

Effects of Individualised Consideration on Organisational Performance: A Case of Parishes Within the All-Saints' Cathedral Diocese Nairobi, Kenya**Joseph Kevin Kamotho ^(a), Peter Koome ^(b), Julius Kithinji ^(c)**

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ABSTRACT

The purpose of this study was to understand the effects of individualised consideration on organisational performance in the parishes within the All Saints' Cathedral Diocese in Nairobi, Kenya. A descriptive survey design was used which involved a quantitative approach. The target population was the 204 elected officials, including the vicars, curates, ministry leaders and lay readers in all the 12 parishes within the All Saints' Cathedral Diocese in Nairobi County. Cluster sampling technique was employed. A total of 13 clusters were picked which corresponded to the 12 parishes plus the diocesan headquarters. Primary data was collected using a self-administered questionnaire while secondary data came from literature and document analysis. Descriptive statistics were analysed through the use of Pearson correlation and Pearson Chi-Square tests. Additionally, qualitative data were analysed in terms of themes and the results were presented in the form of narratives. This study adhered to the laid-out research ethics. Through the Pearson correlation tests conducted, the study indicated that individualised consideration had a statistically significant relationship with organisational performance ($p < 0.05$). The Chi-square tests revealed that individualised consideration had a statistically significant association with organisational performance ($p < 0.05$).

Keywords: Parish, transformational leadership, organisational performance, diocese, organisational development, Nairobi, Kenya.

INTRODUCTION AND PROBLEM STATEMENT

In the past decades, studies have shown that leadership is a vital concept in organisational development. The performance of an organisation, whether sacred or secular, is believed to be largely dependent on the model of leadership practised within the institution. Eva et al. (2019) state that leadership entails inspiring confidence; influencing the people led and who in turn are responsible for achieving the organisational objectives. Leadership entails the formulation and implementation of strategies with the aim of providing solutions to the problems faced by organisations. Ganguly and RoyBardhan (2020) note that leadership requires the building of healthy partnerships with the aim of providing strategic organisational solutions. Moreover, leadership is viewed as building healthy relationships within and without the organisation with the aim of coming up with effective work plans for the implementation of the organisation's objectives.

Different leadership models have been researched to have different effects and influences on the performance of an organisation. The autocratic leadership model is believed to be authoritarian with minimal room for consultation or team participation. Luqman et al. (2020) observe that the authoritarian nature of the autocratic style of leadership creates a very toxic organisational climate leading to employees being demotivated and by extension affecting the performance of an institution. Conversely, in the transformational model of leadership, leaders go out of their way to motivate their employees to be innovative and to creatively come up with changing strategies that help the organisation perform more effectively by realising the

organisational objectives. Kariuki and Wachira (2017) suggest that the transformational leadership model contributes greatly to the performance of microfinance institutions in Kenya.

In Kenya, Kiiru (2019) notes that, though considerable research has been done on transformational leadership in the public and private sectors, social scientists seem to have neglected the religious organisations, especially in developing countries. As such, this study sought to fill these knowledge and contextual gaps. Therefore, the objective of the study was to determine the effects of transformational leadership on organisational performance of parishes within the All Saints' Cathedral Diocese in Nairobi County.

METHOD

This study used a deductive research approach hence the emphasis on empirical control of the variables to allow for generalisation of the findings (Gray, 2019). The target population was the elected leaders serving in the 12 parishes in the Diocese of All Saints' Cathedral. A simple random sampling was used to select the respondents. The sample size was 135 respondents.

The study used both primary and secondary data. The secondary data were collected from the review of literature and documents on the transformational leadership model and its effects on organisational performance. The researcher paid keen attention to documents that were relevant to the variables and in line with the conceptual framework. Primary data was collected through the use of a questionnaire, which had both open and closed-ended questions. This ensured that the researcher collected both qualitative and quantitative data allowing for triangulation of data. The questionnaire was undertaken through a content validity test to examine the questions and ensure that it was fit for the study. A reliability test was conducted to guarantee that the tool measured what it was intended to. A pilot study was conducted in 3

randomly selected parishes in the All Saints' Cathedral Diocese in Nairobi County that did not participate in the actual study. The Cronbach Alpha coefficient was 0.79 which meant that the questionnaire had internal consistency and was deemed suitable to use in this study.

To collect data, the researcher sought authorization from St. Paul's University, National Commission for Science, Technology and Innovation (NACOSTI), Ministry of Education from Nairobi County. All protocols were observed. Once permission was granted, the researcher contacted the identified respondents for this study, the elected officials in the parishes, who included the parish priests, ministry leaders, curates and lay readers. A drop and pick method was used in providing and collecting the questionnaires from the respondents after 10 days.

The researcher verified the questionnaires to ascertain that they were duly filled by the identified respondents. Then the data was cleaned and coded and entered in the Statistical Package for Social Science software for analysis.

The main objective of the study was to identify the effects of individualised consideration in the parishes within the All Saints' Cathedral Diocese. The quantitative data was analysed using descriptive statistics. Moreover, inferential statistics were used to help establish the connection between the transformational leadership model, the independent variable, and organisational performance, the dependent variable. Moreover, the Pearson Chi-square test was applied to establish the interconnectedness between the variables of this study. To attain this, the questions under each objective in the questionnaire were coded afresh to come up with new mock variables which helped the researcher to draw the association through the Chi-square tests.

Subsequently, qualitative data were evaluated. The data were sorted and classified by drawing meaning from them, identifying data that are related to each other and also through selective coding. This involved illustrating the themes and concepts that answer the objectives

and the connection between the variables of this study. Finally, the processed data was interpreted and elaborated to produce the findings for this research. The results of the qualitative data analysis were presented in the form of descriptions and narratives. Ethical considerations were adhered to in this study included voluntary participation, principle of anonymity and do-no-harm.

RESULTS

Out of the 135 questionnaires that were given out, only 100 were duly filled and returned giving a response rate giving a response rate of 71.9 %. The response rate was deemed appropriate for the generalization of findings. The demographics of the respondents were analyzed and findings recorded in Table 1 below. Among the leaders, 57% of the respondents were male while 43% were female. This is an indication that there is gender parity among the respondents. This was important for this study as it helped to gain different perspectives on transformational leadership in the Diocese of All Saints' Cathedral. On education, 4.1% of the respondents had a PhD, 14.4% had a master's degree, 36.1% had attained undergraduate degrees and 24.7% had college diplomas while 19.6% had high school as the highest level of education completed.

On the number of years served in the parish, most of the respondents (46.4%) had served in the church or parish for over nine years. This showed that the respondents were in a good position to explain the transformational leadership aspects in the diocese.

Table 1: Demographic Characteristics of Respondents

Demographic Characteristics	Category	Per cent (%)
Gender	Male	57
	Female	43
Level of Education	High School	19.1
	Diploma	24.7
	Undergraduate	36.1
	Master's Degree	14.4
	PhD	4.1
Number of Years served in the Church	1 years	6.2
	1-3 years	9.3
	4-6 years	20.6
	7-9 years	17.5
	>9 years	46.4

Organisational Performance

The study's dependent variable was organisational performance. The respondents were asked to fill in the questionnaire which had Likert-type questions ranging from Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A) to Strongly Agree (SA). The collected and analysed data is presented in Table 2:

Table 2: Organisational Performance

	Statements	SD	D	N	A	SA	Total
		(%)	(%)	(%)	(%)	(%)	(%)
1.	The church has greatly improved in its financial performance in the last 5 years	5.2	16.5	21.6	33.0	23.7	100
2.	Church attendance has grown numerically in the last 5 years	5.2	21.6	26.8	26.8	19.6	100
3.	The church has grown in its infrastructure development in the last 5 years	5.2	13.4	21.6	30.9	28.9	100
4.	Church leaders have put and implemented proper financial management policies and systems	1.0	6.2	26.8	35.1	30.9	100
5.	The church solely depends on tithes and offerings for its daily operations	5.2	22.7	15.5	36.1	20.6	100

6.	The church has introduced sustainable income generating projects in the last 5 years	9.3	22.7	23.7	33.0	11.3	100
7.	Church leaders have created a conducive work environment in the church, for both staff and volunteers	4.1	9.3	29.9	41.2	15.5	100
8.	Leaders understand and propagate the mission, vision and core-values of the church	1.0	7.2	21.6	43.3	26.8	100

In Table 2, the results show that most of the respondents (33.0%) of the respondents agreed that in the last five years, the church had greatly improved in its financial performance. Interestingly, on whether the church attendance had grown numerically in the last five years, there was an equal measure of respondents who agreed and those who were neutral with an indication of 26.8% respectively. On infrastructural development, 30.9% of the respondents agreed that the church had grown in this area in the last five years. There was also a 35.1% agreement that the church had put and implemented proper financial management policies and systems.

Also, 36.1% of the respondents indicated that the church solely depended on tithes and offerings for its daily operations. Even so, 33.0% of the respondents indicated that in the last 5 years, the church had introduced sustainable income generating projects. Additionally, 41.2% of the respondents agreed that the church leaders had created a conducive work environment in the church, for both staff and volunteers.

There was also an indication that 43.3% of the respondents agreed that leaders understood and propagated the mission, vision and core-values of the church. This was supported by the qualitative data from the respondents which indicated the creation of a conducive working environment. For instance, one of the respondents indicated that;

There is a conducive environment for spreading the gospel which is founded on the vision and mission of the church. The team leaders are supported to make their work easy which helps to achieve good performance of the church in general. (Research data, Respondent 66, 2021).

These outcomes agree with the finding by Al Khajeh (2018) who found out that organisations which had quantifiable results in the face of outputs, aims and objectives were able to attain good organisational performance in terms of financial performance and adding economic value to the organisation. More so, as Vought (2017) found out, enhanced organisational performance is achieved through leaders who create a conducive working environment. This includes listening to the needs, aspirations, and considerations of the team members.

Individualised Consideration and Organisational Performance

The first objective of this study was to analyze the effects of individualised consideration on organisational performance in the parishes within the All Saints' Cathedral Diocese. The respondents were asked to fill in the questionnaire which had Likert-type questions ranging from Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A) to Strongly Agree (SA). The data was analysed and the findings were recorded in Table 3:

Table 3: Individualised Consideration

	Statements	SD	D	N	A	SA	Total
		(%)	(%)	(%)	(%)	(%)	(%)
1.	Leaders in the church and diocese play the role of mentors and assist in coaching	3.1	11.3	19.6	52.6	13.4	100
2.	Team leaders delegate duties to subordinates	1.0	7.2	19.6	53.6	18.6	100
3.	Team leaders help subordinates to identify and develop their strengths and skills	4.1	8.2	28.9	39.2	19.6	100
4.	There is an atmosphere of trust and mutual respect between the team leader and the rest of the leadership team	2.1	8.2	25.8	45.4	18.6	100
5.	Team leaders value the unique contributions made by their juniors	2.1	10.3	24.7	49.5	13.4	100
6.	Team leaders provide opportunities for personal growth of their subordinates	1.0	13.4	17.5	48.5	19.6	100
7.	Leaders genuinely care for those who serve/ work under them	3.1	14.4	23.7	40.2	18.6	100

Table 3 indicates that 52.6% of the respondents agreed that leaders played a role in mentoring and coaching in the church and diocese. Also, 53.6% agreed that the leaders do delegate duties to their subordinates. The respondents (39.2%) agreed that the leaders help to develop the skills of their subordinates, but also there was a close indication of 28.9% of neutral respondents. Moreover, 45.4% of the respondents agreed that there was an atmosphere of trust and mutual respect between the team leader and the rest of the leadership team while 49.5% agreed that the leaders value unique contributions by their juniors. On opportunities for personal growth, 48.5% of the respondents agreed that the leaders provide such opportunities. There was also a 40.2% indication that the respondents agreed that leaders genuinely care for those who serve and work under them.

These findings corroborate those of Ogola (2017) who found out that individualised consideration is a transformational agenda that includes the team leaders mentoring, coaching and ensuring the overall development of their subordinates. Also, Nagele and Awuor (2018) found out that a leader should have the capability to mentor and coach their subordinates. This was an indication that the team members were significantly considered in the organisation. As a result, organisational performance was increased and enhanced. According to Ayacko et al. (2017), a transformational leader ought to have skills that display individualised consideration. This is a reflection that the leader does not consider the followers as subordinates but considers them as team members. The team leaders should be attentive to the needs of their team members and create an atmosphere where the concerns of the team members are addressed and constructive criticism should be provided. To further confirm the existence of a relationship between individualised consideration and organisational performance, first, a Pearson correlation test was conducted. The results are recorded in Table 4:

Table 4: Correlation between Individualised Consideration and Organisational Performance

		Individualised Consideration	Organisational Performance
Individualised Consideration	Pearson Correlation	1	.425**
	Sig. (2-tailed)		.000
	N	97	97
Organisational Performance	Pearson Correlation	.425**	1
	Sig. (2-tailed)	.000	
	N	97	97

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

As indicated in Table 4, the correlation value is 0.425 with a p-value of 0.000. These findings show that individualised consideration has a statistically significant relationship with organisational performance ($p < 0.05$). In line with these findings, Eliyana and Ma'arif, (2019) also found out that there was a significant affiliation between individualised consideration and organisational performance. The role of mentorship and coaching was emphasized as it helped in identifying the needs of the employees and addressing them appropriately. While the Pearson Correlation test showed that there was a linear connection between individualised consideration and organisational performance, it did not explain the association between the two variables. To achieve this, a Chi-square test was conducted and the results were recorded in Table 5:

Table 5: Test of Association between Individualised Consideration and Organisational Performance

	Value	Df	P-values
Pearson Chi-Square	523.542 ^a	440	.004
Likelihood Ratio	291.759	440	1.000
Linear-by-Linear Association	17.375	1	.000
N of Valid Cases	97		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is .01

The findings in Table 5 indicate that the Pearson Chi-Square value $\chi^2(1)$ is 523.542 while the p-value is 0.004. This shows that there is a statistically significant association between individualised consideration and organisational performance ($P < 0.05$). This implied that individualised consideration does affect organisational performance. In the same manner, a study by Ogola et al. (2017) found out that individualised consideration was significantly associated with performance and that individualised consideration strongly predicted performance. The significant prediction aligned with mentorship and coaching of the subordinates.

CONCLUSION

On individualised consideration, a conclusion is made that mentoring and coaching followers are important aspects for creating a good rapport between a leader and their team members. However, the ambivalence in voicing the extent to which the leaders strengthen and help to develop the subordinates' skills is deduced to indicate that the mentoring and coaching aspects in the organisation are as a formality and not intentionally focusing on the strengths and skills of the subordinates.

Personal growth is attained when the leaders allow the followers to develop their skills and also genuinely follow up on the followers' progress. This helps to enhance the organisation's performance. It is deduced that the followers are unsure of whether their leaders develop their strengths and skills. Even so, at the All Saints' Cathedral Diocese, individualised consideration positively affects organisational performance. On individualised consideration, this study recommends that the mentoring and coaching programs be intensified at the All Saints' Cathedral Diocese. The intensification should include clear and transparent communication between leaders and subordinates on how the coaching and mentorship programs work. This would help the leaders and subordinates in collaborating to identify and develop the subordinates' strengths and skills.

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