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TRANSFORMATIONAL LEADERSHIP AND CHURCH PERFORMANCE IN KENYA: A CASE OF DIVINE WORD PARISH, KAYOLE NAIROBI COUNTY

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ABSTRACT

This paper attempted to investigate the impact of transformational leadership in organizational performance by studying Divine Word Parish in Nairobi, Kenya. The phenomenon of transformational leadership theory, organizational leadership and its association with both personal and organizational outcomes has become one of the topmost agenda and interest of researchers, scholars and practitioners. This paper had three objectives, to: a) investigate the impact of the transformational leadership style on organizational outcomes in the Divine Word Parish in Nairobi b) Determine the impact of the transformational leadership style on the personal outcomes in the Divine Word Parish in Nairobi c) Establish how the transformational leadership style is practiced in the Divine Word Parish in Nairobi. The paper adopted a mixed-method research method as enshrined in the traditional quantitative and qualitative research approaches. Study Findings: organizational innovation has a significant impact on organizational performance; also, transformational leadership and organizational performance has strong relationship. Therefore, TL helps managers to create effective leadership environment and style in their organizations and by thus motivate and encourage the employees to become more motivated, committed, innovative, creative and effective in realizing highest organizational and employee's performance.

Key Words: *Transformational Leadership, Idealised Influence, Impact of Inspirational Motivation, Intellectual Stimulation, Individualised Consideration*

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INTRODUCTION

Transformational leadership (TL) in an organization fundamentally influences the stakeholders' attitudes and assumptions in such a manner that it creates a renewed commitment in the attainment of the firm's goals (Mirkamali, Shateri & Uzbashi. (2013). Therefore, TL as a style generates higher organizational performance compared to the traditional leadership approaches such as transactional leadership.

The history of transformational leadership (TL) is now half a century: from 1973-2023. The founding and development of the TL theory is associated with James V. Downton in 1973; however, it was expanded more 12 years later by Bernard Bass (Saad, 2021). In essence, transformational leaders are change agents. By focusing more on the employees, they encourage, inspire, and motivate them to become more innovative, creative, and by thus change organizational performance landscape and ecosystem. Thus, the overall achievement of the personal and organizational outcomes such as vision, mission, goals, success and the effectiveness to a great measure correspond leadership philosophy, approach and practice. Therefore undoubtedly, TL significantly contributes much to the individual and organizational real performance (Alemu, 2023). A simple definition of TL that has been adopted by this study is: a leadership philosophy and practice that significantly observes the inherent principles of human dignity and worth, human freedoms and basic rights, ethical values, and commitment to the improvement of both organizational, and individual and socio-political transformation. Moreover, TL recognizes and enhances addressing of the followers existing needs for their satisfaction and achievement of their goals notwithstanding those of the organizational. The definition assumes that the direction of any organization is anchored on leadership. Where the leadership is good like the TL, success is guaranteed and vice versa; thus, the rise or fall of the any organization is fundamentally due to leadership (Mwambazambi and Banza, 2014).

By nature, transformational leadership tends to be people centered; by thus they support and help their subordinates to discover themselves, their capacity, potential and role in aiding the organization to realize its mission. Consequently, by the transformational leader's support, motivation and inspiration; the subordinates intensify their determination and commitment to augment their organization's performance by aligning their values with the organization's values. According to an empirical study done in India, by (Gill et al.,'2010), conducted in the hospitality industry particularly on the restaurant staff from a restaurant in Panjab Province; they concluded that there is a significant positive a relationship between employees' job performance and TL. Hence, through the support, motivation and inspiration of the leaders practicing TL, the employees were more satisfied with their work, were more dedicated, worked harder and achieved more goals. So, in the end they recorded more personal and organizational performance. A similar study by (Wen, Hee, Kowang, Chuin, and Wu, 2023), their study was carried out in the Malaysian private industry to establish the relationship between leadership styles and employee job performance. They concluded that there was a strong relationship between TL and employees' job performance in the private industry sector in Malaysia. Therefore, the study recommended more focus and direction on TL than other forms of leadership because of its suitability in enhancing sustainable employees' job performance. Interestingly, in their comprehensive review, Mishra, Dhvani Dashora, and Dubey, (2023) arrived at the same conclusion that there was "a ... strong and consistent positive correlation between transformational leadership and employee engagement...." So, through combining their organizational vision, charisma, communication, motivation, the TL were able to inspire the employees to align their personal goals with the organizational mission and by thus improve their performance.

The practice of TL in a uniquely gives a more precise direction for managers and leaders to focus more on transformational leadership compared to transactional leadership to increase employee job performance. Managers and leaders should pay attention to these results and exhibit suitable leadership styles, such as transformational leadership and transactional leadership to improve their employees' job performance. Finally, the study by Lai,

Tang, Lu, Lee, and Lin, (2020) proposed that TL is more advantageous because of its potential in using diverse behavioural techniques to ignite employees' inspiration, imagination, creativity, dedication to better task performance and work engagement. Therefore, the influence of the TL evokes employees' unrestrained commitment to their work, and organizational vision, mission and values. Thus, TL is more likely to result in better task accomplishments and the overall employees' and organizational performance.

Sub Saharan Africa's leadership philosophy and practice is mystery and enigma because of the historical events that have shaped Africa as we know it today. Here is consensus that in some traditional African communities there some leadership philosophy and practices whose elements are akin to TL. For example, a case in point is the African philosophy of 'ubuntu' practiced by the Zulu, and 'botho' practiced by Sotho tribe. However, through demolition of the indigenous African communities through slavery, imperial conquest and colonialism much of the heritage was lost through imposition of unsustainable foreign leadership models through modernization. The leadership theories common in the sub-Saharan African countries are developed in the western world, upholding Western values and worldviews; therefore, they cannot be implemented wholesale, instead there should be commitment to contextualize and carryout sociocultural hermeneutics in order to integrate the new into the ecosystem of the indigenous and consequently boost their liveability, palatability, flexibility, applicability and agility (Amu, 2023). Otherwise, scholars continue to wonder what factors inform leadership decisions in the sub-Saharan African region in the face of infiltrating values and ideas from modernity and globalization dynamics (Igbokwe-Ibeto, Chinyeaka and Kehinde, 2023).

Effective leadership is essential for the survival of organizations amid the changes brought about by the forces of globalization. Leadership involves the art and ability to positively influence subordinates to achieve shared goals (Robbins & Judge, 2017). Church leaders, unlike other fields, must aim to gather believers to live right lives and embody divine values in accordance with biblical principles. Just as the corporate sector has experienced leadership challenges from time to time, the church also suffers from problems of its own, including leadership misconduct, power struggles, competition for position and leadership challenges and control over church resources.

Leadership is seen as a fundamental contributor to the success of healthy and sustainable organizations. For a church, effective and transformative leadership is essential to ensure the maintenance of the quality, health, and overall growth of the spiritual and physical church. Allen (2017) observe that transformational leaders have been attempted in various employment fields and they are for each situation more profitable, all the more impressive, and all the more by and large invited by followers and unprecedented genuine models for future leaders (Bass, 2011). Transformational leadership can be a helpful aide for the Christian day teacher, where the fundamental qualification from the state financed preparing, or even quality private tutoring, is in the structure of character, characteristics and feelings.

According to Muthuku (2023), he examined the impact of church health and transformational leadership on meaningful youth engagement and engagement in urban churches. The study shows that church health and transformational leadership have a positive impact on youth meaningful engagement and engagement in churches in Nairobi County. Research established that when applied in a church, transformational leadership style affects the quality of church health mentally, economically, and quantitatively, thus concluding that leadership style Conversion is an important predictor of church health and it should be used there. The study concluded that by using the four distinct components of transformational leadership a leader can influence to young people to make their commitment to the church more meaningful. A transformative leader can influence young people to actively participate and participate in church activities, bringing change to a church that would otherwise be otherwise healthy.

Statement of the Problem

A clear understanding of what transformational leadership is for churches is an important factor in leadership development, as it allows for an accurate understanding of the concept and the qualities required for leadership both church leaders and church members. Transformational leaders create trust, seek to develop leadership in others, demonstrate altruism, and act as ethical agents, focusing their attention and those of others. Church transformation leadership can produce significant results in church performance because transformational leadership fosters higher levels of intrinsic motivation, trust, commitment, and loyalty from those within the church followers compared to most leadership practices. Church leadership problems arise when leaders lack self-awareness or are unwilling to change their minds. Ignoring the importance of preparing for change and communicating it openly often leads to serious leadership problems within the church. Most church leaders reject the value of preparing for change and discriminate against members based on the colour of their skin and culture, and this creates chaos, confusion and loss. Church leaders or members deliberately exclude others, prioritize, or isolate themselves and this harms the church.

LITERATURE REVIEW

Theoretical Literature

The study relied on four theories to help understand the concept of leadership, namely; The Hersey and Blanchard's situational leadership theory, The Democratic Theory, The Transformational Theory of Leadership and The Performance Theory. The main integration point of these theories is that they identify actions that any leader must be capable of doing in any given leadership circumstances. Situational leadership theory of Paul Hersey and Ken Blanchard in 1970s. This leadership approach is in support of independent variable and it demonstrates the need to combine two key elements appropriately; the leader's leadership style and the maturity or readiness of the followers. The Hersey-Blanchard model suggests that no leadership style is better than another. Instead of focusing on workplace factors, the model suggests that leaders should tailor their techniques to the people they lead and their capabilities. The theory was founded by Lewin in (1933) and it support of independent variable. Lewin's research shows that participatory or democratic leadership, is generally the most effective leadership style. Democratic leaders offer guidance to group members, but they also join the group and allow other group members to contribute ideas. Democratic leaders tend to make their followers feel part of the group, which helps foster commitment to the group's goals. Transformational Theory of Leadership was founded by James MacGregor Burns (1978) and it is in support of independent variable. The theory encourages a style of guidance that emphasizes motivating employees, and creating a vision and encouraging staff to achieve it. The fundamental skills of a transformational leader include being able to mobilize employees, inspire them and boost their morale. Transformational leaders lead by example. They typically incorporate empathy, support and inspiration into their leadership method and often exhibit confidence and selflessness when leading. A transformational leader focuses on changing faulty systems and in grouping employees who work well together to increase productivity and overall job satisfaction.

Idealised Influence and Performance

Ngaithe, K'Aol, Lewa & Ndwiga (2016) noted that idealized influence is one of the four components of transformational leadership identified as an independent variable for this study. The researcher suggest that idealizing influence refers to the idea that followers will trust and respect their leaders to provide them with support and resources. Because of this belief, employees will willingly accept the direction given by the leader, no matter how complicated or difficult. The idealized influence, at its core, represents the highest level of moral reasoning and the ability to grasp opinion. Such leaders are willing to sacrifice their own interests for the good of their workgroup, organization, and community. They set high standards of conduct in the workplace and are role models for those standards. They build trust in people because those who work with them know that they are committed to

the common good and that their sacrifices along the way testify to the consistency of their actions with their values. Surname. Transformational leaders who apply idealizing influence can see the good in others first, and when it's not obvious, they work to bring it to life by unremitting efforts.

Inspirational motivation and Church Performance

Stimulation can be seen in is the enthusiasm of chapel people to follow the Christian leader into new and new waters. It is the limit of the Christian leader to move new longings in those they are driving. Rousing inspiration is every now and again displayed in the language a Christian leader uses to talk with their fans, both the words verbally communicated, and by the energetic substance which they are moved (Choi, 2012). Christian leaders who are extraordinary in their authority can move their church participants to acknowledge a fantasy that is significantly more significant than themselves; one that can convey importance to their lives as individual partners of Christ, and, one that may maybe impact people around them forever. The force of a leader to move and invigorate their partners to recognize a higher vision can surely be found in the last space of Jesus to His devotees (Bruce, 2011).

Intellectual Stimulation and Church Performance

Intellectual stimulation is where leaders tend to go against the traditional status quo but encouragecreativity in all who follow. Subscribers are motivated to come up with new ideas for learning andnew ways of doing things. Intellectual stimulation is a very important part of transformational leadership. According to Sundi (2013), transformational leaders encourage their followers to seekfurther clarification of their assumptions, values, and beliefs regarding the leaders, even when theyare inconsistent, inappropriate or outdated to provide solutions to current challenges. Arthur, Nasivili, & Ndegwa (2022) studied Effect of intellectual stimulation on performance of Kenya Airways. Leadership disputes and corruption have had a negative impact on the performance of various businesses in Kenya. This resulted in losses at Kenya Airways. The research design used in this study is descriptive research method.

Individualised Consideration on Church Performance

Individualized consideration is a structure where a transformational leader considers the needs of individuals by being their mentor, coach and is attentive to the needs of each subordinate. Leaders provide insight, maintain open communication, and encourage positive subordinates by showing them how to deal with challenges and problems that come their way. Actions also include ~~te~~ need to respect and celebrate individual contributions to strengthen followers' teamwork. Followers in turn develop determination and desire for personal growth and inherent motivation for their responsibilities (Ljungholm, 2014), (Bass, 2005 and Riaz, 2012). The individual attention that makes up the growth of followers through coaching, mentoring and teaching is the central indicator of the factor. (Hoffman & Fofst, 2016; Sarros & Santora, 2011). 2001). Consideration of the individual is the first element of transformational leadership. Caring leaders show great interest in their followers, treat them like individuals, get to know them well, and listen to both their concerns and ideas. Therefore, it is important for companies to retain valuable human resources in times of economic crisis and to leverage available knowledge and experience to minimize costs associated with the level of participation, low lead to high turnover rate.

METHODOLOGY

Research design and target population: This research was comprised of surveys, interviews, case studies, and observations. The study was confined at Divine Word Parish, Kayole. According to Mugenda and Mugenda (2003) target population is the group of people for whom research has been conducted and conclusions drawn as part of the intervention. The study from management, support staff and members of the church was 70 respondents from Divine Word Parish, Kayole. Census was used to collect information from all the respondents. Census is the method of

statistical enumeration where all respondents of the study are studied. All the 70 respondents were as used the sample of the study due to the smaller number of the target population.

Data Collection: Data collection is the process of collecting, measuring, and analysing accurate data from a variety of relevant sources to find answers to research problems, answer questions, evaluate results, predict trends direction and probability. Data collection tools are the tools and methods you use to collect and record information for your research or evaluation project which may include surveys, questionnaires, interviews, focus groups, observations, tests, and more. This study used questionnaires to collect the data from the target respondents.

Data Collection Procedure: Questionnaires were numbered. Last but not least, scientific honesty was maintained by documenting straightforwardly the responses of those subjects who not read and for all the data collected there was no manipulation of data. The Likert Scale was used in light of the truth that it was simple and subsequently considerable number individuals know it and be sure about reacting to requests on such scale. Questionnaires were delivered to the respondents personally by the researcher. The data was collected over a period of two weeks. Reliability was guaranteed by limiting bases of estimation mistake like information authority predisposition. This was finished by the researcher being the main one to oversee the surveys and displaying standard individual ascribes to all respondents like invitingness and backing.

Pilot Study: The pilot study used 5(7%) respondents from Holy Cross Catholic Church, Dandora Parish. Cooper and Schindler (2012). The validity of an instrument is the degree to which an instrument of data collection measures what it is intended to measure (Burns and Grove, 2001). Questions were based on information gathered during literature review to ensure that they represented the study objectives. The researcher used the supervisor to critique the research questions and offering corrections where necessary.

Reliability: Reliability refers to the extent that the instrument yields similar outcomes over various preliminaries. Absence of information on the respondent incredibly influences the unwavering quality of the study work.

Data Analysis and Presentation: Data analysis is the systematic arrangement and production of the research facts and the trying out of research hypotheses, the usage of the ones data (Creswell & Plano, 2010). The data was analysed using descriptive statistics (mean and standard deviation), correlation analysis as well as simple regression analysis. SPSS software was used for data analysis.

FINDINGS

Gender Composition

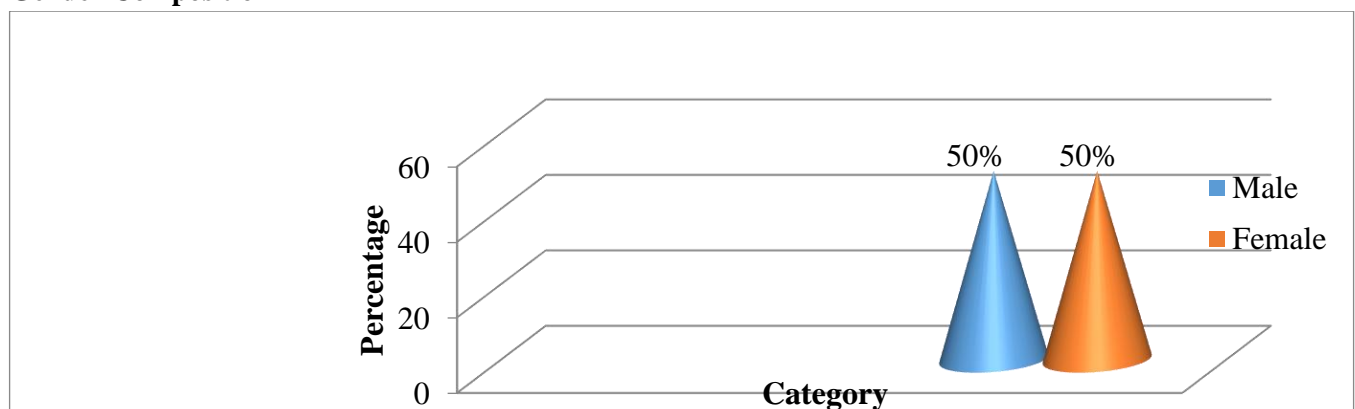


Figure 1: Gender Composition

Source: Author (2023)

The study established that there was a fair representation of leadership across the gender. Therefore, both men and women participated in leadership. A further analysis revealed that there was also a fair distribution of in regard to the ages of the leaders.

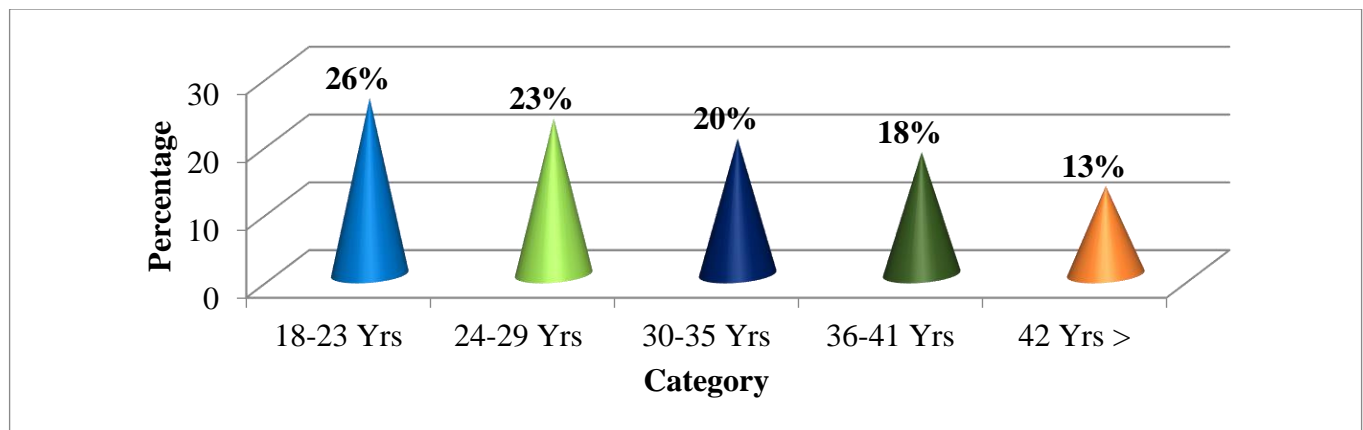


Figure 2: Age Composition

Source: Author (2023)

The study revealed that Divine Word Parish, Kayole has variety of age groups. This shows that 26% are 18-23years, 23% are within 24-29 years and 20% are between 30-35yea totalling to 69% in the age of majority as youth. The study noted that more than half of Divine Word Parish, Kayole members are youthful members.

Table 1: The role of transformational leadership on church performance

Indicators of transformational leadership on church performance

| Statement | n | SD | D | N | A | SA | M | Md | δ |
|--------------------------------------|-----------|------|------|-------|-------|-------|-------------|-------------|-------------|
| Promotes motivation. | 56 | 5.4% | 0% | 12.5% | 46.4% | 35.7% | 11.2 | 4.48 | 10.1 |
| | | (3) | (0) | (7) | (26) | (20) | | | |
| Maintains workplace integrity. | 56 | 0% | 0% | 12.5% | 44.6% | 42.9% | 11.2 | 4.48 | 11.2 |
| | | (0) | (0) | (7) | (25) | (24) | | | |
| Defines a clear vision and goal. | 56 | 3.6% | 0% | 1.8% | 48.2% | 46.4% | 11.2 | 4.48 | 13.3 |
| | | (2) | (0) | (1) | (27) | (26) | | | |
| Encourages professional development. | 56 | 0% | 1.8% | 3.6% | 55.4% | 39.2% | 11.2 | 4.48 | 12.9 |
| | | (0) | (1) | (2) | (31) | (22) | | | |
| Encourages passion. | 56 | 0% | 8.9% | 12.5% | 48.2% | 30.4% | 11.2 | 4.48 | 14.1 |
| | | (0) | (5) | (7) | (27) | (17) | | | |
| Eases transitions. | 56 | 2% | 2% | 7% | 50% | 39% | 11.2 | 4.48 | 11.4 |
| | | (1) | (1) | (4) | (28) | (22) | | | |
| Improves communication. | 56 | 1.8% | 0% | 3.6% | 37.5% | 57.1% | 11.2 | 4.48 | 13.0 |
| | | (1) | (0) | (2) | (21) | (32) | | | |

Source: Author (2023)

The analysis of the influence of TL on performance showed that: the highest standard deviation was 14.1 with a mean deviation of 4.48. So, the deviation of 6.72 which indicates ability of transformational leadership to enhance church performance. The results of transformational leadership on performance agrees with Ng'ang'a (2018) Christian leaders who practiced value based transformational leadership and transferred authentic, ethical and moral practices to their members; subsequently, individuals turned out to be all the more emotionally, consistently and normatively dedicated to the church. Based on the findings, the study established that by practicing credible, moral practices and powerful communication skills, Christian leaders can grow and develop committed church members.

Table 2: Regression Analysis Model

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .866 ^a | .729 | .718 | .353 |

a. Predictors: (Constant), Idealized Influence, Inspirational Motivation, Intellectual stimulation, Individualized Consideration

b. Dependent Variable: Church Performance

Source: Field Data (2023)

Regression results in Table 2 show that adjusted R² is 71.8%, which means that the model can explain 71.8% variations of the predicted variables leaving out response variation of 28.2%. This therefore indicate that there is significant relationship between transformational leadership and church performance.

Table 3: Coefficients Correlation of transformational leadership and church performance

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|------------------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| Constant | -11.868 | 1.360 | | 8.729 | .000 |
| Idealised influence | .050 | .076 | .071 | .647 | .519 |
| Inspirational motivation | .235 | .073 | .382 | 3.193 | .002 |
| Intellectual stimulation | .192 | .069 | .222 | 2.802 | .006 |
| Individualised consideration | .286 | .063 | .363 | 4.536 | .000 |

Source: Field Data (2023)

a. Dependent Variable: Church Performance

All variables were significant seeing that their p-values have been less than 0.05 besides idealised have an effect on whose p-value became greater than 0.05. However, individualised consideration had the best effect on Church Performance observed through inspirational motivation then understanding stimulation had the least effect on the Church Performance.

Discussion

According to Balwant (2019), he suggests that a leader's degree of transformation is mainly determined by his influence over his followers. Subordinates of such a leader feel trust, admiration, loyalty, and respect for the leader, and because of the qualities of a transformative leader, subordinates are willing to work harder than expected initial wait. Burns (1978) states that transformational leaders appeal to higher moral ideals and values and enable followers to create profound and fundamental change. Moreover, Candrawat and Nasution, (2019) also concur with the same argument by noting that idealized influence is one of the four components of transformational leadership identified as an independent variable for this study. The researcher suggest that idealizing influence refers to the idea that followers will trust and respect their leaders to provide them with support and resources. Transformational leadership affect individual job performance. However, the results conflict with Datche (2015), who found that the

idealization influence negatively affects employee engagement and performance. Datche and Mukulu (2015) examined the role of transformational leadership on worker commitment. The outcomes uncovered that in spite of the fact that transformational leadership is emphatically identified with worker commitment all in all, yet there was a negative connection between expected impact and staff commitment.

Rawung et al. (2015) changes in inspirational motivation led to significant changes in employee performance at Divine Word Parish, Kayole. Research results contradict those of Brown and Arendt (2011), who found that inspirational motivation had no significant impact on church performance at Iowa State University in the Midwest. This result is consistent with the findings of Balyer (2012), who found that leaders, characterized by inspirational motivation, exhibit continued enthusiasm, are optimistic about the future, and have high expectations of employees actually affects employee performance. Those responsible for intellectual stimulation are rethinking assumptions. Research results show that employees are satisfied with their jobs because the CEO encourages them to reconsider the assumptions made by the questions. This is consistent with the findings of Bass et al. (1994), that leaders encourage followers to question underlying assumptions and see problems from new and unconventional perspectives. Caza and Posner (2014); Kouzes and Posner (2014) argue that intellectually stimulating leaders encourage their followers to challenge the status quo and see old problems from a new perspective. Lawler, and Shi (2004), who note that leaders who practice intellectual stimulation influence their followers take things seriously and find new solutions to problems in the workplace, while encouraging them to stay motivated and positive about their work. Bycio et al. (1995) found that the stimulus aspect of the transformational leadership scale has a very strong positive relationship with subordinates' greater effort. Llopis (2016) argues that effective problem-solving communication occurs through a leader's ability to facilitate open dialogue between people. They inspire people to develop their games by making problem solving highly collaborative; It's an opportunity to bring people together.

CONCLUSION

The study concluded that transformational leadership plays a role on performance in an organization. The high response rate of 82.1% (agree and strongly agree), confirms that TL promotes motivation in any organization. The high response rate of 87.5% (agree and strongly agree) was a good indicator that TL has the ability to maintain workplace integrity. The study conclude that the behaviours of a manager portray his/her ethical attributes given the higher number of respondents. The study concluded that leaders at Divine Word Parish, Kayole are role model to many. However, 46.5% respondents were neutral on whether management supports them or not. This means that managers' support could be occasional or rarely. Research results showed that the inspirational motivation of leaders can provide a compelling vision of the future, motivating employees to work harder to achieve the set goals. To be. Dynamic and inspirational leaders are optimistic and enthusiastic about the future, which is reflected in employee engagement and improved performance. Inspiring leaders show their confidence and lead their employees to do their jobs with satisfaction and thereby improve their overall performance. When leaders use intellectual stimulation, organizational performance improves. Outstanding performance is the result of encouraging employees to take initiative, think critically about the challenges they face at work, and find creative ways to approach their work and projects.

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