Efficiency of distinct leadership styles on the productivity of church administration

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Abstract

The traditional belief church leadership preferred one style of leadership over others. The critical observation has revealed that adhering to one leadership style could not actually be the key to the efficiency and productivity of the organisational leadership. Meanwhile, for the efficiency and productivity of any organisation, the argument here suggested that there should be no strict adherence to one leadership style. Over the decades, scholars have conducted various research and studies to discover the factors that contribute to efficient and productive leadership which have to be with distinct leadership styles. The adoption of any leadership style in the church administration ought to be situational or circumstantial. This paper examined different leadership styles from the sociological principle in relation to the efficiency and productivity of the organisational leadership. This work discovered that adhering strictly to one leadership style revealed inefficiency and lack of productivity in the church administration. Therefore, in order to attain efficiency and productivity in the church leadership, the study contended that adherence to a strict leadership style is discarded.

Keywords: Efficiency**,** Leadership Styles, Productivity, Promotion, Church Administration

Introduction

Over the decades, many great scholars like Thomas Carlyle, Ralph M. Stogdill, and others have conducted various researches and studies to discover the factors that contribute to effective leadership, church leadership in particular. In this wise, Thomas Carlyle proposed the Great Man Theory in the 1840s, and it merely believes that leadership is an inherent trait of a person who is destined to become a great leader by birth and they prove themselves when the great need arises. In other words, some people are born to become leaders and leadership is a heroic act[1]. Also, Ralph M. Stogdill proposed the trait theory of

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1T. Carlyle, ''The Hero as Divinity' 'in; Heroes and Hero-worship (1840)

leadership in the late 1940s; he explained that an individual must possess the key personality traits and characteristics to be an effective leader and these traits are inherent by birth. Some of the core leadership traits based on this theory can be categorised as follows: Physiological traits: Height, weight, structure, colour, appearance, and so forth, Socioeconomic characteristics: Gender, religion, marital status, age, occupation, literacy, and earnings, Personality traits: Extraversion, self-confidence, patience, agreeable, reliable, honesty and leadership motivation, Intellectual traits: Decisiveness, intelligence, judgemental ability, knowledge, and emotional attribute, Task-related traits: Attainment drive, dedication, initiative, determination, and business expertise, and Social characteristics: Socially active, cordiality and cooperation. Some of the other traits are charisma, adaptiveness, creativity, and uniqueness[2].

In another view, the behavioural theory of leadership evolved in the 1950s. After understanding that the personal traits of a leader are essential for effective leadership, the researchers were now keen to know what leaders do to become effective leaders. Thus, they now focussed on the leader's behaviour rather than traits. To study the behaviour of leaders, two major research programs were started by two different universities namely, the Ohio State Leadership Studies and the University of Michigan Studies. The Ohio State University Studies: A group of researchers at Ohio State University prepared a questionnaire to be surveyed in military and industrial setups, to determine the perception of the subordinates of the actual behaviour of their leaders.

From their findings, the researchers identified two major categories of leader behaviour: Consideration: The leaders are attentive toward their subordinates and build up an excellent inter-personnel relationship with them. They are very supportive and friendly. This was termed 'people-oriented behaviour'. Initiating structure: The leaders are majorly concerned about the achievement of goals and schedule and structure work accordingly. For such leaders, subordinates are just resources, and they have to make the optimal utilisation of them. This was termed 'task-oriented behaviour'[3]. The University of Michigan Studies: This study is based on how the leader's behaviour is related to group performance. Researchers made a comparison of effective managers with the ineffective ones and found that the two can be discriminated against based on their behaviour, i.e. job-centric behaviour and organisational-member centric behaviour.

The study further resulted in the identification of four additional behaviours essential for effective leadership which are: Support, Goal emphasis, Work facilitation, and Interaction facilitation[4].

[2]R.M. Stogdill, '' Personal Factors Associated with Leadership: A Survey of the literature'' Journal of psychology, vol. 25, ed 1, 1948
[3]The Ohio State University Studies, https:// www.Iedunote.Com/Ohio-State-Leadership-Studies.Accessed April 24, 2021
[4]The University of Michigan Studies, www. Investopedia.com>terms>Michig...Accessed April 24, 2021

Blake and Mouton's Leadership Grid: Robert R. Blake and Jane S. Mouton gave the Leadership/Managerial Grid Theory and discovered the five different styles of leadership by categorising the managers into possible ways arising out of the combination of rating depending on two variables, concern for people and concern for results. Following are the various styles of Leadership according to this model: Indifferent: Neither the attention is paid to the work, nor towards the employees, it is the most ineffective style of leadership. Controlling or the country club: All that matters is the well-being of the staff. Accommodating or task-oriented: All that matters is production and output. Status Quo or balance: Moderate and equal importance and attention are given to work as well as employee welfare. Team or Sound management: A high level of concern is shown towards both, the output as well as the employees, it is the most effective style of leadership[5].

Contingency Theory: Contingency theories of leadership state that effective leadership comprises all three factors, i.e., traits, behaviour, and situation. A leader's behaviour varies as per the situation.

Cognitive Resource Theory: This theory explains that if the leader is experienced, he will be able to perform effectively even under stressful situations whereas an intelligent leader performs well in less stressful situations.

Strategic Contingencies Theory: This theory says that the effectiveness of a leader depends upon his problem-solving skills and ability to handle critical situations and make decisions wisely. A person with better problem-solving skills can secure his position and cannot be easily replaced. Charismatic Leadership Theory: This theory believes that a leader must possess some extraordinary and exceptional qualities to become an effective leader. From the above description, we can conclude that a leader needs to follow different leadership theories based on the situations and circumstances.

The Situational Theory of Leadership by Kendra Cherry, reviewed by Amy Morin, LCSW on October 01, 2019**.**The situational theory of leadership suggests that no single leadership style is best. Instead, it all depends on the situation at hand and which type of leadership and strategies are best suited to the task[6]. According to this theory, the most effective leaders are those that can adapt their style to the situation and look at cues such as the type of task, the nature of the group, and other factors that might contribute to getting the job done. Situational leadership theory is often referred to as the Hersey-Blanchard Situational Leadership Theory[7].

Hersey and Blanchard's Leadership Styles: Hersey and Blanchard suggested that there are four primary leadership styles: **Telling (S1):** In this leadership

5R.R. Blake, and J.S. Mouton,. Management by Grid Principles or Situationalism: which? group organisation studies, 6, 139-455, 1981.
6K. Cherry,The Great Man Theory of Leadership. Medically Reviewed by Army Morin, LCSW, 2020.Accessed March 19, 2022
7Ibd.

style, the leader tells people what to do and how to do it. **Selling (S2):** This style involves more back-and-forth between leaders and followers. Leaders "sell" their ideas and message to get group members to buy into the process. **Participating (S3):** In this approach, the leader offers less direction and allows members of the group to take a more active role in coming up with ideas and making decisions. **Delegating (S4):** This style is characterized by a less involved, hands-off approach to leadership. Group members tend to make most of the decisions and take most of the responsibility for what happens. **Maturity Levels** The right style of leadership depends greatly on the maturity level (i.e., the level of knowledge and competence) of the individuals or group.[8]

Hersey and Blanchard's theory identifies four different levels of maturity, including**M1:** Group members lack the knowledge, skills, and willingness to complete the task.**M2:** Group members are willing and enthusiastic, but lack the ability.**M3:** Group members have the skills and capability to complete the task, but are unwilling to take responsibility.**M4:** Group members are highly skilled and willing to complete the task. Matching Leadership Styles with Maturity Levels, The Hersey-Blanchard model suggests that the following leadership styles are the most appropriate for these maturity levels: Low Maturity (M1)— Telling (S1)**,** Medium Maturity (M2)—Selling (S2)**,** Medium Maturity (M3)— Participating (S3)**,** High Maturity (M4)—Delegating (S4)[9]

Leadership Styles

Most African leaders assumed their roles with limited experience and training in the art of leadership styles. A leadership style is a leader's style of providing direction, implementing plans, and motivating people. Many different leadership styles can be exhibited by leaders in churches, politics, business, or other fields.

Authoritarian: The authoritarian leadership style or autocratic leader keeps strict, close control over followers by keeping close regulation of policies and procedures given to followers. To keep the main emphasis on the distinction between the authoritarian leader and their followers, these types of leaders make sure to only create a distinct professional relationship. Direct supervision is what they believe to be key in maintaining a successful environment and followership. In fear of followers being unproductive, authoritarian leaders keep close supervision and feel this is necessary in order for anything to be done. Authoritarian leadership styles often follow the vision of those that are in control, and may not necessarily be compatible with those that are being led. Authoritarian leaders have a focus on efficiency, like other styles, such as a democratic style, which maybe seen as a hindrance to progress. An authoritarian style of leadership may create a climate of fear, where there is

8P. Hersey, and K.H. Blanchard, Management of Organisational Behaviour 3rd Edition-Utilizing Human Resources. New Jersey/Prentice Hall, 1977.
9P. Hersey, and K.H. Blanchard, 1977. Management of Organisational Behaviour 3rd Edition-Utilizing Human Resources. New Jersey/Prentice Hall.

little or no room for dialogue and where complaining maybe considered futile[10] (Salin and Helge,2010:4).

Paternalistic: The way a paternalistic leader works is by acting as a father figure by taking care of their subordinates as a parent would. In this style of leadership, the leader supplies complete concern for his followers or worker. In return, he receives the complete trust and loyalty of his people. Workers under this style of leadership are expected to become totally committed to what the leader believes and will not strive and work independently. The relationship between these co-workers and leaders is extremely solid. The workers are expected to stay with a company for a longer period of time because of loyalty and trust. Not only do they treat each other like a family inside the workforce, but outside too. These workers can go to each other without any problems. There is trust between them. They believe in what they say is going to truly help them[11] (Erben et al, 2008:5). One of the downsides to a paternalistic leader is that the leader could start to play favourites in decisions.

Democratic: The democratic leadership style consists of the leader sharing the decision-making abilities with group members by promoting the interests of the group members and by practicing social equality[12]. (Foster, 2002:6). This style of leadership encompasses discussion, debate, and sharing of ideas and encouragement of people to feel good about their involvement. The boundaries of democratic participation tend to be circumscribed by the organization or the group's needs and the instrumental value of people's attributes (skills, attitudes, etc.). The democratic style encompasses the notion that everyone, by their human status, should play a part in the group's decisions. However, the democratic style of leadership still requires guidance and control by a specific leader. The democratic style demands the leader to make decisions on who should be called upon within the group and who is given the right to participate in, make and vote on decisions. While democratic leadership is one of the most effective leadership styles, it does have some potential downsides. In situations where roles are unclear or time is of the essence, democratic leadership can lead to communication failures and uncompleted projects. Democratic leadership works best in situations where group members are skilled and eager to share their knowledge. It is also important to have plenty of time to allow people to contribute, develop a plan, and then vote on the course of action[13]. (Woods,2010:30)

10Salin, D, and H. Helge. "Organizational Causes of Workplace Bullying" in Bullying and Harassment in the workplace Developments, in Theory, Research, and Practice.2010

11G. Erben and A. Guneser,. "The Relationship between Paternalistic Leadership and Organizational Commitment: Investigating the Role of Climate Regarding Ethics". Journal of Business Ethics, Vol4, Nos 1&2.2008.

12 D.E. Foster. "A Method of comparing follower satisfaction with the Authoritarian, Democratic, and Laissez-faire styles of Leadership.". Communication Teacher 16(2): 6.2002

13A.P Woods, "Democratic leadership: drawing distinctions with distributed leadership" International Journal of Leadership in Education 7(1):30. 2010

Laissez-faire: The laissez-faire leadership style is where all the right and power to make decisions is fully given to the worker. This was first described by Lewin, Lippitt, and White in 1938, along with the autocratic leadership and the democratic leadership styles. The laissez-faire style is sometimes described as a "hands-off" leadership style because the leader delegates the tasks to their followers while providing little or no direction to the followers.(Martindale, 2011:33) If the leader withdraws too much from their followers it can sometimes result in a lack of productivity, cohesiveness, and satisfaction[14]. (Johnson and Hackman, 2003:38)

Laissez-faire leaders allow followers to have complete freedom to make decisions concerning the completion of their work. It allows followers a high degree of autonomy and self-rule, while at the same time offering guidance and support when requested. The laissez-faire leader using guided freedom provides the followers with all materials necessary to accomplish their goals but does directly participate in decision-making unless the followers request their assistance[15][16](Johnson and Hackman, 2003:45).

Transactional: Transactional leaders focus their leadership on motivating followers through a system of rewards and punishments. Two factors form the basis for this system, Contingent Reward, and management-by-exception. Contingent Reward provides rewards, materialistic or psychological, for effort and recognizes good performance. Management-by-Exception allows the leader to maintain the status quo. The leader intervenes when subordinates do not meet acceptable performance levels and initiates corrective action to improve performance. Management by exception helps reduce the workload of managers being that they are only called in when workers deviate from course. This type of leader identifies the needs of their followers and gives rewards to satisfy those needs in exchange for a certain level of performance. Transactional leaders focus on increasing the efficiency of established routines and procedures. They are more concerned with following existing rules than with making changes.

Transformational: A transformational leader is a type of person in which the leader is not limited by his or her followers' perceptions. The main objective is to work to change or transform his or her followers' needs and redirect their thinking. Leaders that follow the transformation style of leading, challenge and inspire their followers with a sense of purpose and excitement. They also create a vision of what they aspire to be and communicate this idea to others (their followers). According to Schultz and Schultz (2010:201), there are three identified characteristics of a transformational leader: Charismatic leadership has a broad knowledge of the field, has a self-promoting personality, a high/great energy level, and willing to take the risk and use irregular strategies

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14C.E. Johnson, and M. Z. Hackman (2003). Leadership, a communication perspective, 38 (4ed.). New York: Waveland.
15Ibid.

to stimulate their followers to think independently. Individualized consideration[17].

Servant-Leadership: Servant leadership is a philosophy and set of practices that enrich the lives of individuals, build better organizations, and ultimately create a more just and caring world. While servant leadership is a timeless concept, the phrase "servant leadership" was coined by Robert K. Greenleaf in the servant as leader, an essay that he first published in 1970. In that essay, Greenleaf said: The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is a leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions... The leader-first and the servant-first are two extreme types. Between them, some shadings and blends are part of the infinite variety of human nature. The difference manifests itself in the care taken by the servant first to make sure that other people's highest priority needs are being served. The best test, and difficult to administer, is: Do those served, become healthier, wiser, freer, more autonomous, or more likely themselves to become servants? Will they benefit or at least not be further deprived (13-14)?

A servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong. While traditional leadership generally involves the accumulation and exercise of power by one at the "top of the pyramid," servant leadership is different. The servant-leader shares power puts the needs of others first and helps people develop and perform as well as possible. Robert Greenleaf recognised that organisations, as well as individuals, could be servant-leaders. Indeed, he had great faith that servant-leader organizations could change the world.

Church and Leadership

It is important that we maintain "the unity of the faith (Eph 4:3), and just as important that we seek to keep the unity of the spirit in the bond of peace such unity require caution and counsel with church leadership. God is leading a people out from the world upon the exalted platform of eternal truth, the commandments of God, and the faith of Jesus. He will discipline and fit up his people[18].Seventh-day Adventist church manual, 19th editor revised 2013"Moreover, you shall select from the people able men, such as fear God, men of truth, hating covetousness, and place such over them to be rulers of thousands, rulers of hundreds, rulers of fifties, and rulers of tens" Ex. 18: 21."Therefore, brethren seek out from among seven men of good reputation, full of the holy spirit and wisdom, whom we may appoint over this business" (Acts 6:3). "Moreover, he must have a good testimony among those who are outside, lest he falls into reproach and snare of the devil"(1 Tim 3:7).

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17 D. Schultz.,Psychology and Work Today. Pearson education, New York: Prentice-Hall.2010

18Seventh-day Adventist church manual, 19th editor revised 2013

A church leader must be blameless. The husband of one wife, temperate, sober-minded, of good behaviour, hospitable, able to teach, not given to mine, not violent, not greedy for money, but gentle, not quarrelsome, not covetous, one who rules his own house well, having his children in submission with all reverence for if a man does not know how to rule his own house, how will he take care of the church of God? not a novice, lest being puffed up with pride he falls into the same condemnation as the devil. Moreover, he must have a good testimony among those who are outside, lest he falls into reproach once the snare of the devil. Choosing quality leaders is important for the prosperity of the church, which should exercise the greatest care when calling men and women into positions of sacred responsibility[19].

The apostle Paul called together "the leader of the church" and counsel them. "Therefore, take head to yourselves and to all the flock, among which the Holy Spirit has made you overseas, to shepherd the church of God which he purchased with his blood. For I know this, that after my departure savage wolves will come in among you, not sparing the flock. Also, from among yourselves men will rise up, speaking perverse things, to draw away the disciple after themselves. Therefore watch, and remember that for three years I did not cease to warn everyone night and day with tears". (Acts 20:17, 28-31, 1 peter 5:1-3).

Implications of Distinct Leadership Styles on Church Leaders

Leaders will face challenges of all kinds. Those who head will experience various types of organisation and different kinds of personalities. The leadership style of Moses teaches some useful lessons for any church leader. Moses was a skilled man who had to deal with a unique group of people. Through it all, he displayed the character of one wanting to be an active influence while at the same time facing many challenges. Moses was a leader in Israel. He manifested a unique style of leadership that was not common. Moses focused on the situation at hand to apply the best style of leadership, rather than one size fits all method. Moses considered all styles of leadership according to the situation on the ground. This is called the situation leadership style. It was developed by Kenneth Blanchard and Paul Hersey, which refers to when the leader of an organization must adjust his style to fit the development level of the followers he is trying to influence. People act the way they act based on their emotions, needs, environment, and temperament. People must be psychologically observed before they can be easily influenced or led towards a goal. Moses' achievements as a leader in Israel were very significant because of his attitude to the current situation.

Moses was very strict; he had close control over his follower. He was able to stand firm before Pharaoh; He was not controlled by the audience before the red sea and others complain in the wilderness. Paternalistic leader: - Moses acted as a father to the Israelites. He took care of them through the help of God to provide all they needed through the Exodus. Democratic Leader: -Moses shared his decision-making abilities with group members. Laissez-fair: - According to Lichtenstein (2001). Moses tried to involve the Hebrews in the

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development of their own redemption. He gave them. Transformation Leader: - Moses was not limited by his follower's perceptions. He transformed His people's present situations. He brought them out of Egypt, led them a cross the Red Sea, and made life easy with them in the wilderness. Servant-leader: - Moses focuses, primarily on the growth and well-being of the people. He was a faithful shepherd. He was described as a very compassionate person. He was highly considerate and sensitive towards people in distress[20].

Conclusion

Based on the examined research theories on the leadership styles, it is concluded that all the styles are good, depending on the condition and situation. Meanwhile, for efficiency and productivity, the leaders in the church administration could adopt any style of leadership as the situation or circumstance demands.

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