argument that leaders who consider themselves to be a better fit with their leadership roles believe they have the capacity required to be an effective leader. That this is a valid leadership challenge is supported by Edwards and Shipp's (2007) position that there is a link between a leader's abilities and the demands of his/her leadership role and leadership task performance. Whatever leaders and organizations do with this one challenge will affect leadership performance.

The second challenge of inadequate resources for organizational activities affects how the needs that leaders have towards executing their expected mandates are met. This puts a strain on leaders' performance. In his argument, Guay (2013) posits that when leaders have the resources they need to carry out their roles, the motivation is high and they are more likely to inspire their followers towards goal attainment. Since resources are always scarce, leaders must also be skillful in how to prioritize resource allocation and utilization. Additionally, skill in resource mobilization also becomes an important qualification and consideration for leadership.

Since organizational politics are part of each organization, how leaders are able to handle this challenge is critical to performance. This is because organizational politics affect the health of an organization and this has a bearing on leadership performance. Lencioni (2012) agrees that healthy organizations are high performing and adds that minimal politics is one of the characteristics of such organizations.

Chapter Summary

This chapter has used frequency tables, correlation tables and charts to present to the findings of the study. The findings have been presented systematically in line with the objectives that the researcher set out to investigate as outlined in chapter one. The Chapter reported election as the dominant mode of leadership choice followed by appointment. The most eminent factors influencing leadership choice at KCF were reported as character, experience, professionalism and charisma in that order. How leaders understand their roles was found to have an effect on how such leaders performed. The expectations that both leaders and followers have were viewed as having an influence on how the leaders performed and/or were perceived to perform.

CHAPTER FIVE

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

Introduction

This chapter presents a summary of the major findings of the study as guided by the objectives set out in Chapter one. It also draws conclusions from the above discussions and gives recommendations with regard to the subject under study – leadership choice and the performance of leaders in voluntary associations. The chapter finally suggests areas for further research.

Summary of Findings and Implications

Below is a summary of the major findings and their implications. The presentation follows the order of the objectives set out in chapter one.

Mode of Leadership Choice

While the findings indicate a positive relationship between the mode of choosing leaders and leadership performance ($r = .15, p > .01$), such a relationship had no significant strength. Lund (2016) agrees with this position in his discussion on leader legitimacy. He opines that a leader's performance and the perception of it is determined and influenced by many other factors beyond the mode of ascension to a formal position of leadership in an organization, whether by election or appointment. This concurs with Swensen, Gorringer, Caviness and Peters' (2016) assertion that ultimately, it is about performance and any leadership must deliver an incremental return to the organization from improved performance regardless of which mode of choice brought one to leadership. When an organization and its leaders are healthy and

engaged, one can see a direct correlation with improved overall performance (Swensen et al., 2016). This healthy engagement must be the preoccupation of all who find themselves in leadership.

It follows therefore, that the mode of leadership choice, in and of itself does not determine or influence leaders' performance. The mode adopted for choosing leaders, however, needs to be as acceptable as possible to the followers and must be executed in a way that fosters legitimacy of the so chosen leaders. This will enhance the health of the leader-follower relationship, the health of the organization and hence improved performance.

Factors Influencing Leadership Choice

While the present findings do not necessarily link character as a factor influencing the mode of leadership choice to a leader's performance with a correlation coefficient of -0.17 , $p > .01$, at least not at the level of tests and analysis performed, Hendrix and Hopkins (2003) assert that one needs to be a leader of character in order to achieve the highest levels of organizational outcomes. Martin Luther King's words indicate that greatness resides in a person's character.

The significance given to experience by these findings, relating experience to leadership choice with a coefficient of correlation at 0.18 , $p > .01$, is even more strongly supported by the evidence provided by Avery, Tonidandel, Griffith and Quiñones (2003) suggesting that more experienced leaders are more effective than those with less experience. A careful vetting of would-be leaders in relation to the relevant experience they bring to the position of leadership for which they are being considered becomes a significant contributor to the eventual outcome

of their leadership act. This experience needs to be relevant to the expectations associated with the position and role that a leader is being considered for.

Professionalism needs to be a requisite pre-existent condition in a would-be leader or an immediate pursuit by leaders upon being chosen into leadership roles, either in terms of acquiring new necessary skills or enhancing the inadequate ones that a leader may already possess. This can be pursued either as a leader's personal initiative to enhance their individual effectiveness or as an organizational investment in its leaders with a view to enhancing the effectiveness of its leadership team and organizational performance.

While charisma is a great trait for a leader, followers need to be sober enough to watch against inappropriate influence by charismatic would-be leaders who do not have other more critical leadership qualities. This is particularly so for organizations which choose their leaders by election. While charisma may make one appealing and influence his/her election into office, followers may have to contend with inadequate leadership thereafter.

Whereas gender was not found to be a strong consideration in choosing leaders, at least not from the respondents in this study, the skew towards masculinity both in membership and leadership within KCF indicates an unspoken bias or a sluggish will to actualize affirmative action where gender is concerned in leadership choice. Organizations must take heed to the instructive insight by Mendez and Busenbark (2015) that shared leadership must factor in gender considerations.

Understanding of Leadership Roles

Puth (2002) corroborates these findings with regard to the significance of leaders understanding their role in an organization in his belief that understanding of leadership roles prepares such leaders psychologically for corporate transformation in a complex reality. One's understanding of his/her roles and responsibilities as a leader prepares one for action and is an integral part of the vision process. One is enabled to contextualize what his/her role is in attaining the desired future state for the organization. When scripture states that "where there is no vision the people cast off restraint" (Proverbs 29:18), it of necessity also implies the understanding of one's ability in the fulfillment of such a vision. Organizations have visions and their leaders must be clear on what responsibilities fall on their shoulders in the quest for organizational vision achievement. Xu, Caldwell, Glasper and Guevara (2015) support this view with a strong statement of how leaders' roles mesh with the ethical duties of transformational leadership.

Expectations and their Influence on Leadership Performance

Since expectations affect performance, they must be realistic, discussed and agreed upon between leaders and members/followers. Communication of these expectations must also be done in a way that increases clarity. This will make for healthy interactions and relationships between leaders and followers, and enhance effectiveness in leadership performance. This further agrees with Saltz's (2004) position that when a leader's behaviour matches the follower's expectations, the follower is likely to be satisfied with the leader.

Leadership Challenges and Performance

Like with every other organization, the study established that challenges of various categories are part and parcel of both leadership and organizational life. The effectiveness of the leadership and the performance of the organization depend to a reasonable extent on how these challenges are dealt with. Rabinowitz (2016) agrees with this in his statement that an organization will only handle these challenges to the extent that its leaders handle them. This makes leaders key determinants of organizational success or failure based on how they deal with leadership challenges. It is in addressing such a scenario that Rabinowitz's (2016) advice to leader becomes indispensable. He believes leaders must keep communicating the vision properly so that followers can run with it, participate in it and contribute resources towards its attainment. Additionally, there is need for leaders to demonstrate proactivity, creativity, collaboration, team-work and conflict management skills.

Recommendations

Based on the findings of the study, the following recommendations are made:

1. That the modes of leadership choice, though satisfactory to the majority of the members of KCF, should be executed in a manner that promotes increased acceptance. This calls for objectivity, fairness, credibility, and justice in elections that are seen to be free. Appointments must also be carried out based on certain generally agreed upon criteria. This will enhance the health of leader-follower relationships and positively impact performance.
2. That the factors considered in choosing leaders should be not only espoused but practically enacted in the exercise of coming up with the leaders. The

relevance of these factors to responsibilities of the leaders being sought must be carefully examined. This has the net effect of ensuring the organization gets leaders that can both address and meet its performance needs.

3. That leadership roles must be clearly stipulated and understood by the leaders. Additionally, there is need to ensure that leaders' qualifications have the required fit with the roles expected of such leaders in order to promote effective performance.
4. That expectations of the leadership must be well stated and made part of a contractual agreement with leaders who take office. These agreements should then form the basis of assessing effectiveness in leadership performance.
5. That proper performance assessment tools and mechanisms be put in place to assess leader effectiveness. This kind of appraisal should be a regular practice to enable organizations to assess the contribution of their leadership towards goal attainment and organizational performance.
6. That the organization puts in place mechanisms to deal with challenges facing their leaders with relevant mitigation interventions.

Areas for Suggestions for Further Research

1. This study established relationships between the variables under study. Further research would be necessary to ascertain whether these relationships are random or by chance, and how they impact on leadership performance when they are all considered together.

2. The findings relate to a voluntary organization guided by faith in biblical principles. It would be informative to conduct similar research and studies on an organization that has no religious inclinations.
3. The study findings show a gap between the verdict on the assessment of the leadership performance and the consideration of the other variables under study. The question for further investigation is why after all the seemingly satisfactory scores on the respective variables, followers still assess their leaders as ineffective.

Conclusion

Based on the findings of this study, several conclusions can be drawn in relation to the objectives set out at the beginning of this research. First is the fact that the mode of leadership choice has a relationship with leaders' performance to the extent that it affects the followers' perception of the leader in terms of the legitimacy of his/her position. This perception affects how a leader relates to and functions with the followers and eventually contributes to perception on leader effectiveness. The mode of choice alone, however, does not have a pivotal determination of performance.

Secondly, several factors influence how leaders are chosen and ultimately contribute to how they perform, depending on whether the necessary qualifying factors were objectively considered. Some significant factors fail to be considered, especially in a case like election where charisma seems to override other pertinent considerations. Effective leadership performance demands consideration of these factors.

Further conclusions can be drawn with regard to the expectations that are placed on leaders. These expectations inform perceptions on leadership effectiveness. It is significant that leaders are aware of the expectations on them. These expectations need to be clarified and shared between leaders and followers since they eventually become the parameters for measuring effectiveness of leadership performance.

Clarity of roles helps leaders reconcile their abilities with the demands of such roles. Consequently, they are able to assess their fitness, or the lack of it, with regard to their functioning in such roles within the organization. While challenges will always be part of every organization and its leadership, identification of such challenges and a careful examination of how they affect leadership performance is important. Leadership must thus be prepared to mitigate against these challenges in its endeavor to achieve optimal performance. As argued by transformational leadership theory (Bass, 1985), what effective leaders accomplish depends not only on the leader but also the situation.

The concepts theorized by the transformational leadership theory openly play out in the findings of this study. Voluntary associations must therefore, of necessity, intentionally cultivate the provisions of this theory in leadership choice and performance. This calls for the need to know how to balance charisma with individualized consideration, intellectual stimulation and inspiration. Transformational leadership by definition requires the interaction among the leaders and their followers organized “around collective purpose.” How the roles of leaders and expectations are set, clarified and

communicated will enhance this and contribute to effective leadership performance.

Chapter Summary

This chapter reported a summary of the findings, conclusions and recommendations from the study. While the mode of leadership choice was found to have a positive relationship with performance, such a relationship was found not to be strong enough to be a significant determinant of performance. Many other factors were found to have influence over performance. Factors that influence leadership choice were found to determine the kinds of leaders an organization ends up with and the performance therefrom. The actual consideration of these factors in the process of leader-selection was found to be vitally important. Role understanding was reported to have a bearing on the leader-role fit and how this contributes to performance. The recommendations pointed to the need for organizations to carefully consider issues of the mode of leadership choice and also examine other factors that have direct or indirect bearing on performance.

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APPENDICES

Appendix I: Questionnaire Questionnaire

The purpose of the research is to gather information on Leadership Choice and the Performance of Leaders within Kisumu Clergy Fellowship. I will be grateful if you answer the questions in the questionnaire and also share your experiences with me. Your responses will be confidential.

Kindly complete all sections of the questionnaire. Do not indicate your name on the questionnaire.

Please check (✓) the appropriate box as it relates to the statement/question with respect to the Kisumu Clergy Fellowship between 2014 -2016.

Are you a member and/or an official of KCF?

☐ No ☐ Yes, Member only ☐ Yes, Member and Official

How long have you been a member of KCF?

☐ Less than 6 months ☐ 6 months to 1 year ☐ 1–3 years ☐ 3–6 years ☐ Over 6 years

Gender ☐ Male ☐ Female

Please indicate the location (zone) of your church or ministry

A1. How does KCF choose its leaders?

☐ Election ☐ Appointment ☐ Co-opting ☐ Volunteering ☐ Other

A2. How satisfied are you with the mode of leadership choice at KCF?

Mode	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Election					
Appointment					
Co-opting					
Volunteering					
Other_____					
—					

B1. What factors do you consider significant to you in choosing leaders with KCF?

Factor	Very significant	Significant	Neutral	Insignificant	Very insignificant
Experience					
Character					
Charisma					
Professionalism					
Church/Ministry size					
Gender					
Material possession					
Ethnicity					
Age					
Other_____					

C1. How would you rate your understanding of the role of a leader within KCF?

☐ Excellent ☐ Good ☐ Neither good nor poor ☐ Poor ☐ Very Poor

C2. How would you describe these leadership roles within KCF?

Leadership role	Mandatory	Optional	Unnecessary
Create an inspiring vision			
Lead by example			
Empower members			
Inspire and energize members			
Build and lead a team			

C3. How has the understanding of leadership roles affected leadership performance within KCF?

☐ Very positively ☐ Positively ☐ Neutral ☐ Negatively ☐ Very negatively

D1. What are your expectations of KCF leaders?

☐ To model strong integrity

☐ To be goal-driven (setting and achieving goals)

☐ To be motivational-inspiring a high level of commitment and performance

☐ To be innovative

☐ Other_____

D2. What are your expectations of KCF members in relationship to KCF leadership?

☐ Collaborative

☐ Active followership – Full of initiative and passion to follow

☐ Resource contribution – Contributing to program needs

☐ Other_____

D3. How do these expectations influence what you do within KCF?

☐ Very positively ☐ Positively ☐ Neutral ☐ Adversely ☐ Very adversely

E1. What challenges do leaders within KCF face?

- () Insufficient resources and opportunities to develop personal leadership skills
- () Inability to use technology to improve effectiveness
- () Inadequate resources for KCF programs/activities
- () Inability to lead and manage effectively
- () Organizational politics
- () Other_____

E2. How do these challenges affect leadership performance within KCF?

Challenge	Adversely	Minimally	Not at all
Insufficient resources and opportunities to develop personal leadership skills			
Inability to use technology to improve effectiveness			
Inadequate resources for KCF programs/activities			
Inability to lead and manage effectively			
Organizational politics			
Other_____			
—			

F1. Please assess the performance of KCF leaders between 2014 – 2016

- () Very effective () Effective () Neutral () Ineffective () Very ineffective

Appendix II: Institution Letter for NACOSTI

3rd July, 2017



P.O. Box 56875, 00200 Nairobi, Kenya
+254 721 932050, +254 734 400694
enquiries@pacuniversity.ac.ke,
admissions@pacuniversity.ac.ke
www.pacuniversity.ac.ke

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: ODIPO TOBIAS OLEW REG. NO. MAL/0664/15

Greetings! This is an introduction letter for the above named person a final year student in Pan Africa Christian University (PAC University), pursuing a 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 **"Leadership Choice and the Performance of Leaders in Voluntary Associations. A Case of Kisumu Clergy Fellowship"**.

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

Warm Regards,

dinganga

Fr. Lilian Vikini
Registrar Academics

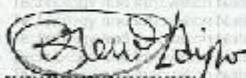
3rd July, 2017

PAN AFRICA CHRISTIAN UNIVERSITY
P.O. Box 56875, NAIROBI 00200.
TEL: 0567820735/51945 (072111)

Appendix III: NACOSTI Research Clearance Permit

THIS IS TO CERTIFY THAT:
MR. TOBIAS OLEW ODIPO
of PAN AFRICA CHRISTIAN UNIVERSITY,
0-40100 KISUMU, has been permitted to
conduct research in Kisumu County
on the topic: LEADERSHIP CHOICE AND
THE PERFORMANCE OF LEADERS IN
VOLUNTARY ASSOCIATIONS. A CASE OF
KISUMU CLERGY FELLOWSHIP
for the period ending:
18th July, 2018

Permit No : NACOSTI/P/17/73758/18256
Date Of Issue : 18th July, 2017
Fee Received :Ksh 1000


Applicant's Signature

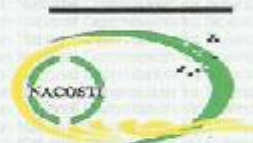

Phileas Mutitu
Director General
National Commission for Science,
Technology & Innovation

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REPUBLIC OF KENYA



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