INFLUENCE OF VOLUNTEER LEADERS' COMPETENCE ON CHURCH PERFORMANCE: EVIDENCE FROM THE PRESBYTERIAN CHURCH OF EAST AFRICA NAKURU EAST PRESBYTERY, KENYA

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A Research Project Presented to the Institute of Post Graduate Studies of Kabarak University in Partial Fulfillment of the Requirements for the Award of the Master of Science in Organization Development (Human Resource Option)

KABARAK UNIVERSITY

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DECLARATION

This Research Project is my original work and to the best of my knowledge, it has not been presented for a degree award in any other university.

Signature………………………   Date…………………………...

Pauline Kanuthu Mwaura

GMOD/NE/2474/05/18

RECOMMENDATION

To the institute of Postgraduate studies:

The research project entitled "**Influence of Volunteer Leaders' Competence on Church Performance: Evidence from the Presbyterian Church of East Africa Nakuru East Presbytery, Kenya"** and written by **Pauline Kanuthu Mwaura** is presented to the Institute of Postgraduate Studies of Kabarak University. We have reviewed the research project and recommended it to be accepted in partial fulfillment of the requirements for award of the degree of Master of Science in Organization Development.

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DEDICATION

I dedicate this work to my mother, Susan Muthithi and to PCEA WEMA Parish for their immense support throughout my academic experience. You have all been my inspiration. This research work is further dedicated to all the Parishes in PCEA Nakuru East Presbytery for allowing me to conduct this research in their respective parishes and for taking an active role, for which I will be forever grateful.

ABSTRACT

Volunteer leaders' competence is emerging as one of the changes that both profit and non-profit organizations have to accommodate especially as more people look for opportunities to serve, learn, gain new organization experiences and derive personal fulfillment. The success or failure of any profit or non-profit organization largely depends on the efficiency of its human capital. Most non-profit organizations including churches depend on volunteer workers to take the position of leadership and management because of their limited resources. In this regard, this research aimed at assessing the influence of volunteer leader's competence on church performance. The study sought to determine the influence of volunteer leaders' commitment, emotional intelligence, personal attributes and leadership styles on church performance. The general objective of this study was to access the influence of volunteer leaders' competence on church performance: evidence from the Presbyterian Church of East Africa Nakuru East Presbytery, Kenya and was anchored on the Social Exchange Theory of Volunteerism and the Contingency Theory of Leadership that try to show how church performance relates to volunteer leaders' competence. This study adopted a descriptive survey research design and the design was deemed appropriate to the study because the research was seeking to establish a cause-effect relationship between volunteer leaders' competence and church performance. The target population of the study was 750 church leaders composed of 288 Church Elders and 462 Group Leaders. Nassiuma formula was used to obtain a sample size of 88 respondents after which Neyman allocation formula was used to proportionally allocate the sample size across the categories of the respondents giving a sample size of 33 elders and 55 group leaders. Volunteer leaders in all the eleven parishes were randomly selected. Primary data was collected using a questionnaire which was pretested to ensure content validity and also reliability at the recommended Cronbach alpha of 0.7. Collected data was analyzed using both descriptive and inferential statistics with the help of the Statistical Package for Social Science (SPSS). Multiple linear regression was used to determine the relative effectives of the volunteer leaders' competence on church performance. Findings were presented in graphs and tables. The study revealed significant influence of volunteer leaders' commitment (t=4.356, p=0.00), emotional intelligence (t=3.012, p=0.003), personal attributes (t=4.654, p=0.00) and leadership styles (t=4.654, p=0.00) on performance of PCEA Nakuru East Presbytery. The study concluded that volunteer leaders' commitment, emotional intelligence, personal attributes and leadership styles contributed to a large extent to church performance. The researcher recommends that the church should acknowledge the great role volunteer leaders play and come up with strategies to motivate and inspire them so that they can continue volunteering and also increase their effectiveness and performance. The researcher further recommends that a study be undertaken on the strategies to enhance volunteer leaders' competence to increase church performance.

Key Words: *Commitment, Emotional Intelligence, Personal Attributes, Leadership Styles and Church Performance.*

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ABBREVIATIONS AND ACRONYMS

AC	-	Affective Commitment
EI	-	Emotional Intelligence
LPC	-	Least Preferred Co-worker
MLQ	-	The Multifactor Leadership Questionnaire
NGOs	-	Non-Governmental Organizations
NPOs	-	None-Profit Organisations
PCEA	-	Presbyterian Church of East Africa
PCMF	-	Presbyterian Church Men Fellowship
POS	-	Perceived Organizational Support
SPSS	-	Statistical Package for Social Sciences

CONCEPTUAL AND OPERATIONAL DEFINITION OF TERMS

Church Performance:

According to Hurduzeu (2015) organizational performance refers to how well an organization achieves its market- oriented goals as well as its financial goals. In this study church performance refers to how well the church utilizes all resources at its disposal to achieve its spiritual and social goals as well as its financial goals.

Commitment:

According to Meyer, Stanley, Herscovitch & Topolnytsky (2002) commitment is a strong emotional identification with a concrete organization, manifested by a belief and acceptance of its goals and values, a willingness to make efforts for the organization, and a desire to continue as a member. In this study, commitment is viewed as the volunteer leaders' strong emotional identification with the church manifested by a belief and acceptance of its goals and values, a willingness to make efforts for the church, and a desire to continue as a volunteer.

Emotional Intelligence:

According to Goleman (2011) emotional intelligence is the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships. The researcher has incorporated this definition in the study.

Leadership Style: According to Choudhary, Akhtar and Zaheer (2013) leadership style is the approach or manner in which one provides direction, motivates others and implements plans. It encompasses different approaches to leadership including transactional and transformational leadership styles among others. The researcher has incorporated this definition in the study.

Personal Attributes   According to Virkus (2009) leadership attributes are the inner or personal qualities that constitute effective leadership. This study defines personal attributes as values, character, motives, habits, traits and skills that constitute effective volunteer leadership. It includes the volunteer leader's teacher & mentor traits, education, training and experience.

Volunteer Leaders' competence: According Seemiller (2016) competence is a set of behaviors that are instrumental in the delivery of desired results or outcomes. This study defines volunteer leaders' competence as observable and measurable behaviors, personal traits, skills, values, experience and knowledge of volunteer leaders. It comprises of the volunteer leaders' commitment, emotional intelligence, personal attributes and leadership styles that contribute to superior church performance.

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CHAPTER ONE

INTRODUCTION

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1.1 Background of the Study

Today's organizations whether for profit or non-profit are under increasing pressure from their competitors and stakeholders to perform. Competitive pressures manifest in many forms from rivalry, regulations, standards and subscriber choice, for example, demand that the modern organization constantly assess its position, resources, management, leadership and competencies among other things. As a result, organizations experience continuous change in the way they are managed and the way they operate (Parvin & Kabir, 2011).

The concern of managers at different levels in organizations centers on their effectiveness under a constantly changing environment. Organizations grow and become efficient in operation by adopting and pursuing best practices in the context of change (Khan, Mahmood, Kanwal, & Latif, 2015). Volunteerism is emerging as one of the changes that both profit and non-profit organizations have to accommodate especially as more people seek opportunities for experience and deriving personal fulfillment (Thomas, Selvadurai, Lyndon, & Moorthy, 2011).

1.1.1 Global Perspective of Volunteer Leaders' Competence

The value of volunteerism to the organization has been underscored in literature with conservative figures in the US. For instance, the United States Bureau of Labor Statistics (2014) estimated volunteers to be approximately 62.6 million people between September 2012 and September 2013. Estimates on economic impact place the value of volunteer work at $ 1.348 trillion or 2.4 per cent of the entire global economy. The contribution of volunteers' time from 63.4 million people are estimated to have donated 8.1 billion hours of service annually, which equates to $173 billion economically and by extension contribute significantly to organizational performance (Choi & DiNitto, 2012). According to Vecina, Chacon, Marzana, and Marta (2013), these figures confirm that volunteerism has become a crucial element for many organizations globally, especially non-profit services-focused organizations. In addition, non-profit organizations are

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integral components of the Australian society, with an annual turnover of approximately $100 billion. Non-profit organizations in Australia are estimated to be 700,000 many of which rely on volunteers to deliver social services in key sectors of development.

The most common types of volunteer organizations are in the areas of sports/physical recreation, education/training, community/welfare and religion across every state of Australia (Australia, 2015). Moreover, in Australia McFadden and Smeaton (2017) studied the volunteer experiences through a phenomenographic research approach. The study examined students involved in interdisciplinary volunteer program within the community. The findings of this study showed that volunteers experience a range of authentic learning to a more amplified experience.

In a study in Columbia, Brunette (2011) examined the acts of volunteering with regard to motives, outcomes, attitudes and commitment of the volunteers using a functional approach. The study found that volunteers were not influenced by the organizational intent but remained highly ambitious to continue as volunteers. A study by Balduck, Van Rossem and Buelens (2010) also explored the competencies of volunteer board members of a non-profit organization in the United Kingdom and concluded that there was need for the board members to have the necessary competencies which include the personal traits, social role, knowledge and skills which results in impacting the overall performance of the organization. In addition, the study also found that there was a positive impact of effective commitment to performance.

1.1.2 Regional Perspective of Volunteer Leaders' Competence
In the African region, volunteers are increasingly being relied upon to provide some essential services for people, especially within the South Africa context. This presents several unique challenges which are specifically related to Africa. A study by Perold *et al.* (2013) which explored volunteering in Africa also acknowledged that in the context of high unemployment, volunteers may view volunteering as a stepping stone to employment, although it remains unclear what motivates people to volunteer their services in their different communities.

Secondly, a study by Ghoneim and Baradei (2013) examined the relationship between strategic planning and organization performance among the non-profit organizations in Egypt. The study also assessed the growth and development of volunteers as a strategy to enhance performance of the non-profit organizations and concluded that volunteers' competence results in superior performance among organizations.

In addition, in Ghana Afari-Asiedu *et al.* (2018) examined the factors which influence motivation for the retention of community based volunteers within the health sector. Using cross-sectional survey, the study found that community based volunteers were motivated by their personal interest. In Nigeria, Tobin-West (2015) also examined the effectiveness of trained volunteers through a quasi-experiment. The study found that adequate knowledge improved effectiveness of volunteers.

1.1.3 Local Perspective of Volunteer Leaders' Competence

Coming back to Kenya, communities have always voluntarily organized themselves, as part of their traditions and culture through formal and informal structures to help each other in times of need and in times of celebration. A study by Lewis (2015) on volunteerism in Kenya identified volunteering as something considered to be a low skilled and low-paying activity. As a result, most volunteers are the unemployed people (who are also often youth) hoping to get experience for employment opportunities and derive personal fulfillment. In some cases, the very poor volunteer with the hope of receiving some form of basic allowances or food. As indicated above, volunteering should not only be for the unemployed but most people tend to withdraw their volunteer services once they have gained employment. However, some withdraw their services as a result of professional pressure which limits their time.

Some of those who have previously relied on volunteering as a stepping stone to employment hold the opinion that returning to volunteering is moving backwards and they consider it to be working for less than they are worth. Despite the reduced numbers of people volunteering, there are still some people who continue to volunteer throughout their lives and typically consider it to be a calling. A study by Muriithi (2014) to determine the factors that influence the sustainability of the non-profit organizations in

Kenya noted that competence was one of the factors. Competence was found to be significant for the productivity of the volunteers. The other factors that affected the non-profit organizations included its policies.

1.1.4 Volunteer Leaders' Competence

Based on the observations highlighted above, there is need for community support and involvement in the design and implementation of policies formulated to address local problems, and this is vital for the spirit of volunteerism (Kiangura & Nyambegera, 2012). According to Wilson (2012) volunteering refers to activities whereby time is given freely to benefit another person, group or organization. Volunteers are employed individuals who give time during a planned activity for a non-profit or charitable organization, the church being one of those organizations (Rodell, Breitsohl, Schroder, & Keating, 2016).

Peklaj (2015) defined competence as an observable and measurable behavior that has a definite beginning and ending. That competence can be performed within a limited amount of time, consists of two or more competence builders, and leads to a product, service, or decision. He further defined a competence builder as "the skills, knowledge, and attitudes needed to perform a given competence".

In addition, Seemiller (2016) defined competence as a set of behaviors instrumental in the execution of a task to achieve the desired results or outcomes. The competencies of a leader include personal traits, skills, behaviors, values and knowledge that contribute to superior performance. Therefore, competence refers to the knowledge, skills and values required for performing a task. In order for leadership to perform effectively, competence represent an attempt to capture the experience, lessons learned and knowledge of seasoned leaders to provide a guiding framework for the benefit of others and the organization.

Consequently, this study defines volunteer leaders' competence as observable and measurable behaviors, personal traits, skills, values, experience and knowledge of volunteer leaders that contribute to superior church performance. In addition, although there are other aspects of competence that may have been considered, commitment,

emotional intelligence, personal attributes and leadership styles align perfectly to the competencies highlighted in a faith based organization with regard to its needs as it relies on volunteer leadership. Thus, these four factors will be used to formulate the independent variables of this study.

1.1.5 Church Performance

According to Hurduzeu (2015) organizational performance refers to how well an organization achieves its market-oriented goals as well as its financial goals. This concept includes the effective utilization of all resources at the disposal of the organization for profit maximization and future growth of the organization. For any organization, performance is a recurrent theme of strategic management and it is of interest to both academic scholars and practicing managers (Obiwuru, Okwu, Akpa, & Nwankwere, 2011). An organization's performance is based on the measure of standard or prescribed indicators of effectiveness, efficiency and environmental responsibilities such as cycle time, productivity, waste reduction and regulatory compliance (Bukirwa & Kising'u, 2017). Thus, church performance refers to how well the church utilizes all resources at its disposal to achieve its spiritual and social goals as well as its financial goals.

According to Coleman (2017) church performance is based on the church attendance, growth, programs, and projects that it is undertaking. For him, organization performance of the church is important given that the church is one of the inter-societal components that provide society with blueprints. However, there are people who believe that the church should not be supplying society with blueprints and for them the church should stay away from political, social, economic and judicial issues. There is a belief that this would place Christian faith and the mission of the church at risk (Bukirwa & Kising'u, 2017). Essentially, the church's mission first and foremost is to provide spiritual nourishment to their members and the community at large, then where possible they provide interventions to local communities through carefully designed projects meant to empower them such as schools, vocational training institutions, recreation activities, health and water. This obviously entails a lot of decision making at different levels so as to ensure that the available resources are utilized in such a way as to ensure maximum effectiveness (Bell, Masoka, & Zimmerman, 2010).

As such, the church requires highly skilled employees and competent volunteer leaders to deliver their services competitively to continually gain the support of the community and their partners. To enhance performance on growth, ability to meet its financial obligation and expand attendance, competent volunteer leaders are needed in the church. However, attracting and retaining such staff especially in the present day and age still remains the institutions greatest challenge notably due to the attitudes potential candidates have towards church work (Vick, 2011).

1.1.6 Presbyterian Church of East Africa

The Presbyterian Church of East Africa (PCEA) was established in 1891 when the first missionary team from Scotland came to Kibwezi, Kenya. Later, the locality was found to be unfavorable and hence the mission work was relocated to Thogoto, Kikuyu in 1898 which became the point of further missionary work in the country. PCEA today covers Kenya, Tanzania and Uganda. The church has 56 Presbyteries and over 400 Parishes, over 1,000 Congregations and thousands of Elder Districts. Presbyteries and parishes are both administrative and ministry areas. The PCEA church has a practice and procedure manual that contains all the policies that guide its operations. The church has only two ordained offices, that is the ministers and the elders. The office of an elder is so integral to the church that even the ministers start off by being ordained as elders. Indeed, the very title 'elder' is the English equivalent of the Greek word '*presbuteros'* the root word from which the church derives its name (Thegu, 2018).

The Presbyterian church is therefore a church that is governed by elders through various church courts, namely, the Kirk Session, Presbytery and General Assembly. Elders are elected from members of a congregation and are ordained for life though they have a retirement age. The minimum required age for one to be ordained as a church elder is 25 years of age while one retires after attaining 65 years of age. Elders in the active eldership position (active elders) are those that have not yet retired. Unlike the ministers, elders volunteer their services to the church. The Church encourages individuals who feel called by God to volunteer themselves for appointment or election to such offices. Outside of the courts of the church, PCEA also has Standing Committees manned basically by lay (non-ordained) members. These 'lay leaders' are the ones referred in this

study as 'Group Leaders' who also volunteer their services to the church (PCEA, 1998). Thus, the office of eldership is a voluntary office and does not attract any monetary emolument as well as that of the group leaders.

The PCEA church is governed by volunteer leaders making it an information rich study area. Nakuru East Presbytery is one of the 56 presbyteries and it has 11 parishes and 77 congregations and the presbytery is large compared to other presbyteries in Nakuru County. The Presbytery has 288 active elders and 464 parish group leaders.

1.2 Statement of the Problem

Faith-based organizations play a critical role in the society besides providing spiritual care to the adherents because they also provide services in areas where the government is not involved. However, over the last three decades the church as a non-profit organization has been evolving considerably from the traditional model that focused only on spirituality. Today's church is inclining towards organizational characteristics similar to other non-religious organizations; however, it is operating and managing staff in an environment of scarce resources. Church organizations, like many other organizations, face serious challenges of managing their operations and resources at their disposal due to lack of expertise and insufficient personnel (Kabetu & Iravo, 2018). They therefore seek the involvement of volunteers to bridge the human capital gap (Chigozie, Munene, & Gakuo, 2017).

Many individual volunteers commit themselves to church organizations to handle a variety of responsibilities ranging from leadership to technical which require the right skills, knowledge and behaviors. However, volunteers also have personal needs and obligations and they therefore try to strike a balance between the two concerns and it's common to find some focusing on occupations that are profitable (Gorgens & Kusek, 2010).

Church performance can be achieved through focusing on leadership competence. Few studies have examined volunteer leader's competence especially for the non-profit organizations such as a research study conducted by Kabetu and Iravo (2018) which examined the influence of strategic leadership on performance of foreign NGOs in

Kenya. Although competence of staff in the non-profit organization was an objective, it was not the main focus of the study. In addition, a study by Gorgens and Kusek (2010) argued that there is need to understand the skills needed and the capacity of volunteers by undertaking a human capacity assessment before enrolling them in a business organization. A study by Ndonye (2019) also investigated the impact of leadership approaches on church growth but did not look at the competence of volunteer leaders. Lack of literature focusing on the volunteer leader's competence was the motivation behind this study. Therefore, the study aimed at bridging this gap by investigating the influence of volunteer church leaders' competence on non-profit organizations with a special focus on the PCEA church performance in Nakuru East Presbytery.

1.3 Objectives of the Study

1.3.1 General Objective of the Study

This study aimed at assessing the influence of volunteer leaders' competence on church performance evidence from the Presbyterian Church of East Africa (PCEA) Nakuru East Presbytery, Kenya.

1.3.2 Specific Objectives of the Study

i. To establish the influence of volunteer leaders' commitment on performance of PCEA Nakuru East Presbytery.

ii. To assess the influence of volunteer leaders' emotional intelligence on performance of PCEA Nakuru East Presbytery.

iii. To determine the influence of volunteer leaders' personal attributes on performance of PCEA Nakuru East Presbytery.

iv. To analyze the influence of volunteer leaders' leadership styles on performance of PCEA Nakuru East Presbytery.

1.4 Research Hypotheses

$H0_1$: There is no significant influence of volunteer church leaders' commitment on performance of PCEA Nakuru East Presbytery.

$H0_2$: There is no significant influence of volunteer church leaders' emotional intelligence on performance of PCEA Nakuru East Presbytery.

H0₃: There is no significant influence of volunteer church leaders' personal attributes on performance of PCEA Nakuru East Presbytery.

H0₄: There is no significant influence of volunteer church leaders' leadership styles on performance of PCEA Nakuru East Presbytery.

1.5 Justification of the Study

Volunteer manpower plays a very significant role in majority of non-profit organizations of which churches form a substantial part. The ability of these organizations to meet their mission, objectives and goals often depends on the effectiveness of the volunteers involved in the direct or indirect service delivery and program support. Given the challenges that are associated with the management and coordination of volunteers, the study will be of importance as it will provide information that can be used to develop strategies of managing volunteer leaders' competence to enhance performance in PCEA Nakuru East Presbytery and other non-profit organizations.

Volunteers play several roles in organizations including leadership roles. However, the competence of these leaders on the performance of organizations is not yet known. It is important to establish this as it could be instrumental in enabling the organizations fill the leadership roles with the right people, train them appropriately and also place them in areas of their competence. Therefore, for churches such as the PCEA which relies substantially on volunteer leaders, this study is important as it will provide reliable information that will enable the church and other non-profit organizations to appreciate volunteer leaders' competence and learn how to tackle challenges that emerge due to volunteer leadership.

In addition, there is limited knowledge on the influence of volunteer leaders' competence on church performance. Thus, this study is important as it addresses the knowledge gaps. The study is also distinctive in that it shows the influence of volunteer leaders' competence on performance of churches and non-profit organizations and provides insight on the best volunteer leaders' competence management practices that would enhance church performance.

1.6 Significance of the Study

The aim of this study was to reveal the influence of volunteer leaders' competence on church performance: evidence from the Presbyterian Church of East Africa Nakuru East Presbytery, Kenya. The finding may assist the church in formulation of policies, standards, guidelines and procedures to guide future involvement with volunteers for various tasks and responsibilities focusing on performance. The outcome of this study was primarily intended to benefit churches in Nakuru town as well as other churches in the country and abroad. The church management and other stakeholders may use the findings to strengthen their approach when setting up and overseeing churches to enhance achievement of their mission and objectives, thus, making them more effective. The study also exposes the weakness of church management and thus serves as a mirror for self–assessment for managers, volunteer leaders in overall organization performance.

The findings and recommendations will assist the government of Kenya to ensure adherence and compliance of any legislated policies with regard to the NPOs act. Therefore, the results will also be useful when combined with those from other related studies in addressing the concerns of policy makers at the government level especially with regard to implementation of volunteer policy framework.

The findings of the study will contribute to the professional extension knowledge on how regulators can implement regulation policies without creating turbulence in the industry. The study will be relevant for academicians and researchers, and may form further research on the topic. Therefore, this research makes a scholarly contribution for future studies.

1.7 Scope of the Study

This research was carried out within the Presbyterian church of East Africa Nakuru East Presbytery. Nakuru East Presbytery was created from the larger Nakuru Presbytery on 2nd December 2012. The research involved respondents from the active church eldership position and parish group leaders' present in all the parishes within the Presbytery. The respondents were expected to assist with information on how volunteer leaders' competence has influenced church performance in the Presbytery. Research was carried out between August and September 2019.

1.8 Limitations and Delimitations of the Study

While the study area was expected to be information rich, it did not necessarily characterize the competence of church volunteer leaders in the entire region as every area had its own challenges unique to itself. As such, the findings may not be necessarily generalized to other areas as a whole. However, care was taken to make the sampling and instrumentation more reflective of the situation. Challenges of cooperation were encountered from the respondents. However, the researcher overcame by ensuring that the respondents understood the importance of the study to their situation.

1.9 Assumptions of the Study

This study assumed that the respondents were willing and cooperative in responding to the questionnaire and that all the responses given by the respondents when carrying out the study were a true reflection of the situation in the church. The study also assumed that the language used in the questionnaire was understandable to all the respondents. It also assumed that both male and female respondents were included in the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter introduces the concepts of the study and the background of the problem and helps to clearly define the problem or area of interest. It intends to make an extensive coverage of the general literature on the subject and give a critical review of major issues related to the objectives of the study. Theoretical and empirical literature will be reviewed, the conceptual framework will be formed and research gaps to be filled by the study identified.

2.2 Theoretical Review

According to Swanson (2013) theories are formulated to challenge and extend existing knowledge within the limits of critical bounding assumptions while the theoretical framework introduces and describes the theory that explains why the research problem under study exists. The study will be guided by the Social Exchange Theory of Volunteerism and the Contingency Theory of Leadership.

2.2.1 Social Exchange Theory of Volunteerism

Social exchange theory dates back to 1901 when Chavannes (1901) defined it as a "fundamental explanation of all human relationships as it encompasses all aspects of relations between human beings". According to Blau (1964) social exchanges are "voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do in fact bring from others". Thus, social exchange theory is an exchange relationship based on shared understanding and the norm of reciprocity. The exchange can be in the form of discussion, favors, assistance, money, love, goods or services. However, Blau argues that the norm of reciprocity reinforces and stabilizes the existential conditions of the exchange itself and is not the central driving force of exchange. In other words, individual motives or desires play a major role in how a relationship is initiated and how it can be sustained.

The relationships between volunteers and staff in non-profit organizations are founded on the social exchange theory. The theory is based on the premise that social interactions are combinations of economics and behavior (Smith, Hamon, Ingoldsby, & Miller, 2012). Blau (1994) asserted the basic assumption of the theory to be that people enter social relations because they expect intrinsic or extrinsic rewards. The desire to satisfy some want or need is assumed to underlie the association, with the voluntary social action ceasing when expected reactions are not forthcoming. Thus, volunteers and staff would be expected to remain in their roles as long as they perceive their self-interests to be satisfied, and that the benefits are equitable to what others are perceived to receive. In addition, people engage in relationships according to their perceptions of cost and benefits.

Consequently, social exchange theory suggests that make voluntary people contributions based on perception that they are being rewarded. This implies that an individual who perceives an imbalance between contributions and rewards is likely to move toward a greater equilibrium. In that sense, a volunteer who perceives that the rewards for volunteering are imbalanced with contributions is likely to discontinue involvement. Accordingly, fulfilling the obligation of repaying what has been received is central to social exchange, and as long as the exchange is balanced regarding frequency and value, the relationship will continue to grow.

The social exchange theory was relevant to the study because it provided an understanding of why volunteers offering services to non-profit organizations might consider time spent as a form of cost exchanged. Therefore, volunteers may volunteer without expecting monetary compensation but expecting social rewards such as personal attraction, social acceptance, social approval, instrumental services, respect, prestige, compliance and power. Reward can also take the form of learning, gratitude, perceived higher status associated with giving back to the community, and an overall sense of self-fulfillment (Hinck, 2000). Thus, this theory gives meaning to the variable on commitment showing why a volunteer may be involved or may discontinue involvement in the organization.

According to Blau (1964), trust, loyalty and commitment are the basis for social exchange relationships and are bound to emerge under conditions of continuous exchange, resulting in long-term relationships. Trust is regarded as a social currency, and its required in a social exchange relationship to sustain relationships in both negotiated and non-negotiated exchanges, although its required more in non-negotiated exchanges, especially as it applies to the relationships between volunteers and their supervisors and organizations. However, trust is broken when expectations are not met by any of the organizations' agents. As a result, volunteers will be affected psychologically in their social exchange and this will affect satisfaction which in turn affects attitudes and behaviors, including the level of commitment, turnover, citizenship behaviors and intention to stay (Bang, Won, & Kim 2009).

2.2.2 Contingency Theory of Leadership

The Contingency Theory of Leadership was proposed by Frederick Fielder in 1964 (Miner, 2015). The contingency theory emphasizes the importance of both the leader's personality and the situation in which that leader operates. Fielder observed that effective leadership styles depended on situational contingencies such as the nature of the task and how certain or uncertain it was (Sajjadi, Karimkhani, & Mehrpour, 2014).

According to the contingency theory, leadership depends on four contingent factors namely; the leader's power and influence and his or her chosen goals, followers' expectations, the complexity of the organization, and the certainty or uncertainty of the task (Lorsch, 2010). Kriger and Seng (2005) also examined the contingency theory from a religious perspective and they concluded that effectiveness of leadership can also be contingent upon the inner value of the leaders and their respective religions. According to the contingency theory, what may work for a leader in one situation may not work in another situation. Change in a situation may result to failure for a leader who was successful in another situation.

In volunteer leadership, there are no incentives to motivate leaders to perform compared to what takes place in profit organizations. Therefore, the theory implies that the motivation and ability of a leader affects their decision in a given situation. In this theory,

then, how one leads depend heavily on the followers' abilities and attitudes not just on the leaders' abilities and attitudes. The contingency leadership theory applies well to the present study since it will give meaningful insight into the key variables of the study, that is, emotional intelligence, personal attributes and leadership styles. The theory suggests that effective leaders have the ability to work with others and also build a cohesive and balanced team capable of creating a structure within which activities can be accomplished.

2.3 Empirical Review

This is an examination of empirical studies done in relation to volunteer leaders competence and church performance.

2.3.1 Volunteer Leaders' Commitment and Church Performance

Nguyen (2014) notes that commitment-based service organizations hold the view that commitment of employees contributes to the stability of the workforce and this provides better customer service and increases organizational performance. As a result, committed employees are increasingly becoming important assets for organizations. In the volunteering field, organizational commitment, satisfaction, and intention to re-main are classic and related concepts (Vecina *et al.*, 2013). Organization factors such as organizational dependability, effectiveness of the organization's social processes and organizational climate strengthen employee commitment (Adenike, 2011).

Commitment has been defined as a psychological state that binds the individual to the organization (Meyer & Maltin, 2010). This binding can be experienced in three different ways. The first is affective commitment, which refers to the extent to which an employee becomes emotionally attached to, identifies with, believes in and becomes involved in the organization. A high level of affective commitment results in low employee turnover, low absenteeism and improved job performance hence employees with a strong affective commitment continue employment with the organization because they want to do so (Wang, Indridason, & Saunders, 2010). The second is continuance commitment which is defined as continuing with the organization due to the associated cost of leaving or the perceived cost of leaving. It refers to the extent to which employees feel committed to the organization based on years of service. Employees whose primary link to the

organization is based on continuance commitment remain because they need to do so (Loi & Foley, 2008). The third mindset is normative commitment, which reflects an employee's feeling of obligation to remain in the organization because it is the right thing to do. The employee believes that it is morally right to be loyal and stay in the organization (Coyle-Shapiro, 2008). Affective commitment is considered to be the most important type of organizational commitment among volunteers.

Organizational commitment has also been defined as a strong emotional identification with a concrete organization, manifested by a belief and acceptance of its goals and values, a willingness to make efforts for the organization, and a desire to continue as a member (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). According to Luthans and Fred (2006) organizational commitment is an attitude that shows the loyalty of employees and is considered as a continuous process of how the members of the organization express their interest on the success and the good of the organization.

Members who have high commitment have a strong involvement in the organization and also stay in the organization for longer than those who are less committed (Scott, 2007). In addition, commitment involves generating human energy and activating the human mind without which the implementation of new ideas and initiatives will be compromised (Ajibade & Ayinla, 2014).

In today's competitive world, profit and non-profit organizations cannot perform at peak levels unless each employee is committed to the organization's objectives and works as an effective team member. For the purpose of this study, volunteer leaders' commitment is viewed as commitment to the church as well as leaders' commitment to their responsibilities. It applies to the dedication a volunteer leader has to the church (Donahue & Robinson, 2009) which is indicated through the strong desire of the volunteer to stay as an organizational member, the desire to exert efforts for the sake of the organization as well as the belief and strong acceptance of the aims and values of the organization (Luthans & Fred, 2006).

2.3.2 Volunteer Leaders' Emotional Intelligence and Church Performance

Leadership plays a vital role to motivate employees and attain organizational goals. Researchers argue that emotional intelligence (EI) is a critically important competence for effective leadership and team performance in organizations. Additionally, Goleman (2011) linked managing emotions with effective leadership in business and validated that it's the basic component for distinguishing between great and average leaders, thus, EI is key to successful leadership. No matter what leaders set out to do, their success depends on how they do it and this calls for EI. Goleman defines EI as the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well and in relationships.

The ability to understand and control one's own emotions and those of others varies from person to person and those with a higher ability are known as emotionally intelligent. An emotionally intelligent volunteer has personal competence (how we manage ourselves) and social competence (how we manage relationships) skills. Leaders who manage their emotions effectively and address their followers concerns with greater proficiency, establish more caring interpersonal relations (Humphrey, 2012).

It is important to note that an organization consists of human beings and when people are involved, emotions automatically come into play, and a church is no different. It would be unwise to assume that a church is all objective, no-emotion only performance kind of a packed room where hormones have no scope to creep in. However, the fact is that emotions alone are the biggest motivator or de-motivator of a worker. Emotions govern the performance and efficiency of a worker and had it not been the case, we would have never talked about the importance of work-life balance (Kurtessis *et al.*, 2017).

Goleman (2011) categorized EI into four key categories: Self- Awareness (knowing how we feel in the moment and using our feelings to drive decision making), Self-Management (handling our own emotions so that they don't interfere but facilitate decision making), Social Awareness (ability to understand situations from others perspective) and Social Skills which is also referred to as Relationship Management (ability to influence, persuade, negotiate, lead and manage conflict).

A study by Asilaza (2016) on the effect of emotional intelligence on employee performance in Kenya concluded that well developed management skills of the four domains of emotional intelligence; self-awareness, self-management, social-awareness and social skills enable employees to understand and manage their abilities and control short comings in a better and mature manner as they interact with others and manage their social networks for the purpose of achieving greater performance.

2.3.3 Volunteer Leaders' Personal Attributes and Church Performance

Early research on personal attributes believed that personal traits were related to effective leadership. The majority of the empirical work focused on the systematic investigation of the leaders and their followers (Marinelli-Poole, McGilvray, & Lynes, 2011)). In the church context, leadership trait is important because leaders are assumed to behave according to the teaching of the church. Church leaders are individuals from diverse backgrounds and experiences making them a unique team of volunteers.

Leaders are people who are reasonably expected do the right things (Zaccaro, 2007). At the head of the group is the leader who is equally as important as its followers, but can make or break the group. The basic role of a leader is to foster mutual respect and build a team where each individual's strength is utilized for maximum productivity. Therefore, a leader provides direction by developing a vision for the future and aligns people by communicating this vision and inspiring them to overcome hurdles. Management involves implementation of the vision and strategy provided by leaders, coordination and staffing the organization as well as handling day-to-day activities (MacDonald, Sulsky, & Brown, 2008). According to Marinelli-Poole *et. al.* (2011) leadership is about how to behave, communicate and manage others. Effective leaders have certain traits and attributes that influence their relationship with others.

Leadership attributes are inner or personal qualities that contribute to effective leadership. These attributes include characteristics such as values, character, motives, habits, traits, style, behaviour, and skills (Virkus, 2009). While notion of the natural-born leader exists, research suggests that only one-third of leadership traits are genetic. Most leadership skills are learned gradually through life experiences and one can accelerate that learning

curve by implementing volunteer leadership development (Parr, Lanza, & Bernthal, 2016). A trait such as the ability to influence others to get things done is common among effective leaders.

In addition, there are leaders with ability to see the big picture which helps them to rise above the daily routine to see things in a broader perspective. This attribute of a leader helps others to get out of their comfort zones or cocoons to take more risks and achieve more (Dinh *et al.*, 2014). While exploring volunteers in Kelloway, Turner, Barling, and Loughlin (2012) found that effective leaders are gifted teachers because they want others to develop. This attribute of a leader results in helping others to be credible and provide growth opportunities. Coaching others to develop and delegating responsibility is characteristic of leaders with teacher and mentor traits. These are leaders who do not feel threatened by others and take pleasure in the success of others.

Secondly, level of education is the most consistent predictor of volunteering. Education is a significant attribute in leadership because it provides a leader with knowhow and ability to search for appropriate information (Ng. & Feldman, 2009) as well as boost volunteering because it heightens awareness of problems, increases empathy, and builds self-confidence. Educated people are also more likely to be asked to volunteer. They therefore belong to more organizations where they develop more civic skills, such as the ability to run a meeting. Nevertheless, the importance of education varies by type of volunteer work and also increases if the task assigned requires literacy skills as opposed to social skills (Wilson, 2012).

In addition, the training of a leader is also an important tool for the organizational growth and success. According to Elnaga and Imran (2013) training refers to bridging the gap between the current performance and the standard desired performance. Training of volunteers is essential as it motivates and inspires workers by providing them with all the information they need to perform the assigned tasks and this makes them more efficient. Thus, the education and training of volunteer leaders is beneficial not only to them but also to the church.

Moreover, work experience determines performance of an organization. According to Prasetya (2018) work experience is the time spent by a person to acquire knowledge, skills and attitudes in accordance with the tasks assigned to him. Nafishah (2013) also states that work experience is the length of a person carrying out the frequency and types of duty according to his ability. Consequently, a volunteer leader's work experience is time spent by the volunteer to acquire knowledge, skills and attitudes in accordance with the frequency and the type of task. Organizations tend to choose experienced workers than the inexperience. When it comes to execution of work, an experienced worker's implementation of work goes smoothly because the person already has some knowledge, skills and attitudes (Prasetya, 2018). Thus, the volunteer leaders' work experience has an invaluable contribution to church performance.

2.3.4 Volunteer Leaders' Leadership Styles and Church Performance

Leadership styles have significant impact on organizational performance. Choudhary, Akhtar and Zaheer (2013) defined leadership style as actual leadership behavior and actions toward followers as opposed to innate qualities which a person might possess. Klein, Wallis and Cooke (2013) conducted a research on the impact of leadership styles on organizational culture and firm effectiveness. They concluded that leadership styles influence the culture of an organization and consequently influence organizational performance. According to Gotsis and Grimani (2016) leadership is the art of influencing and inspiring subordinates to perform their duties willingly, competently and enthusiastically for the achievement of group objectives. This study will look at the two categories of leadership which are commonly practiced and have an impact on church performance, that is, transactional and transformational leadership styles.

Transactional leadership style is identified through task clarification and exchanges between leader and follower through rewards or punishments based on behavior (Choudhary *et. al*., 2013). According to Uchenwamgbe (2013) a transactional leader is always willing to give something in return, for example, promotion, pay rise and new responsibilities. Hashim, (2014) examined the impact of volunteer transactional leadership style on the employees' job satisfaction in Pakistan. The study found that the transactional leadership style had positive relationship on the employees' job satisfaction.

Rewards and benefits have a big impact on the employees' performances and job satisfaction because these factors influence the workers to work hard and be positive at the end of the day.

Additionally, a study by Uchenwamgbe (2013) revealed that transactional leadership style has a positive impact on the organizational performance since it helps in creating as well as sustaining the context in which organizational and human capabilities are maximized as the employees are always able to achieve the tangible and intangible rewards. The transactional leadership style articulates the compelling vision that enhances the overall organizational performance as well as creates an ideal environment for performance. However, this type of leadership does not have a direct impact on the performance of the organization because it does not encourage creativity and innovation among the employees, and hence, employees do not perform as per expectations of the organization (Al Khajeh, 2018).

Transformational leadership focuses on setting a vision, being charismatic, developing employees and inspiring them to achieve better individual and organizational performance, thus, it's a strong predictor of organizational performance (Semedo, Coelho & Ribeiro, 2016). In addition, it focuses on developing the followers and considering their needs particularly developing the followers overall value system, morals, skills and their motivation level as well as encourage them to look beyond their self-interest (Al Khajeh, 2018).

The followers of transformational leadership are associated with a self-defining and satisfying relationship with an individual or group. The idealized and behavioral charisma of the transformational leader motivates the followers to identify with the leader while the personalized relationship developed by the transformational leader cultivates an environment in which the followers feel happy and hence, their overall performance is improved ((Jyoti & Bhau, 2015). Thus, transformational leadership has a significant impact on the performance of the organization (Al Khajeh, 2018).

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environment in which the followers feel happy and hence, their overall performance is improved ((Jyoti & Bhau, 2015). Thus, transformational leadership has a significant impact on the performance of the organization (Al Khajeh, 2018).

2.4 Conceptual Framework
According to Kothari (2010) a conceptual framework is a diagrammatic representation of variables deemed important in a study. It represents the researcher's ideological position as far as the study variables are concerned.

Figure 2. 1: Conceptual Framework

Volunteer Leaders' Competence   **Church Performance**

Commitment
- Affective commitment
- Continuance commitment
- Normative commitment

Emotional Intelligence
- Self- Awareness
- Self- Management
- Social Awareness
- Social Skills

Personal Attributes
- Teacher and Mentor traits
- Education
- Training
- Experience

Leadership Styles
- Transactional
- Transformational

Independent Variables

Church Policies

Intervening variable

Church Performance
- Membership Growth
- Church Attendance during meetings and services
- Ability to meet financial obligations
- Completion of projects

Dependent Variable

As shown in Figure 2.1, this study's independent variable is volunteer leaders' competence and the elements considered under it include Commitment, Emotional intelligence, Personal attributes and Leadership styles as related to the performance of the PCEA Nakuru East Presbytery. These are expected to influence the performance of the PCEA Nakuru East Presbytery which is measured using Membership Growth, Church Attendance, Ability to meet financial obligations and completion of Programs and Projects. The intervening variable in this case is Church Policies which is also expected to influence the relationship between volunteer leader's competence and church performance.

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2.5 Research Gaps

Table 2. 1: Research Gaps

Author and Year	Topic of Study	Findings	Research Gaps
Chou (2013).	Effect of transformational leadership on follower's affective commitment to change	An employee with greater organizational commitment has a greater chance of contributing to organizational success and will also experience higher levels of job satisfaction.	The study focused on one type of leadership whereas the other types of leadership also have an impact on commitment as well as organizational performance leaving a gap that can be researched.
Semedo, Coelho, & Ribeiro (2016).	Effects of authentic leadership, affective commitment and job resourcefulness on employees' creativity and individual performance	Affective leadership influences employees' attitudes and their creativity. Affective commitment and job resourcefulness predict the employees' creativity and performance	The research did not focus on organization performance but only the employees' creativity and performance. It also did not look at factors that influence volunteer leaders' performance.
Gorgi, Ahmadi, Shabaninejad, Tahmasbi, Baratimarnani & Mehralian (2015).	The impact of emotional intelligence on managers' performance	The study concluded that that higher levels of EI did not necessarily lead to better performance among managers.	The study only focused on the impact of emotional intelligence on the manager's performance whereas there are other factors that determine the performance of managers, thus leaving a gap that needs to be filled.

Royster (2016).	Pastoral Leadership Behavior, Church Growth and Membership Longevity: A Multiple Case Study	The results revealed that personal engagement; discipleship and transparency are the three common behavioral themes pastoral leaders shared in relation to church growth and the retention of church membership.	Although the study was about church leadership, it did not touch on the competence of volunteer leaders. It also focused on church growth and membership which is only one component of church performance.
Smith (2017).	The Relationship between Leadership Style and Volunteer Intention to Stay	A statistically significant correlation existed between leadership style and intention to stay for leaders and adult volunteers but not with youth volunteers	The study did not focus on volunteer leaders' competence, thus leaving a gap that needs to be filled.
Clinebell, Skudiene, Trijonyte & Reardon (2013).	Impact of leadership styles on employee organizational commitment.	Transformational leadership style had a higher positive relationship to both affective and normative employee commitments than did transactional leadership style	The research did not focus on organization performance but only components such as commitment and was not church based.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter details the methodology that will be used for this study. It describes the research design, location of the study, population of the study, the sampling procedure, sample size, pilot study, validity of the research instrument, reliability of the instrument, data collection procedure, data analysis method, presentation of findings and ethical considerations.

3.2 Research Design

The study employed the descriptive survey research design. Descriptive research focuses on finding key phenomena's in order to identify patterns and trends in a situation with the aim to draw conclusions from the data that are described (Yin, 2017). According to Orodho (2004) descriptive survey research design analyses the cause-effect relationship between two or more variables. Hence, the design was appropriate to the study because the research seeks to establish a relationship between volunteer leaders' competence and church performance. A field-tested, semi-structured questionnaire was administered to collect data.

3.3 Location of the Study

The study was carried out in the Presbyterian Church of East Africa Nakuru East Presbytery. The PCEA church is governed by volunteers (elders) and Nakuru East Presbytery is one of the 56 Presbyteries of the Presbyterian Church. The Presbytery is big compared to other presbyteries in Nakuru County making it an information rich study area. The major part of the Presbytery is in Nakuru North and Nakuru East Sub-Counties in Nakuru County and partly in Nyandarua County. The Presbytery has eleven (11) Parishes namely Wema, Lanet, Umoja, Jerusalem, Tabuga, St. Mary's, Ngorika, Wendo, Bahati, Kirathimo and Crater Parishes. Each Parish has eight (8) standing committees' or church groups which comprise of the Presbyterian Church Men Fellowship (PCMF), Woman's Guild, Youth Fellowship, Church School, Boys' and Girls' Brigade, Health Board, Evangelism and Education Committee. Each group has five leaders serving at the parish level, that is, the chairperson, secretary, treasurer, vice- chair and vice-secretary.

Church school and PCMF also have an organizer and vice-treasurer respectively; thus, each parish has forty-two (42) group leaders. The Parishes are served by elders and group leaders on volunteer basis and are not entitled to any form of remuneration for the services they render.

3.4 Population of the Study

Kombo and Tromp (2006) describes population as a group of individuals, objects or items from which samples are taken for measurement or it is an entire group of persons or elements that have at least one thing in common. Study population was the volunteer leaders in the active eldership position as well as the Parish group leaders in the eight standing committees of the PCEA. The Presbytery has 288 active elders and 462 Parish group leaders giving a total of 750 volunteer leaders which will constitute the study population.

3.5 Sampling Procedure and Sample Size

3.5.1 Sampling Procedure

A sample size should neither be too small nor too large (Gupta, 2005). It should be optimum so as to fulfill the requirements of efficiency, representativeness, reliability and flexibility. The study population of 750 volunteer leaders is significantly large; hence, sampling is required in order to have a feasible unit of analysis. Sampling means selecting a particular group or sample to represent the entire population. There are two major categories of sampling methods, that is, probability and non-probability sampling.

This study used probability sampling and specifically stratified random sampling to select the respondents. Stratified random sampling was ideal for this study because each member of the target population in each strata was given an equal chance of being included in the study while at the same time keeping the size manageable (Oso & Onen, 2009). The main factor that was considered in choosing this approach to sampling is the need to keep the sample size manageable while being representative enough of the entire population under study.

3.5.2 Sample Size

According to Ahmed and Halim (2017), a sample size is a part of population chosen for a survey or experiment. Selecting the sample size requires compromise between balancing the need for statistical power, economy and timeliness. In order to obtain the required sample size, the study employed the formula proposed by Nassiuma (2000) to calculate the required sample size from the target population of 728, thus;

$$n = \frac{Nc^2}{c^2 + (N-1)e^2}$$

Where n = sample size, N = population size, c = coefficient of variation ($\leq$ 30%), and e = error margin ($\leq$ 3 %). This formula enables the researcher to minimize the error and enhance stability of the estimates (Nassiuma, 2000). Substituting into the formula:

$$n = \frac{750*(0.3)^2}{(0.3)^2 + (750-1)*(0.03)^2} = 88.03 \approx 88$$

Thus, a sample size of 88 respondents was obtained from the above formula and was used for the study. The sample size was proportionally allocated across the categories of the respondent size using the Neyman allocation formula. The method helped to maximize survey precision given a fixed sample size. With Neyman allocation, the best sample size for stratum h was:

$$n_{h=} \left(\frac{N_h}{N}\right)n$$

Where, n_h is the sample size for stratum h, n is the total sample size, N_h is the population size for stratum h, N is the total population. Hence, the study population was sampled as shown on Table 3.2 which was meant to make the sample as inclusive as possible.

Table 3. 1: Distribution of Respondents per Administrative Area

Category	Population	Sample size
Elders	288	33
Group Leaders	462	55
Total	750	88

Source: Researcher, 2019

Table 3. 2: Distribution of Sampling Size into Strata

Parish	Population of Active Elders	Sample Size	Population of Parish Group Leaders	Sample Size
1. Lanet	51	6	42	5
2. Bahati	22	3	42	5
3. Jerusalem	25	3	42	5
4. Umoja	26	3	42	5
5. St. Mary's	15	2	42	5
6. Ngorika	13	2	42	5
7. Tabuga	28	3	42	5
8. Wendo	23	3	42	5
9. Kirathimo	26	3	42	5
10. Crater	30	3	42	5
11. Wema	29	3	42	5
TOTAL	**288**	**33**	**462**	**55**

Source: Researcher, 2019

3.6 Instrumentation

The study used structured questionnaires developed by the researcher for primary data collection. The questionnaire method enables the collection of a lot of information over a wide area within a short period of time. The questionnaires comprised of structured questions which were developed using a five-point Likert scale to rate the extent of agreements by respondents ranging from 5-strongly agree; 4-agree; 3-neutral; 2-disagree and 1-strongly disagree.

3.6.1 Pilot Study

According to Saunders, Lewis and Thornhill (2012) a pilot study is a small-scale preliminary study conducted in order to evaluate feasibility, time, cost, adverse events, and effect size (statistical variability) in an attempt to predict an appropriate sample size and improve upon the study design prior to performance of a full-scale study. In order to ascertain validity of the research instruments, the researcher pilot tested the instruments by distributing ten (10) questionnaires to a pilot group of respondents in PCEA Ayub

Kinyua Parish in Eldoret Presbytery, which was not part of the parishes that research was carried out. The results of the piloted questionnaires enabled the researcher to determine the consistency of responses that were made by respondents. The researcher adjusted the items accordingly by revising the document.

3.6.2 Validity of the Instrument

Validity is the degree to which results obtained from analysis of the data actually represent the phenomenon under study (Kothari, 2010). It is the accuracy and meaningfulness of inferences, which are based on research results. It means the agreement between value of measurements and its true value. Validity is quantified by comparing measurements with values that are as close to the true values as possible. Poor validity also degrades the precision of a single measurement, and it reduces the ability to characterize relationships between variables in descriptive studies. The researcher ensured the content validity of the questionnaire by seeking expert opinion from the researcher's supervisor to ensure that the questions test or measure what they were supposed to measure.

3.6.3 Reliability of the Instrument

Reliability is the measure of the degree to which a research yields consistent results or data after repeated trials. It was qualified by taking several measurements on the same subjects. Poor reliability degrades the precision of a single measurement and reduces the ability to track changes in measurement in a study (Orodho, 2004). Internal consistency method was used in ascertaining the reliability of the questionnaires. The Cronbach's coefficient alpha was applied on the results obtained to determine how items correlate among them in the same instrument. Cronbach's coefficient Alpha of more than 0.7 was taken as the cut off value for being acceptable which enhanced the identification of the dispensable variables and deleted variables. A value of 0.7 or below of the Cronbach's alpha coefficient was generally taken to show low internal consistency, hence, requiring rephrasing or deletion and replacement from the instrument (Sekaran & Bougie, 2013).

3.7 Data Collection Procedure

Before collecting data, the researcher sought approval from the School of Postgraduate studies to be allowed to collect data. Thereafter, the researcher applied for a research permit from the National Council of Science, Technology and Innovation (NACOSTI). After receiving the permit, the researcher proceeded to seek the consent of the management of the eleven parishes that were surveyed in the main study as well as the parish where the pilot study was carried out. The researcher then proceeded to contact the respondents to whom the purpose of the visit was explained. The respondents were also assured of the confidentiality of any information they were giving. Data was collected using questionnaires which were administered using a drop and pick later (after two days) method.

3.8 Data Analysis Method and Presentation of Findings

Data analysis is the process of inspecting, cleaning, transforming and modelling data highlighting useful information, suggesting conclusions and supporting decision making (Kothari & Garg, 2014). After data collection, data collected from this study was entered in a Microsoft Excel database, cleaned to ensure accuracy and completeness then imported to SPSS. The Statistical Package was used to aid data analysis. Descriptive statistics was used to obtain frequencies and percentages. Inferential statistics in form of multiple linear regression analysis and Pearson correlation coefficient were used to test the association between volunteer leaders' competence and church performance. The results are presented in graphs and tables. The regression model was as follows:

$$Y = \beta_0 + \beta_1\chi_1 + \beta_2\chi_2 + \beta_3\chi_3 + \beta_4\chi_4 + \varepsilon$$

Where:

Y = represents church performance

β_0 = represents constant

χ_1 = represents leader's commitment

χ_2 = represents emotional intelligence

χ_3 = represents personal attributes

χ_4= represents leadership styles

ε= is the error term (Assumed to be normally distributed).

3.9 Ethical Consideration

An introduction letter was given to the respondents to make this research authentic as it was seeking to explain what the study was all about, assuring the respondents that the study was purely for academic purposes. The respondents were informed of their voluntary participation and withdrawal from the interview at any point so as to ensure a personal right of choice to participate in this study. Trained research assistants were considered to conduct this study, ensuring high levels of professionalism and humility especially on respondents of lower education levels and those that wished to withdraw. The findings will be shared to any respondent who would need to see the outcome of the research.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter comprises of data analysis, presentation and interpretation of the findings of the study relating to the influence of volunteer church leaders' competence on church performance in PCEA churches in Nakuru East Presbytery. The data presented includes response rate, background information of the respondents and a presentation of findings against each individual objective of the study.

4.2 Response Rate.

This study sought to establish the influence of volunteer leaders' competence on church performance. The study used questionnaires which were administered to volunteer leaders at PCEA Nakuru East Presbytery. After data entry, cleaning, and validation, 87 questionnaires were found complete translating to 96% response rate. Mugenda and Mugenda (2003) observed that a 50% response rate is adequate, 60% good and above, while 70% rated very well. Based on this assertion, the response rate of 96% in this case was therefore very good and was considered satisfactory to make conclusions for the study.

4.3 Reliability Analysis

This study adopted Cronbach's alpha to assess the internal consistence on the questionnaire items. The study found an alpha of 0.895. An alpha value greater than 0.7 indicates an excellent internal consistence (Mugenda & Mugenda, 2003). On this basis, the questionnaire was deemed excellent and hence adopted. The finding is presented in Table 4.1.

Table 4. 1: Reliability Statistics for the Whole Questionnaire

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.895	.913	39

4.4 Demographic Information

For this study to assess the influence of volunteer leaders' competence, it was important to establish demographic information of the respondents.

4.4.1 Distribution of Respondents by Gender

The study sought the gender of the respondents. The purpose of this information was to find out if volunteer leadership at the church involved either males or females. To determine the distribution, the respondents were asked to indicate their gender. Their responses were as shown in Table 4.2.

Table 4. 2: Distribution of Respondents by Gender

	Frequency	Percent
Male	48	55.2
Female	39	44.8
Total	87	100.0

Findings in Table 4.1 show that majority, 55.2% of the volunteer leaders in the PCEA Nakuru East Presbytery were male while 44.8% were female. The findings reveal that many men are involved in leadership though the number of women attending church services could be more than that of men. The findings imply that there is adequate representation across gender in volunteer leadership positions in the presbytery.

4.4.2 Distribution of Respondents by Age

The distribution of the respondents by age was as summarized in Table 4.3.

Table 4. 3: Distribution of Respondents by Age

	Frequency	Percent
Below 35 years	19	21.8
35 - 45 years	29	33.3
46 - 55 years	22	25.3
Over 55 years	17	19.5
Total	87	100.0

Findings in Table 4.3 show that the greatest proportion of the volunteer leaders was between 35 and 45 years of age whose proportion was 33.3%. Another 25.3% of the volunteer leaders were between 46 and 55 years of age while those below 35 years of age were 21.8%. Only 19.5% of the volunteer leaders were over 55 years of age. This could be attributed to the fact that one can only be ordained as a church elder after attaining 25 years of age and elders retire at 65 years of age. The study respondents were volunteer leaders in active eldership. It could also be attributed to the fact that members are not given leadership positions in the various church groups after attaining the age of 60 years.

4.4.3 Distribution of Respondents by Leadership Category
Table 4.4 summarizes the distribution of the respondents by their leadership category.

Table 4. 4: Distribution of Respondents by Leadership Category

	Frequency	Percent
Church Elders	34	39.1
Group Leaders	53	60.9
Total	87	100.0

Majority of the respondents (60.9%) were group leaders while 39.1% were church elders. The implication of these results is that there was adequate representation by respondents from the two volunteer positions in the church for this study. In addition, group leaders form the largest group of volunteer leaders in the church owing to the fact that each district fellowship is served by one elder while each church group has five group leaders except church school and PCMF that have six group leaders.

4.4.4 Distribution of Respondents by Years Served
Information was sought from the respondents on their volunteer leadership experience. They were required to state how long they have held leadership positions in PCEA Nakuru East Presbytery churches. The results were as shown in Figure 4.1

Figure 4. 1: Duration of Respondents by Years Served
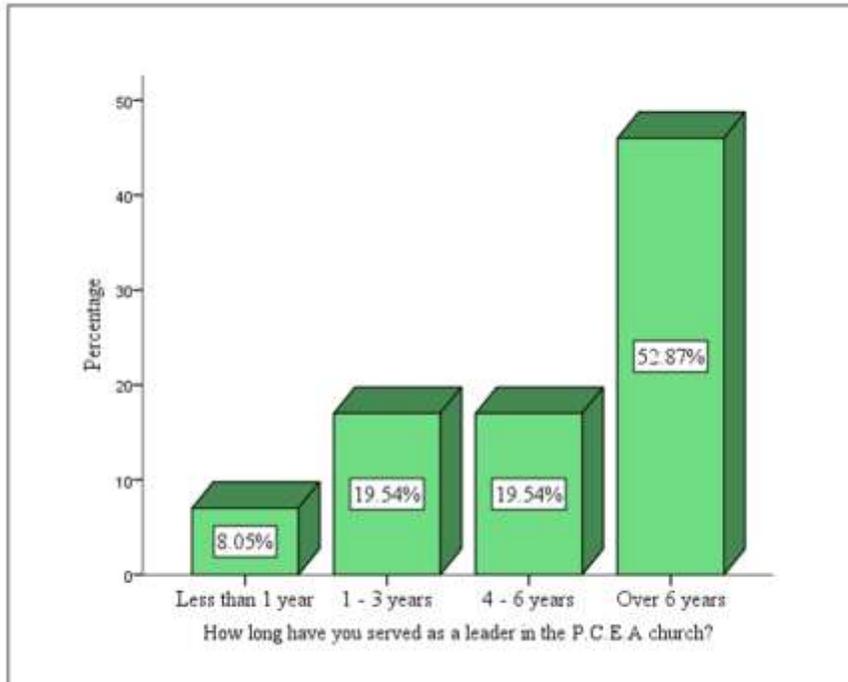
Findings in Figure 4.1 show that 52.9% of the volunteers had served as volunteer leaders' in the P.C.E.A Nakuru East Presbytery for more than six years while 19.5% had served for between 4 and 6 years and another 19.5% had served for between 1 and 3 years. Only 8% of the volunteer leaders had served for less than a year. The respondents were therefore in a good position to report on their experience at the PCEA Nakuru East Presbytery with regard to church performance.

4.4.5 Distribution of Respondents by Education Level
This study also sought to find out the education level of the volunteer leaders. Responses on the respondents' education level are summarized in Figure 4.2.

Figure 4. 2: Distribution of Respondents by Education Level.
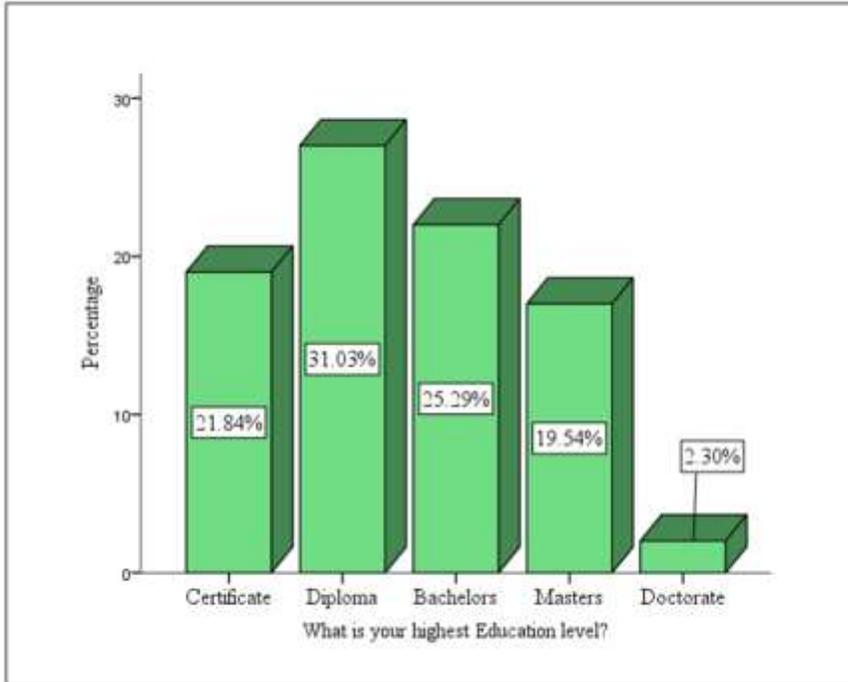
Findings in Figure 4.2 show that the leaders in the PCEA Nakuru East Presbytery held varied educational qualifications. The findings show that the greatest proportion of the volunteer leaders held diplomas whose proportion was 31% while 25.3% held Bachelor degrees. Whereas 21.8% held certificates, another 19.5% held Masters degrees. Only 2.3% held doctorates. This implies that volunteer leadership in the presbytery enjoyed a wide pool of educated people. The study also shows that the volunteer leaders are from diverse education backgrounds making them a unique team of volunteers. Education level has influence on the competencies of volunteer leaders when executing various roles.

4.5 Variables of the Study.

4.5.1 Commitment Indicators

The study sought to establish the influence of volunteer leaders' commitment on church performance and several questions were asked to volunteer leaders at PCEA Nakuru East Presbytery. The study found that majority 71.70% strongly agreed that they fully subscribe to the values of the church and this influences their need to serve as a leader of the church, 23.91% agreed on the statement while only 1.1% disagreed. This study also found that the goals of the majority, 90.20% and the Church's goals were very similar

while 1.1% percent of the volunteers found that their goals and the Church's goals were not similar. This study also found that those who liked working as volunteer leader's in the church accounted for 93.4% of the leaders and a majority, 97.9% were motivated by their work as a leader in the church. However, this study found that majority, 40.3% agreed that given an opportunity they would leave and volunteer in another organization while 31.5% were neutral that when given an opportunity they would leave and volunteer in another organization. This reveals that volunteer leaders in the PCEA Nakuru East Presbytery have low commitment to the church as well as to their responsibilities. The study did not concur with a study conducted by Meyer *et. al.* (2002) on affective, continuance, and normative commitment to the organization which found out that organizational commitment is a strong emotional identification with a concrete organization, manifested by a belief and acceptance of its goals and values, a willingness to make efforts for the organization, and a desire to continue as a member.

The study also established that 76.1% of the volunteers were dedicated members of the church and therefore found it difficult to serve in the same capacity elsewhere. Only 10.8% did not find it difficult to serve in the same capacity elsewhere. Since the study revealed that majority of the volunteer leaders were dedicated members of the church and majority, 52.9% had served as volunteer leaders' in the P.C.E.A Nakuru East Presbytery for more than six years, volunteer leaders continue volunteering in the church due to the associated cost of leaving or the perceived cost of leaving the church. The study concurs with a study conducted by Loi and Foley (2008) which concluded that commitment is the extent to which the employee feels committed to the organization based on years of service. These findings are presented in Table 4.5.

Table 4. 5: Commitment Indicators

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I fully subscribe to the values of this church and this influences my need to serve as a leader of the church	0	1	3	22	66
	0.00%	1.10%	3.30%	23.90%	71.70%
I find that my goals and the Church's goals are very similar	0	1	8	37	46
	0.00%	1.10%	8.70%	40.20%	50.00%
I like working as a volunteer leader in this church	0	0	6	20	66
	0.00%	0.00%	6.50%	21.70%	71.70%
I am motivated by my work as a leader in this church	0	1	1	25	65
	0.00%	1.10%	1.10%	27.20%	70.70%
Given an opportunity I would leave and volunteer in another organization	15	11	29	18	19
	16.30%	12.00%	31.50%	19.60%	20.70%
I am a dedicated member of this church and therefore I find it difficult to serve in the same capacity elsewhere	5	5	12	22	48
	5.40%	5.40%	13.00%	23.90%	52.20%

4.5.2 Emotional Intelligence Indicators

This study sought to establish the influence of volunteer leaders' emotional intelligence on church performance. Volunteer leaders at PCEA Nakuru East Presbytery were asked six questions. Sixty-seven percent of the volunteer leaders strongly agreed that they understand their moods and try to manage their feelings so as to ensure objectivity in their actions while 31.50% more agreed with the statement. The study also found that 94.6% (strongly agreed and agreed) of the volunteers communicated in a manner that does not upset the feelings of others in their church. Majority whose proportion was 95.6% (strongly agreed and agreed) perceived the mood of their colleagues when deciding on a matter. Those who do not go against the feelings of others in their church unless they feel convincingly compelled to do so accounted for 86.9% (strongly agreed and agreed) while those who managed the feelings of others in the church so as to ensure objectivity in their actions were 96.7% (strongly agreed and agreed). The study also found that majority, 96.8% (strongly agreed and agreed) were instrumental in conflict management. These findings were presented in Table 4.6.

Table 4. 6: **Emotional Intelligence Indicators**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I understand my moods and try to manage my feelings so as to ensure objectivity in my actions	0	0	1	29	62
	0.00%	0.00%	1.10%	31.50%	67.40%
I communicate in a manner that does not upset the feelings of other in my church	0	0	5	33	54
	0.00%	0.00%	5.40%	35.90%	58.70%
As a leader, I perceive the mood of my colleagues when deciding on a matter	0	0	4	36	52
	0.00%	0.00%	4.30%	39.10%	56.50%
I do not go against the feelings of others in my church unless I feel convincingly compelled to do so	0	1	11	35	45
	0.00%	1.10%	12.00%	38.00%	48.90%
I manage the feelings of other in the church so as to ensure objectivity in our actions	0	0	3	35	54
	0.00%	0.00%	3.30%	38.00%	58.70%
I am instrumental in conflict management	0	0	3	33	56
	0.00%	0.00%	3.30%	35.90%	60.90%

The results reveal that volunteer leaders in the PCEA Nakuru East Presbytery were able to recognize their emotions and those of others as well as manage those emotions in relationships. According to Goleman (2011), this ability is referred to emotional intelligence, thus, volunteer leaders in PCEA Nakuru East Presbytery have high EI. The study was similar to a study by Asilaza (2016) on the effect of emotional intelligence on employee performance in Kenya which concluded that employees who understand and manage their emotions and control their short comings in a much better and mature manner while interacting with others as well as manage their social networks professionally achieve greater performance.

4.5.3 Personal Attributes Indicators

This study also sought to establish the influence of volunteer leaders' personal attributes on church performance. To assess the perceptions by the volunteers, six questions were asked. This study found that majority, 94.60% of the volunteers strongly agreed they had teaching and mentoring abilities while only 5.40% were neutral. The study also established that majority, 86.10% of the volunteers liked teaching and mentoring other leaders and followers in their church. This study corresponded with a study by Turner *et. al.* (2012) that explored volunteers in Kelloway and found that effective leaders are gifted teachers because they want others to develop.

The study also found that majority, 88% of the churches in PCEA Nakuru East Presbytery train their leaders' after induction. Only 4.30% of the volunteers disagreed that the church facilitates training for volunteer leaders after induction. Sixty-six percent of the volunteers strongly agreed that the church requires that volunteer leaders serving be of reasonable levels of education while only 15.30% disagreed. Since majority of the leaders are trained after induction, the church should invest more on training as well as diversify the training with skills such as teaching and mentoring skills among others. This will motivate and inspire the volunteer leaders making them more efficient and productive as concluded by a study by Elnaga and Imran (2013) on the effect of training on employee performance. The PCEA Nakuru East Presbytery should also encourage its volunteer leaders' to invest more in education. Education will provide the volunteer leaders with knowhow as well as heighten their awareness of problems, increase their empathy, and build their self-confidence as Ng. and Feldman (2009) found out in their study on how broadly education contributes to job performance. As much as education and training of the volunteer leaders will be beneficial to the volunteer leaders, it will also be beneficial to the church.

The study revealed that volunteer leaders whose experience enabled them to navigate most challenges accounted for 92.4%. This study also found that majority, 80.4% of the volunteers agreed that leaders who have served for a significant period perform well in their duties. However, there were 8.70% volunteers who disagreed that leaders who have served for a significant period perform well in their duties. This study concurred with the

analysis conducted by Prasetya (2018) on factors that influence employee performance which concluded that organizations tend to choose experienced workers than the inexperienced and also when it comes to execution of work, an experienced worker implements work smoothly because the worker already has some knowledge, skills and attitudes. The PCEA Nakuru East Presbytery should encourage experienced volunteer leaders to teach and mentor others since they are dependable and more efficient too due to the tacit knowledge they have. Experience is a special gift that gives the volunteer leader expert power and thus, better placed to teach and train others. These findings are presented in Table 4.7.

Table 4. 7: Personal Attributes Indicators

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I have teaching and mentoring abilities	0	0	5	34	53
	0.00%	0.00%	5.40%	37.00%	57.60%
I like teaching and mentoring other leaders and followers in our church	0	1	10	24	57
	0.00%	1.10%	10.90%	26.10%	62.00%
Our church facilitates training for volunteer leaders after induction	0	4	7	29	52
	0.00%	4.30%	7.60%	31.50%	56.50%
The church requires that volunteer leaders serving be of reasonable levels of education	3	11	17	25	36
	3.30%	12.00%	18.50%	27.20%	39.10%
My experience as a volunteer leader enables me to navigate most challenges	0	0	7	32	53
	0.00%	0.00%	7.60%	34.80%	57.60%
Leaders who have served for a significant period perform well in their duties	1	7	10	29	45
	1.10%	7.60%	10.90%	31.50%	48.90%

4.5.4 Leadership Styles Indicators

This study sought to establish the influence of volunteer leaders' leadership styles on church performance. The study asked six questions where responses ranged from strongly disagree to strongly agree. This study found that majority, 46.70% agreed that they delegate tasks most of the time while 32.60% more volunteers strongly agreed with the

statement. Only 11 volunteers disagreed that they delegated tasks most of the time. Sixty-nine percent of the volunteers agreed that they employ reward management approach in their leadership. Only 9.80% of the volunteers did not employ reward management approach in their leadership. This study found that majority, 40.20% of the volunteers were neutral on whether they punish or reprimand members whose behavior is wanting while 12.00% disagreed that they punish or reprimand members whose behavior is wanting. Only 28.30% agreed that they punish or reprimand members whose behavior is wanting. Majority, 91.30% were task-oriented persons and often set standards for performance of tasks. However, 3.30% disagreed that they were task-oriented persons and often set standards for performance of tasks. This study also established that those who lived their lives as an example to be for other members to emulate accounted for 96.70% while only 1.1% disagreed that he/she lives his life as an example for other members to emulate. Majority, 98.90% of the volunteers enjoyed consultative leadership approach to get everyone on-board in decision making. These findings were presented in Table 4.8.

Table 4. 8: Leadership Styles Indicators

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I delegate tasks most of the time	3	8	8	43	30
	3.30%	8.70%	8.70%	46.70%	32.60%
I employ reward management approach in my leadership	1	8	19	43	21
	1.10%	8.70%	20.70%	46.70%	22.80%
I punish or reprimand members whose behavior is wanting	11	18	37	15	11
	12.00%	19.60%	40.20%	16.30%	12.00%
I am a task-oriented person and often set standards for performance of tasks	0	3	5	33	51
	0.00%	3.30%	5.40%	35.90%	55.40%
[I live my life as an example to be for other members to emulate]	0	1	2	28	61
	0.00%	1.10%	2.20%	30.40%	66.30%
I enjoy consultative leadership approach to get everyone on-board in decision making	0	1	0	10	81
	0.00%	1.10%	0.00%	10.90%	88.00%

The study found that volunteer leaders in the PCEA Nakuru East Presbytery employed both transactional and transformational leadership. Majority of the leaders' delegate responsibilities as well as consult widely before making decisions. This implies that majority of volunteer leaders in PCEA Nakuru East Presbytery are inclusive leaders who involved others to achieve the church objectives.

The findings also show that majority of the leaders do not punish members whose behaviour is wanting. This implies that it is not the role of the leader to reprimand members which can be attributed to the fact that the church has guidelines on how members whose behaviour is wanting should be handled. In addition, the results reveal that majority of the volunteer leaders lived their lives as an example for other members to emulate. These results concur with Semedo *et. al.* (2016) that transformational leadership focuses on setting a vision, being charismatic, developing employees and inspiring them to achieve better individual and organizational performance and, thus, a strong predictor of organizational performance.

4.5.5 Church Performance

This study sought to establish the influence of volunteer leaders' competence on the performance of at PCEA Nakuru East Presbytery. Six questions regarding church performance were asked to assess the perceptions of volunteers. This study found that majority, 93.50% of the volunteers agreed that their church has been experiencing an increase in membership growth over the last five years. Majority, 93.5% also agreed that their church attendance has improved considerably in the last five years. Those who comfortably met their financial obligations accounted for 60.90%. However, 12% of the volunteers did not comfortably meet their financial obligations. Majority, 78.3% agreed to have increased their asset base while only 4 disagreed. This study found that 90.2% of the volunteers had introduced new programs in the church. Fifty-seven percent were also able to meet completion deadlines of their projects. These findings were presented in Table 4.9.

Table 4. 9: Church Performance

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Our church has been experiencing an increase in membership growth over the last five years	0 0.00%	1 1.10%	5 5.40%	23 25.00%	63 68.50%
Church attendance has improved considerably in the last five years	0 0.00%	1 1.10%	5 5.40%	31 33.70%	55 59.80%
We comfortably meet our financial obligations	2 2.20%	9 9.80%	25 27.20%	37 40.20%	19 20.70%
We have increased our asset base	0 0.00%	4 4.30%	16 17.40%	40 43.50%	32 34.80%
We have introduced new programs in the church	0 0.00%	2 2.20%	7 7.60%	32 34.80%	51 55.40%
We are able to meet completion deadlines of our projects	4 4.30%	8 8.70%	23 25.00%	38 41.30%	19 20.70%

The study found that PCEA Nakuru East Presbytery has experienced an increase in membership, the number of people attending church services has increased, churches were able to meet their financial obligations, increase their asset base, introduce new programs in the church as well as meet the completion deadline of majority of their projects. The study concurred with a study by Coleman (2017) that found that church performance is based on church attendance, growth, programs, and projects that the church is undertaking. According to Vick (2011) competent volunteer leaders are needed in the church to enhance performance on growth, ability to meet the church's financial obligation and expand attendance, thus, the PCEA Nakuru East Presbytery should invest more in building its volunteer leaders capacity.

4.6.1 Correlation Matrix
A correlation matrix is a table showing the correlation coefficients between sets of variables. Each cell in the table shows correlation between two variables. The correlation matrix allows detection of pairs that are highly correlated. This hence forms basis for further analysis and diagnostics. The study correlated the variables commitment, emotional intelligence, personal attributes, leadership styles and church performance. The study found that there was moderate positive correlation between commitment and

emotional intelligence (r=0.452). There was also a positive moderate correlation between commitment and personal attributes (r=0.57). Personal attributes were also positively correlated with emotional intelligence (r=0.529). This study also found a positive high correlation between leadership styles and commitment (r=0705), positive moderate correlation between leadership styles and emotional intelligence (r=0.455) and also a positive high correlation between leadership styles and personal attributes (r=0.452). These findings were presented in Table 4.10.

Table 4. 10: Correlation Matrix

	Commitment	Emotional Intelligence	Personal Attributes	Leadership Styles	Church Performance
Commitment	1				
Emotional Intelligence	0.452	1			
Personal Attributes	0.57	0.529	1		
Leadership Styles	0.705	0.455	0.657	1	
Church Performance	0.417	0.303	0.44	0.452	1

The correlation matrix revealed correlation between the independent variables of the study and hence informed that there was need for further analysis to diagnose for multicollinearity in regression analysis. The table revealed that all the independent variables were correlated to the dependent variable church performance.

4.6 Inferential Statistics

This study sought to assess the influence of commitment, emotional intelligence, personal attributes and leadership traits on church performance. This can be achieved by conducting a regression analysis. The study adopted a multiple linear regression as a statistical method to help predict the outcome variable given the explanatory variable. In this case, the study intended to predict (assess to what extent the outcome variable is influenced) church performance based on volunteer leader's competence. However, a major assumption in linear regression analysis is that there must exist significant linear relationship between the independent and the dependent variable.

This study hence conducted a correlation analysis prior to regression analysis to investigate whether the assumption of linearity was met. Correlation analysis is a statistical method used to assess the strength, direction and significance of linear relationship between variables. The statistic ranges from -1 to 1 where negative values indicate a negative relationship while positive values indicate positive relationship.

The explanatory variables were measured using Likert items with values ranging from strongly disagree to strongly agree. The predictor variable church performance was also measured using the same Likert items. Items on each constructs were scored in a single scale by summing. This resulted into continuous variables commitment, emotional intelligence, personal attributes, leadership styles and church performance. Since the scored variables were continuous, the Pearson's' product moment correlation was adopted.

The test was conducted and the study found that there was a significant (r=0.417, p=0.00) linear relationship between commitment and church performance. The direction of the relation was positive and with a moderate strength. There was also a significant (r=0.303, p=0.00) linear relationship between emotional intelligence and church performance. The direction of the relationship was positive and with a moderate strength. Personal attributes score also significantly (r=0.440, p=0.00) correlated with church performance. The direction of the relationship was positive and with a moderate strength. The study also found a significant (r=0.452, p=0.00) linear relationship between leadership styles and church performance. The direction of the relation was positive and with a moderate strength. These findings were presented in Table 4.11.

Table 4. 11: Correlation Analysis Results

		Church Performance
Commitment	Pearson Correlation	.417**
	Sig. (2-tailed)	0
	N	92
Emotional Intelligence	Pearson Correlation	.303**
	Sig. (2-tailed)	0.003
	N	92
Personal Attributes	Pearson Correlation	.440**
	Sig. (2-tailed)	0
	N	92
Leadership Styles	Pearson Correlation	.452**
	Sig. (2-tailed)	0
	N	92

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

All the four variables were found to be significant at 5% level of significance as their p values were lower than 0.05. Each of the independent variables were found to be significantly associated with church performance. An increase in any of the four variables leads to an increase in church performance and vice versa, thus they are key components of the volunteer leaders' competence that determine church performance.

4.6.1 Hypothesis One

Hypothesis one stated that there is no significant influence of volunteer church leaders' commitment on performance of PCEA Nakuru East Presbytery. This study found that 17.4% variation on performance of PCEA Nakuru East Presbytery was explained by commitment score. The model was significant (Sig. <0.05) from the null model and hence a good fit to the data. This study also tested if this variation was moderated by the control variables leadership category, length of service, gender and age. An F test was used to test the difference between the model with only the commitment variable and the second model with commitment and the other controls. As a result of adding the controls, the coefficient of variation decreased by 0.043. However, this change was not

significant (Sig. >0.05), thus, the control variables were considered to have no significant influence on how commitment score influenced performance of PCEA Nakuru East Presbytery. These findings were presented in Table 4.12.

Table 4. 12: **Commitment Model Summary**

Model	R Square	Adjusted R Square	Change Statistics		
			R Square Change	Sig. F Change	
1	0.174	0.165	0.174	0	
2	0.217	0.161	0.043	0.47	

a Predictors: (Constant), Commitment

b Predictors: (Constant), Commitment, What is your leadership category?, How long have you served as a leader in the P.C.E.A church?, What is your gender , What is your highest Education level?, age

The study tested and found that there was a significant (β=0.555, Sig. <0.05) influence of volunteer church leaders' commitment on performance of PCEA Nakuru East Presbytery. The 0.555 coefficient indicated that a unit change in commitment score resulted into 0.555 change in performance of PCEA Nakuru East Presbytery. This change was significant (t=4.356, p=0.00) from zero thus the study hypothesis that there is no significant influence of volunteer church leaders' commitment on performance of PCEA Nakuru East Presbytery was rejected. This study, supported that at a 5% level of precision there was significant influence of volunteer church leaders' commitment on performance of PCEA Nakuru East Presbytery. These finding are presented in Table 4.13.

Table 4. 13: **Commitment Model Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.732	3.29		3.262	0.002
	Commitment	0.555	0.127	0.417	4.356	0

a Dependent Variable: Church Performance

4.6.2 Hypothesis Two

The second hypothesis stated that here is no significant influence of volunteer church leaders' emotional intelligence on performance of PCEA Nakuru East Presbytery. The study found that 9.2 % variation on performance of PCEA Nakuru East Presbytery was explained by Emotional Intelligence score. The model was significant (Sig. <0.05) from the null model and hence a good fit to the data. This study also tested if this variation was moderated by the control variables leadership category, length of service, gender and age. An F test was used to test the difference between the model with only the emotional intelligence variable and the second model with emotional intelligence and the other controls. As a result of adding the controls, the coefficient of variation decreased by 0.059. However, this change was not significant (sig. >0.05) thus, the control variables were considered to have no significant influence on how emotional intelligence score influenced on performance of PCEA Nakuru East Presbytery. These findings were presented in Table 4.14.

Table 4. 14: Emotional Intelligence Model Summary

Model	R Square	Adjusted R Square	Change Statistics	
			R Square Change	Sig. F Change
1	0.092	0.081	0.092	0.003
2	0.151	0.091	0.059	0.323

a Predictors: (Constant), Emotional Intelligence

b Predictors: (Constant), Emotional Intelligence, What is your leadership category?, What is your gender , age, What is your highest Education level?, How long have you served as a leader in the P.C.E.A church?

The study tested and found that there was a significant (β=0.47, Sig. <0.05) influence of volunteer church leaders' Emotional Intelligence on performance of PCEA Nakuru East Presbytery. The 0.47 coefficient indicated that a unit change in Emotional Intelligence score resulted into 0.47 change in performance of PCEA Nakuru East Presbytery. This change was significant (t=3.012, p=0.003) from zero thus the study hypothesis that there is no significant influence of volunteer church leaders' Emotional Intelligence on

performance of PCEA Nakuru East Presbytery was rejected. This study supported that at a 5% level of precision there was significant influence of volunteer church leaders' Emotional Intelligence on performance of PCEA Nakuru East Presbytery. These finding are presented in Table 4.15.

Table 4. 15: **Emotional Intelligence Model Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.19	4.263		2.86	0.005
	Emotional Intelligence	0.47	0.156	0.303	3.012	0.003

a Dependent Variable: Church Performance

4.6.3 Hypothesis Three.

The third hypothesis stated that there is no significant influence of volunteer church leaders' personal attributes on performance of PCEA Nakuru East Presbytery. The study found that found that 19.4 % variation in on performance of PCEA Nakuru East Presbytery was explained by personal attributes score. The model was significantly (Sig. <0.05) from the null model and hence a good fit to the data. This study also tested if this variation was moderated by the control variables leadership category, length of service, gender and age. An F test was used to test the difference between the model with only the personal attributes variable and the second model with personal attributes and the other controls. As a result of adding the controls, the coefficient of variation decreased by 0.026. However, this change was not significant (sig. >0.05) thus the control variables were considered to have no significant influence on how personal attributes score influenced on performance of PCEA Nakuru East Presbytery. These findings were presented in table 4.16.

Table 4. 16: **Personal Attributes Model Summary**

Model	R Square	Adjusted R Square	Change Statistics		
			R Square Change	Sig. F Change	
1	0.194	0.185	0.194	0	
2	0.22	0.165	0.026	0.721	

a Predictors: (Constant), Personal Attributes

b Predictors: (Constant), Personal Attributes, How long have you served as a leader in the P.C.E.A church?, What is your leadership category?, What is your gender , What is your highest Education level?, age

The study tested and found that there was a significant (β=0.529, Sig. <0.05) influence of volunteer church leaders' personal attributes on performance of PCEA Nakuru East Presbytery. The 0.529 coefficient indicated that a unit change in personal attributes score resulted into 0.529 change in performance of PCEA Nakuru East Presbytery. This change was significantly (t=4.654, p=0.00) from zero thus the study hypothesis that There is no significant influence of volunteer church leaders' personal attributes on performance of PCEA Nakuru East Presbytery was rejected. This study supported that at a 5% level of precision there was significant influence of volunteer church leaders' personal attributes on performance of PCEA Nakuru East Presbytery. These finding are presented in Table 4.17.

Table 4. 17: **Personal Attributes Model Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.925	2.827		4.219	0
	Personal Attributes	0.529	0.114	0.44	4.654	0

a Dependent Variable: Church Performance

4.6.4 Hypothesis Four

The fourth hypothesis stated that there is no significant influence of volunteer church leaders' leadership styles on performance of PCEA Nakuru East Presbytery. The study found that 20.5 % variation in on performance of PCEA Nakuru East Presbytery was explained by leadership styles score. The model was significant (Sig. <0.05) from the null model and hence a good fit to the data. This study also tested if this variation was moderated by the control variables leadership category, length of service, gender and age. An F test was used to test the difference between the model with only the leadership styles variable and the second model with leadership styles and the other controls. As a result of adding the controls, the coefficient of variation decreased by 0.058. However, this change was not significant (sig. >0.05) thus the control variables were considered to have no significant influence on how leadership styles score influenced on performance of PCEA Nakuru East Presbytery. These findings were presented in Table 4.18.

Table 4. 18: Leadership Styles Model Summary

Model	R Square	Adjusted R Square	Change Statistics		
			R Square Change	Sig. F Change	
1	0.205	0.196	0.205	0	
2	0.262	0.21	0.058	0.259	

a Predictors: (Constant), Leadership Styles

b Predictors: (Constant), Leadership Styles, What is your highest Education level?, What is your leadership category?, What is your gender , How long have you served as a leader in the P.C.E.A church?, age

The study tested and found that there was a significant (β=0.515, Sig. <0.05) influence of volunteer church leaders' leadership styles on performance of PCEA Nakuru East Presbytery. The 0.515 coefficient indicated that a unit change in leadership styles score resulted into 0.529 change in performance of PCEA Nakuru East Presbytery. This change was significantly (t=4.654, p=0.00) from zero thus the study hypothesis that There is no significant influence of volunteer church leaders' leadership styles on performance of PCEA Nakuru East Presbytery was rejected. This study supported that at a 5% level of precision there was significant influence of volunteer church leaders' leadership styles on

performance of PCEA Nakuru East Presbytery. These finding are presented in Table 4.19.

Table 4. 19: **Leadership Styles Model Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.597	2.803		4.138	0
	Leadership Styles	0.51 5	0.107	0.452	4.813	0

a Dependent Variable: Church Performance

4.6.5 Multiple Regression

Multiple regression is an extension of simple regression. It is used to predict the value of a dependent variable based on the value of two or more independent variables. It hence helps understand how the depend variable changes as we change the independent variables altogether. This study ran a multiple regression with independent variables commitment, emotional intelligence, personal attributes and leadership styles and the dependent variable church performance. The study found the model explained 25.2% variation (R^2=0.252) in church performance. The study also diagnosed autocorrelation in the dependent variable using Durbin Watson test. A value of 1.755 was obtained indicating that there no autocorrelation in the dependent variable. These findings were presented in Table 4.20.

Table 4. 20: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.502a	0.252	0.218	3.3244	1.755

a Predictors: (Constant), Leadership Styles, Emotional Intelligence, Personal Attributes, Commitment
b Dependent Variable: Church Performance

ANOVA tests was used to assess whether the model was a good fit of the data. The test indicated that the model was significantly (F=7.34, Sig. <0.05) different from a null

model confirming that indeed the model was a good fit of the data. The ANOVA findings were presented in table 4.21.

Table 4. 21: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	324.466	4	81.117	7.34	.000b
Residual	961.49	87	11.052		
Total	1285.957	91			

a Dependent Variable: Church Performance

b Predictors: (Constant), Leadership Styles, Emotional Intelligence, Attributes, Commitment

This study also found that commitment had no significant (β=0.187, Sig. >0.05) influence on church performance while controlling for emotional intelligence, personal attributes and leadership styles. Similarly, emotional intelligence had no significant (β=0.059, Sig. >0.05) influence on church performance while controlling for commitment, personal attributes and leadership styles. The study also found that personal attributes had no significant (β=0.252, Sig. >0.05) on church performance while controlling for commitment, emotional intelligence and leadership styles. There was also no significant influence of leadership styles on church performance. The study also tested for multicollinearity on the independent variables using Variance Inflation Factor (VIF). None of the variables had a value greater than 10 and hence the study concluded that there was no significant collinearity in the independent variables. These findings were presented in Table 4.22.

Table 4. 22: Coefficients

	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Beta			Tolerance	VIF
(Constant)	6.487		1.532	0.129		
Commitment	0.187	0.141	1.044	0.299	0.472	2.119
Emotional Intelligence	0.059	0.038	0.338	0.736	0.684	1.462
Personal Attributes	0.252	0.21	1.59	0.116	0.492	2.033
Leadership Styles	0.225	0.198	1.359	0.178	0.405	2.468

a Dependent Variable: Church Performance

The R resulting regression model is as shown here. Church performance= 6.487 + 0.187* Commitment +0.059* Emotional Intelligence +0.252* Personal Attributes +0.225* Leadership Styles. However, the study found that the independent variables could not jointly predict the church performance hence the model was not adopted.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Chapter five is the final chapter of the study. It provides a summary of the study, a summary of the research questions of the study. The chapter also provides the discussion of the study's key findings, the conclusion and suggests some recommendations for progress and for further research.

5.2 Summary of Findings

The general purpose of the study was to determine the influence of volunteer leaders' competence on church performance: evidence from Presbyterian Church of East Africa Nakuru East Presbytery, Kenya. The study sought to realize four specific objectives, namely; to establish the influence of commitment on church performance, to assess the influence of emotional intelligence on church performance, to determine the influence of personal attributes on church performance and to analyze the influence of leadership styles on church performance.

5.2.1 Influence of Commitment on Church Performance

This study found that the goals of majority of the volunteer leaders in the P.C.E.A Nakuru East Presbytery and the Church's goals were very similar, they liked working as volunteer leader's and were motivated by their work as a leader in their church. However, the study also found that volunteer leaders in the Presbytery would leave and volunteer in another organization when given an opportunity with those that agreed dominating with 40.3% while those that were neutral were at 31.50%.

In general, volunteer leaders at the PCEA Nakuru East Presbytery had the perception that a leader's commitment had an influence on church performance. The study found that 17.4% variation on performance of PCEA Nakuru East Presbytery was explained by the commitment score.

Regression analysis indicated that there was a significant (B=0.555, Sig. <0.05) influence of volunteer church leaders' commitment on performance of PCEA Nakuru East Presbytery. The 0.555 coefficient indicated that a unit change in commitment score resulted into 0.555 change in performance of PCEA Nakuru East Presbytery. This study supported that there was significant influence of volunteer church leaders' commitment on performance of PCEA Nakuru East Presbytery at a 5% level of precision.

5.2.2 Influence of Emotional Intelligence on Church Performance

Emotional intelligence is the basic constituent to distinguish between great and average leaders and its key to successful leadership, thus, managing emotions leads to effective leadership. The study established that volunteer leaders at P.C.E.A Nakuru East Presbytery understood their moods and are able to manage their feelings with the aim of ensuring objective actions, communicate in a manner that does not upset the feelings of other members as indicated on the as well as perceived the mood of the other members before making decisions as a sign of emotion management. Further the study revealed that the majority of volunteer leaders do not go against the feelings of others in the church unless compelled by circumstance, manage the feelings of other church members with the aim of ensuring objectivity in the actions taken and are also instrumental in conflict management.

The study found that 9.2 % variation in on performance of PCEA Nakuru East Presbytery was explained by the Emotional Intelligence score. The Pearson's product moment correlation between emotional intelligence and church performance was (r=0.303, p=0.00). The direction of the relationship was positive and with a moderate strength. The study reveal that there was a significant influence of volunteer church leaders' Emotional Intelligence on performance of PCEA Nakuru East Presbytery. The study, therefore, rejected the construct that there is no significant influence of volunteer church leaders' Emotional Intelligence on performance of PCEA Nakuru East Presbytery.

5.2.3 Influence of Personal Attributes on Church Performance

The third objective of the study was to probe the influence of volunteer leaders' personal attributes on performance of P.C.E.A Nakuru East Presbytery. Generally, the volunteer leaders at the P.C.E.A Nakuru East Presbytery had the perception that the church requires volunteer leaders serving be of reasonable levels of education and the church facilitates training for volunteer leaders after induction. In addition, the experience of volunteer leaders at the P.C.E.A Nakuru East Presbytery influenced church performance. 92.4% of the volunteer leaders perceived that their experience enabled them to navigate most challenges while 80.4% of them perceived that leaders who have served for a significant period of time perform well in their duties.

The study tested and found that there was a significant influence of volunteer church leaders' personal attributes on the performance of P.C.E.A Nakuru East Presbytery. The 0.529 coefficient indicated that a unit change in personal attributes score resulted into 0.529 change in performance of PCEA Nakuru East Presbytery. This change was significant, thus, the study hypothesis that there is no significant influence of volunteer church leaders' personal attributes on performance of PCEA Nakuru East Presbytery was rejected.

5.2.4 Influence of Leadership Styles on Church Performance

The fourth objective of the study was to investigate the influence of volunteer leaders' leadership styles on the performance of P.C.E.A Nakuru East Presbytery. The results from the study revealed that the majority of the volunteer leaders' delegate tasks most of the time. Delegation of work is one of the practices of successful leaders. In addition, it is evident that most of the volunteer leaders also used reward management approach in their leadership. Rewarding spurs motivation and enhances performance. Conversely, the study finds out that punishing and reprimanding members who have bad behavior is not reserved to the leaders. Nevertheless, the study reveals that the majority of the volunteer leaders were task oriented and often set standards for performance of tasks as well as set an example to be emulated by others and also enjoy consulting others before making decisions.

The study found that there was a significant influence of volunteer church leaders' leadership styles on performance of PCEA Nakuru East Presbytery. The 0.515 coefficient indicated that a unit change in leadership styles score resulted into 0.529 change in performance of PCEA Nakuru East Presbytery. In addition, 20.5 % variation on performance of PCEA Nakuru East Presbytery was explained by leadership styles score. Consequently, the study hypothesis that there is no significant influence of volunteer church leaders' leadership styles on performance of PCEA Nakuru East Presbytery was rejected.

5.3 Conclusions
The study concluded that volunteer leaders' commitment, emotional intelligence, personal attributes and leadership styles contributed to a large extent to the performance of P.C.E.A Nakuru East Presbytery. Majority of the volunteer leaders found that volunteer leaders in the Presbytery would leave and volunteer in another organization when given an opportunity. This indicates that the volunteer leaders have low commitment to their roles in the church and are thus not focused on achieving the goals and visions of the church.

The research also concludes that volunteer leaders in the church are able to manage their emotions effectively. Majority of them indicated that they are considerate to the feelings of others and are also instrumental in conflict management. Additionally, the personal attributes of volunteer leaders are an important aspect in enhancing church performance. From the results obtained in this research, teaching and mentoring others is a significant attribute that the majority of volunteer leaders possess.

The volunteer leaders have leadership styles that are effective and blend well with the nature of the organization they operate. Majority of the volunteer leaders consult widely before making decisions and often set standards for performance of tasks as well as set an example to be emulated by others, a leadership style that makes them more effective in their roles.

5.4 Recommendations

5.4.1 Recommendation for Practice and Policy

On the basis of the findings of this study, the following recommendations are important as far as establishing the influence of volunteer leaders' competence on church performance. First, the church should acknowledge the great role volunteer leaders play, appreciate them, provide a conducive working environment that can help them execute their roles effectively and involve them more in decision making as a way of motivating them since a majority of them said they would leave and volunteer in another organization given an opportunity. Secondly, the church should invest more in training their volunteer leaders since some were not aware that leaders are trained after induction and also a majority agreed that training has made them more effective in their roles. Thirdly, since experienced volunteer leaders' have the ability to navigate most challenges and also perform their duties more effectively, the church should create a conducive environment for them to share their experience as well as encourage them to train and mentor others.

5.4.2 Recommendation for Further Research

A study can be conducted to determine the influence of the various aspects of volunteer leaders' competence on church performance. Further research can be undertaken on how volunteer leaders' competence may impact the various aspects of church performance (membership growth, church attendance, ability to meet financial obligations and completion of church projects). Another study can be conducted to examine the strategies that can be taken to enhance volunteer leaders' competence to increase church performance.

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APPENDICES

APPENDIX I: COVER LETTER

School of Business and Economics,

Kabarak University,

Nakuru

June 2019

Dear Respondent,

RE: DATA COLLECTION FOR RESEARCH PROJECT

I am a student of Master of Science in Organization Development, Kabarak University Nakuru Town Campus. I am conducting a research in partial fulfillment of requirement for the award of a degree in Master of Science in Organization Development. The title of my research is "***Influence of Volunteer Leaders' Competence on Church Performance: Evidence from the Presbyterian Church of East Africa Nakuru East Presbytery, Kenya***".

I kindly request you to fill the attached questionnaire. All information that you will provide will be treated with utmost confidentiality and will be used only for the purpose of this research.

Thank you for your assistance.

Yours faithfully,

Pauline Kanuthu Mwaura

Researcher

APPENDIX II: QUESTIONAIRE

You are invited to participate in this research that seeks to find out *the influence of volunteer church leaders' competence on church performance in PCEA churches in Nakuru East Presbytery*. The result of this research is purely for the purpose of fulfilling academic requirement. All information submitted will be treated with utmost confidentiality. Your name will not appear in any reported findings along with your responses at any given time. Feel free to express yourself as honestly as possible.

INSTRUCTIONS

1. Please do not write your name on the questionnaire.
2. Kindly answer all questions and indicate your view by ticking (√) the appropriate choices
3. Fill the information in the blank spaces
4. Participation in the survey is on a voluntary basis

PART A: DEMOGRAPHIC CHARACTERISTICS

1. Gender: Male [   ]   Female [   ]

2. Leader's Category: Church Elder [   ]   Group Leader [   ]

3. Indicate your age: 23– 34 Years [   ]   35 – 44 Years   [   ]

                         45 – 54 Years [   ]   55 Years and above   [   ]

4. Length of service as a volunteer leader in the P.C.E.A Church?

   Less than one year [   ]   1-3 years [   ]   4-6 years [   ]   6 years and above [   ]

5. Kindly indicate your highest level of Education

   Doctorate [   ]   Masters [   ]   Degree [   ]   Diploma [   ]

   Certificate [   ]   Other (Specify) ……………………………………

6. Kindly indicate other skills you may have acquired in the course of time.

   …………………………………………………………………………………

   …………………………………………………………………………………

PART B: VOLUNTEER LEADERS' COMPETENCE AND CHURCH PERFORMANCE

The following are items intended to examine volunteer church leaders' competence. On a scale of 1-5 (where Strongly Agree= 5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1), please tick appropriately your level of agreement with each of the following statements.

I.	Commitment Indicators	1	2	3	4	5
1.	I fully subscribe to the values of this church and this influences my need to serve as a leader of the church					
2.	I find that my goals and the church's goal are very similar.					
3.	I like working as a volunteer leader in this church					
4.	I am motivated by my work as a leader in this church					
5.	I would be willing to serve as a leader in another organization if an opportunity arose					
6.	I am dedicated member of this church and, therefore, I find it difficult to serve in the same capacity elsewhere					
II.	Emotional Intelligence Indicators	1	2	3	4	5
7.	I understand my moods and try to manage my feelings so as to ensure objectivity in my actions.					
8.	I often try to speak in a manner that does not upset the feelings of other in my church					
9.	As a leader, I usually try and perceive the mood of my colleagues when deciding on a matter					
10.	I often try not to go against the feelings of others in my church unless I feel convincingly compelled to do so					

		1	2	3	4	5
11.	I try and manage the feelings of other in the church so as to ensure objectivity in our actions					
12.	I also try to be instrumental in conflict management					
III.	**Personal Attributes Indicators**	**1**	**2**	**3**	**4**	**5**
13.	I have teaching and mentoring abilities					
14.	I like teaching and mentoring other leaders and followers in our church					
15.	Our church often facilitates training for volunteer leaders after induction					
16.	The church requires that volunteer leaders serving be of reasonable levels of education					
17.	My experience as a volunteer leader enables me to navigate several challenges					
18.	Experienced volunteer leaders in our organization perform well in their duties					
IV.	**Leadership Styles Indicators**	**1**	**2**	**3**	**4**	**5**
19.	I prefer delegating tasks most of the times					
20.	I always employ reward management approach in my leadership					
21.	I do punish or reprimand members whose behavior is wanting					
22.	I am a task oriented person and often set standards for performance of tasks					
23.	I try to live the life I set for other members to follow as an example					
24.	I enjoy consultative approach to leadership so as to get everyone on board in decision making					

PART C: CHURCH PERFORMANCE

The following are items intended to examine church performance. Please tick appropriately your level of agreement with each of the following statements on a scale of 1-5 where Strongly Agree= 5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1.

V.	Statements	1	2	3	4	5
25.	Our church has been experiencing an increase in membership growth over the last five years					
26.	Church attendance has improved considerably in the last five years					
27.	We are able to comfortably meet our financial obligations					
28.	We have been able to increase our assets					
29.	We have been able to introduce new programs in the church					
30.	Our projects are always completed in time					

Thank you very much for your cooperation. God bless you.

APPENDIX III: LIST OF PARISHES

The Presbyterian Church of East Africa
NAKURU EAST PRESBYTERY
P.O. Box 4632-20100 Nakuru, Tel: 0799 158 774 Email:pceankueastpresbytery@gmail.com

NAKURU EAST PRESBYTERY ELDERS AND GROUP LEADERS

PARISH	ACTIVE ELDERS	RETIRED ELDERS	GROUP LEADERS
Lanet	51	14	42
Bahati	22	11	42
Jerusalem	25	6	42
Umoja	26	7	42
St. Mary's	15	9	42
Tabuga	28	24	42
Wendo	23	9	42
Kirathimo	26	12	42
Wema	29	2	42
Ngorika	13	4	42
Crater	30	5	42
TOTAL	288	103	462

COMPILED BY;
P.C.E.A. NAKURU EAST PRESBYTERY

Rev. James Njugura
Presbytery Clerk

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APPENDIX IV: KABARAK UNIVERSITY LETTER TO NACOSTI

KABARAK **UNIVERSITY**

Private Bag - 20157
KABARAK, KENYA
http://kabarak.ac.ke/

Tel: 0773 265 999
E-mail: directorpostgraduate@kabarak.ac.ke

BOARD OF POSTGRADUATE STUDIES

18th July, 2019

The Director General
National Commission for Science, Technology & Innovation (NACOSTI)
P.O. Box 30623 – 00100
NAIROBI

Dear Sir/Madam,

RE: PAULINE KANUTHU MWAURA- REG. NO. GMOD/NE/2474/05/18

The above named is a Master's of Science student at Kabarak University in the School of Business and Economics. She is carrying out research entitled *"Influence of Volunteer Leaders' Competence on Church Performance: Evidence from Presbyterian Church of East Africa Nakuru East Presbytery, Kenya"*. She has defended her proposal and has been authorized to proceed with field research.

The information obtained in the course of this research will be used for academic purposes only and will be treated with utmost confidentiality.

Please provide her with a research permit to enable her to undertake her research.
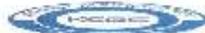
Thank you.

Yours faithfully,

Dr. Betty Jeruto Tikoko
DIRECTOR, POSTGRADUATE STUDIES

Kabarak University Moral Code
As members of Kabarak University family, we purpose at all times and in all places, to set apart in one's heart, Jesus as Lord. (1 Peter 3:15)

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APPENDIX V: PERMIT TO CONDUCT PILOT STUDY

Presbyterian Church of East Africa
AYUB KINYUA PARISH
P.O. Box 868-30100 ELDORET
Email:pceaayubkinyuaeld@gmail.com

Date: 15/08/2019

Moderator: **REV.CHARLES THEURI**
Session Clerk: **LUCY MBURU**

Treasurer: **MOSES MAINA**

Your Ref: ....

Our Ref: ....

Pauline Kanuthu Mwaura
c/o Kabarak University
Nakuru – Kenya

REF: AUTHORITY TO CONDUCT A PILOT STUDY

Please note that Ms. Pauline K. Mwaura, Kabarak University Post Graduate Student, has the permission of the Presbyterian Church of East Africa – Ayub Kinyua Parish Eldoret to conduct a pilot study within our parish for her study, "Influence of Volunteer Leaders' Competence on Church Performance: Evidence from Presbyterian Church of East Africa – Nakuru East Presbytery".

Ms. Mwaura will contact leaders within the parish comprising of church Elders and group leaders. The pilot study activities will commence on August, 2019.

Further Ms. Mwaura has agreed not to interfere with the privacy of the participants and their work schedules as well as sticking to her research topic questions.

If there are any questions, please contact 0726119281.

Signed.

for Rev. Charles Theuri Gichimu
Parish Minister.

APPENDIX VI: PERMIT TO COLLECT DATA

The Presbyterian Church of East Africa
NAKURU EAST PYRESBYTERY

P. O. Box 4632-20100 Nakuru, Tel: 0799 158 774 Email: pceankueastpresbytery@gmail.com

Our Ref: *NEP/019/122*   Date: 20th August 2019

All Session Clerks
Nakuru East Presbytery

Dear Sir/Madam,

REF: PERMISSION TO COLLECT DATA- PAULINE KANUTHU

Receive Christian greetings.

We wish to notify you that Pauline Kanuthu Mwaura is currently pursuing her Master's degree at the Kabarak University. As part of her course, she will be undertaking a research entitled *'Influence of Volunteer Leaders' Competence on Church Performance: Evidence from P.C.E.A. Nakuru East Presbytery.'*

We have therefore given her permission to collect data within all our Parishes to assist her in doing the research.

Kindly accord her the necessary assistance

Thank you and God bless you.

Yours in Christ's Vineyard
P.C.E.A. NAKURU EAST PRESBYTERY

P.C.E.A NAKURU EAST PRESBYTERY
020 25899879
20 AUG 2019
P.O. Box 4632-20100 NAKURU

Rev. James Njoguna
Presbytery Clerk

Cc
  ✓ Presbytery Moderator
  ✓ Parish Minister

Our Vision: To be a caring and creative Presbytery that worships God and empowers the community holistically.
Our Mission: A Presbytery that equips and transforms the community through effective evangelism and discipleship

APPENDIX VII: NACOSTI PERMIT TO CONDUCT RESEARCH

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 178474

Date of Issue: 14/August/2019

RESEARCH LICENSE

This is to Certify that Ms.. Pauline Mwaura of Kabarak University, has been licensed to conduct research in Nakuru on the topic: Influence of volunteer leaders competence on church performance: Evidence from the Presbyterian Church of East Africa-Nakuru East Presbytery, Kenya for the period ending : 14/August/2020.

License No: NACOSTI/P/19/425

178474

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR
SCIENCE,TECHNOLOGY &
INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.