

# THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

## Impact of Quality Leadership on Employees' Motivation for Productivity: A Study in the South Central Diocese of the Evangelical Lutheran Church in Tanzania (SCD-ELCT)

Levis Luhuvillo Sanga

Lecturer, Department of Theology, University of Iringa, Tanzania

### Abstract:

The paper examines the impact of quality leadership on employees' motivation for productivity using a descriptive research design from a total targeted population of 218 employees working in different sectors in the South Central Diocese (SCD) of the Evangelical Lutheran Church in Tanzania (ELCT)-Makete. 57 (26%) respondents were involved using stratified sampling to ensure a wide representation of the various categories of the employees regardless of job rank. Questionnaires containing closed-ended questions were the basic tools used for collecting data. Generally, the study revealed that most of the employees (52.7%) were dissatisfied with the performance of SCD leadership in respect of keeping the vision and values front and center. As a result, the SCD leadership had not been successful in:

- Identifying and communicating the diocesan values,
- Envisioning the future, and
- Helping the church stakeholders define the mission for reaching the expectations

Therefore, the SCD has to work on empowering employees so that they can feel that they are valued as contributors to bringing success to the SCD. It is being emphasized that the best leader is the one who utilizes the potential of other workers. The SCD leadership is obliged to improve communication with employees by developing positive listening techniques so that employees would feel able to convey their ideas, suggestions, and problems in the implementation of the vision and mission of SCD.

**Keywords:** Motivation, productivity, styles of leadership, quality leadership

### 1. Introduction

Leadership is of utmost importance in every institution or organization because of its far-reaching effects on accomplishing objectives and organizational growth (Ikram & Saqib, 2017). This idea is supported by Demir *et al.* (2020) that the effective functioning of social systems largely depends on leadership quality. Leadership is the main weapon of the organization. Managers can achieve their workers' motivation, organizational goals, and productivity through a better leadership style. Mullins (2019), in addition to the above assertions, emphasizes that the leadership behavior of managers has been consistently associated with employee output and the leadership styles of individual managers are powerful predictors of organizational effectiveness.

In simple terms, therefore, leadership is a process by which an individual motivates or influences others to achieve organizational goals (Kesting *et al.*, 2016). It is the process of enhancing and encouraging the self-esteem of employees to achieve organizational tasks and goals. Comprehensively speaking, on one side, employee motivation is the extent to which employees are bound emotionally or psychologically towards the organization (Ajayi, 2020).

Conversely, employees are considered the most effective resource in achieving organizational goals. Normally motivated employees tend to utilize the organizational capital efficiently and increase the productivity and profitability of the organization (Noviyanti, 2019). Hence in this sense, motivation plays a very important role in organizational development. All organizational facilities will go waste in the lack of motivated people to utilize these facilities effectively (Prasad, 2018b). Therefore, it is necessary for every superior in the organization to motivate his/her subordinates for the right types of behavior (Amofa *et al.*, 2016). In his literature, Mullins (2019) reminds us that the manager, therefore, must judge the relevance of the different theories of motivation, how best to draw upon them and how they might effectively be applied in particular work situations. The South Central Diocese (SCD) of Evangelical Lutheran Church in Tanzania (ELCT), which is both an organism and organization, strives to serve her community in a holistic approach, that is, mentally, spiritually, and physically. This objective needs well-challenged and motivated employees for productivity in the organization. Despite this fact, the SCD faces challenges of low employee productivity. It was not very much known if it emanated from the lack of managerial principles and skills among church leaders or something else that needs to be investigated.

### 1.1. Problem Statement

A review of the literature suggests that despite the increasing awareness of the need to make greater use of managerial principles and skills, little consensus currently exists regarding their relative importance to the church context (Markham & Warder, 2016). Chatira and Mwenje (2018) reported that a lack of basic management principles and skills negatively affects the church's efficiency and effectiveness in pursuing its vision. The author observed such a deficiency while attending one of the executive meetings of the South Central Diocese. Among other things, there arose an uncongenial resolution of whether there was any need for the church leaders to be exposed to formal education in management principles and skills to perform managerial tasks as expected in the church.

Considering the preceding issue of church human resources, an idea came to the author's mind of motivation for work as yet another dominant problem in many organizations, including the church. Employee motivation is a very important aspect and process in every organization. Unfortunately, many church leaders appear to be unaware of the concepts, principles, and mechanisms of motivation (Al-Bahri & Othman, 2019).

It was obvious from the discussions of the executive committee of the South Central Diocese (SCD) of Evangelical Lutheran Church in Tanzania (ELCT), which is both an organism (Community of Christ) and an organization (legal person), would like to increase and sustain its employees' productivity. Questions arose:

- Is there any need for the sake of church leaders' effectiveness in running the organization to understand and accommodate both (spiritual and managerial) elements of the motivational entity?
- Can the church accomplish its vision and mission apart from coordinated efforts of elements constituent of the above-mentioned entity?
- Is it possible for an organization, particularly the church, to properly utilize its human and material resources without managerial skills?

All the preceding questions come to mind as it appeared the South Central Diocese was experiencing organizational problems concerning employees' poor commitment to the organization's vision and values for improved productivity. The situation was reflected in economic depression, turnover, and absenteeism among employees observed in the diocese. Thus, among the many aspects of the deplorable situation, this study aims to investigate the impact of quality leadership on employees' motivation for productivity in the SCD of the Evangelical Lutheran Church in Tanzania-Makete as a search for proper intervention.

## 2. Literature Review

### 2.1. An Overview of Quality Leadership

Leadership is conceived as a process where one or more people influence a group of persons to move in a certain direction (Noviyanti *et al.*, 2019). The word 'leadership' has been used in various aspects of human endeavors, such as politics, business, academics, and social work (Ajayi, 2020). The leader of the company or organization also has an essential role to play in the performance of the organization's followers and the organization itself by motivating them (Sougui *et al.*, 2016).

Quality leadership, therefore, is where quality principles become 'a basis for guiding, empowering and supporting the constant pursuit of excellence by the employees throughout the organization' (Leonard, 2017). In this regard, Demir *et al.* (2020) declare that the emphasis of quality leadership must be on 'creating the power of an environment of trust, openness and honest communication to encourage the development of individual quality improvement entrepreneurs.' The leader specifically has the responsibility to improve the system of the organization, i.e., to make it possible, continually, for everyone to do a better job with greater satisfaction (Agrawal, 2019). This leader 'instead of being a judge, will be a colleague, counseling and leading his people on a day-to-day basis, learning from them and with them' (Agrawal, 2019). Hence the manager also needs to understand the nature of leadership influence, the factors that determine the relationship with other people, and the effectiveness of the leadership relationship (Rhbi *et al.*, 2017). The relationship between a leader and his/her followers can be expressed in the following leadership styles.

#### 2.1.1. Participative Leadership

According to Prasad (2018b) and Shafiu *et al.* (2019), participative refers to a mental and emotional involvement of a person in a group situation that encourages him to contribute to goals and share responsibilities with them. Describing the relationship between the leader and followers, Demir *et al.* (2020) argue that a participative leader decentralizes his/her decision-making which he/she seriously considers before making a decision. He/she puts emphasis on the consultation and participation of his/her subordinates. Subordinates are broadly informed about the conditions affecting them and their jobs.

Mullins (2019) establishes that participative leaders consult with employees and ask for their suggestions. They meet with employees, and together they discuss issues and make decisions. This type of leadership is associated with positive effects and improved productivity, and reduced turnover. In that preceding sense, Mullins (2019) suggests that by treating each employee as an individual, leaders can put people in the right positions, which provide intrinsic rewards to every employee every day.

Sougui *et al.* (2016) add that a participative leader works closely or similarly to a transformational leader. Both leadership behaviors can produce significant organizational change and results because this form of leadership fosters a higher level of intrinsic motivation, trust, commitment, and loyalty from followers. Looking at the description of a participative leader above, one can see that leaders have important roles to play in organizations. Effective leaders need to be aware of the three tasks in the effective leadership process:

- Diagnosis situation to determine the need for specific leadership behaviors,
- Providing the needed leadership behavior, and
- Modifying situations and followers to increase their ability to work effectively or independently of the leader in attaining high performance and positive attitudes (Amofa *et al.*, 2016; Ajayi, 2020)

### 2.1.2. Visionary Leadership

The word 'vision' is derived from a Latin word meaning 'to see.' Thus, visionary leadership refers to its ability to create and articulate a realistic, credible, attractive vision of the future for an organization, a vision that grows out of and improves upon the present (Rahbi *et al.*, 2017). Vision should be able to create possibilities that are inspirational and unique and offer a new order that can produce organizational distinction (Mullins, 2019). Whereas Saba *et al.* (2017) explain that visionary leaders communicate to their followers to achieve the desired outcomes and promote changes in their organizations. In addition, they always get help from their visions for their organization. That is why most charismatic leadership theories are based on this phenomenon. Such leaders convey their visions in many ways, for example, through written statements and presenting themselves as role models, etc.

However, Saba *et al.* (2017) emphasize that the quality of vision is defined by its brevity, clarity, abstractness, challenge, future orientation, stability, desirability, or ability to inspire, identification of intended products, market, and strategy. Vision should also incorporate the values (things people think are important to their life) of the organization's members, which can result in higher identification and, ultimately, higher motivation. In the preceding sense, Mullins (2019) adds that a leader's vision has to 'pull together beliefs and images about ideal ways of doing things'. After discovering the common underlying needs of followers, the leaders create a new, transcendent vision that is large enough to encompass the variety of needs and elevates the hold on the promised expectations to all toward a better end than the ones they had dreamed of individually. Therefore, Saba *et al.* (2017) conclude that visionary leadership links an organization's present and future and motivates the employees to build a bond with future goals.

A desirable vision fits the times and circumstances and reflects the uniqueness of the organization that the people in the organization must also believe in its attainability (Shafiu *et al.*, 2019). In other words, a visionary leader has to possess three qualities that are related to effectiveness in his/her visionary role:

- First, the leader must be able to explain the vision to others. The leader needs to make the vision clear in terms of required actions and aims through clear oral and written communication.
- Second, the leader must be able to express the vision verbally and through their behavior. This requires behaving in ways that continually convey and reinforce the vision.
- Third, the leader must be able to extend the vision to different leadership contexts. This is the ability to sequence activities so that the vision can be applied in various situations (Saba *et al.*, 2017).

### 2.1.3. Servant-Leadership

Servant leaders provide leadership with an emphasis on serving the goals of the group. Leadership is more based on enabling followers and is not seen as a status symbol. This is a vital leadership style in any organization, focusing on empowering subordinates for the organization's sustainability, developing communication between subordinates and management, and serving the desires of followers (Alafeshat & Tanova, 2019).

To the preceding explanation, Saleem *et al.* (2020) add that followers want organizational leaders to create feelings of:

- Significance (what one does at work is important and meaningful),
- Community (a sense of unity that encourages people to treat others with respect and dignity and to work together in pursuit of organizational goals), and
- Excitement (people are engaged and feel the energy at work)

Such understanding is also confirmed by Alafeshat *et al.* (2019). They report that servant leadership can be seen as a milestone in value-based ethical leadership and contributes to a more sustainable vision for organizations.

Servant leadership is contrary to self-centered leaders. Saleem *et al.* (2019) point out that many of us have known poor leaders who promote their own image by taking credit for work done by others, who are selfish, inconsiderate, or tyrannical with followers, or who are unfair, dishonest, and threatened by competence in other people. Amofa K. *et al.* (2016) support the preceding argument by saying that those factors decrease employees' quality of life by lowering their commitment to organizations while creating a high level of conflict and stress. Therefore, Alafeshat *et al.* (2019) advise that leaders must consider their own behavior, the followers' characteristics, and the situation factors to effectively influence followers to achieve group goals.

### 2.1.4. Transformational Leadership

Al-Bahri and Othman (2019) define transformational leadership as achieving a common aim based on the leader directing and employees' motivation. In other words, it is being argued that transformational leadership seeks to change the status quo by articulating to followers' problems in the current system and a compelling vision of what a new organization could be (Selesho, 2014). Hence transformational leaders are often known for moving and changing things in major ways by communicating to followers a clear vision of the future by tapping into followers' highest ideals and motives. They are said to be powerful in transforming a weak or declining organization by influencing followers/employees to be convinced by their new vision, ideas, and possibilities. They effect positive change in

organizational culture and learning. Mullins (2019) reports that transformational leadership behaviors include, among other things, four major components:

- Inspirational motivation,
- Idealized influence,
- Individualized consideration, and
- Intellectual stimulation

It is further pointed out that inspirational motivation includes:

- The creation and presentation of an attractive vision of the future,
- The use of symbols and emotional arguments, and
- The demonstration of optimism and enthusiasm

Idealized influence includes such behaviors as:

- Sacrificing for the benefit of the group,
- Setting a personal example, and
- Demonstrating high ethical standards

Individualized consideration includes providing support, encouragement, and coaching to followers. Finally, intellectual stimulation involves behaviors that increase awareness of problems and challenge followers to view problems from new perspectives. The transformational leaders could motivate the workers to achieve the common goal through the strength of their vision and direction. However, Mullins (2019) declares that transformational leaders can be directive or participative, authoritarian or democratic, depending on the needs of the situation.

## 2.2. Theoretical Framework

This study, theoretical framework, is anchored on Maslow's theory, as propounded by Mullins (2019), in which a person has five fundamentals needs:

- Physiological needs of security and protection from physical and emotional needs, such as Pay, food, shelter, clothing, and comfortable work conditions.
- Security needs, such as security and protection from physical and emotional harm, that is, fair treatment, protection against threats, job security, etc.
- Affiliation needs, such as affection, belongingness, acceptance, and friendship. Esteem needs, such as recognition, respect, achievement, autonomy, independence, etc., and
- Self-actualization needs, which are the highest in the level of Maslow's need theory, include realizing one's full potential or self-development.

In fact, Maslow's theory observes the fulfillment of a hierarchical need, starting from the lowest level to the next level up the hierarchy. Although replicate studies on motivational theories and studies aimed at validating Maslow's theory have failed to offer strong support for Maslow's need-based hierarchy theories, many continue to find the hierarchy model very attractive. However, Maslow's model is a general one in which all needs interact with each other to some degree. Individuals advance up the hierarchy as each lower level need becomes satisfied (Akintolund Omilan, 2017).

This study also uses Herzberg, Mausner, and Snyderman's (1959) two-factor theory which is heavily based on need fulfillment because of their interest in how best to satisfy workers. Several studies explored things that cause workers in white-collar jobs to be satisfied and dissatisfied. The outcome showed that the factors that lead to job satisfaction when present are not the same factors that lead to dissatisfaction when absent. Job satisfaction and dissatisfaction are independent variables. Hence, they asserted that the presence of environmental factors that cause workers to be dissatisfied as hygiene factors as not causing satisfaction and consequently failed to increase the performance of workers in white-collar jobs. The hygiene factors are company policy and administration, technical supervision, salary, interpersonal relationship with supervisors, and work conditions which are associated with job content. Herzberg et al. indicated that the hygiene factors are perceived as necessary but not sufficient conditions for the satisfaction of workers. Instead, they identified motivating factors that are associated with job context as the ones that make workers work harder. In other words, what people actually do in their work can be classified in terms of:

- Achievement,
- Recognition,
- Works itself,
- Responsibility and
- Advancement

In achievement, it is represented by the drive to excel, the need for advancement, and growth.

## 2.3. Empirical Review

There are many studies that researchers have done to discover the relationship between the role of leadership and the employee's motivation. The study done by Selesho (2014) aimed at establishing the role of leadership style in motivating the teaching staff to be committed to their work. Data were obtained from these 13 high schools, whereby 184 teaching staff participated. It should be noted that the involved high schools were not performing above the provincial benchmark. In order to obtain a holistic view of the overall leadership style present in the school system, a Multifactor Leadership Questionnaire (MLQ) was used. Data were analyzed by descriptive statistics, such as percentages, frequency, and the Cronbach-alpha coefficient, to test, among other things, the reliability of describing the impact and the leadership

style in these schools. The study reveals that there is a strong relationship between transformational leadership behaviors and commitment (affective commitment, continuance commitment, and normative commitment). The findings further highlighted the relationship trust, inspiring a shared vision, encouraging creativity, and emphasizing development as a positive aspect that motivates staff.

Shafiu et al. (2019) attempted to examine the impact of effective leadership on employee's performance in the Zaria local government of Kaduna State. The study also examined the influence of leadership effectiveness on organizational productivity. Survey and documentary research were employed as the research design of the study. Data were sourced from both primary and secondary sources. A structured questionnaire constituted the basic instrument for data collection of the study. Descriptive statistical tools such as tables, percentages, and mean scores were used in the presentation and analysis of data. Chi-square, as a non-parametric tool, was utilized to test the research hypotheses. The study concluded that effective leadership would have no glamour except where employees of the organization are supervised and given opportunities to participate in the organization's decision-making to enable them to contribute to the realization of the organizational goals and objectives. In their study, al-Bahri and Othman (2019) aimed to explore the role of leadership and employee's productivity and to identify the role of leadership in increasing the motivation and productivity of employees in Oman. Through the analytical approach, the findings revealed that the most critical motivational factors associated with the employee's productivity were the basic work environment and employment contracts. In addition, teamwork, respect, and trust are factors that need to be available in the work culture and environment. In other words, the role of motivational leadership toward its organizational employees can improve employee productivity.

The presented studies relate directly to the current research because of the similarity of their contexts' aim of the impact of leadership on employee performance/productivity. Hence, the studies analyzed have concepts, principles, and mechanisms which are applicable all over the world.

### 3. Methodology

The study employed a descriptive research design that helps in predicting the characteristics of the designated population as currently among employees (Kothari, 2007) on the one hand. While on the other hand, it enabled the use of facts or information already available through critical analysis and evaluation of the situation in question (Kerlinger & Lee, 2000). The preceding data were achieved from a well-structured questionnaire of close-ended questions providing quantitative or numerical descriptions of trends, attitudes, characteristics, or opinions of the studied sample of employees. The questionnaires were distributed to the respondents by hand to ensure that they all reached the intended respondents.

The total target population of the present study was 218 employees of the SCD. Of this total:

- 90 employees were working in parishes,
- 56 employees were working in health centers,
- 41 employees were working in education institutions,
- Among 17 employees, some were working in departments, and some at the head office, and
- 14 employees were working in church districts

A subset of 55 employees was randomly selected to represent the total population

The study employed a stratified approach to categorize the employees into four classes:

- Diocesan officers,
- Church district pastors, and heads of departments,
- Head of institutions, and
- General staff

In the processing of classification, the element from each of the segments was included because categorization was based on the duties performed and the position of each category. Hence, the Diocesan officers were the senior in rank and performed administrative duties at the diocesan level. The preceding was followed in rank by the Church district pastors and the heads of departments as the second senior category, whose duties were concentrated at the head office down to the district level. Third in rank were the heads of institutions responsible for administrative duties in their respective institutions. On the other hand, the general staff, as the fourth rank, comprised all employees who were working in church districts, parishes, education, and health centers. Thus, the stratification ensured that each of these categories was represented in the final sample to obtain a variety of their views for analysis. An optimum sample size of 55 was selected from a total of 218 employees, fulfilling the requirements of efficiency, representativeness, reliability, and flexibility.

Category	Sampling Frame	Sampling Size	Percentages
Diocesan officers	06	04	7.3%
District pastors and Head of departments	12	07	12.7%
Head of Institutions	08	04	7.3%
General staff	192	40	72.7%
Total	218	55	100%

Table 1: Sample Size

Research procedures involved a pilot study for testing the questionnaire prepared based on research objectives conducted through ten respondents randomly selected from the sample size of 55 employees. This testing was done before the actual administration of questionnaires to reveal and correct the weakness of the instrument. After clearing the questionnaire for objectivity and efficiency of the research, the copies of the questionnaire were hand distributed to respondents.

Finally, the research employed the quantitative method of data analysis to ensure easy analysis by coding the questionnaires according to each study variable to ensure the margin of error is minimized to provide accuracy during analysis. Hence, data obtained were analyzed using the statistical package for social sciences (SPSS) tool and presented using tables, graphs, or charts to give a clear picture of the research findings at a glance.

## 4. Results and Findings

### 4.1. Introduction

The research objective endeavored to establish the impact of quality of leadership on employees' motivation for productivity in the South Central Diocese (SCD) of the Evangelical Lutheran Church in Tanzania, Makete, Tanzania. Therefore the findings are hereby presented in the form of frequency and percentage tables, graphs, and charts, after an explanation describing percentages, mean, standard deviation, and skewness.

### 4.2. Demographic Information

Fifty-seven questionnaires were distributed to respondents, out of which fifty-five were received. The figure received represented 96.4% of the targeted number of respondents. Four categories of employees were covered in the study. Out of 55 (100%), 40 (72.7%) of respondents were general staff members from parishes and institutions, 4 (7.3%) of respondents were heads of institutions, 7 (12.7%) of respondents were district pastors and diocesan heads of departments, and 4 (7.3%) of the respondents were diocesan officers.

The first information obtained from the questionnaires concerned gender, age, length of service, education level, and scale of salaries among the respondents. Male respondents were 37 (67.3%) employees, whereas female respondents were 18 (32.7%), as indicated in table 2 below:

Gender	Distribution	
	Frequency	Percent
Male	37	67.3%
Female	18	32.7%
Total	55	100.0%

Table 2: Gender Frequency Distribution

The age distribution of respondents was between 21 and 70 years old. The percentage of employees aged from 21-30 years was 12.7%, 31-40 years was 32.7%, 41-50 years was 30.9%, 51-60 years was 18.2%, and 61-70 years was 5.5%, as indicated in table 3 below:

Age (Years)	Distribution	
	Frequency	Percent
21-30 Years	7	12.7%
31-40 Years	18	32.7%
41-50 Years	17	30.9%
51-60 Years	10	18.2%
61-70 Years	3	5.5%
Total	55	100.0%

Table 3: Age Frequency Distribution

In respect of the length of service among the 55 respondents included:

- 10.9% who had worked for less than two years,
- 16.4% who had worked between the period of 3-5 years,
- 16.4% who had worked between the period of 6-8 years, and

- 56.3% who worked for more than nine years

The data are shown in table 4 below:

Length of Service	Distribution	
	Frequency	Percent
Less than 2 years	6	10.9%
3-5 years	9	16.4%
6-8 years	9	16.4%
9 years & above	31	56.3%
Total	55	100.0%

Table 4: Length of Service Frequency Distribution

With regard to levels of education among respondents, it was as follows:

- Primary education comprised 10.9%,
- Secondary education 27.3%,
- College education 34.5%, and
- University education 27.3%

The data are shown in table 5 below:

Level of Education	Distribution	
	Frequency	Percent
Primary Education	6	10.9%
Secondary Education	15	27.3%
College Education	19	34.5%
University Education	15	27.3%
Total	55	100.0%

Table 5: Levels of Education Frequency Distribution

The range of salaries in Tanzanian shillings among the respondents was as follows:

- Those whose salaries ranged from 45,000-90,000 were 18.2%,
- Those whose salaries ranged from 91,000-136,000 were 47.3%,
- Those whose salaries ranged from 137,000-182,000 were 23.6%, and
- Those whose salaries were 183,000 and above were 10.9%

The data are shown in table 6 below:

Scale (Tshs)	Distribution	
	Frequency	Percent
45,000-90,000	10	18.2%
91,000-136,000	26	47.3%
137,000-182,000	13	23.6%
183,000 & Above	6	10.9%
Total	55	100.0%

Table 6: Range of Salaries Frequency Distribution

#### 4.3. Quality of Leadership against Employees' Motivation for Productivity

Two open-ended questions required the respondents to:

- Read and understand,
- Tick the numeric value corresponding to an individual employee's opinion for each statement and
- Fill in the blanks for each question, respectively

Concerning open questions, the respondents were asked to mention how the SCD leadership was de-motivating the employees' commitment to productivity. Analysis of the study confirmed that:

- 32% complained of not being empowered in their jobs,
- 47% complained about poor work relationships, and
- 21% claimed not to be satisfied with leadership decisions about employees' job-related issues based on gossip

#### 4.4. The ELCT-SCD Leadership Has a Clear Vision of the Future

Employees were asked to give their opinions on whether the SCD of the Evangelical Lutheran Church in Tanzania, Makete, had a clear vision for the future of the diocese. Analysis of the study confirmed that most of the employees had the opinion that the diocesan leadership had no vision of the future of their diocese. 49.1% disagreed as opposed to 32.7% who agreed, and 18.2% can be said that they were not cooperative. They reserved their comments as indicated in table 7

below:

Scale	Distribution	
	Frequency	Percent
Missing	10	18.2%
Strongly Agree	5	9.1%
Agree	13	23.6%
Disagree	18	32.7%
Strongly Disagree	9	16.4%
Total	55	100.0%

Table 7: The ELCT-SCD Leadership Has a Clear Vision of the Future

#### 4.5. ELCT-SCD Leadership Has Made Changes That Are Positive to Me

The researcher wanted to know whether organizational changes made in the ELCT-SCD were also relevant to individual employees. Analysis of the study revealed that most of the employees felt that the organizational changes were not relevant to the individual employees, whereby 60% disagreed as opposed to 40% who agreed.

Table 8 below indicates.

Scale	Distribution	
	Frequency	Percent
Strongly Agree	4	7.3%
Agree	18	32.7%
Disagree	20	36.4%
Strongly Disagree	13	23.6%
Total	55	100.0%

Table 8: ELCT-SCD Leadership Has Made Changes That Are Positive to Me

#### 4.6. ELCT-SCD Leadership Makes Wise Decisions for Organizational Development

Respondents were asked to comment on whether diocesan leadership was making wise decisions for the ELCT-SCD development. Analysis of the study indicated that 58.2% disagreed, as opposed by 40% who agreed, and 1.8% reserved their opinions, as indicated in table 9 below.

Scale	Distribution	
	Frequency	Percent
Missing	1	1.8%
Strongly Agree	3	5.5%
Agree	19	34.5%
Disagree	23	41.8%
Strongly Disagree	9	16.4%
Total	55	100.0%

Table 9: ELCT-SCD Leadership Makes Wise Decisions for Organizational Development

#### 4.7. I Have Freedom in My Job to Do What Is Right for Organizational Development

In the above statement, the researcher wanted to know whether employees had autonomy in their jobs for organizational productivity. Analysis of the study confirmed that 67.3% disagreed, as opposed to 32.8% who agreed, as shown in table 10 below.

Scale	Distribution	
	Frequency	Percent
Strongly Agree	4	7.3%
Agree	14	25.5%
Disagree	22	40.0%
Strongly Disagree	15	27.3%
Total	55	100.0%

Table 10: I Have Freedom in My Job to Do What Is Right for Organizational Development

#### 4.8. I Have Enough Freedom in My Position to Take Independent Action When Needed

The employees were asked to comment on the freedom in their positions to take actions when needed for achievement. Analysis of the study concluded that 60% disagreed against 40% who agreed, as indicated in table 11 below.

Scale	Distribution	
	Frequency	Percent
Strongly Agree	3	5.5%
Agree	19	34.5%
Disagree	19	34.5%
Strongly Disagree	14	25.5%
Total	55	100.0%

Table 11: I Have Enough Freedom in My Position Take to Independent Action When Needed

#### 4.9. I Am Involved in the Decision-Making Process for My Department

The respondents were asked to agree or disagree whether they were involved in decision-making for their respective departments. The study analysis shows that 60% of the respondents agreed that they were involved in decision-making for their departments, while 40% disagreed. The data are shown in table 12 below.

Scale	Distribution	
	Frequency	Percent
Strongly Agree	8	14.5%
Agree	25	45.5%
Disagree	10	18.2%
Strongly Disagree	12	21.8%
Total	55	100.0%

Table 12: I Am Involved in the Decision-Making for My Department

#### 4.10. My Supervisor Cares and Responds to Issues That Are Important to Me

The respondents were asked to answer whether their supervisors' cared and responded to issues that were important to employees' needs. Analysis of the study revealed that most of the employees were not supported in their important needs. The data in table 13 below show that 56.3% disagreed against 43.7% who agreed.

Scale	Distribution	
	Frequency	Percent
Strongly Agree	3	5.5%
Agree	21	38.2%
Disagree	19	34.5%
Strongly Disagree	12	21.8%
Total	55	100.0%

Table 13: My Supervisor Cares and Responds to Issues That Are Important to Me

#### 4.11. I Am Empowered to Influence the Quality of My Work

In respect of empowerment for influencing the quality of work, the analysis of the study established that 21.8% strongly disagreed as opposed to 9.1% strongly agreed, 41.8% disagreed against 21.8% agreed, and 5.5% reserved their comments, as shown in table 14 below.

Scale	Distribution	
	Frequency	Percent
Missing	3	5.5%
Strongly Agree	5	9.1%
Agree	12	21.8%
Disagree	23	41.8%
Strongly Disagree	12	21.8%
Total	55	100.0%

Table 14: I Am Empowered to Influence the Quality of My Work

#### 4.12. Descriptive Statistics on Quality of Leadership

Analysis of the quality of leadership was carried out to present descriptive statistics. This included the number of respondents (abbreviated N), mean (average), standard deviation, and skewness to show interval or ratio and distribution. The findings of the study established that the mean was 2.20, the standard deviation was 1.339, and the skewness was -0.429 regarding whether the ELCT-SCD leadership had a clear vision of the future. Findings showed that the mean was 2.65, the standard deviation was 0.886, and the skewness was -0.407 as the employees were asked to comment on whether the ELCT-SCD leadership made wise decisions.

The mean was 2.87, the standard deviation was 0.904, and the skewness was -0.366 regarding whether the employees had freedom in their jobs to do what was right for the ELCT-SCD development. Analysis revealed that the mean was 2.47, standard deviation 0.995, and skewness 0.310 when the employees were asked to respond on whether they

were involved in decision-making for their departments. Regarding employees being empowered, the mean was 2.65, the standard deviation was 1.092, and the skewness was -0.766, as indicated in table 15 below.

Variable Item	N	Mean	Std Dev.	Skewness
The SCD leadership has a clear vision	55	2.20	1.339	-0.429
The SCD leadership makes wise decisions	55	2.65	0.886	-0.407
I've freedom in my job to do what is right for organizational development	55	2.87	0.904	-0.366
I am involved in decision-making for the department	55	2.47	0.995	0.310
I am empowered to influence the quality of my job	55	2.65	1.092	-0.766

Table 15: Descriptive Statistics on Leadership

#### 4.13. Summary: Pearson's R: Correlations on Quality of Leadership against Productivity

Analysis on the quality of leadership was carried out using Pearson's correlation analysis.

A very strong correlation was found between leadership and a clear vision of the organization's future ( $r=.536$ ,  $p<.01$ ).

Similarly, the analysis noted a positive correlation between leadership and decision-making for organizational development ( $r=.570$ ,  $p<.01$ ).

A correlation was also established between leadership and employees' autonomy in performing his/her work and productivity ( $r=.595$ ,  $p<.01$ ).

Analysis of the study further confirmed a positive correlation between leadership and employee empowerment ( $r=.570$ ,  $p<.01$ ).

A correlation was evidenced between leaders' effectiveness and employees' needs ( $r=.616$ ,  $p<.01$ ).

Details of this analysis are summarized in table 16 below.

Variable Items	1 The ELCT-SCD Leadership Has a Clear Vision of the Future	2 ELCT-SCD Leadership Has Made Changes That Are Positive for Me	3 ELCT-SCD Leadership Makes Wise Decisions for Organizational Development	4 I Have Freedom In My Job to Do What Is Right for Organizational Development	5 I Have Enough Freedom in a Position to Take Independent Action When Needed	6 I Am Involved in the Decision-Making for My Department	7 My Supervisor Cares and Responds to Issues That Are Important to Me	8 I Am Empowered to Influence the Quality of My Work
Pearson Correlation	.536(**)	.757(**)	.570(**)	.595(**)	.505(**)	.621(**)	.616(**)	.570(**)
Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000
N	55	55	55	55	55	55	55	55

Table 16: Pearson's R: Correlations on Leadership against Productivity

#### 4.14. Leadership Summary

The researcher wanted to know generally about the employees' opinions on the quality of the ELCT-SCD leadership. Analysis of the study revealed that most of the employees were not satisfied with the leadership, as indicated in table 17 below.

Scale	Distribution	
	Frequency	Percent
Strongly Agree	3	5.5%
Agree	23	41.8%
Disagree	28	50.9%
Strongly Disagree	1	1.8%
Total	55	100.0%

Table 17: Quality of Leadership Summary

## 5. Discussion, Conclusion, and Recommendations

### 5.1. Discussion

Generally, the study revealed that most of the employees were dissatisfied with the ELCT-SCD leadership. Fifty-two point seven percent commented on poor leadership quality in the diocese, as summarized in 4.44. The findings of the study confirmed that 49.1% of employees believed that the ELCT-SCD leadership had no clear vision of the diocese's future. In this regard, Rahbi *et al.* (2017) and Saba *et al.* (2017) confirm that a leader must have the ability to create and articulate a realistic, credible, and attractive vision of the future for an organization. Supporting the findings of the study, Mullins (2019) argues that a visionary leader must be able to explain a vision to others through his/her behavior and resultant activities so that the vision can be applied in various situations.

The findings indicated that most employees claimed lower productivity partly due to the lack of freedom in taking independent actions when needed regarding their jobs for organizational development. Alafeshat and Tanova (2019) support the findings by challenging leaders to be participative and consultative with employees. Leaders should ask for suggestions on related activities for productivity and provide an opportunity to use their skills to contribute to organizational problems to solving. Such leadership is associated with positive effects, improved productivity, and reduced turnover.

Leaders' inability to respond to and care for employees' needs was another factor noted in the findings. This was reported to reduce employees' productivity in ELCT-SCD. 56.7 percent, as opposed by 38.2%, complained to be dissatisfied with leadership's treatment to their needs. Referring to this situation, Shafiu *et al.* (2019) clearly said that if a leader is not sensitive to the needs of the subordinates, he/she is not committed to others and does not use the appropriate style of leadership. There is a great danger of crippling the growth of subordinates and lowering individuals' performance. On a similar issue, Saleem *et al.* (2020) comment that an effective leader needs to diagnose the organization and determine the pressing needs of the people by modifying the present working situation to the desired one in order to increase employees' ability to work effectively for attaining higher performance and positive attitude.

At a mean of 2.72, the findings established that the ELCT-SCD leadership did not take part in advising employees on things related to their jobs. Supporting the findings, Ajayi S. (2020) argues that, among other things, a leader needs to transform his/her followers through individualized consideration. Similarly, Damir and Dusun (2020) comment that some people (employees) have to be helped and encouraged through guidance, counseling, and coaching to help them believe that they can do more or better. Al-Bahri and Othman (2019) clearly state that an effective leader takes time to discuss and advise his people on issues relating to their jobs to improve performance.

In summary, both findings of the study and literature review emphasize that employees' needs and organizational goals should be equally considered and treated by the ELCT-SCD management for employees and organizational growth.

### 5.2. Conclusions

It has been obvious from this study that several factors, in combination, contributed to the reasons why employees were not committed to the vision and values of the ELCT-SCD for improved productivity. Such reasons were interwoven in major management practices of the diocese that had some weaknesses in employees' motivation for productivity. In comparing the quality of leadership with employees' motivation for productivity, the general picture from the findings revealed that most of the employees were dissatisfied with the ELCT-SCD leadership.

The findings indicated that most employees claimed lower productivity partly due to a lack of freedom in taking independent actions when needed regarding their jobs for organizational development. Therefore, leaders should ask for suggestions on related activities for productivity and provide an opportunity to use their skills in solving organizational problems.

Leaders' inability to respond to and care for employees' needs was another factor noted in the findings. This was reported as a cause of the reduction of employees' productivity in the ELCT-SCD.

However, management is an integral part of life and society. It was, therefore, suggested that, for improved employees' productivity, church leaders should purposely involve themselves in acquiring managerial principles and skills to guide them in managing the Church, which is both organism and organization. Church management is an important ideal that brings together the spiritual (body of Christ) and the organizational (social function). In the spiritual sense, the church is serving the Lord while serving the community.

### 5.3. Recommendations for Improvement

As it was noted from the findings that leadership was a central feature of organizational performance, it was recommended that the SCD of the Evangelical Lutheran Church in Tanzania leaders had to keep the diocesan vision and values in the front and center. Regarding this goal, the ELCT-SCD leadership had to identify and communicate the diocesan values, envision the future of the ELCT-SCD, and help the church stakeholders define the mission for reaching the expectations.

Empowering employees was another aspect for employees to feel that they were valued as contributors to the success of the ELCT-SCD. Empowerment could allow employees to learn from their mistakes and to work effectively and more smartly. It was emphasized that the best leader was one who utilized the potential of other workers. South Central Diocese leadership was obliged to improve communication with employees by developing positive listening techniques so that employees would feel able to convey their ideas, suggestions, and problems. In this regard, it was recommended that the ELCT-SCD leadership should bear in mind that when authority and responsibility are shared and agreed, resolutions are implemented, and trust is built among employees.

## 6. References

- i. Agrawal, N.M., (2019). *Modeling Deming's Quality Principles to Improve Performance Using Interpretative Structural Modeling and MICMAC analysis*. International Journal of Quality and Reliability Management, Vol. 36, Issue 7; 1159-1180.
- ii. Ajayi, S., (2020). *The Impact of Leadership Styles on Employee Productivity in Nigeria Oil & Gas Industry. A Case of Nigeria LNG Limited*. Available at SSRN; <https://ssrn.com/abstract-3532749>.
- iii. Alafeshat, R. & Tanova, C., (2019). *Servant Leadership Style and High-Performance Work System Practices. Pathway to a Sustainable Jordanism Airline Industry*. [www.mdpi.com/Journal/sustainability](http://www.mdpi.com/Journal/sustainability) (retrieved on 5/5/2021).
- iv. Al-Bahri, A.A., & Othman, K.B., (2019). *The Role of Leadership in Increasing Employees' Motivation and Productivity*. International Journal of Advances in Social Sciences, Vol. 5, Issue 14.
- v. Amofa, A.K., et al., (2016). *Leadership Styles and Organizational Productivity. A Case Study of Ghana Cement Ltd*. European Journal of Business and Management Vol. 8, Issue 2.
- vi. Demir, B., (2020). *The Effect of Team Leaders on Motivation and Performance of Employees*. Journal of Social Sciences Research. Vol. 9, Issue 1.
- vii. Leonard, D., (2017). *The Characteristics of Quality Leadership*. Conference Paper. <https://www.researchgate.net/publication/273141772>.
- viii. Mullins, L.J. (2019). *Management and Organizational Behavior (Eighth Edition)*. London: Prentice Hall.
- ix. Noviyati, E., et al., (2019). *The Effect of Leadership, Work Motivation and Work Satisfaction on Performance of Employees of Education and Culture Department in Padang Priaman*. Advances in Economic, Business and Management Research, Vol. 97.
- x. Rahbi, D., et al., (2017). *The Effect of Leadership Styles on Team Motivation*. Academic Strategic Management Journal, Vol. 16, Issue 3.
- xi. Saba, S., et al., (2017). *Role of Visionary Leadership in the Performance of the Employees at a Workplace. Modeling Effect of Organizational Citizenship Behaviour*. Australian Journal of Business, Social Sciences and Information Technology, Vol. 3, Issue 2; 2206-4451.
- xii. Saleem, F., et al., (2020). *Impact of Servant Leadership on Performance. The Mediating Role of Affective and Cognitive Trust*. [journals.sagepub.com/home/sgo](http://journals.sagepub.com/home/sgo).
- xiii. Selesho, J.m., (2014). *The Role of Leadership in Employee Motivation*. Mediterranean Journal of Social Sciences, Vol. 5, Issue 3.
- xiv. Shafiu, A.M., et al., (2019). *The Impact of Effective Leadership on Employee's Performance in Local Government of Kaduna States, 2013-2019*. The International Journal of Engineering and Sciences (IJES), Vol. 8, Issue 11; 60-65.
- xv. Sougui A. O., et al., (2016). *The Impact of Leadership on Employee Motivation in Malaysian Telecommunication Sector*. Galore International Journal of Applied Sciences and Humanities, Vol. 1, Issue 1.