THE IMPACT OF LEADERSHIP STYLES ON ORGANIZATIONAL PERFORMANCE: A CASE OF THE METHODIST CHURCH IN ZIMBABWE

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DEDICATION

This dissertation is dedicated to my mother who joined the Church Triumphant too soon, an industrious and hardworking woman, who will always be my inspiration. To my lovely wife Caroline and my beautiful daughters Tanyaradzwa, Tamiranashe and Talic (True Abundant Life in Christ).

NOW TO HIM WHO IS ABLE TO DO IMMEASURABLY MORE THAN ALL WE ASK OR IMAGINE ACCORDING TO HIS POWER THAT IS AT WORK WITHIN US.

(EPHESIANS 3V20)
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To my wife Carol and the my lovely daughters Tanyaradzwa, Tamiranashe and Talie thank you so much girls for your love and support during the time of my studies.
ABSTRACT

The study examined the impact of leadership styles on organizational performance in the Methodist Church in Zimbabwe. The Methodist Church in Zimbabwe like many other organizations is faced with many challenges that have negatively impacted on its performance. It is therefore imperative for the Methodist Church to continue adjusting its systems and leadership styles as well as strategies for it to realign itself to the social religious and cultural milieu. The Methodist Church like many other mainline Churches has been facing some challenges in membership growth, financial performance and overall institutional growth. This research was anchored on the following objectives: to identify the leadership styles that are currently in use in the Methodist Church in Zimbabwe, to examine the impact of leadership styles on the performance of the Methodist Church in Zimbabwe, to identify an effective leadership style that can be used to enhance performance of the church. The views and perceptions of the church leaders and members of the Methodist Church were gathered and analysed. The study used both qualitative and quantitative research methods and followed the pragmatic philosophy using the inductive and deductive approaches. The instruments that were used to collect both quantitative and qualitative data were developed by modifying scales that were used by other authorities specifically the Multifactor Leadership Questionnaire. Two questionnaires were used: one for the church members and the other one for the Church leaders and both of them contained a section with open ended and probing questions that were used to collect qualitative data. The questionnaire for Church members sought the views and perceptions of church members on the leadership styles of their church leaders, whereas the one for church leaders sought the leader’s perception on his or her leadership style. In-depth interviews were also conducted with both church leaders and members. The study revealed that there is a positive and significant relationship between transformational leadership style and organizational performance. However the research also found out that there was a weak but positive relationship between Laissez- Faire leadership style and Organizational performance in the Methodist Church in Zimbabwe. The study concluded that transformational leadership is the leadership style that is dominant in Methodist Church in Zimbabwe although there are some leaders who are using other leadership styles which are not transformational. The study also concluded that Transformational leadership style leads to an effective organizational performance and it also concluded that the Transformational leadership in an effective leadership style the church should adopt to enhance its organizational performance. The research therefore recommended that the Methodist church must appreciate the important role that is played by leadership styles in enhancing the performance of the church. The study also concluded that the church leaders must avoid using other leadership styles and adopt the Transformational leadership style to enhance the organizational performance of the church.
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CHAPTER ONE: INTRODUCTION

1.1 Introduction
This chapter gives a synopsis of the study that seeks to examine the impact of leadership styles on organizational performance in an ecclesiastical organization. Specifically, the study examined leadership styles and their impact on the performance of The Methodist Church in Zimbabwe.

The chapter presented the background of the study, statement of the research problem, research objectives, research questions, the research hypothesis, research assumptions, justification of the research, purpose of the study, significance of the study, delimitation of the study, limitations to the study, ethical considerations and then it concluded with a summary of the chapter. This study relied on data collected from a Zimbabwean mainline Church - The Methodist Church in Zimbabwe, hereafter referred to as the Methodist Church. In view of the fact that this study is a case study based, it is imperative to give a brief background of the Methodist Church.

1.2 The Methodist Church in Zimbabwe
The Methodist Church in Zimbabwe started in 1891, a century after the death of John Wesley, the co-founder of Methodism (Zvobgo, 1991). This expansion of Methodism to Zimbabwe was not an isolated event, but was part of the expansion of the Methodist movement before and after Wesley’s death to various parts of the world such as North America, Europe, Asia and Africa (Zvobgo, 1991). The Methodist missions in Zimbabwe were founded by Reverends Owen Watkins and Isaac Shimmin when they arrived at Fort Salisbury on 29 September 1891 from the Transvaal District in South Africa (Zvobgo, 1991). The arrival of the missionaries marked the advent of the establishment of many mission stations which became midpoints from which the Methodist Church radiated to all parts of the political provinces in Zimbabwe. The Methodist Church had its first Synod (assembly) in 1895 and it was noted that some three thousand people regularly listened to the preaching of the gospel (Zvobgo, 1991). The Methodist Church in Zimbabwe, by then known as the Methodist Church of Southern Rhodesia operated as a District under the British Methodist Conference until 1977 when it was granted an autonomous status (Banana, 1991). This development meant that The Methodist Church in Zimbabwe was to run its own affairs, as well as choose its own Bishop and leaders without any influence from the parent church in Britain. Thus, the leadership of the church was handed over to the black Zimbabweans.
Over the years, the church experienced a significant growth to the current compliment of two hundred and fifty (250) full time ministers and a Methodist community of more than one hundred and twenty thousand members (Methodist Handbook 2018). Subsequently, the church has a workforce of seven hundred (700) employees, comprising both the clergy and lay workers (Methodist Handbook, 2013).

As part of its mission, The Methodist Church has made a significant contribution in the education sector in Zimbabwe with twelve high schools and thirteen primary schools under its ownership. In terms of the structure of the church, the highest authority is the Conference which is presided over by a Presiding Bishop. This body is responsible for policy formulation and other matters related to church governance. The second highest decision-making body is the Synod which is the highest decision making body at district level and meets once every year. The official presiding over the Synod is a District Bishop. Subsequently, a Quarterly Meeting is the highest decision making board at Circuit (one or more societies /congregations) Level. The quarterly meeting is presided over by a Superintendent Minister. The Superintendent Minister has jurisdiction over the whole circuit and is assisted by circuit stewards on the side of the laity. In cases where there is more than one minister in a circuit, the most senior is appointed superintendent and others are assistant ministers. After the circuit comes a Society (congregation) which is usually run by a society steward in liaison with the local leaders meeting under the administration of the Superintendent Minister. (Deed of Church Order and Standing Orders 2011)

1.3 Background of the Study

The concept of leadership plays a very crucial role in the success and performance of every organization, hence the interest among scholars on the impact of leadership in organizational performance. Fiedler (1996) states that leadership holds a pivotal position in an organization hence the effectiveness of a leader is one of the most important determinants of success or failure of an organization, a group and even an entire country. A leader provides vision (destination), articulates mission through employees’ involvement, formulates strategy for achievement of the goals and objectives, and steers the organization in the right direction to face challenges through an effective tool of competitive advantage (Khan and Adnan, 2014). Therefore apart from tangible and intangible resources, effective and dynamic leadership is a prerequisite for every organization. Consequently, the leadership style of the leader of any organization has a strong impact on the
performance of the organization. Mokgolo, Mokgolo, & Modiba (2012) noted that success in an organization in terms of attainment of objectives and goals effectively and efficiently depends upon the managers and the leadership styles they adopt.

The Church in its mainline form in Zimbabwe and other parts of the world, like any other organization, is faced with a number of challenges that have negatively impacted on its growth and contributed to its failure to fulfil its mission. That being so, it is imperative for the Church to continue adjusting its systems and leadership styles as well as strategies for it to realign itself to the social religious and cultural milieu.

The Methodist Church in Zimbabwe is a well-established institution that has made immense contribution to the socio-economic, political and religious environment in Zimbabwe since its establishment in 1891. Despite this immense contribution, it has been faced with some challenges that have affected the achievement of its vision and mission. The Methodist Church membership has been fluctuating between 117,000 and 122,000 for more than a decade, a sign of no growth (Minutes of Conference 2017 and 2018), with the church attendance in most of the congregations slowly declining, resulting in the church failing to resource its operations. And, an overview of the church’s statistics reports indicates that its (the church) membership has been oscillating between 117,000 and 122,000 (117,713 in 2014, 121,972 in 2015, 122,821 in 2016 and 120,462 in 2017(Minutes of Conference 2017 and 2018). These church statistics show a depletion in numbers in comparison with those in 1965 of 165,000 (Methodist Handbook 1965). The Church has also failed to grow financially and on that account, has been operating at a deficit from 2010 to date with its current liabilities exceeding current assets by over 1 million United States Dollars.
1.4 Statement of the Research Problem

The Methodist Church in Zimbabwe has not witnessed any significant growth in its membership for the past decade. An overview of the church’s statistical reports shows that the Methodist membership has been oscillating between 117 000 to 122 000 for the past decade (Minutes of Conference, 2018). In 1991, the Methodist Church had 1 300 preaching places across the country with a goal of reaching 2 000 preaching places by year 2000 (Chirisa 1991). However, by the end of 2017 the church had managed to increase the number of preaching stations to 1 677 (Methodist Handbook 2018). This stagnation in membership has contributed to the church’s failure to have enough financial resources for the accomplishment of its mission and vision, hence impinging on its growth. The Church has operated at a financial deficit from 2010 with its current liabilities exceeding its current assets by over USD 1 000 000. This development is in stark contrast to the growth that is witnessed in the dynamic New Religious Movements that have joined the religious
landscape in Zimbabwe. It is against this background that the study seeks to identify the impact of leadership styles on the performance of the church, with reference to the Methodist Church in Zimbabwe.

1.5 Research Objectives

Main Objective
To examine the impact of leadership styles on organizational performance

Specific Objectives

- To establish the leadership styles that currently are in use in The Methodist Church in Zimbabwe.
- To assess the impact of leadership styles on organizational growth in The Methodist Church in Zimbabwe.
- To identify an effective leadership style that can be used to enhance growth of the church.

1.6 Research Questions
This study seeks to address the following research questions which are derived from the above research objectives

- What are the leadership styles that are currently in use in The Methodist Church in Zimbabwe?
  1. What is the impact of leadership styles on the performance of The Methodist Church in Zimbabwe?
  2. What is the effective leadership style that can be used to enhance performance of the church?

1.7 Hypothesis
H₀: There is no significant relationship between leadership styles and organizational performance.
H₁: There is a significant relationship between leadership styles and organizational performance.

1.8 Research Assumptions
The study holds the following assumptions:
• The respondents will fully understand the questions they will be asked.
• The participants will answer the interview questions in an honest and candid manner.
• The integration of qualitative and quantitative methods will produce the best data that will help in drawing conclusions of the study.

1.9 Justification of the research
There has been a lot of academic research on the impact of leadership styles on organizational performance in both the profit and non-profit making organizations. However, not much research has been done in this area in ecclesiastical organizations especially in the Mainline Churches in Zimbabwe. It is however important to note that Mwenje (2015) researched on the effects of leadership styles on the growth of Pentecostal Churches in Zimbabwe but research on mainline churches in Zimbabwe has not been done. This study, therefore is distinctive because it attempts to bring business leadership models in addressing performance challenges in the ecclesiastical setup in Zimbabwe.

1.10 Purpose of the Study
The purpose of the study is to examine the impact of Leadership styles and organizational performance with special reference to the Methodist Church in Zimbabwe

1.11 Significance of the Study
The researcher anticipates that the findings of this study will be of great benefit to various stakeholders.

1.11.1 The Methodist Church
This study can inform the organization under study (Methodist Church in Zimbabwe) of the issues concerning the recruitment, placement and development of its Ministers (Reverends). It will also help the Methodist Church in Zimbabwe to find a lasting solution to the problem of membership stagnation as well as addressing the financial challenges the church, as an organization has been grappling with.

1.11.2 Other Organizations
This study deals with the impact of leadership styles and organizational performance in an ecclesiastical organization in its mainline form. However, the findings of this research can also be of importance and useful to other ecclesiastical organizations in both Mainline and Pentecostal
formations and non-ecclesiastical organizations that maybe interested to use leadership styles in improving their organizational performance.

1.1.3 Other Researchers
Although a lot of research has been done in the area of leadership styles and organizational performance, not much research has been done in the area of ecclesiastical organizations. The study will also contribute to the body of knowledge by providing information on the relationship between leadership styles and organizational growth in ecclesiastical organizations.

1.1.4 The researcher
The study will broaden the researchers’ knowledge in the area of leadership as well as fulfilling his academic requirements in developing his research skills. It will also enhance the researcher’s understanding of leadership styles and their impact on organizational performance in the organization under study since he is also a member and a Minister in the organization.

1.12 Delimitations
The study intends to principally focus on mainline churches with particular reference to the Methodist Church in Zimbabwe because ecclesiastical institutions are being affected by a decline in membership growth whilst the new religious movements are growing significantly. The researcher will mainly pay particular attention to the nexus that is there between leadership styles and organizational growth.

1.13 Limitations
Roberts (2010) states that limitations are usually areas over which you have no control. Some typical limitations are sample size, methodology constraints, length of the study, and response rate.” One of the limitations of this research is that most people view religion as something which is sacred and personal and might perceive subjecting it to business leadership models of study, as a negation of their religious values and beliefs hence, they may be reluctant to participate in the study. This limitation will be dealt with by explaining the intentions of the research to gain confidence with such people. Another limitation to this study is time and financial constraints. Since it is an academic research with a stipulated time frame, it is difficult to reach out to the intended participants in other parts of the country since the Methodist Church is found in all parts of Zimbabwe.
1.14 Definition of Terms

**Leadership:** Leadership is a process in which one seeks to influence others to achieve a common goal. It is therefore, a continuous process of establishing a relationship between the one who is leading and the followers with the aim of achieving group or organizational goals.

**Organizational Performance:** Organizational performance is transformation of an organization’s resources towards achieving its mission and objectives.

**Leadership styles:** Leadership style is the manner and approach of implementing plans, providing direction and motivating followers.

**Ecclesiastical organization:** This term is synonymous with church and denomination. It is intended to reflect a church organization that is larger in geographical area than a local church. It is understood to be an organization in which there are levels of authority and prescribed processes that govern its operations.

1.15 Organization of Study

The study is divided into five chapters. Chapter one presents background information on the research topic, statement of the problem, the purpose of the study, specific objectives and the research questions, the significance of the study, information on the research context, limitations and delimitations of the study as well as an outline of the rest of the study. Chapter two discusses the literature review. Chapter three focuses on the methodology applied in the study and explains the data collection and analysis procedures. Chapter four provides the analysis and a detailed discussion of the findings of the study. Chapter five contains reflections on the research questions, implications, limitations of the study and areas for future research.

1.16 Chapter Summary

The chapter looked at background information on the research topic, statement of the problem, the purpose of the study, specific objectives and the research questions, the significance of the study, information on the research context, limitations and delimitations of the study, including the definition of terms. In summary, the chapter noted that leadership plays an important role in the success of every organization hence the effectiveness of a leader is a key determinant to the success or failure of an organization. The Methodist Church like many other Mainline Churches has been facing some challenges in membership growth as well as financial performance. This prompted
the need for a study on the impact of leadership styles on the performance of the Methodist Church in Zimbabwe. An understanding of the leadership styles that are in use in the Methodist church will help in identifying their impact on the performance of the organization. This research will be of significance to other organizations, both ecclesiastical and none ecclesiastical which would want to understand the impact of leadership styles on organizational performance. The study has the main limitation of the reluctance to participate by people who view religious institutions as scared
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter contains the conceptual framework and a cursory review of the literature related to the study. The literature review was done through the use of journals, books, thesis and other relevant publications. The empirical review explored the definitional issues of the leadership concept, leadership theories, leadership types and organizational performance.

2.2: Conceptual Framework

![Conceptual Framework Diagram]

Figure 2.1: Conceptual framework showing the impact of leadership styles on organisational performance.
Source: Own Source

This conceptual framework is based on the assumption that leadership styles have an impact on the performance of an organisation. The diagram shows the leadership styles which are the independent variables and the organizational performance which is the dependent variable.
2.3 Leadership

Stogdill (1974) postulates that there are almost as many different definitions of leadership as there are people who have tried to define it. This assertion shows that many scholars and researchers in the field of leadership have proffered different definitions to the concept of leadership. Northouse (2010) holds that leadership is a process whereby an individual influences a group of individuals to achieve a common goal. He goes on to argue that leadership involves influence and is concerned with how the leader influences followers, “influence is the sine qua non of leadership. Without influence leadership does not exist” (Northouse, 2010: 7). Yukl (2008) viewed leadership as the process of influencing others to understand and agree about what needs to be done, how to do it and the process of facilitating individual and collective efforts to accomplish shared objectives. Bennis (1994) defines leadership by suggesting three essential functions of a leader: firstly, they are responsible for the effectiveness of the organization, secondly, effective leaders rally subordinates/constituents around a common purpose, which can bring stability and confidence to an organization and lastly, they project a confidence in integrity to those outside the organization.

Whereas there are several definitions of leadership, the above definitions by Northouse (2010) and Yukl (2008) bring out the important aspects of leadership as a process where an individual influences others towards achieving a common goal and this view shall be used in this study. Northouse (2016) identified four components which are central to the concept of leadership which are: leadership is a process, leadership involves influence, leadership occurs in groups and leadership involves common goals. Firstly, the view that leadership is a process means that it is not inherent in the leader but rather, it is a reciprocal activity between the leader and the followers. In this case leadership is not linear. It can therefore be described as an interactive process which involves both the leader and the followers. Secondly, defining leadership as influence suggests that leadership deals with shaping the perceptions, responses and acceptance of the followers. Maxwell (1993:91) posited, “Leadership is influence. That’s it. Nothing more; nothing less.” Northouse (2016:6) summed it up by saying, “Without influence leadership does not exist.” Thirdly, leadership happens in a group context. Therefore, a leader cannot exist in isolation but rather there must be followers or a group of people which forms the context in which the process of leadership takes place. According to Dubrin (2010) leadership is the skill to inspire confidence and support among people who are needed to accomplish organizational goals. Lastly, leadership
entails the accomplishment of predetermined goals since goals are the driving force behind every organization. Therefore, the key element in this component of leadership is that there should be a mutual purpose between the leader and the followers. However, it is important to note that although leadership involves both the leader and the followers, it is the leader who initiates and maintains the relationship.

2.4 Leadership Theories

Northouse (2016) holds that a review of the scholarly studies on leadership shows that there is a wide variety of theoretical approaches to explain the complexities of the leadership process. Consequently, it is important to note that there are a number of leadership theories that have been developed from the time leadership became a topic for academic study. According to Anderson (2000, 2267), leadership theories can be grouped into three main categories which are leadership as a personality, leadership as behaviour and action as well as leadership as a symbol (how the leaders or actions of leaders are perceived).

On the other hand, Yukl (2002) classified leadership theories and empirical research on leadership under the following categories: the trait approach, the behaviour approach, the power of influence approach, the situational approach and the integrative approach. Nonetheless, this study shall focus on the three familiar leadership theories which are: the traits theory, behavioural theory and situational or contingency theory.

2.4.1 The Traits Theory

The traits theory is one of the earliest approaches to the study of leadership. This approach emphasizes attributes of leaders such as personality, motives, values, and skills. Underlying this approach was the assumption that some people are natural leaders, endowed with certain traits not possessed by other people (Yukl, 2002). This initial focus on intellectual, physical and personality traits that distinguished non-leaders from leaders portended a research which maintained that only minor variances exist between followers and leaders (Burns, 2003). Trait theories often identify particular personality or behavioural characteristics that are shared by leaders. Nevertheless, MacBeath, 2005; Murphy, 2005 and Northouse, 2007) criticized the traits theory, arguing that it is weak in explaining how leaders' traits affect the results of the members and it has an infinite list
of leadership traits, thus it is difficult to identify those qualities that can be attributed to an effective leader. The inconsistencies in the relationship between leadership traits and leadership effectiveness eventually gave rise to the behavioural theory. Figure 1 below shows some of the common leadership traits found in the traits theory.

![Trait Theory of Leadership](image-url)

**Figure 2.2: Trait Theory of Leadership**
Adapted from educational-business-articles.com

### 2.4.2 Behavioural Theory

Behaviourist leadership concepts evolved beyond trait theory to focus on the leaders’ behaviours rather than on their traits (House & Aditya 1997). The behavioural theory of leadership is based on the belief that great leaders are made, not born. This leadership theory focuses on the actions of leaders and not on intellectual qualities or internal attributes. According to the behavioural theory, people can learn to become leaders through training and observation. According to the behaviourist school of thought, to be a leader simply required proper training (Vesterinen, Isola & Paasivaara, 2009; Lo et al., 2010). Naylor (1999) notes that interest in the behaviour of leaders, has been stimulated by a systematic comparison of autocratic and democratic leadership styles. It has been observed that groups under these types of leadership perform differently. Autocratically
led groups will work well as long as the leader is present and group members, however, tend to be unhappy with the leadership style and express hostility. Democratically led groups do nearly as well as the autocratic group. Yet, group members have more positive feelings and no hostility. Most importantly, the efforts of group members continue even when the leader is absent. Rooted in behaviourism, is focus on the actions of leaders, not on mental qualities or internal states. According to this theory, people can learn to become leaders through teaching and observation.

### 2.4.3 Situational and Contingency Theory

Contingency theory of leadership focuses on particular variables related to the environment that might determine which style of leadership is best suited for a particular work situation. According to this theory, no single leadership style is appropriate in all situations. Success depends upon a number of variables, including leadership style, qualities of followers and situational features (Charry, 2012). A contingency factor is thus any condition in any relevant environment to be considered when designing an organization or one of its elements (Naylor, 1999). Contingency theory states that effective leadership depends on the degree of fit between a leader’s qualities and leadership style as demanded by a specific situation (Lamb, 2013).

Situational theory proposes that leaders choose the best course of action based upon situational conditions or circumstances. Different styles of leadership may be more appropriate for different types of decision-making. For example, in a situation where the leader is expected to be the most knowledgeable and experienced member of a group, an authoritarian style of leadership might be most appropriate. In other instances where group members are skilled experts and expect to be treated as such, a democratic style may be more effective. The basis for the situational theory of leadership is that there is no one leadership style that can be viewed as the best, but rather the leadership style depends on the situation. With this theory of leadership, the leaders change their style of leadership and not the member to acclimatise to the leader’s style (Garman & Johnson, 2006; Brotheridge et al., 2008; Avolio, Walumbwa & Weber, 2009). Accordingly, the leader may need to adjust their leadership style to accommodate the level of their followers.

Figure 2 below shows the summary of the situational leadership theory. Figure 2 below is a diagrammatic presentation of the situational theory of leadership:
The researcher chose the Situational Leadership Theory since it is more comprehensive than the other theories that have been discussed in this study. The Situational Leadership Theory can be used by leaders to identify the leadership style which is suitable in a given context.

2.5 Leadership Styles
Researchers have come up with a lot of literature on leadership in general as well as leadership styles in particular and the understanding of leadership has shifted from traits to process leadership. However, there is no consensus that has been reached on which leadership style is the best. This is possibly because leadership is an essential aspect in every sphere of life, from family to
organizational level, including both profit and non-profit organizations. This study therefore, has identified six leadership styles which shall be discussed in the next subsection and be used in this research. The leadership styles the study has identified are as follows: transformational, transactional, laissez-faire, democratic, autocratic, charismatic and servant.

2.5.1 Transformational Leadership Style
Burns, (1978) identified transformational leadership as a process where one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality. For transformational leadership style, the follower feels trust, admiration, loyalty and respect towards the leader and is motivated to do more than what he was originally expected to do (Bass, 1985; Katz and Kahn, 1978). The transformational leader motivates the followers by making them aware of the important task outcomes prompting them to rise above their own self-interest for the sake of the organization or team. A transformational leader encourages the followers to think critically and seek new ways of approaching their jobs, resulting in intellectual stimulation (Bass et al., 1994). As a result, there is an increase in their level of performance, satisfaction and commitment to the goals of their organization (Podsakoff et al., 1996). Transformational leadership is concerned with improving the performance of followers and developing followers to their fullest potential (Avolio, 1999; Bass & Avolio, 1990). Bass, (1990) identified four components of transformational leadership that are, idealized influence (charisma), inspirational motivation, intellectual stimulation and individualized consideration.

Idealized influence or Charisma describes leaders who act as strong role models for followers and they would be eager to emulate them. These leaders usually have very high standards of moral and ethical conduct and can be counted on to do the right thing (Northouse, 2016). Transformational leaders provide their followers with vision and a sense of mission as well as inspire them to go beyond self-interest for the good of the group. They are respected by their followers and they usually have a lot of confidence in them.

Inspirational motivation works hand in hand with idealized influence since it is concerned with the leader setting higher standards for the followers. Northouse, (2016) noted that inspirational motivation is descriptive of leaders who communicate high expectations to followers, inspiring
them through motivation to become committed to be a part of the shared vision in the organization. The leader always talks optimistically about the future, articulating a compelling vision for the future and providing an exciting image of organizational change (Bass and Avolio, 1994).

Intellectual stimulation challenges followers with new ideas, challenging them to break away from old ways of thinking (Bass, 1985). The attribute includes seeking different perspectives when solving problems, suggesting new ways of doing things. It encourages followers to be innovative and creative, thinking things out on their own and engaging in careful problem solving as well as approaching old situations in new ways, examining how to complete assignments and encouraging rethinking of ideas that have not been questioned in the past (Bass and Avalio, 1994).

Individualized consideration is representative of leaders who provide a supportive environment in which they listen carefully to the individual needs of followers. It is concerned with developing followers by coaching and mentoring (Bass 1985; Bass and Avalio, 1990). The followers are treated individually with the leader paying close attention to differences among followers and acting as a mentor to each individual in order to raise their level of maturity. The leader teaches and helps followers to develop their strength and attentively listens to their concerns (Bass and Avalio, 1994).

Transformational leadership approach concurs with the view that leadership is a process of influencing followers towards the attainment of organizational goals as propounded by Northouse, (2010) hence both the leader and the followers are central in the leadership process. Nonetheless, one of the criticisms of this approach is that there are overlaps especially when considering the four factors. The overlap does not provide a clear distinction on the factors (Mwenje, 2015). Transformational leadership style has become popular in both profit and non-profit making organizations hence this leadership style shall be explored further in this study in an effort to establish the leadership styles the Methodist Church in Zimbabwe can adopt for it to improve its performance.
2.5.2 Transactional Leadership Style

Bass and Avolio, (1990) viewed transactional leadership as an exchange of services between the leader and the follower. Burns, (1978) observed that leaders approach followers with an eye to exchange one thing for another: jobs for votes, or subsidies for campaign contributions. Transactional leadership is different from transformational leadership in that the transactional leader does not individualize the needs of followers or focus on their personal development. Transactional leaders exchange things of value with followers to advance their own and their followers’ agendas (Kuhnert, 1994). Transactional leadership results in follower compliance but without necessarily generating enthusiasm or commitment on the part of the follower. The objective of a transactional leader is to ensure that the path to goal attainment is clearly understood by the internal actors to remove potential barriers within the system and to motivate actors to achieve the predetermined goals (House and Aditya, 1997). Effective transactional leaders are capable of clarifying what is expected of the employees’ performance, explaining how to meet such expectations, spelling out the criteria of the evaluation of their performance, providing feedback on whether the employee is meeting the objective and allocating results that are contingent to their meeting the objectives (Bass, 1985).

Transactional leadership is theorized to include contingent reward leadership, management by exception active and management by exception passive (Antoniadis et al., 2003). Transactional leaders exhibit both constructive and corrective behaviours. Constructive behaviour entails contingent reward, and corrective dimension involves management by exception. Contingent reward includes explaining of the work required to obtain rewards and the use of incentives and reward to induce performance. It takes into account follower expectations and offers appreciation when goals are attained. The clarification of goals and objectives and provision of recognition once goals are achieved should result in individuals and groups achieving expected levels of performance (Bass, 1985).

On the other hand, active management by exception refers to the leader setting the standards for compliance as well as for what constitutes ineffective performance, and may include punishing followers for non-compliance with those standards. Management by exception also implies close monitoring for deviances, mistakes, and errors and taking corrective action as quickly as possible.
when they occur. Hence Bass, (1995) argues that by providing contingent rewards, a transactional leader might inspire a reasonable degree of involvement, loyalty, commitment and performance from subordinates.

Avolio, Waldman, and Yammarino (1991) suggest that transactional leadership focuses on ways to manage the status quo and maintain the day-to-day operations of a business, but does not focus on identifying the organization's directional focus and how employees can work toward those goals, increasing their productivity in alignment with these goals, thus increasing organizational profitability. The concept of transactional leadership is narrow in the sense that it does not take the entire situation, employee, or future of the organization into account when offering rewards. Its major limitation is that followers cannot do much to improve their job satisfaction under transactional leadership and there is no chance for creative work and finding new ways of approaching old problems. As a result, there is a visible gap between the leader and the followers since the followers are not concerned about the vision and mission of the organization. Nevertheless, it is important to note that some organizations have found this leadership style useful when achieving results in the shortest period of time is the priority, without thinking of the future. This leadership style will be explored further in this study because in some cases, there is a visible gap between the leaders and the followers in church organizations which can be attributed to the transactional style of leadership.

2.5.3 Laissez-Faire Leadership Style

Laissez-faire leadership style describes a leader who leaves his or her followers to get on with their work offering them little or no guidance. Deluga, (1990) describes the laissez-faire leader as an extreme passive leader who is reluctant to influence subordinates’ considerable freedom, to the point of abdicating his or her responsibilities. There is no relationship exchange between the leader and the followers (Antonakis et al., 2003). In comparison to transformational and transactional leadership, laissez-faire leadership style describes leaders who are neither task-concerned nor people-concerned. They avoid providing direction to the organizational members. They try not to make decisions, often hesitate in taking action and are not present when required (Zumitzavan and Michie, 2015). Laissez-faire leadership is also interconnected with management by exception-passive leadership (Judge and Piccolo, 2004). Yukl, (2008) argued that a laissez-faire leader shows
passive indifference about the task and subordinates, for example by ignoring problems and ignoring subordinate needs. These leaders ignore the needs of others, do not respond to problems or do not monitor performance. They avoid making decisions, hesitate in taking action and are absent when needed (Avolio and Bass, 2004). It also leads to situations where leaders are divorced from what the followers are doing and often results in poorly defined roles and a lack of motivation. Even so, the leader is available to offer guidance at any point, should the members request assistance (Eagly, Johannesen-Schmidt & Van Engen, 2003). Hannah et al (2008) observed that this leadership style may have a negative impact on the performance of the organization as it may lead to lack of cohesiveness within the group because the absence of the leader may be misconstrued as suggesting that leaders are not even concerned and non-fulfillment or delay in the fulfillment of tasks if the members have insufficient knowledge or skills required for completing the task or making decisions. The laissez-faire leadership style is also important in this study at addressing the objective of establishing the leadership styles that are currently in use in the Methodist Church.

2.5.4 Democratic Leadership Style

The democratic leadership style, also known as participative leadership style, derives its roots from the transformational theory (Burke et al., 2006). According to Jurgen, (2011) the democratic leader plays three major roles; distributing responsibility, empowering others and aiding others in their deliberations. It therefore, helps in realizing the hidden potential among the participants. It motivates and provides them with a sense of belonging and promotes commitment towards organizational goals. It helps in decision making as the best decisions are taken after thorough discussions and deliberations. It believes in respecting others’ views and opinions. In this style of leadership, the leader allows the employees to make the decisions. However, the leader is still responsible for the decisions that are made. Members are given the chance to improve their leadership skills, participate in leadership and contribute to decision-making (Vigoda-Gadot, 2007). This free flow of ideas and positive work environment is the perfect catalyst for creative thinking and innovation. However, it is also noteworthy that participation consumes a lot of time hence decisions are delayed as compared to the autocratic leadership style. It can be most suitable where team working is essential, and quality is more important than speed. It encourages the participants to contribute their best as they consider themselves as part of the team and it enhances
team spirit. This leadership is critical to this research since the organization under study is a church organization which requires team spirit and the commitment of the church members whose participation has a bearing on the performance of the organization.

2.5.5 Autocratic Leadership Style
In the autocratic leadership style, also called dictatorship, the leaders are the focal point of power and regard their decisions and judgement as supreme (Burke et al., 2006; Vigoda-Gadot, 2007). It is a leadership style where leaders take decisions without consulting others. The autocratic leadership style has its roots in the transactional leadership style where the relationship between the leader and the follower is based on rewards for compliance and performance. It is therefore an extreme form of transactional leadership, where a leader exerts high levels of power over the employees or team members. These leaders are task-oriented in nature and least concerned about people. They do not develop and groom their subordinates as leaders. These leaders are basically dominant by nature. They listen less and try to influence more. They expect others to obey blindly and follow them loyally without any questioning. This leadership style has got more limitations than strengths. Therefore, it is not a popular leadership style in many organizations. Nonetheless, this leadership style is prevalent in church organizations where leaders would use divine revelation and authority from God to justify making decisions without consulting others hence it is of great importance to this study.

2.5.6 Charismatic Leadership Style
Charisma is a Greek word that means “divinely inspired gift,” such as the ability to perform miracles or predict future events. Weber, (1947) used the term to describe a form of influence based not on tradition or formal authority but rather, on follower perceptions that the leader is endowed with exceptional qualities. According to Weber, charisma occurs during a social crisis when a leader emerges with a radical vision that offers a solution to the crisis and attracts followers who believe in the vision. The followers experience some successes that make the vision appear attainable, and they come to perceive the leader as extraordinary. The charismatic leadership style is rooted in a form of boldness, bravery or extreme of personality, more or less of celestial origin (Burke et al., 2006; Avolio, Walumbwa & Weber, 2009). It is noteworthy that charismatic leaders tend to believe in themselves rather than in their team. The charismatic leadership style is common
in church organizations where there is a strong belief that the leader is endowed with exceptional qualities hence the followers rally behind his vision. This leadership style is relevant in this research since it seeks to establish the impact of leadership styles in the Methodist Church in Zimbabwe which is a religious organization.

2.5.7 Servant Leadership Style

The concept of servant leadership was developed by Robert Greenleaf in 1977 (Yukl, 2016). The focus of servant leadership is on others rather than upon self and on an understanding of the role of the leader as a servant. Servant leaders provide vision. They earn followers' credibility and trust. According to Bass, (2000) servant leadership is "close to the transformational components of inspiration and individualized consideration". Hence it can be argued that it is a logical extension of transformational leadership. In many ways, servant leadership can also be viewed as a form of democratic leadership, since it involves the followers in decision making. The main emphasis of servant leadership is upon the leader's determination to serve. This desire to serve people supersedes organizational objectives. Servant leadership is a belief that organizational goals will be achieved on a long-term basis only by first facilitating the growth, development and general well-being of the followers. Instead, the servant leader’s behaviour influences, motivates, inspires, and empowers followers to focus on ways to serve others better. It is a humble means for affecting follower behaviour because it is only by understanding followers that the leader can determine how best to serve their needs. The emphasis by the servant leadership style is on the determination of the leader to serve and facilitate the growth and well-being of the followers which resonates with the teaching of Jesus in the Biblical scriptures (Mark 10:42-45). It makes this leadership style relevant to the study of leadership styles in an ecclesiastical organisation such as the Methodist Church in Zimbabwe. Servant leaders must listen to followers, learn about their needs and aspirations, and be willing to share in the followers’ pain and frustration. The servant leader must empower followers instead of using power to dominate them (Yukl, 2013) Research on the consequences of servant leadership is still limited, but several studies have found positive outcomes such as more commitment, self-efficacy, and organizational citizenship behaviour (for example, Liden et al., 2008; Neubert, Kacmar, Carlson, Chonko, & Roberts, 2008; Walumbwa, Hartnell, & Oke, 2010). Despite the potential benefits of servant leadership, there may also be some negative consequences for an organization when the welfare of followers is considered more
important than financial performance (Anderson, 2009; Graham, 1991). More research is needed to clarify the implications of servant leadership for different stakeholders in organizations.

2.6 Organisational Performance

For decades, the term ‘organisational performance’ has been defined from a wide range of perspectives; some scholars distinguish it as multi-dimensional, proposing that each organisation has particular criteria for organisational performance, and the criteria applicable in one organisation may not be appropriate in others (Grünberg, 2004; Lumpkin and Dess, 2001). Academic researchers have described organisational performance as an umbrella term for all concepts that consider the success of a company and its activities. Different organisations have different purposes in running their business; therefore, the determined goals of each organisation may be different and the levels of organisational performance may be varied (Fan et al. 2014). Organisational performance could be defined as the ability to reach a desired objective or the degree to which anticipated results are achieved (Stefan, 2005). It could also be well-defined multi-dimensionally by looking at four different categories: achieving organisational goals, increasing resourcefulness, satisfying customers and improving internal processes (Cameron 1986; Redshaw, 2001). Koontz and Donnell, 1993 defines organizational performance as the ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action (Koontz and Donnell, 1993).

Organisational performance also serves the purpose of monitoring performance, identifying the areas that require attention, enhancing motivation, improving communications and strengthening accountability (Waggoner et al., 1999). Amaratunga and Baldry (2002) defined organisational performance as a concept to help an organisation to set agreed-upon goals, allocate and prioritise resources, inform top management to either confirm or change policy or programme directions to achieve those goals, and share results of performance in pursuing those goals. Furthermore, organisational performance can refer to the level of productivity that the organisation can accomplish towards attaining its goals, increasing organisational resources, meeting customers’ needs and improving internal processes. Scholars have proposed that the organisation’s resources are the source of sustainable competitive advantages to support the organisation in improving
performance (Dierickx and Cool, 1989; Afiouni, 2007). These resources must be unique to that particular organization. Organizational performance therefore can be a reflection of productivity of members of the organization measured in terms of financial growth, development and expansion in relation to other organisations. The literature review in the area of organizational performance reveals that scholars came up with different definitions but this study adopted Koontz and Donnell’s (1993) view which defines organizational performance as the ability of an enterprise to achieve organizational objectives.

2.7 The Relationship between Leadership Styles and Organisational Performance

Relationship between leadership styles and organizational performance has been discussed often. Most research results showed that the leadership style has a significant relation with the organizational performance, and different leadership styles may have a positive correlation or negative correlation with the organizational performance, depending on the variables used by researchers. Sun, (2002) compared the leadership style with the leadership performance in schools and enterprises, and showed that the leadership style has a significantly positive correlation with the organizational performance in both schools and enterprises. Broadly speaking, the leadership performance is identical with the organizational performance. In the past, many organisations focused on financial performance only but recent studies are also focusing on non-financial performance such as quality and satisfaction (Wang, Chich-Jen & Mei-Ling, 2010:3924). According to Popa (2012), leadership style impacts organisational performance as organisational performance cannot be achieved without leader and leadership.

Lee and Chuang (2009) explain that the excellent leader not only inspires subordinates’ potential to enhance efficiency but, also meets their requirements in the process of achieving organizational goals. Several reasons indicate that there should be a relationship between a leadership style and organizational performance. The first is that today’s intensive and dynamic markets feature innovation-based competition, price/performance rivalry, decreasing returns, and the creative destruction of existing competencies (Santora et al., 1999; Venkataraman, 1997). Studies have suggested that effective leadership behaviours can facilitate the improvement of performance when organizations face these new challenges (McGrath and MacMillan, 2000; Teece, Pisano and Shuen, 1997).
Understanding the effects of leadership on performance is also imperative because leadership is regarded by some researchers as one of the key driving forces for improving an organization’s performance. Effective leadership is seen as a potent source of management development and sustained competitive advantage for organizational performance improvement (Avalio, 1999; Lado, Boyd and Wright, 1992; Rowe, 2001). In general, however, the effects of leadership on organizational performance have not been well studied, according to House and Aditya’s review (1997), who criticized leadership studies for focusing excessively on superior-subordinate relationships to the exclusion of several other functions that leaders perform, and to the exclusion of organizational and environmental variables that are crucial to mediate the leadership-performance relationship. Another problem with existing studies on leadership is that the results depend on the level of analysis. House and Aditya, (1997) distinguished between micro-level research that focuses on the leader in relation to the subordinates and immediate superiors, and macro-level research that focuses on the total organization and its environment. Other scholars have also suggested that leaders and their leadership style influence both their subordinates and organizational outcomes (Tarabishy, Solomon, Fernald, and Sashkin, 2005).

Fenwick and Gayle (2008), in their study of the missing links in understanding the relationship between leadership and organizational performance conclude that despite a hypothesised leadership-performance relationship suggested by some researchers, current findings are inconclusive and difficult to interpret. Nevertheless, studies which have examined the relationship between leadership and organizational performance have established that effective leadership is seen as a potent source of management development and sustained competitive advantage for organizational performance and improvement (Avalio, 1999, Lado, Boyd and Wright, 1992, Rowe, 2001). Studies have suggested that effective leadership behaviours can facilitate the improvement of performance when organizations face new challenges (Mcgrath and MacMillan, 2000, Teece, Pisano and Shuen, 1997).

From this review of related literature, it can be perceived that although some scholars assert that leadership enhances the performance of an organization, there is another school of thought whose view is contrary - different perceptions of leadership have been used in different studies, making direct comparisons practically impossible. Therefore gaps and unanswered questions have
remained. Consequently, this study is intended to re-examine the suggested leadership-performance relationship in an ecclesiastical set up, thus, meaningfully contributing to the existing body of literature and knowledge in this area of study.

According to Ribeiro Soriano and Manuel Comeche Martínez (2007), leadership that is based on relationships have a positive impact on the followers. The relationships style leadership were found to have greater effects as compared to participative leadership and task-orientated leadership style (Zumitzavan and Michie, 2015). The outcomes of the leadership determine the leadership effectiveness, which in turn drives the performance of the members. The most common subjective measure of leadership effectiveness is the ability of the leaders to complete tasks successfully, organisational survival and growth through its ability to achieve organisational goals (Erkutlu, 2008).

Gellis (2001) studied the relationship between transactional and transformational leadership styles and their impact on performance and discovered that transformational and transactional leadership styles are correlated with organisational performance. The influences of transformational leadership on organisational performance were also investigated by Colbert et al. (2008) and they found out that top management transformational leadership was positively related to within-team goal importance congruence, which in turn was positively related to organisational performance. Similarly, Howell et al. (2005) researched on the relationship between leadership and organisational performance and discovered that transformational leadership is positively related to organizational performance, while contingent reward leadership was not significantly related to it.

Moreover, the findings also suggest that physical distance between top management and employees negatively mediated the relationship between transformational leadership and organisational performance, but positively mediated the relationship between contingent reward leadership and organisational performance. Wang and Poutziouris (2010) have also researched on the relationship between leadership styles and organisational performance among SMEs in the UK. They established that there is a strong connection between the two variables. Bass (1997) and Seltzer and Bass (1990) pointed out that transactional and transformational leadership should not be viewed separately. Both relate to how to inspire employees and increase organisational
performance, including consideration of individuals, intellectual stimulation, inspirational motivation and idealised influence, as well as how top management can provide rewards appropriately. Hence, top management who practise both transactional and transformational leadership may increase the level of organisational performance.

2.8 Empirical/Previous Studies
Most research on leadership style has focused on effective leadership style on profit making organizations and very little has been done to investigate effective leadership styles in non-profit making organizations (Adeyemi-Bello, 2001:151). However, it is important to note that there are a few scholars who have researched on the relationship between leadership styles and organizational performance in an ecclesiastical context. Church (2012) researched on the leadership style and organizational achievement in the Church of the Nazarene and the study concluded that a self-perceived increase in the occurrence of transformational leadership attributes and behaviours is correlated with growth. Smith et al (2004) concluded that a spectrum of effective and ineffective leadership existed within these organisations, after using the salaries paid to fifty senior ministers of the Northeast Ohio Conference of the United Methodist over a period of twenty years (Adeyemi-Bello, 2003:286).

Bae (2001) looked at the relationship between transformational leadership and church growth in the Unity Church. In his research, he assessed the Pastor’s transformational leadership styles and the satisfaction of church members, church conflict and the trustworthiness of the church leadership. Bae’s research did not show a correlation between transformational leadership and church growth, though it showed a relationship between transformational leadership and church member satisfaction, which raised more questions than answers (Luckel, 2013).

Burton (2010) also looked at the relationship between leadership practices and church growth in the United Brethren in Christ and the Missionary Church, using the Leadership Practices Inventory (LPI) and the research did not show any correlation between leadership practices and church growth. Hagiya (2011) studied high and low effective United Methodist clergy, the research found that highly effective clergy tend to be transformational in their leadership styles. Mwenje (2017) researched on the influence of leadership styles on the growth of Pentecostal churches in
Zimbabwe. The study showed that there is a positive influence between transformational leadership style and the growth of Pentecostal churches in Zimbabwe. These studies on the relationship of leadership styles and organizational performance in ecclesiastical organizations came up with different results hence the need for further research by this study. Therefore, these empirical studies are critical in this study as they provide the findings of other researchers of leadership styles in ecclesiastical organizations which will inform this study in its effort to establish the impact of leadership styles in an ecclesiastical organization, The Methodist Church in Zimbabwe.

2.9 Chapter Summary

This chapter formulated a conceptual framework, reviewed the literature related to the main concepts of leadership, leadership styles and organisational performance. In this literature review, leadership as a concept was defined and the three main leadership theories as well as seven leadership styles were also discussed. The chapter also reviewed the literature related to the study of organizational performance and the relationship between leadership styles and organisational performance. From this review of related literature, it is clear that although some scholars argue that leadership enhances organizational performance, others’ view is on the contrary. Various types of leadership and research instruments have been used in different studies, making direct comparisons impossible. Consequently, this has left some gaps and unanswered questions in the study of leadership types and organizational performance hence, this study aims at contributing to the growing literature and knowledge in this area of study.
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter looks at the research methodology design of the study on the impact of leadership styles on the organizational performance in the Methodist Church in Zimbabwe. Creswell and Clark (2007) hold that research design and methodology are the road map for planning and executing a research study that a researcher follows in conducting a study. Kothari (2004) defined research methodology as being a systematic way of solving the research problem. The chapter therefore, discussed the target population, the sampling techniques, the procedures that were followed, the data collection procedures and the instruments that were used in this study.

In order to get an insight of the impact of leadership styles on the performance of The Methodist Church in Zimbabwe, church leaders and church members of the Methodist Church in Zimbabwe were the target population.

The questions which the Church members were asked related to how they perceive the leadership behaviours of their church leaders as well as their view on the impact of leadership styles on the performance of the church. The church leaders were also asked questions that allowed them to measure how they perceive themselves as individuals with regard to specific leadership behaviours.

Guided by Saunders, Lewis and Thornhill’s (2009) research onion in Figure 3.1 below which constitutes a logical research methodology and design, the chapter seeks to discuss and justify the research methods and design adopted in answering the research questions that were raised in Chapter One.
3.2 Research Philosophies

Saunders et al. (2009), defined research philosophy as a term relating to the development of knowledge and the nature of the knowledge that is, the development of new knowledge. Lewis et al (2007) holds that research philosophies are beliefs about the way in which data about a phenomenon should be gathered, analysed and eventually used. According to Burke (2007) once a research philosophy has been identified it acts as a set of lenses for the researcher. Saunders et al. (2009) in Figure 3.1 indicated four research philosophies, which are positivism, realism, interpretivism and pragmatism. The choice of a research philosophy depends on the research method one uses, whether it is qualitative, quantitative or a mixed method.
This study used the mixed method hence it adopted the pragmatic philosophy. Saunders et al (2009) observed that pragmatism research argues that the most important determinant of the research philosophy adopted is the research question because one approach maybe better than the other in answering particular questions. Creswell (2003) argues that the use of both qualitative and quantitative data by researchers provides the best way to understand the research problem. In this study the adoption of the pragmatic philosophy was important because the research problem needed both qualitative and quantitative data in order to adequately examine the impact of leadership styles on the performance of The Methodist Church in Zimbabwe. To collect the quantitative data, a questionnaire was administered to both church leaders and church members and for the qualitative data a section of the questionnaire that contained open ended questions was used in collaboration with in-depth interviews. The use of both qualitative and quantitative data collection methods helped the researcher to get data that could not be obtained through the use of questionnaires only which could be obtained through interviews which use probing questions and allow the clarification of ambiguous areas.

3.3 Research Approach
This research will adopt the pragmatic philosophy because it will use both qualitative and quantitative data. Therefore both deductive and inductive approaches to theory development will also be adopted. Greener (2008) stated that the approach to theory development can either be deductive or inductive; where deductive approach begins by looking at theory, then one comes up with a hypothesis followed by testing the theory whereas an inductive approach starts by investigating the focus of the research that is the problem, issue or organisation under study through the use of various research methods putting together facts to generate laws or principles then generates theory from the research. Given the nature of the research objectives, the overall approach employed in this current study was the abductive approach that had both the inductive and deductive approaches. According to Teddlie and Tashakkori (2009) abductive approach is such that both qualitative and quantitative approaches to data gathering, analysis, interpretation, and presentation are used. Saunders et al (2009) posits that it is possible and it has many advantages to combine both inductive and deductive in the same piece of research. Using both inductive and deductive approaches in this study helped in interrogating the research problem through quantitative data that was collected from both church members and church leaders through questionnaires and
qualitative data which was collected through interviews and questionnaires using open ended and probing questions to the church members and leaders.

3.4 Research Design
The researcher adopted the case study descriptive approach focusing on The Methodist Church in Zimbabwe. The research design is the general plan of how to go about it in answering the research question or questions. It contains clear objectives, derived research question(s), the sources from which one intends to collect data and consider the constraints that will inevitably be faced for example, access to data, time, location and money as well as discussing ethical issues (Saunders, Lewis and Thornhill, 2009). The process of research therefore should be viewed in the context of peeling of the three layers of the research onion which are research strategies, research choices and time horizons as shown in Figure 3.1 above. Robson (2002) describes this process of research design as turning the research question into a research project. According to Lessem and Schieffer (2008), the descriptive case study approach reveal fully well the essence and meanings of human behaviour. They engage one’s total self in passionate involvement with the phenomenon, seek to predict or determine causal relationships and undertake careful, comprehensive descriptions, vivid and accurate renderings of experience rather than measurements or ratings. Therefore, this study which is on the impact of leadership styles on the performance of The Methodist Church is relevant to the descriptive approach since the researcher seeks to get first-hand information from both the church members and church leaders in The Methodist Church in Zimbabwe.

3.5 Research Strategies
Sanders et al. (2009) hold that there are several research strategies which include experiment; survey, case study, action research, grounded theory ethnography and archival research. The choice of a research strategy is guided by the research question(s) and objectives, the extent of existing knowledge, the amount of time and other resources available, as well as the researcher’s own philosophical underpinnings (Saunders, Lewis and Thornhill, 2009). This study used the Methodist Church in Zimbabwe as a case study in examining the impact of leadership styles on the organizational performance of ecclesiastical organizations. Robson (2002:178) defines case study as “a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence.” Yin (2003) also highlights the importance of context, adding that, within a case study, the boundaries
between the phenomenon being studied and the context within which it is being studied are not clearly evident.

The researcher adopted the case study as a research strategy because this study relies on collecting qualitative and quantitative data from one organization, The Methodist Church in Zimbabwe. Accordingly this research constitutes a case study. The rationale of adopting a case study as a research strategy is because this approach addresses a realistic problem in an organization and in this case the problem of organizational performance in The Methodist Church.

**Advantages of a Case study**

Taylor et al. (2014) defined a case study strategy as involving an in-depth study of an organisation or departments within an organisation and can make use of various methods to obtain data. One of the advantages of a case study strategy is that it has considerable ability to generate answers to the question ‘why?’ as well as the ‘what?’ and ‘how?’ questions (Saunders, Lewis and Thornhill, 2009). Chisaka and Vakalisa (2003) hold that the chief advantage of a case study strategy is that it is applicable to both qualitative and quantitative research paradigms. This means that it allows the researcher to employ various techniques of data collection which may include both questionnaires, interviews. Case studies use a variety of data collection techniques with multiple sources of evidence, a strategy which brings about data credibility (Yin, 2003 & Remenyi et al., 2005:165). The advantage of using different data collection techniques within one study is that the researcher will ensure that the data is telling the researcher what he or she thinks they are saying. By including both quantitative and qualitative data, case study helps explain both the process and outcome of a phenomenon through complete observation, reconstruction and analysis of the cases under investigation (Tellis, 1997). Consequently this study will use both interviews and questionnaires and the questionnaires contain both closed and open ended questions.

**Disadvantages of a Case Study**

Despite the above mentioned advantages, a case study has some disadvantages. Yin (1984) discusses three types of arguments against case study research. Firstly, case studies are often accused of lack of rigour. Yin (1984:21) notes that “too many times, the case study investigator has been sloppy, and has allowed equivocal evidence or biased views to influence the direction of the findings and conclusions”.
Secondly, case studies provide very little basis for scientific generalisation since they use a small number of subjects, some conducted with only one subject. The question commonly raised is “How can you generalise from a single case?” (Yin, 1984:21). The common criticism of a case study method is its dependency on a single case exploration making it difficult to reach a generalising conclusion (Tellis, 1997). Yin (1993) considered case methodology as ‘microscopic’ because of the limited sampling cases. To Hamel et al. (1993) and Yin (1994), however, parameter establishment and objective setting of the research are far more important in case study method than a big sample size.

3.6 Research Choices

This study seeks to establish the relationship between Leadership styles and Organizational performance using The Methodist Church in Zimbabwe as a case study. In order to achieve the main objective of this study and answer the research questions thereof, the researcher used the mixed method approach. The mixed method approach involves both qualitative and quantitative methods in the collection of data. Quantitative is predominantly used as a synonym for any data collection technique (such as a questionnaire) or data analysis procedure (such as graphs or statistics) that generates or uses numerical data. In contrast, qualitative is used predominantly as a synonym for any data collection technique (such as an interview) or data analysis procedure (such as categorising data) that generates or use non-numerical data (Saunders et al, 2009). The core assumption of this form of inquiry is that the combination of qualitative and quantitative approaches provides a more complete understanding of a research problem than either approach alone (Creswell, 2014). Yin (1994), postulates that qualitative and quantitative evidence and methods strengthen the case study method. The qualitative method through the use of interviews and observations may not allow the researchers to generalize and come up with all-encompassing conclusions since there is a limitation of the same things not happening to individuals in similar circumstances whereas the quantitative method through the use of questionnaires can address the gaps that are not addressed by the qualitative method. Collis and Hussey (2009) indicate that the questionnaire method is appropriate for a study aimed at finding out what respondents say they do, think or feel while trying to make a generalization from a sample to a population. Consequently this study adopted the mixed method approach having realised that it proffers reliable, comprehensive and unbiased results. Using the mixed method approach this research collected the
both quantitative and qualitative data using a questionnaire containing both closed and open ended questions. It also used the in depth interviews to collect qualitative data.

3.7 Time Horizons
Research studies are categorised into time horizons as either being cross-sectional or longitudinal studies. Cross sectional studies are done at a single point in time over a short period and they provide a snapshot of the reality on the ground whereas longitudinal studies involve repeated studies and observations of the same item over a long period of time (Saunders et al., 2009). For this study a cross-sectional study was adopted because the data will be collected at one point in time over a short period of time since this study is for academic purposes that will be conducted within a limited timeframe and the findings of the study provides a synopsis of the relationship between leadership styles and organizational performance in the Methodist Church.

3.8 Research Methods
3.8.1 Sampling
Cooper (2003) defined a sample as the representative elements of a population whereby conclusions can be drawn pertaining to the whole population. This study focused on the impact of leadership styles on organizational performance in The Methodist Church. Therefore the study targeted the members of the Methodist Church in Zimbabwe, both Church members and the Ministers who are Circuit Superintendents, Bishops and Administrators.

3.8.2 Unit of Analysis
The unity of analysis in this study was defined by the researcher as “The Methodist Church leaders and members. It was necessary because The Methodist Church in Zimbabwe comprises of both clergy (church leaders) and the laity (church members) whose perceptions of leadership styles in used in The Methodist Church in Zimbabwe and their impact on organizational performance of the church were necessary in addressing the research problem.

3.8.3 Population
Taylor, Sinha and Ghoshal (2014) and Kothari (2004) define a population as the totality of persons or objects under study from which conclusions will be drawn. For this study the total population for the research comprises the church members and the church Ministers in The Methodist church in Zimbabwe. According to the Methodist Church in Zimbabwe Minutes of conference (2018) the church has 250 full time Ministers and 120462 members.
Figure 3.2 below shows the number of Methodist Church member per each of the churches districts in Zimbabwe.

![Figure 3.2 The Methodist Church in Zimbabwe membership by District](image)

Source: Methodist Church in Zimbabwe Minutes of Conference, 2018

3.8.4. Sampling Techniques

Sampling techniques can be classified as probability sampling and nonprobability sampling. Taylor et al. (2014) states that simple random sampling, systematic sampling, stratified sampling, cluster sampling, multi-stage sampling are non-probability sampling methods. The researcher used non probability sampling which assigns quotas for different segments and then sample the selected elements. The participants were selected using the purposive sampling technique. It is a technique in which persons are selected with intent for a study because of the importance and quality of information they can provide for a study (Teddlie & Yu, 2007). Purposive sampling is selecting a sample on the basis of your own knowledge of the population, its elements and the nature of the research aims (Babbie, 1990). In this study the researcher used his knowledge of the Methodist
church structures and systems to select a sample that will help in answering the research questions and objectives.

3.8.5 Sample Size
Hussey and Hussey (1997) observed that a proposed sample size should take into account the aim of the study, the intended statistical analysis technique, the expected variability within the samples and the anticipated results. The researcher distributed 60 questionnaires and interviewed 12 people (8 Church members and 4 Ministers. The targeted participants were Church members, Superintendent Ministers, Administrators and Bishops. This sample size of 72 was used categorised as follows: 48 church members and 24 church leaders. The sample size was spread to all the church Districts as follows: Bulawayo (n=6) Gweru (n= 6) Harare East (n=12) Harare West (n= 14) Hwange (n= 6) Kadoma (n = 12) Marondera (n=8) and Masvingo (n=8).

3.9 Data Collection
Kothari (2004) stated that primary data can be obtained through the use of questionnaires, field visits and interviews whereas secondary data can be obtained from company websites, government departments and archives. Therefore the method of data collection depends on whether the sources of data are primary or secondary data. The data collection techniques in this study involved gathering both qualitative data through in-depth interviews and questionnaires and numeric data from questionnaires. This study therefore used the two data collection techniques of questionnaires and interviews.

3.9.1 Techniques and Research Instruments
The researcher designed two questionnaires one for the church members and another one for church leaders who are the church Ministers. Both questionnaires comprise of three sections the first section requested for the respondents profiles, second section contains closed questions which seek to determine the leadership styles that are used in the Methodist Church and the last section which contains open ended questions which seek to determine if the leadership styles used in the church have an impact on the performance of the church. The researcher also drafted a set of interview questions for the purposes of soliciting more data to compliment the data that is collected through interviews.
3.9.2 Interviews

The interviewing technique is used for the research subjects to communicate their opinions, views, feelings, ideas and attitudes about the subject matter under discussion. Rubin and Rubin (2011) define interviewing as a way of uncovering and exploring the meanings that underpin people’s lives, routines, behaviours and feelings. Channel and Kahn (1968) defined interview as "a two-person conversation initiated by the interviewer for the specific purpose of obtaining research-relevant information, and focused by him on content specified by research objectives of systematic description, prediction, or explanation" (Cohen and Manion, 1994:271). This will allow the researcher to get more data within a short space of time. Data will also be collected in a natural setting and non-verbal communication or behaviour will easily be noted by the researcher. The researcher will also clarify questions that would not be easily understood by the respondents and also use probing techniques which will help in more information being availed on the subject.

Advantages of interviews

Interviews are good at producing data which deal with topics in depth and in detail. Subjects can be probed, issues pursued and lines of investigation followed over a relatively lengthy period. The researcher is likely to gain valuable insights based on the depth of the information gathered and the wisdom of key valuable informants. Interviews are a good method for producing data based on informants' priorities, opinions and ideas. The informants have the opportunity to expand their ideas, explain their views and identify what they regard as crucial factors. Information from interviews can also be used to supplement information obtained from other techniques such as observations, surveys and non-verbal reactions (Kumar, 2005).

The method itself is flexible allowing for adjustments during interviews. It also requires simple equipment which is easily accessible. Data can be checked for accuracy and relevance as they are collected. The response rate is high as the interviews are prearranged. Some of the common advantages of interviews are listed below

- Any misunderstanding and mistakes are easily corrected because of the presence of both the interviewee and the interviewer
- There is a possibility of developing a relationship between the interviewer and the interviewee which increases the chances of cooperation between the two parties
- Interviews enable the researcher to easily identify candidates who can give reliable and credible information.
- Sufficient information can be collected through the interview process, because the interviewer can ask any question to the interviewee.
- One of the major advantages of interviews is flexibility. Depending on the situation it can be framed differently.
- Through planned interviews detailed information can be collected which enables proper analysis of a problem, abstract factors like attitudes, feelings and opinion can be successfully evaluated or analysed through an interview.

**Disadvantages of Interviews**

Although there are a lot of advantages of using interviews as a data collection technique there are some disadvantages that are associated with this technique. Analysis of data can be difficult and time-consuming as this requires the transcribing and coding of interview data. Semi-structured and unstructured interviews produce data that are not pre-coded and have relatively open format. The data collected are to an extent, unique owing to the specific context and the specific individuals involved which may have an adverse effect on reliability. The other disadvantage is that data from interviews are based on what people say rather than what they do and the two may not tally. Interviewees’ statements can be affected by the identity of the researcher. The recording part can be inhibiting to some people. The areas that one may be interviewing on may be so sensitive to such an extent that some subjects may not be free to open up. Interviews may be costly to the researcher in terms of the resources that may be needed such as stationery, transport and accommodation and provision of food in some cases. Time constrain is one of the major limitations of the interview process. Preparation for the interview, taking interviews and interpretation of the responses required a lot of time, which makes the interview method time consuming. There is a possibility that the interview process can be influenced by the biases of the interviewer. Another disadvantage of interviews is that since interview is a systematic process of data collection, the success of an interview depends on the efficiency of the interviewer where inefficiency of an interviewer can lead to misleading results.
3.9.3 Questionnaire

A questionnaire is a research instrument consisting of a list of questions that a number of people are asked in order to collect some information (Leedy and Ormound 2001). More often this method of data collection is used to gain statistical data that can serve as the basis for scientific research. Castillo (2005:138) adds that a questionnaire is a method of obtaining specific information about a defined problem so that after analysis and interpretation of results, people will have a better appreciation of the problem. This study has adopted the questionnaire as one of the methods of collecting data because the research seeks to explore the impact of the leadership styles on the performance of The Methodist Church in Zimbabwe hence the questionnaire has been found to be one of the most appropriate data collection methods in this research. Heyden (2006) defined a questionnaire as a written document listing a series of questions to which one wishes that answers be given by a group of respondents. Taylor et al., (2014) stated that a questionnaire was a straightforward method of data collection and a sensible way for collection of factual information from a substantial number of respondents and a powerful tool for gathering people’s attitudes and opinions.

Advantages of a Questionnaire

Firstly, a questionnaire provides large varied amounts of appropriate and easily comparable data at a low cost per respondent. Secondly the questionnaire provide reliable, practical and effective way of collecting data from a large sample size that will be managed by the researcher, especially in instances where respondents will be busy, the researcher will just drop the questionnaire and collect it after it has been completed. It helps in focusing the respondent’s attention on all the significant items. As it is given in a written form, recording of responses from the respondents ensures uniformity. Information of a personal nature often may be obtained more readily through questionnaires if answers of respondents are regarded confidential.

Disadvantages of a Questionnaire

One of the disadvantages of a questionnaire is that it places less pressure on the subject for immediate response. He can answer it at leisure whereas interview and observations demand specific fixation of time and situation. Its reliability and validity are also low as gives secondary information when primary evidence is at hand. Another disadvantage is that sometimes, questionnaires become compilation of the opinions of many persons who may not know the correct
answers. If the subject misinterprets a question or gives an incomplete response, nothing can be done. The behaviour, gestures, reactions, assertions and emotions of the respondents remain unnoticed.

3.10 Pilot testing the Questionnaire
Piloting means testing effectiveness and efficiency of an instrument in measuring intended constructs, and determining whether or not participants will easily understand the questions (Simkhada, Bhatta & van Teijlingen, 2006; Feeley et al., 2009. In this study the pilot testing was done to determine the participants’ understanding and interpretation of the questionnaire. The pretesting was done on 6.7% (n=4) of the sample size that is two church leaders and two church members and these four did not participate in the final data collection. All the four questionnaires were completed and returned. The pilot study indicated that there were some areas of the questionnaire that required some attention since there was a duplication of one question on the questionnaire. Subsequently one of the questions was subsequently removed from the questionnaire.

3.11 Data Presentation and Analysis Procedure
Copper (2003) stated that data preparation for analysis and interpretation included editing, coding and data entry to ensure accuracy of the data and its conversion from a raw form to a more appropriate form for analysis. Therefore in this study data collected from primary and secondary research methods will be compiled and edited for accuracy, completeness, relevance, reliability and consistency through the use of computer generated programmes such as Microsoft Excel, SPSS and Microsoft Word for computing summations, percentages and tables that will be necessary for clear data analysis and presentation. The analysis of quantitative data in this research was executed using the Statistical Package of Social Scientists (SPSS). Schehr, (2007) says the advantages of using SPSS, include data labelling options, can produce multiple tables with few steps, recorded output and powerful statistical options while those of excel include, easy data entry, software widely available, quick and easy pivot tables and flexible charting options. The grounded theory approach (Glaser and Strauss, 1967) was used in the analysis of qualitative data. Grounded theory methods consist of simultaneous data collection and data analysis with each informing and focusing on the other throughout the research process (Denzin and Lincoln, 2005).
In addition, the study concentrates on significant outcomes with its statistical indications. Firstly, the study variables were analysed and described from a statistical point of view by using means, standard deviations, importance and ranking. Secondly, the researcher presented the correlation among independent variables, then their correlation with dependent variables. Finally, a study hypothesis was tested by the person correlation analysis.

Reliability was assessed using the Cronbach’s coefficient alpha on the SPSS to ensure internal consistency, completeness, and reliability of the instrument.

3.12 Validity of research instruments
To ascertain the validity of the research instruments, the researcher used a suitable probability sampling for the study. The researcher used both qualitative and quantitative research methods to take advantage of their strengths and prevent the weaknesses of using a single approach hence increasing the reliability and validity of the research findings. And as such, each sample represented the true position of the population such that the sample can be generalised. The researcher made sure that the questions used in interviews and questionnaires were extracted from research objectives and research questions. The questionnaires were also pre tested before being administered to the respondents

To assess the impact of leadership style on organisational performance, the reliability test was done. Table 4.1 shows the Cronbach’s alpha reliability statistics for the variables of the study.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach's alpha</th>
<th>Number of items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational leadership style</td>
<td>0.937</td>
<td>19</td>
</tr>
<tr>
<td>Transactional Leadership style</td>
<td>0.728</td>
<td>3</td>
</tr>
<tr>
<td>Laissez-faire leadership style</td>
<td>0.725</td>
<td>4</td>
</tr>
<tr>
<td>Organisational performance</td>
<td>0.828</td>
<td>4</td>
</tr>
</tbody>
</table>

Source: primary data
The Cronbach alpha was done so as to show the extent to which the different items, measure or assessment are consistent with one another and the extent to which each measure is free from measurement error. In this study, the Cronbach’s alpha was computed. As shown in table 4.1, the alpha for the 3 variables used to measure if leadership style has improved the organizational performance was found to be suitable for further analysis since the least value was 0.7 which indicates that all the items form a scale that has reasonable internal consistency reliability. The result is also consistent with what was considered by Nunnaly (2008) to be acceptable, who postulated that a Cronbach’s alpha which is above 0.7 is recommended for further analysis.

3.13 Delimitation
The study focused mainly on mainline churches with particular reference to The Methodist Church in Zimbabwe, because ecclesiastical institutions are being affected by a decline in membership growth whilst the new religious movements are growing significantly. The researcher will mainly focus on the nexus that is there between leadership styles and organizational growth.

3.14 Limitations
Despite the effectiveness and advantages of the methodology that was used in this research, there were however some limitations that were noted. One of the major limitations of this study was that it was a cross sectional study, hence the quality of information may not be as good as the information from longitudinal study. Another limitation in this study is that the use of email in sending out some of the questionnaires due to time constrains and the proximity of the participants presents its own challenges of potential errors of some questions being answered incorrectly and some questions being left out. However, the use of interviews compensated this limitation especially on the questions that required qualitative data.

3.15 Ethical consideration
The research involved the use of primary data sources therefore ethical considerations were adhered to in order to come up with data that is valid. Cooper and Schindler (2008) define ethics as the norms or standards of behaviour that guide moral choices about one’s behaviour and his/her relationships with others. Saunders et al. (2009) define ethics as the appropriateness of one’s behaviour in relation to the rights of those who become the subject of one’s work or are affected by it. The ethical principles adopted included the protection of respondents’ identities, informed consent and confidentiality. The researcher treated all the information and data that was gathered
with exceptional confidentiality as was highlighted in the questionnaire cover letter. Findings were used as is and this was restricted for the sole purpose of this research. The respondents who were not willing to participate were not coerced as their right to participate or not to participate was respected. Participation was therefore voluntary and confidentiality was guaranteed. Researcher and participant bias was also reduced by allowing the respondents of questionnaires the opportunity to complete them without the involvement of the researcher since most of the questionnaires were sent to participants through emails.

3.16 Chapter Summary
The chapter discussed the research methodology and design for the study which was influenced by the research onion; this included the research philosophy, approach, research instruments and sampling techniques used for the study. This study used a case study approach and descriptive analysis on the impact of leadership styles on the performance of the Methodist Church in Zimbabwe. Data presentation, analysis and interpretation procedures were also discussed. The chapter concluded by discussing issues pertaining to validity, reliability, credibility of the study and ethical consideration undertaken. The next chapter deals with data presentation, analysis and interpretation.
CHAPTER 4: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction
The previous chapters discussed the concepts being researched on and they focused mainly on secondary information. The ultimate goal of this research was to investigate the impact of leadership style on organisational performance in The Methodist Church in Zimbabwe. In this chapter, the researcher presents the results and the associated analysis.

4.2 Research objectives revisited
The following were the objectives of the study:

• To establish the leadership styles that currently are in use in The Methodist Church in Zimbabwe.

1. To assess the impact of leadership styles on organizational growth in The Methodist Church in Zimbabwe.

2. To identify an effective leadership style that can be used to enhance growth of the church.

4.3 Data findings
The data findings are based on the above research objectives. To achieve these research objectives the researcher used both qualitative and quantitative data in order to come up with a comprehensive understanding of the findings. The first section shall highlight the response rate and the demographic information of the respondents followed by the interrogation of the research objectives

4.3.1 Response rate
This section shall highlight the response rate achieved in this study. It will analyse the number of questionnaires and interviews that were successfully collected or conducted against the number of questionnaires and interviews which the researcher had distributed or planned respectively.
Table 4.1 Response rate

<table>
<thead>
<tr>
<th></th>
<th>No. of planned Interviews/Questionnaires</th>
<th>No. of successfully Conducted interviews/Questionnaires</th>
<th>Response rate (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interviews</td>
<td>12</td>
<td>12</td>
<td>100</td>
</tr>
<tr>
<td>Questionnaires (Leaders)</td>
<td>20</td>
<td>17</td>
<td>85</td>
</tr>
<tr>
<td>Questionnaires (church members)</td>
<td>40</td>
<td>39</td>
<td>97.5</td>
</tr>
</tbody>
</table>

Table 4.1 above shows that the researcher managed to successfully collect 93.3% of the 60 questionnaires that were distributed and to conduct 100% of the planned interviews.

4.3.2 Demographics of the respondents

Table 4.2: Demographic information of the Respondents (church members)

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Measuring group</th>
<th>Number of Responses</th>
<th>Valid Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Male</td>
<td>11</td>
<td>28.2</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>28</td>
<td>71.8</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>39</strong></td>
<td><strong>100.0</strong></td>
</tr>
<tr>
<td>Age</td>
<td>20 to less than 30</td>
<td>2</td>
<td>5.1</td>
</tr>
<tr>
<td></td>
<td>30 to less than 40</td>
<td>3</td>
<td>7.7</td>
</tr>
<tr>
<td></td>
<td>40 to less than 50</td>
<td>13</td>
<td>33.3</td>
</tr>
<tr>
<td></td>
<td>50 years and above</td>
<td>21</td>
<td>53.8</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>39</strong></td>
<td><strong>100.0</strong></td>
</tr>
<tr>
<td>No. of years the in The Methodist Church in Zimbabwe</td>
<td>Less than 1 year</td>
<td>1</td>
<td>2.6</td>
</tr>
<tr>
<td></td>
<td>1 to less than 5 years</td>
<td>1</td>
<td>2.6</td>
</tr>
<tr>
<td></td>
<td>5 to less than 10 years</td>
<td>7</td>
<td>17.9</td>
</tr>
<tr>
<td></td>
<td>10 to less than 15 years</td>
<td>5</td>
<td>12.8</td>
</tr>
<tr>
<td></td>
<td>15 to less than 20 years</td>
<td>2</td>
<td>5.1</td>
</tr>
<tr>
<td></td>
<td>20 years and above</td>
<td>23</td>
<td>59</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>39</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Primary data*
From Table 4.2, it is clear that most respondents were female, as represented by 71.8% of the respondents, while 28.2% were male. This shows that most members in Methodist are women, presumably because men do not respond to Christianity as the same rate with women. In terms of age, most respondents were above 50 years, represented by 53.8% of the respondents and a smaller proportion of 46.2% was less than 50 years. Age was important in this study because it helped to get an in-depth understanding of the respondents as far as leadership in The Methodist Church is concerned. Concerning the period of time most of the respondents have been in the church, it is shown that they have been there for at least 20 years. This is represented by 59% of the respondents. The number of years one has been in the church was very important because such profile helped the researcher in gathering reliable data since the respondents could provide reliable information about the leadership style that is applied in The Methodist Church in general. A smaller proportion has been in The Methodist Church for a period of less than 20 years, as shown by 41% of the respondents. This group of the respondents was also in this study since it was important to understand the perception by both long serving members and relatively new members on the impact of leadership style on the performance of The Methodist Church in Zimbabwe.

Table 4.3: Demographic Information of the Respondents (Church leaders)

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Measuring group</th>
<th>Number of Responses</th>
<th>Number of valid Responses</th>
<th>Valid Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Male</td>
<td>16</td>
<td>94.1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>1</td>
<td>5.9</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>17</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Age</td>
<td>30 to less than 40 years</td>
<td>2</td>
<td>11.8</td>
<td></td>
</tr>
<tr>
<td></td>
<td>40 years to less than 50 years</td>
<td>8</td>
<td>47.1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>50 years and above</td>
<td>7</td>
<td>41.2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>17</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Level of education</td>
<td>Diploma</td>
<td>2</td>
<td>11.8</td>
<td></td>
</tr>
<tr>
<td></td>
<td>First Degree</td>
<td>5</td>
<td>29.4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Master’s Degree</td>
<td>8</td>
<td>47.1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PHD</td>
<td>2</td>
<td>11.8</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>17</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Years in leadership</td>
<td>Less than 5 years</td>
<td>2</td>
<td>11.8</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5 to 10 years</td>
<td>4</td>
<td>23.5</td>
<td></td>
</tr>
<tr>
<td>Leadership position</td>
<td>Count</td>
<td>Percentage</td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------</td>
<td>-------</td>
<td>------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Superintendent Minister</td>
<td>10</td>
<td>58.8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>School Principal</td>
<td>2</td>
<td>11.8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conference Secretary</td>
<td>1</td>
<td>5.9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bishop</td>
<td>2</td>
<td>11.7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Youth and Children’s Ministry Coordinator</td>
<td>1</td>
<td>5.9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Educational Secretary</td>
<td>1</td>
<td>5.9</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>17</strong></td>
<td><strong>100</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary data

As shown in Table 4.3, most of the leaders who took part in the study were male as represented by 94.1% of the respondents, and female leaders constituted 5.9% of the respondents. This was so because there are more male leaders than female in The Methodist Church. As such, it was important to hear their perception of their leadership styles since it is the core of the study. The majority of the leaders who took part in this study were 40 years and above. This is shown by the biggest proportion which is aged between 40 and 50 years which is 47.1% and those that are 50 years and above being 41.2%.

As shown in Table 4.3, 47.1% of the respondents possess Master degrees, with 29.4% with first degrees. 11.8% of the respondents have PhDs and 11.8% also have diplomas. This therefore shows that The Methodist Church in Zimbabwe has got educated leaders. The level of education is very important in this study because it also equips the leader with necessary skills to lead hence it was important to look at the level of education of the church leaders. Most leaders who took part in the study have more than 15 years in leadership positions as indicated by the highest percentage of 47.1%. 23.5% have been in leadership for a period between 5 and 10 years. 17.6% have been in leadership for a period between 10 and 15 years. Experience in leadership was important in this study since the respondents had an in-depth understanding of The Methodist Church and its leadership styles and structures. In terms of leadership positions, Superintendent Ministers made most of the leaders that took part in the study, and they constituted 58.8% of the Methodist leaders. Each of the following leadership positions constituted 5.9%, Conference secretaries, Youth and
Children’s Ministry Co-ordinators and the Education secretary, School Principals and Bishops constituted 11.8 and 11.7% respectively of the leaders who participated in the study. The distribution was skewed towards Superintendent Ministers because these are the people who dominate the leadership in The Methodist Church from Society level (local church) and Circuit level, hence it was very important to understand their leadership styles as well as the way they are perceived because the performance of the Church is mainly determined by leadership style that is practiced at the congregational level. This helped in the collection of reliable information since they are the ones who are in contact with the congregants most the time.

4.3.3 The relationship between independent and dependent variables

4.3.3.1 To establish the leadership styles that currently are in use in The Methodist Church in Zimbabwe.

<table>
<thead>
<tr>
<th>Leadership Style</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational</td>
<td>46.2</td>
</tr>
<tr>
<td>Transactional</td>
<td>15.4</td>
</tr>
<tr>
<td>Laissez faire</td>
<td>17.9</td>
</tr>
<tr>
<td>Autocratic</td>
<td>15.4</td>
</tr>
<tr>
<td>Other</td>
<td>5.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

*Source: Primary data*

As shown in Table 4.4, most respondents (church members who took part in this study) believed that transformational leadership is the type of leadership that is used in the Methodist Church. This is represented by 46.2% of the respondents. This was echoed by the majority of leaders who believed that the church practises transformational leadership through the involvement of the followers in decision making. Some respondents believed that The Methodist Church leaders practise laissez-faire (17.9%), autocratic (15.4%), transactional (15.45%) and other leadership styles 5.1%. These respondents showed that a large proportion of the leaders in The Methodist
Church use other leadership styles which are not Transformational leadership style which is however dominant in the Church

These results concur with the findings from the interviews this researcher carried out with church leaders, where it emerged that the most dominant leadership style that is practises in The Methodist Church is transformational. The reason why they are transformational leaders is that the society is changing and the leaders in The Methodist Church are appreciating that for the organization to be effective there is need to have a collective sense of belonging between the leaders and the church members, so there is need for the congregants to have a clear understanding of the vision and mission of the church. Others pointed out that leaders who practice the tenets of transformational leadership tend to motivate church members towards achieving the goals of the church as well as enhancing their commitment to the cause of the church.

These findings concur with that of Mwenje (2017) who discovered that in modern day church leadership, transformational leadership is the leadership style that is necessary in Pentecostal churches in Zimbabwe. Her studies focused on the impact of leadership style on church performance in the Pentecostal churches in Zimbabwe and she noted that Transformational leadership style has contributed immensely to the growth of Pentecostal Churches in Zimbabwe.

4.3.3.2 The impact of leadership styles on organizational growth in The Methodist Church in Zimbabwe.
As shown in Table 4.5, most respondents believe that transformational leadership leads to church growth. This is evidenced by most respondents who indicated that they believe in a leader who emphasizes the importance of having a collective sense of ownership as shown by the mean score of 3.8974 and standard deviation of 0.94018. The mean score showed that most respondents
believe that the one who assumes the collective responsibility of failure or success, is the best leader. A big proportion of respondents was of the perception that an effective leader speaks enthusiastically about what must be accomplished, and is shown by the mean score of 3.8974 and standard deviation of 1.09532. These findings are in line with the view of Bass (1990), whose opinion is that transformational leaders are those leaders who speak positively (enthusiastically) about the goals to be accomplished. In addition, transformational leaders express appreciation if others meet agreed upon standard. This is shown by the mean score of 3.8462 and standard deviation of 1.15937. It reflects that more respondents believe that they appreciate leaders who would acknowledge those who meet set standards. These findings concur with those of Rass (2013), who observed that followers want to be appreciated by their leaders if they meet or surpass set targets. In their study, Smith et al., (2004) also noted that leaders who reward their followers earn respect from them.

In this study, a bigger proportion of respondents indicated that they prefer a leader who discuss in specific terms, who is responsible for achieving specific responsibilities. This is indicated by a mean score of 3.6923 as well as the standard deviation of 0.86310. As shown by the mean score of 3.6667 and the standard deviation of 1.00873, the majority of the members believe that they prefer a leader who suggests new ways of looking at how to complete assignments. This shows that most members believe that transformational leadership is a good leadership style for them. A bigger section of the respondents has indicated that they prefer a leader who helps others to develop themselves, as is shown by the mean score of 3.6154 and standard deviation of 1.11486. It is undisputed that most members believe in transformational leadership. This is also supported by the fact that a wider number of respondents believed that a leader must spend time teaching and coaching, as shown by the mean score of 3.3333 and standard deviation of 1.08418 which was slightly above the average, 3.0000.

Generally, in addition to what has been mentioned above, most of the respondents prefer to be led by a leader who helps others to find meaning in their work and develop their strengths. A big proportion of the respondents also want a leader who expresses with a few words what must be done as well as one who makes others feel proud for being associated with him or her. These
findings are in line with those of Mwangi (2017), who postulates that followers prefer a leader who gives them pride to follow him or her.

The other leadership qualities that we identified to be significant to the followers are that the leader must enable others to think about fresh ways of solving old problems and must be one who goes beyond self-interest just for the good of the group. Again, as indicated by the followers, a perfect leader must consider the moral and ethical consequences of all decisions. These findings are in line with those of Minolas (2013), who holds that a good leader must make decisions which do not harm the cultural values of a society. The respondents highlighted that they prefer a leader who gives personal attention to others who seem rejected. They also prefer a leader who is trusted by other members as this shows that they have faith in that leader. Furthermore, the church members have shown that they would rather have a leader who helps others to develop themselves, gives recognition when others achieve their goals as well as one who suggests new ways of looking at how to complete assignments. All that has been mentioned in this section as supported by the mean score which was above the average of 3.0000.

Table 4.6: The Impact of Laissez-faire Leadership Style on Church Growth.

<table>
<thead>
<tr>
<th></th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>As long as things are working, he/she does not try to change anything</td>
<td>1.00</td>
<td>5.00</td>
<td>3.1538</td>
<td>1.15937</td>
</tr>
<tr>
<td>Avoids getting involved when important issues arise</td>
<td>1.00</td>
<td>5.00</td>
<td>2.5897</td>
<td>1.11728</td>
</tr>
<tr>
<td>Waits for things to go wrong before taking action</td>
<td>1.00</td>
<td>5.00</td>
<td>2.5128</td>
<td>1.14413</td>
</tr>
<tr>
<td>Demonstrates that problems must become chronic before taking action</td>
<td>1.00</td>
<td>4.00</td>
<td>2.3846</td>
<td>.90657</td>
</tr>
</tbody>
</table>

Source: Primary data

As shown in Table 4.6 if the leader uses the laissez faire leadership style, he or she must not change the status quo if things are working well. This is shown by the mean score of 3.1538 and standard deviation, 1.15937. This shows that as long as the followers are happy with the current situation, they will not make any attempt to change the situation. The respondents also indicated that they do not prefer a leader who waits for things to go wrong and then take action, as was represented
by the mean score of 2.5128 and standard deviation of 1.14413. In addition, the church members have indicated that a laissez-faire leader does not get involved when important issues arise, as reflected by the mean score of 2.5897 and standard deviation of 1.11728. These findings were echoed by the proponents of Wilmer (2009), who advocated that a leader must be involved in almost each and every situation so that he or she influences decision making. The Methodist Church members also indicated that they do not prefer a leader who demonstrates that problems must become chronic before taking action, from the mean score of 2.3846 and standard deviation of 0.90657.

Table 4.7: The Impact of Transactional Leadership Style on Church Growth

<table>
<thead>
<tr>
<th></th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tells people what to do if they want to be rewarded for their work</td>
<td>2.00</td>
<td>5.00</td>
<td>3.6667</td>
<td>.89834</td>
</tr>
<tr>
<td>Keeps track of all mistakes</td>
<td>1.00</td>
<td>5.00</td>
<td>3.0256</td>
<td>1.01274</td>
</tr>
<tr>
<td>Focuses his or her attention on irregularities, mistakes, exceptions and deviations from standards</td>
<td>1.00</td>
<td>5.00</td>
<td>3.0000</td>
<td>1.16980</td>
</tr>
</tbody>
</table>

Source: Primary data

As far as transactional leadership is concerned most followers in The Methodist Church prefer a leader who tells people what to do if they want to be rewarded for their work. The mean score of 3.6667 and standard deviation of 0.89834 as shown in Table 4.7 proves it. However, there was a slightly higher proportion on the belief that church members prefer a leader who keeps track of all mistakes, which is represented by the mean score of 3.0256 and standard deviation of 1.01274. This shows that there is a significant number of people which shows that they did not believe that a leader must keep tracking all mistakes. The followers of The Methodist Church were indifferent about a leader who focuses his or her attention on irregularities, mistakes, exceptions and deviations from standards, as shown by the mean score of 3.0000 and standard deviation of 1.16980.
Through interviews, all the church members agreed that the leadership used in a church has an impact on the performance of the church. Their main reason which was common with most of the respondents was that the congregants want to feel that they are growing spiritually, but once church meetings focus more on resource generation, then the number of church members who attend Church activities and worship services tend to decline and subsequently their contribution in financial support to the church. Some of the respondents cited that the growth of the church can be enhanced if church members are involved in decision making. This is the reason why the church is not supposed to be run by leaders only but, also have the input from members of the church for they also determine the growth of the church.

One of the leaders highlighted that, leadership is important because followers will always judge the leader in a positive or negative way. In this case, it can be noted that leadership plays an important role in church growth. As noted by Hagreaves (2010), leadership style of any organisation has an influence on organisational performance. One of the Church members also cited that “Involving church members is important because church members are the church hence, they must be involved in decisions that affect their spiritual and moral growth as well as the way the church should function since the membership is the main stakeholder.” This therefore, shows that a leadership style that involves church members is important in influencing church performance.

Most of church members believed that transformational leadership is the one that will improve performance in the church. They believed that if the Minister is in the forefront of whatever is supposed to be done in the church, that is prayer, church projects; then the congregants will follow behind the Minister. This active involvement will invoke positive perceptions in the minds of the congregants and that will lead to church growth. As such leaders must always work hand in hand with the congregants for the betterment of the church in terms of performance.

4.3.3.3 An effective leadership style that can be used to enhance Church growth.
Most of the respondents believe that an effective leader is the leader who motivates followers and creates team work. One of the church leaders mentioned that: an effective leader motivates the team and demonstrates compassion. An ineffective leader does the opposite. This shows that an
effective leadership style must influence the followers through motivation and demonstration of good behaviour. These findings are in line with the findings of Mwale (2009) who discovered that leaders inspire their followers through demonstrations and not through force. Some of the respondents from church members believed that an effective leader consults his or her followers so as to achieve the set goals and that will help him or her to produce results. In an interview with the church leaders, it emerged that church members prefer to be consulted in decision making, and they also want to be inspired and encouraged. The church leaders emphasized that if the church members get these qualities from the leader, they will commit themselves to the church thus enhancing the growth of the Church. Therefore it can be concluded that the most effective leadership style that was seen to be important in this study was the transformational leadership, the main reason being that church members nowadays prefer to be involved in decision making not to not being involved.

As far as transactional leadership is concerned, most followers in The Methodist Church prefer a leader who tells people what to do if they want to be rewarded for their work. This is shown by a mean score of 3.6667 and standard deviation of 0.89834. However, there was a slight higher proportion on the belief that the church members prefer a leader who keeps track of all mistakes. This is represented by the mean score of 3.0256 and standard deviation of 1.01274. This shows that there is a sizeable number of members that did not believe that a leader must keep tracking all mistakes. The followers of Methodist Church in Zimbabwe were indifferent about the leaders who pay their attention on irregularities, mistakes, exceptions and deviations from standards, which was shown by the mean score of 3.0000 and standard deviation of 1.16980.

Through interviews, all the church members agreed that the leadership used in a church has an impact on the performance of the church. Their main reason which was common from most of the respondents was that the congregants want to feel that they are growing spiritually but, once church meetings focus more on resource generation as the core business of the Church, the church members tend to decrease in their attendance rate to church services and activities. This also means their financial contribution to the church will also be reduced. Some of the respondents cited that the performance of the church can be enhanced if the church members are involved in decision making. The reason mentioned here is that church is not run by leaders only but by the input from members as they determine the growth of the church.
Some of the respondents indicated that church leaders are supposed to move with the times, without digressing from biblical principles and they should be able to bring about positive change, both spiritual and social, so as to transform lives for the better. This shows that the leader must not adopt rigid policies or principles in leadership if he or she is to influence and impact church performance. It is noteworthy that rigidness is synonymous with autocratic leadership style as compared to transformational leadership style which is flexible and takes into account the input from the followers therefore the respondents believe that any leadership style that is not flexible may have a negative impact on the performance of the church.

On a different note, one church member mentioned that an effective leader brings positive results while an ineffective one brings negative ones to the organization. For example, an effective leader brings profits whilst an ineffective one brings losses to the organisation. In church, the membership increases when an effective leader is on the ground whilst the number dwindles when there is an ineffective one. In that sense, a leader must adopt a transformational leadership style. From this, it can be deduced that church members prefer a leader who takes decisions that will result in an effective performance of the church. These results were in line with the findings of Jacobs et al (2013) who discovered that a leader is effective if he brings positive results to the organisation. His studies were about the impact of leadership styles on operational performance in the airline industry.

A big proportion of the respondents mentioned that the leadership of the church begins from the fellowship group level. Such leadership style gives the follower a sense of belonging since everyone is groomed from an early start and begins a gradual spiritual growth. This shows that active participation of church members helps the members to be loyal and committed to The Methodist Church, thus improving the church’s performance. Some church members went on further to say that involvement of church members enhances church performance, although there is need for a lot of encouragement from the people who have a better vision. The chief reason is that church members want to have a sense of ownership of the church and its vision.

One of the church members noted that a leadership style has an impact on the performance of the church. In this case, it is important to note that a leadership style that include church members in church decisions help them to find their full potential. Involvement of members in decision making
was believed to enhance church performance by all the church members. Some of the members pointed out that the rationale of including church members in decision making is that it will enhance church performance because not only leaders have leadership qualities but, also the members are somehow gifted in some areas of the ministries in the church.

One of the church members noted the following important statement: “an effective leader is not dictatorial and should be a team player and capable of displaying servant leadership style, should be less pompous and treats followers equally, despite their different stations in life.” This shows that a leader must not exercise Autocratic leadership and must appreciate the important role that can be played by allowing the followers to actively participate in the decision making process of the church.

Table 4.8: Matrix of Correlation Between Church Performance and Transformational Leadership

<table>
<thead>
<tr>
<th></th>
<th>Church performance</th>
<th>Transformational</th>
</tr>
</thead>
<tbody>
<tr>
<td>Church performance</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.463*</td>
</tr>
<tr>
<td>Transformational</td>
<td>Pearson Correlation</td>
<td>.463*</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.021</td>
</tr>
</tbody>
</table>

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

Source: Primary Data

4.4 Hypothesis testing
As shown in table 4.7, the hypothesis was tested through the Pearson correlation analysis.
The study sought to find the relationship that exists between leadership styles and church performance. As such, it was important to test each leadership style independently.

**4.4.1: Hypothesis 1: There is a relationship between transformational leadership and church growth.**

As shown in Table 4.8, the results indicated that transformational leadership style and performance of The Methodist Church are positively and significantly related (.463**, p<.05). This is an indication that enhancing transformational leadership style within The Methodist Church leads to increased operational performance. On the other hand, ignoring transformational leadership style can affect the growth of The Methodist Church. The null hypothesis was thus rejected.

**4.4.2: Hypothesis 2: There is a negative relationship between transactional leadership and church growth.**

The results in Table 4.8 indicated that transactional leadership style and the performance of The Methodist Church are negatively related (-0.837**, p >.01). This means that adopting transactional leadership style in The Methodist Church will reduce the performance of the church. Elements of transactional leadership like keeping track of all mistakes, focusing on irregularities, mistakes exceptions and deviations from standards dealt with in this study must be avoided so as to ensure organisational performance. The null hypothesis was thus not rejected.

**4.4.3 Hypothesis 3: There is a positive relationship between laissez-faire style of leadership and church growth.**

Table 4.6 indicates that laissez-faire leadership style and performance of The Methodist Church are positively related (.044 p<.01). This means that enhancing laissez-faire within The Methodist Church has the potential to increase performance of the church members although it is with a small effect. Ignoring laissez-faire will negatively affect the performance of The Methodist Church. Thus, the null hypothesis was rejected.

**4.5 Chapter summary**

This chapter helped the researcher to address the research objectives which were established in Chapter One, data was presented in form of tables, means and standard deviations were used to analyse the response rate. In this study, statistical relationship was obtained between organisational performance and the independent variables. Transformational leadership style was found to have
a strong positive relationship with organisational performance of the Methodist Church, Transactional leadership was found to have a strong negative relationship with organizational performance of the Methodist church. It was further established that laissez-faire leadership style has a positive relationship with the performance of the Methodist church though in a small way. The next chapter discusses the conclusions and recommendations.
CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
The study focused on the impact of leadership style and organisational performance in The Methodist Church in Zimbabwe. The study was conducted to determine whether the organisational performance of The Methodist Church can be attributed to transformational leadership, transactional leadership, laissez-faire leadership or any other leadership style. The chapter therefore discussed the findings, conclusions and recommendations for the research study carried out on the impact leadership styles on organizational performance of The Methodist Church. The research objectives were chosen to guide the presentation of the research findings and conclusions; the recommendations were presented guided by the purported beneficiaries of the study as was discussed in the significance of the study in Chapter One.

5.2 Summary of the major findings
The research findings confirmed that transformational leadership is the leadership style that is used in The Methodist Church in Zimbabwe. According to 46.2% of the respondents the leadership style that is used in The Methodist Church in Zimbabwe involves the followers in decision making which is one of the main tenets of transformational leadership. However, the research findings also confirmed that a large proportion of the leaders in the Methodist Church use other leadership styles which are not transformational leadership style which is dominant in the church, that is: laissez-fair (17.9%), autocratic (15.4%), transactional (15.45 %) and other leadership styles (5.1%)

The research findings also confirmed that there is a significant relationship between leadership styles and the performance of The Methodist Church in Zimbabwe. The results indicated that transformational leadership style and performance of The Methodist Church are positively and significantly related (.463**, p<.05). This is an indication that enhancing transformational leadership style within The Methodist Church leads to increased operational performance. On the other hand, ignoring transformational leadership style can affect the growth of The Methodist Church.

The research findings also confirmed that an effective leadership style that can be used to enhance organizational performance of The Methodist Church is transformational leadership. Most of the respondents believe that transformational leadership style emphasizes the importance of collective
sense of ownership the motivation of followers towards achieving the goals of the church as well as enhancing their commitment in the cause of the church.

5.3 Conclusions

5.3.1 The establishment on the leadership styles that are currently in use in The Methodist Church in Zimbabwe.

Transformational leadership is the type of leadership that is used in The Methodist Church in Zimbabwe. This was also echoed by the majority of the leaders who indicated that they are using transformational leadership style in their leadership. These conclusions are in line with Mwenje (2017), who concluded that transformational leadership style is the most appropriate leadership style in Pentecostal churches. She also concluded that there is a significant relationship between transformational leadership and organisational performance. Her studies focused on the impact of leadership style on church performance in the Pentecostal churches in Zimbabwe. Statistically, it emerged that transformational leadership style has a strong relationship with organisational performance in the Methodist Church. It further emerged that there is a negative relationship between transactional leadership style and organisational performance. Although there was a correlation between laissez-faire leadership style and organisational performance, the low relationship between the two variables was positive.

5.3.2 The impact of leadership styles on organizational growth in The Methodist Church in Zimbabwe.

Transformational leadership style leads to an effective organizational performance. This is evidenced by most respondents who believed in a leader who emphasizes the importance of having a collective sense of ownership. In addition, it can be concluded that transformational leaders are those who express appreciation if others meet agreed upon standards. This conclusion concurs with that of Rass (2013) who concluded that followers want to be appreciated by their leaders if they meet or surpass the set targets. In another study, Smith et al., (2004) concluded that transformational leaders reward their followers and in turn earn respect from their followers.

Generally, it can be concluded that church members prefer to be led by a leader who helps the followers find meaning in their work, helps them develop their strengths, which are some of the characteristics of a transformational leader. In addition, church members prefer a leader who
expresses with a few words what must be done as well as one who makes others feel proud of being associated with him or her. This conclusion is in line with that of Mwangi (2017) who concluded that followers prefer a leader who gives them pride to follow him or her. It can be further concluded that The Methodist Church members prefer a transformational leader who gives personal attention to others who seem rejected and who also goes beyond self-interests for the good of the group as members will have faith in such a leader. Furthermore, it can concluded that the church members indicated that they prefer a transformational leader who helps others to develop themselves, gives recognition when others achieve their goals as well as one who suggests new ways of looking at how to complete assignments.

It can be further concluded that a leadership style is important because the followers will always judge the leader in accordance with his or her leadership style. In this case, it can be noted that leadership is crucial on the performance of the Methodist Church in Zimbabwe. As noted by Hagreaves (2010), a leadership style of an organisation has an influence on organisational performance. A leadership style which involves church members is important because church members are the church, and as such, must be involved in decisions making that affect their spiritual and moral growth as well as how the church should function since the church members are the main stakeholder. This, therefore can lead to a conclusion that a leadership style that involves church members in decision making is important in influencing church growth.

Church members also indicated that he laissez-faire leadership style has to a lesser extend some positive influence on church growth in The Methodist Church. This is because a leader must not just change the current set up if things are going well. It was also further concluded that a church leader must be involved in making key decisions. This conclusion was in line with that of Wilmer (2009) who concluded that a leader must always participate in almost each and every situation so that he or she influences decision making.

This study also observed that the Methodist Church members do not prefer leaders who focus their attention on irregularities or mistakes, which are tenets of transactional leadership style. Therefore the transformational leadership style is the dominant style in The Methodist Church in Zimbabwe. The study further established that transformational leadership style has the potential of positively influence the church to grow numerically, spiritually and financially.
5.3.4 Effective leadership style that can be used to enhance growth of the church.
An effective leadership style is the one that inculcate as sense of collective ownership among the followers as well as involving the followers in decision making without being dictatorial and domineering. The Methodist Church members were against the idea of a leader who is boastful and one who threatens followers. The majority of the respondents in this study indicated that the transformational leadership style is the most effective leadership style that is believed to enhance church growth in The Methodist Church. Given the results of the data that was analysed in this study it can then be concluded that transformational leadership style is the one that can be used to enhance church growth in The Methodist Church.

5.5 Recommendations

5.5.1 Methodist Church in Zimbabwe
The Methodist Church in Zimbabwe must appreciate the important role that is played by the styles of leadership on the performance of the organization. Some of leaders in the Methodist Church must be discouraged from using autocratic leadership style and encouraged to adopt transformational leadership style which has a positive impact on the growth of the church and its organizational performance in general. In addition, the leaders must be also be encouraged to involve the church members in decision making so as to ensure that the spirit of collective sense of ownership is cultivated among all members of the church as this has a positive contribution towards the organizational performance of the church. Church leaders must also lead by example so that the church members can identify with the leader. The church members will also be inspired. They must also avoid transactional leadership style since most church members have shown a negative attitude towards it. Therefore, The Methodist church in Zimbabwe must make a deliberate move to capacitate their leaders by training them on the important aspect of leadership since it has been shown in this study, that it has an impact on the organizational performance of the church.

5.5.2 Other Organizations
This study has discovered that leadership styles plays a critical role in every organization whether it is ecclesiastical or non-ecclesiastical organization. However this study also observed that the majority of the respondents preferred the transformational leadership style as the most effective leadership style. Therefore other organizations must also seek to adopt the Transformational leadership style since it allows the followers to understand and appreciate the vision and mission
the organisation and subsequently develop a sense of ownership hence impacting positively on the performance of the organisation.

5.6 Recommendations for further study
Some studies have been done on the impact of leadership style on the organisational performance in Pentecostal churches and mainstream churches. However, this study and other researchers who researched on the same area in the mainline churches have concentrated on a particular denomination and not on a number of Mainline Churches as was the case with Mwenje (2017) who looked at a number of Pentecostal Churches. Due to the variations in the administrative structures of mainline churches, there is still a need to have more researchers’ research on the same topic in other mainline denominations and their effects on organizational growth.

5.7 Chapter Summary
The Methodist Church in Zimbabwe like many other Mainline Churches has been facing some challenges in membership growth as well as in their financial performance. It was therefore imperative to examine the impact of leadership styles on organizational performance in The Methodist Church in Zimbabwe. This chapter revealed the major findings that included the leadership styles that are used in the Methodist church in Zimbabwe, the impact of the leadership styles on organizational growth in the Methodist Church in Zimbabwe and an effective leadership style that can be used to enhance growth of the church. The chapter revealed that transformational leadership is the leadership style that is dominant in the Methodist church although there are leaders who are using other leadership styles. It also revealed that there is a significant relationship between leadership styles and organizational performance in the Methodist Church and transformational leadership is an effective leadership style that can be used to enhance church growth. The chapter also contains the researcher’s recommendations to various stakeholders.
REFERENCES


Church, D.M., (2012) Leadership Style and Organizational Growth: A collerational study A dissertation submitted to the Graduate Faculty of University of Colorado at Colorado Springs in partial fulfillment of the requirements for the degree of Doctor of Philosophy in Educational...
Leadership, Research, and Policy Department of Educational Leadership, Research, and Foundations.


Methodist Church in Zimbabwe, Minutes of Methodist conference (2018)

Methodist Church in Zimbabwe, Minutes of Methodist conference (2017)

Methodist Church in Zimbabwe, Minutes of Methodist conference (2013)


Letter of Introduction

My name is Wilfred Dimingu, Student Number B1747471 I am a Master of Business Leadership (MBL) Student at Bindura University of Science Education and am undertaking a research as a partial fulfilment of the requirement for completing my studies. My research study focuses on the impact of leadership styles on organizational performance in the Methodist Church in Zimbabwe. This study specifically seeks to describe and examine different types of leadership styles and their impact on organisational performance.

The purpose of this letter is to request you to participate in this research by completing and returning the attached questionnaire. This information will be used strictly for academic purposes hence participation is voluntary and participants personal identities are not required.

I would like to thank you in advance for your participation in completing this questionnaire. Please do not hesitate to contact me should you require any further information.

With regards
Wilfred Dimingu

Cell number: +263 772209346
E–mail: revidingo@yahoo.com
QUESTIONNAIRE 1: LEADERS

1. Please indicate your position in the organization ____________________________________
   __________________________________________________________________________

2. Gender (tick where applicable)

   Male

   Female

3. Age (tick where applicable)

   20 to less than 30 years

   30 to less than 40 years

   40 to less than 50 years

   50 years and above

4. What is your highest level of education? (tick where applicable)

   Diploma

   First Degree

   Master’s Degree

   PhD

   Other

5. How many years have you been in a leadership position? (tick where applicable)
Less than 4 years
5 to 10 years
11 to 15 years
16 years and above

6. This section is designed to help you describe your leadership style as you perceive it. Please indicate the extent to which you agree or disagree with the following statements by placing a tick in the appropriate box where: **SA is Strongly Agree, A is Agree, NS is Not Sure, D= Disagree, SD is Strongly Disagree.** The word **other** may refer to your supervisors, your colleagues, subordinates and church members and/or all of these individuals.

<table>
<thead>
<tr>
<th>STATEMENT</th>
<th>SA</th>
<th>A</th>
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<tr>
<td>I go beyond self-interest for the good of the group</td>
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<td>I express with a few words what we could and should do</td>
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<td>I enable others to think about new ways of solving old problems</td>
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<td>I help others develop themselves</td>
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<td>I express appreciation if others meet agreed upon standards</td>
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<td>Others have complete faith in me</td>
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<td>I speak enthusiastically about what needs to be accomplished</td>
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<td>I suggest new ways of looking at how to complete assignments</td>
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<td>I discuss in specific terms who is responsible for achieving specific responsibilities</td>
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<td>I give recognition when others reach their goals</td>
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<td>As long as things are working, I do not try to change anything</td>
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<td>I avoid getting involved when important issues arise</td>
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<td>I make others feel proud for being associated with me</td>
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<td>I help others find meaning in their work</td>
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<td>I get others to rethink ideas that they had never questioned before</td>
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<td>I give personal attention to others who seem rejected</td>
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<td>I treat others as individuals rather than as members of a group</td>
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<td>I focus my attention on irregularities, mistakes, exceptions and deviations from standards</td>
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<td>I wait for things to go wrong before taking action</td>
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<td>I help others develop their strengths</td>
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<td>I keep track of all mistakes</td>
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<td>I consider the moral and ethical consequences of all decisions</td>
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<td>I demonstrate that problems must become chronic before I take action</td>
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<td>I spend time teaching and coaching</td>
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<td>I emphasize the importance of having a collective sense of mission</td>
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7. How is an effective leader different from an ineffective one?

________________________________________________________________________
________________________________________________________________________
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________________________________________________________________________
8. Which leadership style(s) do you think is used in the Methodist Church in Zimbabwe? (tick where applicable)

Transformational  
Transactional  
Laissez faire  
Autocratic  
Other (specify) 

9. In your view, which leadership style(s) would enhance the performance of the church? (tick where applicable)

Transformational  
Transactional  
Laissez faire  
Autocratic  
Other (specify) 

Support your answer.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
10. Do you think the leadership styles used in the Church have an impact on the performance of the Church? *(tick where applicable)*

Yes /  

No  

Give reasons to support your answer.

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Do you think the involvement of church members in decision making enhances the performance of the church? *(tick where applicable)*

Yes /  

No  

Support your answer

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

*Thank you.*
APPENDIX II

Letter of Introduction

My name is Wilfred Dimingu, Student number B1747471 I am a Master of Business Leadership (MBL) Student at Bindura University of Science Education and am undertaking a research as a partial fulfilment of the requirement for completing my studies. My research study focuses on the impact of leadership styles on organizational performance in the Methodist Church in Zimbabwe.

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I would like to thank you in advance for your participation in completing this questionnaire. Please do not hesitate to contact me should you require any further information.

With regards

Wilfred Dimingu

Cell number: +263 772209346

E-mail: revdimingo@yahoo.com
QUESTIONNAIRE 2: CHURCH MEMBERS

SECTION A: PERSONAL DETAILS

1. Gender *(tick where applicable)*

<table>
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<tr>
<th>Male</th>
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<td>Female</td>
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2. Age *(tick where applicable)*

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<td>30 to less than 40 years</td>
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<td>40 to less than 50 years</td>
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<td>50 years and above</td>
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3. How long have been worshipping in this Church *(tick where applicable)*

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<th>0 to less than 1 year</th>
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<td>1 to less than 5 years</td>
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<td>5 to less than 10 years</td>
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<td>10 to less than 15 years</td>
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<td>15 to less than 20 years</td>
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<td>20 years and above</td>
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4. Please indicate the extent of your agreement or disagreement with each statement about your Circuit Superintendent Minister by placing a tick in the appropriate box. Where **SA is Strongly Agree, A is Agree, NS is Not Sure, D is Disagree, and SD is Strongly Disagree.**
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<th>STATEMENT</th>
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<td>Goes beyond self-interest for the good of the group</td>
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<td>Others have complete faith in him/her</td>
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<td>Treats me as an individual rather than as a member of a group</td>
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<td>Focus his/her attention on irregularities, mistakes, exceptions and</td>
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<td>deviations from standards</td>
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<td>Demonstrates that problems must become chronic before taking action</td>
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</table>
5. The following statements seeks to assess the impact of leadership styles on the performance of the Methodist church in Zimbabwe. Please tick the appropriate response in the boxes provided. 

Key: SA is Strongly Agree, A is Agree, NS is Not Sure, D is Disagree, and SD is Strongly Disagree.

<table>
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<tr>
<th>STATEMENT</th>
<th>SA</th>
<th>A</th>
<th>NS</th>
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<tbody>
<tr>
<td>The leadership style of a Minister affects numerical growth of the church</td>
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<tr>
<td>The leadership style of a Minister has an impact on the financial growth of the church</td>
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<td>The leadership style of a Minister does not affect the overall performance of the church</td>
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<td>Your participation in the church is determined by the Ministers leadership style</td>
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11. How is an effective leader different from an ineffective one?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

12. Which leadership style(s) do you think is used in the Methodist Church in Zimbabwe? (tick where applicable)

Transformational

Transactional

Laissez faire

Autocratic
14 In your view, which leadership style(s) would enhance the performance of the church? *(tick where applicable)*

- Transformational
- Transactional
- Laissez faire
- Autocratic
- Other (specify)

Support your answer.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

13. Do you think the leadership styles used in the Church have an impact on the performance of the Church? *(tick where applicable)*

- Yes /
- No

Give reasons to support your answer.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
14. Do you think the involvement of church members in decision making enhances the performance of the church? (tick where applicable) Support your answer.

Yes / ☐
No ☐

Support your answer
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Thank you
Letter of Introduction

My name is Wilfred Dimingu, Student number B1747471 I am a Master of Business Leadership (MBL) Student at Bindura University of Science Education and am undertaking a research as a partial fulfilment of the requirement for completing my studies. My research study focuses on the impact of leadership styles on organizational performance in the Methodist Church in Zimbabwe.

The purpose of this letter is to request you to participate in this research by completing and returning the attached questionnaire. This information will be used strictly for academic purposes hence participation is voluntary and participants personal identities are not required.

I would like to thank you in advance for your participation in completing this questionnaire. Please do not hesitate to contact me should you require any further information.

With regards

Wilfred Dimingu

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INTERVIEW GUIDE FOR LEADERS AND CHURCH MEMBERS

1. In your opinion do you think the leadership styles used in the Church influence the organizational performance of the church?

2. How would you describe the relationship between the Ministers and the Lay People in the Church?

3. In your opinion what do you think makes a good leader?

4. Would you agree that Ministers should delegate authority to Lay People in order to improve the performance of the church?

5. What do you think the church needs to do to grow numerically?

6. What would you suggest the church should do to grow financially?

7. What is the effective leadership style that can be used to enhance performance of the church?

8. What is the impact of Leadership styles on the performance of the Methodist Church in Zimbabwe.

9. What are the leadership styles that are currently in use in the Methodist Church in Zimbabwe