UNIVERSITY OF GHANA

THE INFLUENCE OF LEADERSHIP STYLES ON ORGANISATIONAL COMMITMENT AMONG SELECTED EMPLOYEES OF INTERNATIONAL CENTRAL GOSPEL CHURCH (ICGC), GREATER ACCRA REGION

BY

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DECLARATION

I do hereby declare that, this work is the result of my own research and has not been presented by anyone for any academic award in this or any other University. All references used in the work have been fully acknowledged. I bear sole responsibility for any shortcomings in the work.

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Nellie Adwoa Aduachie   Date

CERTIFICATION

I certify that this project work was supervised in accordance with procedures laid down by the University.

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Dr. Kwasi Dartey-Baah   Date

(Supervisor)

DEDICATION

This report is dedicated to God Almighty, my beloved husband-Solomon Freeman Aduachie

and lovely children-Alvin, Cheryl, Beryl and Solomon Jr.

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support, advice, patience, sacrifices and all the encouragements needed to complete the

programme. I could not have been successful without you. God richly bless you.

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ABSTRACT

This research sought to explore the influence of leadership styles on organisational commitment in church administration. The study focused on the International Central Gospel Church (ICGC). Specifically, the study looked at the influence of leadership styles on the commitment of church employees. In achieving the objectives of the study, the survey method was employed. Data was collected through the use of questionnaires. The population for the study comprised pastors, administrative managers and staff sampled from selected ICGC churches in the Greater Accra Region. The total number of questionnaires distributed for the research was 120 out of which one hundred and thirteen (113) were retrieved from the respondents. The study found that the dominant style of leadership at ICGC was the transformational leadership style but quite notable was the fact that there was a negative relationship between the leadership styles and organisational commitment. Further analyses reveal that there was no correlation between both transformational and transactional leadership styles and organisational commitment. This appears to suggest that there are other reasons other than leadership styles when it comes to influencing the commitment levels of employees of ICGC. Being a Christian organisation, it will not be unreasonable to suggest that the *spiritual leadings* of leaders in religious organisations may also be instrumental in winning the commitment of church employees. It is thus worth recommending that, future works investigate factors that influence the commitment of employees of ICGC. The study also recommends that leaders of ICGC endeavour to enhance the existing staff-management relationship to further boost the commitment of staff. Additionally, the study recommends that further studies be carried out in other religious organisations so as to find out if there are other factors that affect the commitment of staff and their work outcomes.

CHAPTER ONE

INTRODUCTION

1.1.   Background

The talk of leadership can never be enough in the face of complex social, economic, political, industrial and religious environment within which they interplay to shape behaviours for desired results. According to Atuahene-Gima, (2019) "It is not the strongest companies that grow and succeed or companies run by the most intelligent executives, but rather companies run by executives with "bold foresight, audacious insight, deep cross-sight and unadulterated hindsight. They have habits of the mind and peripheral vision. They see the same things others see but think differently. They challenge the conventional and celebrate the unexpected."

The struggle for the development or success of every organisation is largely if not singularly attributed to leadership. While many have tried to evaluate leadership in various ways, the overridden question is how to nurture the attributes that influence organisational behaviour. Globalisation, liberalization, and strides in information technology are leaching their toll on organisational performances and creating new behaviours and challenges (Tandoh, 2011). The certainty of varied factors influencing organisational behaviour and for that matter church administration cannot be overemphasized. However, the quality of leadership to direct the affairs of followers is one of the most critical determinants of ultimate success. Some have argued strongly that the leader has no excuse for failure if the necessary steps are not taken to avert or mitigate the failure. Followers really expect some deliverables without which they describe leaders as failures.

According to Boston (2000) "there are possibilities for organisations to lose their repute and market share if they do not prepare themselves according to the rapidly changing circumstances

and situations. This is reinforced by Senior and Fleming (2006) who claim that a leader is a change agent who can take initiative and bring change for organisation.

The concept of leadership has therefore been extensively linked to positive work outcomes such as psychological empowerment, organisational performance and employee commitment. These are key outcomes relevant in church administration. The obvious question therefore is what kind of leadership is required to effectively engender commitment in church administration and religious organisations?

The problem of this study is that whilst some of the new or Charismatic churches are doing very well administratively majority of them are not anchored on sound leadership and behavioural structures thus making it imperative for future decline. There is no doubt such independent churches with weak administrative structures where the senior pastor becomes the most prominent leader in all activities thus providing direction to the congregation as well as managing the day to day administration of the organisation.

According to Messick and Krammer (2004) human beings could become members of an organisation in order to achieve certain personal objectives; the extent to which they are active members depends on how they are convinced that their membership will enable to achieve their predetermined objectives. Therefore, an individual will support an organisation if he believes that through it, his personal objectives and goals could be met, if not the person's interest in the organisation will decline. An effective and competent leadership is required to manage the situation. Gruban (2003) highlights the fact that leadership competencies have a great relation with successful organisation. Effective leadership behaviour therefore accelerates growth and

development in most organisations in respect of job satisfaction, work motivation, commitment and work performance.

1.2.   Statement of the Problem

In today's competitive business environment, global competition forces organisations to perpetually seek ways of improving their product or services. The upsurge of churches in the contemporary era has awakened the consciousness of the kind of leadership and the level of commitment required to ensure effective administration. Whilst church congregations in the western world (USA) are not experiencing attendant growth or are experiencing declining attendance, the same cannot be advanced for the developing economies like Africa specifically Ghana where there has been proliferation of independent and charismatic churches besides the existing orthodox faith based ones such as Catholic, Anglican, Methodist and the Presbyterian churches which are more structured administratively and have stood the test of time. (Stetzer, 2004)

According to Barna (1999), most church members seem uncertain about what to expect from their leaders. Whilst some church members believe if the pastor can teach or preach well, growth will follow, others within the church organisation cite leadership behaviour as a major reason for lack of church population growth (Barna, 1999). According to Ransom (2008), U.S. Ministries Director of the Missionary Church, attendance within the missionary church organisation is faring better than the national average, yet approximately 65% of congregations in these churches are stagnant or in decline.

The central theme is that church leaders are expected to exhibit right behaviours towards employees and the congregations and those leadership behaviours should positively impact on

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growth. It is however unclear whether congregations that are growing are doing so because of specific leadership behaviours (Langner 2004). The problem addressed in this to significant leadership behaviors exhibited impact on organisational commitment among employees of the church.

1.3.   Objective of the Study

The main objective of this study was to assess the impact of leadership and organisational commitment on church administration with emphasis on ICGC.

1. To determine the most dominant leadership style exhibited by leaders of ICGC churches.

2. To determine the relationship between leadership styles and organisational commitment.

3. To determine if the transformational leadership style influences employee commitment more than the transactional leadership style

1.4.   Research Questions

In light of the research problem stated above, the research question is stated as follows:

1. What is the most dominant leadership style exhibited by leaders of ICGC churches?

2. Is there a relationship between leadership styles and organisational commitment in ICGC churches?

3. Will the transformational leadership style influence employee commitment more than the transactional leadership style?

1.5.   Research Hypotheses

The following hypotheses were posited to guide the study:

H1: Transformational leadership will be the most dominant leadership style in ICGC churches.

H2: Leadership styles at ICGC will significantly and positively influence the commitment of employees of ICGC.

H3: Transformational leadership style will influence employee commitment more than the transactional leadership style in ICGC churches.

1.6. Scope of Study

The study was centered mainly on ICGC. Ten branches were selected across the Greater-Accra Region, Ghana's capital and the founding region of the church. This was done because the Greater-Accra Region hosts most of the biggest branches of the church and thus had more of the longest serving church employees.

1.7. Significance of the Study

The pivotal role play by religious organisations in national development cannot be overemphasised. This therefore calls for the need to have effective work structures and systems capable of enhancing commitment and invariably the performance of religious organisations. As such, this study sought to investigate the influence of leadership styles on organisational commitment with the view to gaining knowledge on some key essentials in enhancing commitment among employees of ICGC. The study also brings to the fore the fact that much as leadership is important in enhancing commitment, it appears that *spirituality and leadings* of leaders in religious organisations are also critical in winning the commitment of church employees.

1.8. Organisation of the Study

The study is structured as follows. The first chapter looks into the introductory aspect, which specifically introduces the background, problem statement, objectives and the significance of the study. The chapter also briefly highlights the history and structure of ICGC. Chapter 2

presents a critical review of various theoretical and empirical literature and generalizations. The third chapter contains the methodology; that is design of the study, sampling, population, data collection and analysis. The fourth chapter presents the findings and discussions whilst the final chapter focuses on the summary, conclusions and recommendations.

1.9.   Brief History of ICGC

The International Central Gospel Church (ICGC) is an evangelical Charismatic Christian Church Headquartered at Miotso in Accra Ghana. The church was founded by Ghanaian theologian, Pastor Mensa Otabil and was officially inaugurated on the 26th February 1984, in Accra.

With a humble beginning of 20 members, the church within four years saw its membership grew exponentially to over 4000 through aggressive missionary church planting activities in almost all the major towns and cities of Ghana. The church can now boast of tens of thousands membership with over 500 assemblies in Ghana, Europe, USA and some African countries.

Vision of ICGC (Acts 4:12)

The vision of the church is to establish the House of God through the development of Model New Testament Christians and Churches.
The organisation therefore has the commitment to train and equip God's people who come to the church to develop and grow into maturity in Christ so they will manifest the character of Christ.

Mission of ICGC

The mission of the church is anchored on the following:

- Raising Leaders

- Shaping Vision

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- Influencing Society through Christ

The ultimate is to make the lives of members better and redirect their perception and behaviour in conformity with God's word.

Philosophy of ICGC

The philosophy of the ICGC hinges on:

- Practical Christianity

- Human Dignity

- Excellence

The church believes that Christianity is not a myth and that the preaching of God's word must bring out truths that can produce results when applied to one's life.

Accordingly, every human being is created in the image and likeness of God and must be treated with respect and honour. Also, everything mankind does must be in excellent shape to glorify God. (Daniel 5:12)

Social Responsibility of ICGC

The church has made significant socially responsible contribution to Ghana. The Central University College, a privately owned tertiary educational institution, is owned by the church. It is the premier privately-owned Christian University and currently the biggest private university in Ghana.

In 1988, the church started a scholarship scheme called Central Aid to finance the education of selected needy students in pre-tertiary educational institutions. Until the establishment of the Free Senior High School by the government, Central Aid was considered one of the largest non-governmental educational scholarship schemes in Ghana. Additionally some communities and institutions such as orphanages, schools and health facilities have benefitted from the Central Aid.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

The concept of leadership is perhaps the most extensively researched social process known to behavioural science. With explosion of information, for examples, doubling every nine months in science and technology there is simply too much for any one person to know. Consequently, the role of a leader has shifted too—moving away from a model of where the leader knows, direct, and tells toward one where the leader sees, provokes, asks and unleashes the capabilities of others. (Schilling, 2013).

It is believed that leadership and its role are most concerning issues for organisations and their performance. The phenomenon of "Organisation" and its behaviour brings to the fore two main questions. The first is "What kind of organisation"? and secondly "Who is the leader?" According to Conger (1992), a leader is individual who establish direction for a working group of individuals and who gain commitment from this group of members to establish direction and who then motivates them to achieve the directions outcomes. An effective leader therefore challenges the process, helps others to act, sets the right example and encourages others by recognizing each individual's contributions to the success of a project (Kouzes & Posner 2002).

There may be many factors which can lead an organisation towards success or failure, but the role of leadership is the most vital and crucial in handling organisations. (Tandoh, 2011). This is corroborated by Kotter (1996) who opined that "The single most important challenge in transforming any organisation for the better is to find and develop strong leaders. Good business leaders make change happen."

This chapter therefore aims at reviewing the literature relevant to the study and to deeply comprehend leadership as a concept and examine different leadership styles to see their

effectiveness and how each style affects the relationship among the stakeholders in the organisation and on that premise draw inferences. Galileo (1996) rightly pointed out that "He saw further for the simple reason that he stood on the shoulders of giants." In view of this, literature from various scholars and researchers on leadership, organisational behaviour and church administration will be the central theme of the review.

2.2 What is Leadership?

According to Adlam (2003), leadership is a complex concept and for that reason difficult to define. The term leadership is a word taken from a common vocabulary and incorporated into the technical vocabulary of scientific discipline without being precisely redefined (Yukl 2006). As a consequence, there is actually no consensus on the definition of leadership. Researchers often define leadership according to their individual perspective and the aspect of the phenomenon of most interest to them. Otabil, (2017) defined leadership as the ability to inspire yourself and others to move in a desired direction, further alluding to the fact that leadership is self-inspired, modeling the way, inspiring and motivating people. Leadership has therefore been defined in terms of group processes, influence, personality, compliance, behaviours, persuasion, power, goal achievement, interaction role differentiation and a combination of two or more of these (Bass 1990; Northouse 2001; Yulk 2006). These features encapsulate both the traditional and the contemporary view of leadership.

Traditionally leadership is seen as a set of features owned by the leader or it is a social phenomenon that comes from relation with groups. The traditional perspectives of leadership therefore perceive the concept of leadership as inducing compliance, respect and cooperation. In other words, the leader exercises power over the followers to obtain their cooperation (Anderson et, al., 1998). Mcswain (2010), defines leadership as a capacity, which implies that,

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the capacity of a leader is to listen and observe, and to use their expertise as a starting point to encourage dialogue between all levels of decision-making, to establish processes and transparency in decision making, and to articulate their own values and visions clearly but not to impose them. Schermerhorn, Hunt and Osborn (2000) define leadership as a case of interpersonal influence that get individuals, or groups of people to do what the leader wants to be done. This implies that the leader's focus is on what he/she wants from people. Therefore, followers" input is not encouraged with regard to what it is to be done".

However, Maxwell (1999) has a different opinion; he argues that the leader's attention is on what he/she can put into people rather than what he/she can get out of them, so as to build the kind of relationship that promotes and increase productivity in the organisation. This corroborates Wiseman (2017) who sees leadership in the context of "Multipliers" and "Diminishers". According to Wiseman "Multipliers are leaders who have an infectious effect on the intelligence in their organisation and spark viral intelligence. In effect they are intelligence Amplifiers. They use intelligence as a tool and not a weapon to amplify the smarts and capability of people around them. "Multipliers" illuminates the paths that help the entire organisation overcome inertia and move from insight to impact" (Wiseman, 2017).

"Diminishers" on the other hand are leaders who drain intelligence and capability of the people around them. Such leaders only focus on their own intelligence and their resolve to be the smartest person in the organisation. She describes such leaders as idea killers and energy destroyers. Jaques and Clement (1991) describe leadership as a process in which an individual sets direction for other people and carries them along in that direction with competence and productivity. This approach emphasis is on transformation that brings positive change in the organisation, groups, interpersonal relationships and the environment. Taffinder (2006) sees

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leadership as getting people to do things they have never thought of doing, do not believe are possible or that they do not want to do". According to Kouzes and Posner (1980) "majority of people admire and willingly follow people who are honest, forward looking, inspiring and competent. An individual who would like to develop skills can profit from the knowledge that is not just a set of exceptional skills and attributes possessed by only a few very special people. Rather it is a process and set of skills that can be learned." Kouzes (2002) further states that "leadership is not a place, it's not a position, and it's not a secret code that cannot be deciphered by ordinary people but rather an observable set of skills and abilities. Of course, some people are better at it than others."

Drucker (2015) defines leadership as a "process of social influence which maximizes the efforts of others toward the achievement of a greater goal. He says a leader is someone who has followers and that people willingly follow because of leadership traits they found in the leader and want or desire what they are advocating". This argument is reinforced by Rost (2013) who sees leadership as "the process of influencing the activities of an individual or a group in an effort toward goal achievement in a given situation. It is therefore an influence relationship among leaders and followers who intend real changes that reflect their mutual purpose." The ability of a person to exert influence over people and inspires, motivates, and directs their activities to help achieve group or organisational goals is seen by Jones and George, (2004), as leadership. It is therefore an influence relationship among leaders and followers who intend real changes that reflect their mutual benefit. Leadership is not only about achieving one's personal goal or ambitions; it is about helping followers and subordinates develop their potentials for greatness. As the leader rises and moves toward his vision, he also brings with him the followers who believe in him. It is therefore incumbent on leaders to empower followers to become agent for the accomplishment of goals. Recent reviews take leadership as

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"a process whereby an individual influence a group of individuals to achieve a common goal (Northouse 2004). This view is expressed by most contemporary scholars which includes Maxwell (1996) who says, Leadership is influence-nothing more nothing less and with that you can convince people to follow and that a leader without influence would not last long. He further stressed that Leadership is about people and for people and that leadership is not about titles, positions or flowchart. It is about one life influencing another (Bennis & Nanus, 1985) on the other hand likened leadership to "an abominable snowman" whose footprints are everywhere but who is nowhere to be seen." In effect one does not lead by pointing and telling people where to go, but one lead by going to that place and making a strong case.

Munroe (2013) defined "Leadership as the capacity to influence others through inspiration, motivated by passion, generated by vision, produced by conviction, ignited by a purpose." The key word in almost all the definitions is Influence. One great proverb says it all. "He who thinketh he leadeth and had no one following him is only taking a walk." This is in sync with the statement that followership determines leadership. Both the old and contemporary concepts of leadership appear to agree on some characteristics of leadership. For example, both agree that leadership does not take place in isolation. Rather, it takes place in the process of two or more people interacting and the leader seeks to influence the behaviour of other people. However, to a large extent, the old concept of leadership is based on exercising power over followers to maintain the status quo, while the new perspective is based on continuous improvement and power sharing with the followers.

The old concept of leadership is based on downward exercise of power and authority while the new seeks to develop respect and concern for the followers and see them as a powerful source of knowledge, creativity and energy for improving the organisation. Burns (1978) corroborated

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this view and defined leadership as: "inducing followers to act for certain goals that represent the values and the motivations – the wants and needs, the aspiration and expectations – of both leaders and followers." Leadership and supervision by supervisors is presumed to be necessary in order to initiate structure and direct subordinates towards organisational goals.

2.3 Leadership Theories

There are varied theories propounded by scholars to explain and identify the unique attributes of leadership in an organisation. In this subsection the focus will be on a few of the theories to highlight the journey of leadership from researchers' point of view and their impact on organisation's effectiveness.

2.3.1. Trait Theory

The Trait theory is based on the Great man theory. Trait approach to the understanding of leadership perceives leadership as the core of organisation effectiveness and performance. Like the great man theory, trait perspective assumes that great leaders are born with distinguished traits that make them different from other people. According to Sashkin and Sashkin (2003), researchers like Stogdill, in his quest for the secret of great leaders, review many research reports on leadership, based on the assumption that great leaders are born. Stogdill (1981) found that leaders were a bit more intelligent, outgoing, creative, assertive, responsible, taller and heavier than average people. However, these differences in traits could not provide a solution to the search, as the list was found to be statistically insignificant. Thus, Stogdill (1981) concluded that a person does not become a leader because of a combination of traits since the impact of traits differs according to situation. Therefore, the characteristics of the situation should be considered before ascribing greatness to an individual as a leader. This is

supported by Outcalt 2000 who concluded that there is no universally acceptable leadership trait but different traits may lead to leadership effectiveness in different situations.

2.3.2. Contingency Theory

Fiedler presents the contingency or situational theory of leadership by highlighting the three important factors which affect performance of leaders. These include:

i. **Leader-Member Relations:** It describes that what are the relations between employees and the leader and up to what extent the employees have trust on leader's and how much the leader can attract his/her employees and subordinates and up to what level the leadership is source of inspiration for them.

ii. **Task Structure:** This factor talks about the nature of jobs for employees whether they are routine or non-routine, in order to manage and get the maximum output of employee's work.

iii. **Position Power:** The position power is the power of leadership which he/she has in the organisation. The leadership with the power of decisions and their implementation is needed to handle and manage the organisational issues with confidence (Fiedler, 1996).

This theory emphasizes the need for traits and behaviors of leaders to vary with situations if they are to be effective at work (Patchian, 1962). Patchian identified the underlisted factors to affect leadership effectiveness.

I. Personality of the leader

II. Performance requirements of the tasks for both leader and follower

III. Attitudes, needs and expectations of his followers

IV. Organisational and physical environment of the leader and the group.

2.3.3. Path-Goal Theory

Path Goal theory claims that the most successful leaders are those who keep their employees and subordinates motivated defining and making the path of work clear to them through their clear vision.

The main characteristics of a leadership according to this theory are to motivate their teams to meet the organisations goals by keeping control on the outcome of their work and activities. Leaders also appreciate the employees and give rewards on their good work, and to raise and maintain the enthusiasm by giving them confidence about their ability as well as to work (House 1971). Such appreciation affirms and reinforces employee's sense of self, encourages innovation and helps them become more receptive to new ideas (Tim Irwin 2018).

2.3.4. Likert Leadership Theory

According to Likert (1967) basic styles used in categorizing task orientation and employee orientation were incorporated to develop Likert's model of management effectiveness. Based on this model, there are four possible leadership systems. Namely: Exploitative and authoritative, Benevolent and authoritative, Consultative and the Participative

i. **Exploitative and authoritative system:** With this, the subordinates carry out the tasks while manager makes all work-related decision. Managers tend to set rigid standard and methods for the subordinates to work with. Departure from this standards and methods by subordinates attract threats and punishments from the supervisor. The managers entrust little confidence in their subordinates and in return, the subordinates fear their superiors and feel that they are inferior or different from them.

ii. **Benevolent and authoritative system:** This system operates with the manager in control and issues orders, while subordinates are given some level of flexibility in carrying out their work, however, within specific limits and procedure.

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iii. **Consultative system.** The manager set goals and targets after due consultation with the subordinates. Though subordinates can take their own decisions on how to go about their work, however, higher-level managers handle major decisions. Threat and punishment were replaced by rewards as an instrument of motivating subordinates. In this style, subordinates are free to discuss work related issues with their managers. In turn the managers believe that to a large extent their subordinates can be trusted to carry out work with minimal supervision and correction.

iv. **Participative system.** This is the last and most supported management style by Likert. Goals and targets are set, while the group makes work related decisions. This is done after incorporating the ideas and suggestions of all group members. Therefore, the set goals and decisions may not be favoured on personal or individual grounds. Workers are motivated with economic rewards and a sense of self-worth and importance. This system holds very cordial interaction between managers and subordinates.

In a nut shell, Likert's studies show that leaders in organisational departments used the exploitative and benevolent authoritative systems of management realized low productivity. High producing departments in an organisation are those that emphasize on consultative and participative leadership systems.   Likert concluded that the participative system of leadership is the best form of management in almost all work situations. However, other theorists, who are of the opinion that no particular leadership system fit all situations, have opposed this.

2.4. Leadership Styles

2.4.1 Transactional leadership Style

Transactional leadership occurs when one person contacts another person to exchange valuable things. This swap can have several natures: it can be an economic, psychological or political

swap. Their purposes are related and can be changed during the process, but the relationship does not go further than this. When the swap is completed the two parties can go their separate ways, they are in no way bound together with a higher purpose. (Burns, 1978).

Transactional leadership treats the role between subordinate and supervisor with a "carrot and stick" mentality, equating the relationship with a series of rewards and punishment used to achieve organisational goals (Bass 1985). For instance, a leader may use a bonus (monetary stimulus) as incentive to perform better, while using administrative punishment (e.g. letter of counseling) to reprimand employees for violating organisational policies. The supervisor is considered to be using leadership qualities in the degree of engagement and responsiveness to their interaction with the subordinate measured by the level of exchange between the two. This leadership style has been largely observed in organisations with bureaucratic cultures (e.g. the government) with no emphasis on change or for creative thought (Bass, 1996). The role of the leader is to make the goals clear and to recognize and encourage the actions necessary in order for subordinates to achieve those goals. Bass (1985) developed the Multifactor Leadership Questionnaire (MLQ) which resulted in two factors that represented transactional leadership: (Hater and Bass, 1988).

Contingent Reward: The leader provides rewards if followers perform in accordance with contracts or expend the necessary effort. It focuses on the use of resources as a tool for motivation, providing tangible support and resources in exchange for efforts or performance.

Management-by-exception: The leader avoids giving directions if the old ways are working and allows followers to continue doing their jobs as always if performance goals are met. It therefore identifies leadership behaviours of performance monitoring and corrective actions used to maintain standards.

2.4.2. Transformational leadership Style

Transformational leadership also referred to as full range model of leadership first developed by Burns (1978) and modelled by Bass (1985), has been firmly established as the dominant leadership theory today (Brown & Keeping 2005, Northouse 2012). The overarching premise of the model states that characteristics and abilities of a leader will motivate, inspire, and "transform" followers by aligning their values, ideals and motives with a higher-order goal or purpose (Avolio & Bass, 1995).

Transformational leadership is present when the leader and the followers are bound together with a higher purpose and raise each other's motivation and morality. Although their purposes might be separated at the beginning, when transformational leadership occurs their purposes become fused. Although their purposes are bound and they may be inseparable in function, the leader takes the initiative and allows for the communication and the exchange to take place. (Burns, 1978) "In practice, the leader displays more frequent individualized consideration by showing general support for the efforts of followers, and by encouraging their autonomy and empowering them to take on more responsibility in line with their growing expertise and interest." (Avolio & Bass,1995).

Transformational leadership consist of four components; Charisma, individualized consideration, intellectual stimulation, and inspiration, which represents a spectrum of empirically determined effective leadership traits and behaviours (Bass & Avolio, 1995).

*Charisma***:** sometimes also referred to as idealized influence (Avolio and Bass, 1995): The leader instils pride, faith, and respect, has a gift for seeing what is really important, and transmits a sense of mission.

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Individualized Consideration: The leader delegates projects to stimulate learning experiences, provides coaching and teaching, and treats each follower as an individual.

*Intellectual Stimulation***:** The leader arouses followers to think in new ways and emphasizes these factors are highly correlated (Avolio and Bass, 1995).

Inspirational Motivation: The leader energizes and creates a sense of direction and purpose for employees to bring excitement and momentum for change. Confidence of followers is built through trust and the application and communication of a strong vision (Avolio & Bass, 1995). They further concluded that all the transformational components are highly correlated.

The overall effect of transformational leadership behaviour is the willingness of followers to work hard in support of organisational objectives. The qualities of transformational leadership may include:

- Ability to work as change agents
- Courage to take bold steps.
- Ability to trust on others.
- Value driven characteristics.
- Good learning abilities.
- Strong mental model to work in complex situation.
- A clear vision

These characteristics of transformational leaders encourage involvement in an organisation by creating a culture of active thinking through stimulation (Tims, Bakker, & Xanthopoulou, 2011) and the projection of values and ideals that foster trust in the leader and a sense of

commitment to the organisation (Bass, 1990). The overall effect of transformational leadership behaviour is the willingness of followers to work hard in support of organisational objectives. This impact is supported through several meta-analyses (Judge & Piccolo, 2004; Lowe, Kroeck, & Sivasubramaniam, 1996) which highlight the effectiveness of transformational leadership using both subjective and objective performance criteria.

2.4.3. Resilient or "Transfor-sactional" Leadership Style

This is a new construct that seeks to position the major and significant similarities between transformational and transactional leadership styles. According to Dartey-Baah (2015) "Resilient Leadership is just an effective combination of all or some dimensions under the transformational and transactional leadership styles". He further labelled the fusion of these two leadership styles as "Transfor-sactional". Though one generic definition could not be assigned to the resilient leadership style Dartey-Baah (2015), cited Robb (2000), who looked at what resilient organisations are and to provide some insight into what resilient leadership is essentially about. Robb (2000) therefore defined Resilient Organisation as "One that is able to sustain competitive advantage over time through its capability to do two things simultaneously: deliver excellent performance against current goals; and effectively innovate and adapt to rapid, turbulent changes in the market and technologies (p.27)". According to Robb (2000), to develop an organisation that is not susceptible to volatility in the business environment "two sub-systems must co-exist-Performance system and Adaptation system –to ensure that the entire organisational system is able to quickly adjust and normalise in response to changing environment conditions.

The above therefore served as a precursor to the definition of Resilient Leadership by Dartey-Baah (2015) as "one that is able to sustain an organisation's or group's competitive advantage

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overtime through its ability to perform two tasks simultaneously: deliver excellent performance against current goals, and effectively innovate and adapt to rapid, turbulent changes in market and technologies". He accordingly defined Resilient leadership as "one that is both performance-oriented and change-oriented, and thus, pays attention to the meeting of organisational goals and also focused on initiating and managing change within the organisation to suit the demands of both internal and external business environment". Resilient Leadership style has therefore been posited as one of the most suitable approaches to be adopted by leaders in today's global economy. Building resilience in contemporary leaders therefore require unique qualities such "emotional intelligence, strategic thinking, ability to learn from past experiences, flexibility in the use of various leadership approaches, ability to develop others, goal and change-oriented", among others. Dartey-Baah (2015) cited (Clayton, 2012; Patel, 2010; Archibald and Munn- Venn, 2008; Faustenhammer and Gossler, 2011).

2.4.4. Servant Leadership Style

Generally, servant leadership focuses on developing employees to their fullest potential in the areas of task effectiveness, community stewardship, self-motivation and future leadership capabilities (Greenleaf, 1977). Servant leadership entails an understanding and practice of leadership that places the good and interests of followers above the self-interest of the leader (Greenleaf, 1977). The servant leader creates opportunities for followers to help them to grow (Luthans & Avolio, 2003). This is achieved through fostering self-confidence, serving as a role model, inspiring trust and providing information, feedback and resources (Liden, Wayne, Zhao & Henderson, 2008; Lord, Brown & Freiberg, 1999). Contrary to traditional bureaucratic and mechanistic leadership styles, servant leaders do not use their power to get things done, but rather use one-on-one communication as well as persuasion to understand the followers' needs, desires, abilities, goals and potential (Liden *et al.,* 2008; Van Dierendonck & Nuitjen, 2011). With knowledge of each follower's unique characteristics and interests, leaders then assist

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followers in achieving their potential. This encouragement is done through building self-confidence (Liden *et al.,* 2008).

Servant leadership also stresses personal integrity and focuses on forming strong long-term relationships with followers and Organisational stakeholders such as the community, parents, employees and employing organisations' (Graham, 1991). Servant leadership is regarded as virtuous, highly ethical and based on the premise that service to followers is at the core of leadership (Sendjaya *et al.,* 2008). It is important to realize that, according to Greenleaf, the servant-leader is 'primus inter pares' (i.e. first amongst equals), who does not use his or her power to get things done but who tries to persuade and convince staff (Van Dierendonck, 2011). Servant leaders also demonstrate the qualities of altruism, humility, hope, integrity, vision, caring for other people, trustworthiness and interpersonal acceptance (ibid).

Since servant leadership is manifested through developing and empowering followers, by expressing authenticity, humility, interpersonal acceptance and stewardship and by providing guidance, subordinates are likely to feel empowered (Van Dierendonck, 2011). When subordinates are empowered, it exudes a higher level of self-confidence and have a greater sense of being able to positively influence their work environment (Zhu, May & Avolio, 2004).

Servant leadership is not a new construct: it can be traced back to historical leaders such as Mahatma Gandhi, and in more recent times to Mother Theresa, and religious leaders such as Martin Luther King, who practiced and upheld it as being the way to approach leadership (Sendjaya & Sarros, 2002).

2.4.5. Democratic Leadership Style

The democratic leadership style, also known as participative leadership style, derives its roots from the transformational theory (Burke et al., 2006; Rad & Yarmohammadian, 2006; Vigoda-Gadot, 2007). In this case, leadership focuses on change, visionary leadership and enhancing individual and organisational outcomes. Members are given the chance to build up their leadership skills, participate in leadership and contribute to decision-making (Vigoda-Gadot, 2007). It is arguably more efficient than autocratic leadership (MacBeath, 2005).

2.4.6. Autocratic Leadership Style

In autocratic leadership, the manager retains most authority for himself and makes decision with the mind that subordinates will implement it. He is not bothered about attitudes of the subordinates toward a decision; he is rather concerned about getting the task done. He tells the staff what to do and how to do it, asserts himself and serves as an example for the subordinates.

This style is viewed as task-oriented (Dubrin, 1998). This style is similar to Likert's I and II leadership styles. With the authoritarian style, the focus of power is more with the manager, and all interactions within the group also move towards the manager. According to Mullins (2002), the manager solely exercises decision-making and authority for determining policy, procedures for achieving goals, work tasks and relationships, and control of rewards or punishments.

2.4.7. Laissez-Faire Leadership Style

This is the lay back style where the leader does not directly supervise the members, and does not rely on regular communication or feedback. Specifically, it allows the members autonomy and self-rule to make decisions that relate to the completion of the task (Eagly, Johannesen-

Schmidt & Van Engen, 2003; MacBeath, 2005; Rad & Yarmohammadian, 2006). However, the leader is available to offer guidance should the members request it (Eagly, Johannesen-Schmidt & Van Engen, 2003).

2.5. Organisational Commitment

Organisational commitment has attracted considerable attention in theory and research in contemporary times due its attempt to clarify the intensity and stability of employee's dedication to work organisations. The common definition of commitment does not really exist (Morris and Steers 1993) because different authors provide different definition for the construct. Monge and Miller (1983) related organisational commitment to subordinate's identification with the mission, goals and vision of the organisation. Gallie and White (1993) asserted that the term "organisational commitment refers to the acceptance of organisational values and the willingness to stay.

Mowday, Porter, and Steers (1982) defined organisational commitment as "the relative strength of an individual's identification with an organisation and involvement in a particular organisation". This has been indirectly linked to employee behaviours that are beneficial to the workplace (Mathieu & Zajac, 1990) and are attributed to an increase in positive work-related experiences within the company. Mowday, Steers and Porter (1979) defined organisational commitment as a strong belief in the organisation and willingness to exert significant effort towards the organisation. The positive relationship of transformational leadership on organisational commitment has been demonstrated across multiple organisational settings and national cultures (Bono & Judge, 2003; Dumdum, Lowe, & Avolio, 2002; Koh, Steers, & Terborg, 1995; Lowe et al., 1996; Walumbwa & Lawler, 2003). Similarly, flexible organisational culture types have demonstrated positive influence on organisational

commitment (Lok & Crawford, 1999) while stable types have been associated with negative influences on organisational commitment (Brown, 1995; Krausz et al., 1995; Martin, 1992; Trice & Beyer, 1993). While these effects of leadership and organisational culture type on organisational commitment are recognized (Dvir, Eden, Avolio, & Shamir, 2002), managers and leadership theorists seek a greater understanding of the underlying processes associated with changes in work-related attitudes that can be attributed to specific characteristics of leadership and the working environment created by the organisation's culture (Avolio et al., 2004; Bass, 1999).

Additionally, transformational leadership enhances commitment and loyalty among followers greater than transactional leadership, especially during periods of contingency and change within an organisation Bass, (1998), suggesting further contextual depth to the effects that organisational culture has on this interplay. Leaders are theorized to provide opportunity, challenge, and the proper structure necessary for followers to apply determination, which is reciprocated by increased levels of commitment (Wayne, Liden, & Sparrowe, 2000). An organisation's culture projects an identity which employees may feel meets their needs and matches their personality, or may alienate the person from the organisation (Odom, Boxx, & Dunn, 1990). These relationships suggest that empowerment is acting as an additional factor tied to the types of leaders and organisational culture, establishing a situation where individuals with more control over certain aspects of their job develop a stronger commitment to it. This relationship is supported in research (Spreitzer, 1995; Thomas & Velthouse, 1990; Wayne, Liden, & Sparrowe, 2000; Wiley, 1999) that demonstrates higher levels of organisational commitment among employees who report higher levels of psychological empowerment.

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Steyrer, Schiffinger and Lang (2008) defined the concept of organisational commitment as the relative strength of an individual's identification with and involvement in a particular organisation. Samad (2005) considered the basic theme of organisational commitment as "a bond of the individual to the organisation". Meyer & Allen (1991) on the other hand describe the three components of organisation commitment which is in sync with the dimensions of organisational commitment adapted from Albrecht and Andreetta (2011) in figure 2 below.

Figure 1: Dimensions of organisational commitment.

Source: Albrecht & Andreetta (2011)

Organisational commitment mirrors the psychological connection or bond that binds an individual to an organisation. This psychological connection manifests in different dimensions, namely; affective (desire), continuance (need) and normative commitment (obligation) (Brown & Treviño, 2006; Hannah et al., 2008; Steyrer, Schiffinger & Lang, 2008).

2.6.1. Affective Commitment

This is attributable to emotional attachments. Those employees who − with strong affective commitment − carry on working for an organisation for the reason that they simply want to do so. Their organisations are likely to benefit more because of reduced absenteeism as well organisational citizenship behaviours (Avolio & Gardner, 2005; Hannah et al., 2008; Albrecht & Andreetta, 2011). Employees with a strong emotional connection with their organisation work harder and perform better in their roles (Brotheridge et al., 2008) than those who are motivated by continuance commitment.

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According to Ashman (2006) affective commitment is "an emotional bond between individual and organisation". The theoretical relationship between leadership and follower affective commitment is established through the mechanism of social exchange theory. According to Blau's (1964) Social exchange theory, followers reciprocate the leaders/supervisor favourable treatment and also increase their emotional attachment with organisation and thus fulfilling their responsibilities. It is imperative that followers share their values and beliefs due to their leader's authenticity. As Gardner, et al. (2005) posits that leaders' affect followers through the modeling of high level self- awareness, transparency, balanced processing and authentic behavior. Leaders of such great traits can establish their follower's affective organisation commitment.

According to Mattieu and Zajac (1990) leadership is an antecedent of follower affective organisational commitment. They argued that the relationship between the leadership and affective organisational commitment is mediated through Role of Personal identification. As Avolio, Gardner, et al. (2004) conceptualized that followers identify with leaders who show high level of moral standards, integrity and honesty. To them leaders enhance followers' social identification by creating a deeper sense of high moral values and expressing high levels of honesty and integrity in their dealings with them. Employees who are willing to work hard, adopt to change and take initiative when they personally identified them with the organisation (Meyer, Becker, & Vandenberghe, 2004). The positive social exchange theory and organisational identification theory support the relationship between leadership and follower's affective commitment (Avolio & Gardner, 2005).

When followers value their leader's personality and spokesperson for overall organisation, they indulge in the process of personal and social identification. According to Avolio, Gardner

(2004) this behaviour of followers impact their organisational commitment as well as performance. Followers will personally identify with a leader of behavioral integrity and thus become more committed with their organisation. It therefore imperative that organisations that satisfies the needs of employees and other stakeholders to become the best that they can are more likely to have employees who are content and motivated to and who in turn can be more committed to the organisation (Akinola & Olumide, 2011). According to Jassawalla and Sashittal (2003) the success of organisation is determined in part by, having a high degree of organisational commitment.

2.6.2. Continuance Commitment

This is defined as willingness to remain in an organisation because of personal investment in the form of nontransferable investments such as close working relationships with coworkers, retirement investments and career investments, acquired job skills which are unique to a particular organisation, years of employment in a particular organisation, involvement in the community in which the employer is located, and other benefits that make it too costly for one to leave and seek employment elsewhere.

2.6.3. Normative commitment

This is induced by a feeling of obligation to remain with an organisation. Such a feeling of obligation often results from what Wiener (1982) characterized as "generalized value of loyalty and duty." This is an almost natural predisposition to be loyal and committed to institutions such as family, marriage, country, religion and employment organisation as a result of socialization in a culture that places a premium on loyalty and devotion to institutions. This view of commitment holds that an individual demonstrates commitment behavior solely because she or he believes it is the moral and right thing to do. Schwartz and Tessler (1972) identified personal norms as the factor responsible for what Wiener referred to as an

internalized normative pressure, that makes organisational commitment a moral obligation because the individual feels he or she ought to do so. This feeling of moral obligation is measured by the extent to which a person feels that he or she should be loyal to his or her organisation, make personal sacrifice to help it out and not criticize it (Wiener & Verdi (1980).

Common to all of the three types of commitment is the view that commitment is a psychological state that (a) characterizes the employee's relationship with the organisation, and (b) has implication for the decision to continue or discontinue membership in the organisation. Employees with a strong affective commitment remain with an organisation because they want to, those with a strong continuance commitment remain because they have to, and those with a strong normative commitment remain because they feel they ought to (Meyer, Allen and Smith (1993). Allen and Meyer (1990), found, however, that these three classifications of commitment are conceptually and empirically separable. Even though there appears to be some overlap between affective and normative commitment, both were found to be relatively independent of continuance commitment.

2.7. The Relationship between Leadership Styles and Employee Commitment

Several studies have examined the relationship between leadership behaviour and organisational commitment. The studies confirmed that organisational commitment tends to heighten for those employees whose management or leadership give them the opportunity to partake in decision-making (Steyrer, Schiffinger & Lang, 2008), whose leaders take an interest in employees' welfare (Porter, Steers, Mowday & Boulian, 1974), whose leaders are fair (Lo et al., 2010) and are supportive of their employees. At the same time, a number of scholars (e.g. Gumusluoglu & Ilsev, 2009; Bushra, Usman & Naveed, 2011; Kim & Brymer, 2011) contended that supervision is one of the significant factors that guide employee commitment to their organisation.

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In a recent study that examined leadership styles and organisational culture and employee commitment in university libraries. Rafiq Awan and Mahmood (2010) demonstrated that the leadership style, particularly autocratic and laissez-faire, did not have any influence on the commitment of employees in university libraries. On the contrary, the majority of library professionals tended to be extremely committed to their institutions because they appreciated a result-oriented culture. Also, Lok and Crawford (1999) recorded that the leadership style aspect, a bureaucratic environment, frequently resulted in a lower level of employee commitment and performance, whereas Hunt and Liesbscher (1973) found a negative relationship between these two variables. Bučiūnienė and Škudienė (2008) examined the relationship between employees'organisational commitment dimensions and leadership styles. The study found a positive relationship between a transformational leadership style and affective and normative employee commitments. On the other hand, a laissez-faire leadership style emerged as negatively associated with employees 'affective commitment. Research findings consistently highlighted the positive influence of transformational leadership on organisational outcomes. For instance, transformational leadership was found to result in lower employee turnover, increased organisational citizenship behaviour (Dvir, Eden, Avolio & Shamir, 2002 as cited in Mannheim & Halamish, 2008) and lead to stronger organisational commitment (Bučiūnienė & Škudienė, 2008).

Ponnu & Tennakoon, (2009) examined how transformational leadership and transactional leadership affected employee levels of affective commitment, continuance commitment and normative commitment. Findings revealed that transformational leadership was a better predictor of affective, continuance, and normative commitment than transactional leadership.

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Consistent with previous studies, Avolio, Gardner, Walumbwa, Luthans and May (2004) found a positive association between transformational leadership and organisational commitment. Contrary to the previous research, they found that transformational leadership at the indirect senior level had a more positive relationship with employees' level of organisational commitment as compared to the relationship between commitment and ratings of transformational leadership of the followers' immediate supervisor. As cited in Bučiūnienė & Škudienė (2008), Simon (1994) studied the impact of transformational leadership on organisational commitment and found that transformational leadership has a positive linkage with normative and affective commitment. On the other hand, a negative relationship was found between transformational leadership and continuance commitment.

The findings of Brown and Dodd (2003) [as cited in Bučiūnienė & Škudienė, 2008] indicated a strong correlation between transformational leadership dimensions and affective commitment, a weaker but still strong positive correlation with normative commitment and no relationship with continuance commitment. A negative relationship was found between transactional leadership dimensions and affective and normative commitments, and a statistically significant correlation was found with continuance commitment (Brown & Dodd, 1999). Management styles can influence the commitment level of employees. Eisenberger et al. (1990) [as cited in Avolio et al., 2004] argued that managers and organisations must reward and support their employees for the work that they do because this perceived support allows for more trust in the organisation. They discussed the finding that those employees who felt that they were cared for by their organisation and managers also had not only higher levels of commitment, but that they were more conscious of and conscientious about their responsibilities, had greater involvement in the organisation, and were more innovative.

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2.8.   Church Administration Defined

According to Lindgren (1965) church administration equips the church to be the church and to do the work of the church in more coherent and comprehensive manner. It is the guidance provided by church leaders as they lead the church to use its spiritual, human, physical and financial resources to move the church toward reaching its objective and fulfilling its purpose. Church administration enables the people of God or congregation who make up the church to become and do what they can become and do by God's grace. Charles Tidwell (1985).

2.8.1.   Key Elements in the Definition of Church Administration

According to Stewarts (2012) the definition of church administration has three elements that need to be identified clearly. The overarching concern of church administration is the fulfillment of the purposes of the church of God. Church administration exists to enable the local church to fulfill its six-fold purpose: The local church exists to glorify God (I Cor. 10:31) through loving the Lord and our neighbors (Matt. 22:37-40) by evangelizing people to Jesus, developing people to Christ-like maturity and equipping people for ministry in the church and world (Matt.28: 19-20). Effective church administration will help keep the purposes of the church in focus, while keeping individual responsibilities clear to leaders. The administrative documents will also help keep all involved parties moving in the same direction, minimizing confusion and frustration. Finally, effective written administrative documentation will help maximize human, physical, and financial resources by providing controls designed to ensure good use of resources.

This definition of church administration is comprehensive, viewing the administrative task as concerned with every aspect of church life and seeking to coordinate every experience toward one unified purpose.   Administration cannot be confined only to the organisational, programmatic, and promotional aspects of church life. Worship, preaching, pastoral care, and

every other experience within the church must be seen as interrelated parts of one whole. Each must be viewed in relation to its contribution toward the church's mission. Conversely, no activity is to be considered an end in itself (e.g., preaching, evangelistic outreach, finance); but, each is to be an avenue of ministering to the needs of the people, as those needs are defined by the gospel and exposed by the Holy Spirit.

The definition involves all members of the church in administrative responsibilities – the leaders and laypeople. Administration is not the concern only of the pastor and a few "key" lay people. The entire congregation must understand the vision and mission of the church and must be involved individually and corporately in glorifying God, so that the congregation can fulfill its mission. Church administrative policies and procedures are of God in that they provide a guide and adequate instructions that will result in God being glorified and loved, and therefore worshiped.

The need for proper planning and organisation is central to effective church administration strategy. Planning and organisation builds continuity, develops effective leaders, fosters progress, unity and orderliness, reduces work overload and properly align responsibilities and thus avoid unnecessary duplication and confusion.

The standard of judgment or measurement for any "successful" activity, ministry or program in the church is based upon on the leadership style and also whether or not God is glorified. Crowded sanctuaries on Sunday and many well-attended programs during the week may indicate an active and popular church, but not necessarily an effective one. It takes a servant/transformational leader with a well committed stakeholder (employees and congregants) to effectively administer a church.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Research Design

Methodology is the part of research that shows the ways and approaches of collecting the data (Oliver, 2004). This study adopted a quantitative research approach in examining the influence of leadership on organisational commitment with emphasis on ICGC church administration. In order to achieve the set objectives as well as test the hypothesis formulated to answer the research question, a quantitative research design was used. A structured standardized questionnaire approved by the supervisor was administered at sampled ICGC churches across the country to obtain the required data. However personal interviews and library research, academic articles and religious bulletins, textual and multi-media products and journals (secondary sources) were also employed to reinforce and crosscheck the obtained data for the report. The questionnaire sought to elicit information on general management, leadership style, and organisational commitment.

The questionnaire was designed also to elicit demographic profile or personal information such as gender, age, marital status, education and qualification as well as length of service of the respondents. The questions were clearly simplified and structured in a manner void of any ambiguity and technical details. Thus, most of the questions simply required respondents to tick against the appropriate response and ranked on the scale of 1-5 where I relate to "Not at all" or "Strongly Disagree" whilst 5 implied "Frequently if not always or "Strongly Agree".

3.2. Population

The population targeted for this study comprised of the different branches of the ICGC in the greater Accra region. A sample size of one hundred and twenty (120) respondents was targeted across the churches' operational branches in the region.

3.3. Sampling

The total number of questionnaire disseminated for this research was 120 out of which one hundred and seventeen (117) were retrieved from the respondents. This represents 95% of the respondents out of the targeted sample of 120 in the organisation. 113 out of the 117 retrieved were validly answered based upon which the analysis was conducted using SPSS version 20.0. A descriptive analysis was conducted on the demographics of the respondents.

3.4. Data Collection technique

The study used primary data which was collected through a questionnaire due to the ease of administration and proximity to staff. The Questionnaire was in two sections, the first part captured demographic information of the respondents and the second part had to do with the leadership styles of managers in the church. The last section included questions on the commitment of employees based on the leadership styles. The questionnaire was anonymous in that no personal information of the respondents was collected.

3.5. Method of Data Analysis

Data collected from the survey was imported into a computer programme statistical package for social sciences (SPSS 20.0) and analyzed statistically using descriptive statistics for the demographic data, whiles inferential statistics comprising of correlation analysis and linear regression analysis.

CHAPTER FOUR

PRESENTATION OF FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents an analysis and discussion of the results or findings of the study based on the responses that was received from respondents. The chapter is divided into sections. The first section presents findings on the demographics of respondents. The next section presents findings and analysis based on the research questions and hypothesis.

4.2 Analysis of Respondents' Demography

4.2.1   Analysis of Respondents' Gender

Table 4.1: Respondents Gender

Gender	Frequency (n)	Percent (%)

Male	62	54.9
Female	51	45.1
Total	113	100.0

Source: Field Data, (2019)

As indicated in table 2, majority of the respondents were males thus, 62 representing (54.9%) of the total respondents. The remaining 51 were females representing (45.1%) of the total respondents. The results indicate that ICGC church employees are dominated by females. This phenomenon is normal considering that churches and religious outfits are usually dominated by females and thus it is likely that more females will opt to take up employment with church outfits compared to their male counterparts.

4.2.2   Analysis of Respondents Age

Table 4.2: Respondents Age

Age	Frequency (n)	Percent (%)
20-30	21	18.6
31-40	29	25.7
41-50	13	11.5
51-60	32	28.3
Above 60	18	15.9
Total	113	100.0

Source: Field Data, (2019)

The age distribution as shown in table 3 indicates respondents aged between 51- 60 were 32 representing (28.3%). 29 were aged between 31- 40 representing (25.7%) while 21 were aged between 20-30 indicating (18.6%). Further, 18 were aged above 60 (15.9) while those aged between 41- 50 were the least representing 13 (11.5%) as shown in table 3. The results show that most church workers matured people who are between the ages of 31 to above 60. These

age groups represent a period where most people turn to devote a lot of time to religious matters with the view of improving their spiritual connection with God.

4.2.3   Analysis of Respondents Qualification

Table 3.4: Respondents Qualification

Qualification	Frequency (n)	Percent (%)
Diploma/HND	27	23.9
First Degree	35	31.0
Masters	41	36.3
Other	10	8.8
Total	113	100.0

Source: Field data (2019)

From the distribution table (Table 4), 41 (36.3%) of the respondents were Master's degree holders. Again, first degree holders were 35 (31.0%) and Diploma/HND holders were 27 (23.9). Meanwhile, those with other certificates including professional certificates like ACCA, ICA were 10 (8.8%) and none was an SSSCE/WASSCE holder. The results clearly show that employees of ICGC are highly knowledgeable and educated with the least holding a Diploma/HND.

4.2.4   Analysis of Respondents Length of Service

Table 4.4: Respondents Length of Service

Length of Service	Frequency (n)	Percent (%)
Less than 1 Year	24	21.2
1-3 Years	5	4.4
3-6 Years	25	22.1
7-10 Years	24	21.2
10-15 Years	25	22.1
Above15 Years	10	8.8

Total	113	100.0

Source: Field Data (2019)

Analysis of respondents' length of service indicates that 25 each have worked between 3-6 and 10-15 years representing (22.1%). Again, 24 each have also worked between less than 1 year and 7-10 years representing (21.2%). While 10 have worked more than 15 years representing (8.8%), 5 have worked between 1-3 years representing (4.4%) as shown in table 5 above. It is clear that employees of ICGC have worked in their respective church branches for a very long time as majority of respondents have been with the church for more than 6 years, indicating plausibly high levels of commitment to the church.

4.2.5 Analysis of Respondents Marital Status

Table 4.5: Respondents Marital Status

Marital Status	Frequency (n)	Percent (%)
Single	41	36.3
Married	57	50.4
Divorced/Separated	2	1.8
Widowed	13	11.5
Total	113	100.0

Source: Field Data (2019)

From the distribution table 6, majority of the respondents were married thus, 57 (50.4%). Also, singles were 41 (36.3%) while widowed were 13 (11.5%). However, 2 (1.8%) were either divorced or separated.

4.3. Hypothesis Testing

Hypothesis One: Transformational leadership will be the most dominant leadership style in ICGC churches.

Table 4.7: Mean and standard deviation of transformational and transactional leadership styles of project leaders in the construction industry

Variable	Mean	S.D.	N
Transformational Leadership	60.45	15.83	111
Transactional Leadership	37.06	13.04	

Source: Field Data, (2019)

Table 4.7 presented the mean and standard deviation for both transformational and transactional leadership styles. From the table, the results revealed that employees of ICGC sampled consider their leaders to possess and exhibit a relatively high level of transformational leadership (M=60.45, S.D.= 15.83) than transactional leadership (M=37.06, S.D.=13.04). As seen from the table, transformational leadership recorded a higher mean and standard deviation score, thus clearly showing that church leaders at ICGC demonstrate more people-oriented (transformational) leadership styles than they exhibit transactional leadership style. This supports hypothesis one, which stated that transformational leadership style will be the most dominate leadership style at ICGC.

Hypothesis Two: Leadership styles at ICGC will significantly and positively influence the commitment of employees of ICGC.

4.8. Relationship between Leadership style and Organisational Commitment.

Variable	Mean	S.D.	N	df	R	p
Leadership style	106.09	29.37	111	110	-305***	.001
Commitment	23.81	4.02	111			

Source: Field Data, (2019)   *** significance at the 0.05 level (2-tailed).

The correlation analysis of the relationship between leadership styles and organisational commitment among the respondents is present in table 4.8. The results showed that leadership

styles (M = 106.09, S.D. = 29.37) correlate to organisational commitment (M = 23.81, S.D. = 4.02). However, the inferential statistics analysis revealed that the relationship though significant is a negative $(r_{(109)} = -305, p < 0.05)$. The result does not supports hypothesis two. This results do not conform to those found by Steyrer et al., (2010); Bushra et al., (2011); Kim & Brymer, (2011) and a host of other scholars who found leadership to be a strong antecedent of organisational commitment. The result suggests that the leadership styles of church leaders at ICGC did not engender commitment among their employees. This could mean that employees draw from the notion that work must be done as onto the Lord and therefore could expect their leaders lead, based on the promptings of the 'holy spirit' and not of their own human inclinations. Thus employees show commitment when they perceive that their leaders lead the church based on spiritual directions and not as a result of necessarily following known leadership approaches. It is therefore not unreasonable to suggest that employees are committed to their work as a result of other factors other than the 'human' leadership traits they possess.

Hypothesis three: Transformational leadership style will influence employee commitment than transactional leadership in ICGC churches.

Table 4.9 Summary of the linear regression showing the relationship between the both transformational and transactional leadership style

Model	Unstandardized Coefficients		Standardized Coefficients	t	p
	B	Std. Error	Beta		
(Constant)	9.300	1.075		8.652	.083
Transformational	.062	.611	.089	6.460	.080
Transactional					
leadership					

Source: Field data, (2019)   **Significance at 0.05
   a. Dependent Variable (constant): Organisational Commitment
   b. Note: $R^2 = .004$, F = .207
   c. df = 1, 110

Table 4.9 presents the results for the simple linear regression. The results reveal that there was no correlation between both transformational and transactional leadership styles and organisational commitment of ICGC (β = .089, p > .005). The result does not support hypothesis three. The results further confirm the earlier correlation analysis that showed a negative relationship between leadership style and organisational commitment. Again, this finding does not conform to findings of prior studies conducted by other scholars (See Avolio et al., 2004; Ponnu & Tennakoon, 2009; Lo et al., 2010). From the earlier findings of a negative correlation between the leadership styles of church leaders at ICGC and the commitment of church employees, it is hence not surprising that no significant influence was found between the two dimensions of leadership style (transformational and transactional) and organisational commitment at ICGC. Again, it is plausible that church workers are used to their leaders exhibiting leadership based on the influence of the 'holy spirit' which engenders commitment among church workers who also happen to be members of the church. By playing this dual role as both members and employees of the church, it is possible that employees are more affected by the spiritual leadings of their church leaders than their 'human' leadership characteristics.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This section basically has to do with the summary, conclusion and recommendations of the study.

5.2. Summary of Findings

The main aim of the study was to analyze the influence of leadership on the organisational commitment. Specifically, the study sought to determine the influence of leadership styles in ICGC on the overall commitment of the organisation including staff. The study adopted cross-sectional survey research design where staffs were interviewed to seek their understanding of the leadership styles of managers in the church and the effect it has on the church and its members. Data was collected through administered questionnaire. The total number of questionnaire disseminated for this research was 120 out of which one hundred and thirteen (113) were retrieved from the respondents. This represents 94% of the respondents out of the targeted sample of 120 in the organisation. A descriptive analysis was conducted on the demographics of the respondents. The results indicated that majority of the respondents were males thus, 62 representing (54.9%) of the total respondents. The remaining 51 were females representing (45.1%) of the total respondents. The results further indicated that, respondents aged between 51- 60 were 32 representing (28.3%) were the majority. 29 were aged between 31-40 representing (25.7%) while 21 were aged between 20-30 indicating (18.6%). Furthermore, 18 were aged above 60 (15.9) while those aged between 41- 50 were the least representing 13 (11.5%).

With regards to the study objectives, the study found that transformational leadership style was the most dominant leadership style exhibited by church leaders of ICGC. It was further revealed that even though there is a significant relationship between the style of leadership practiced by managers and employee commitment, this relationship was negative. Additionally, the results showed no significant influence of transformational and transactional leadership on employee commitment.

5.3. Conclusion

In view of the findings, the study concludes that, leadership styles (transformational and transactional leadership styles) exhibited by managers in ICGC has no positive influence on the commitment of members in the administration of church activities. That notwithstanding, managers in ICGC generally practice transformational leadership. In furtherance of this, it is possible that the fact that church employees also double as church members, it has exposed them more to the spiritual leadings of the church leaders and thus, they are unaffected by their 'human' leadership traits. Though, good leadership is a key factor to influencing staff to work along with managers, it is important for church leaders to understand that their spiritual engagement with these workers, through church programmes have immense effect on how they relate to their work and the organisation as a whole. This however, must not substitute for church leader's 'human' leadership responsibility towards the employees of the church.

5.4. Recommendations

Per the findings of the study, it is recommended that organisations specifically ICGC must endeavor to understand the kind of leadership styles in the church and promote it in order to inspire their employees to be more committed to the church. Again, good leadership is key in

every working environment, that notwithstanding, leadership must endeavor to foster cohesiveness among staff to enhance a good working relationship.

Furthermore, the organisation should also enhance the capacity of leadership in all spheres of church administration to improve on their managerial competencies. Thus, the training of mangers in good managerial skills must also include how church leaders can blend spiritual leadership with human leadership traits. This would help enhance further the congenial working relationship between church employees and church leaders. Lastly, the commitment of staff in the administration of the church is contingent on the influence of leadership, hence, leadership must put in place all positive measures to enhance the commitment of staff for the growth of ICGC.

5.5. Areas for Further Research

The study sought to assess the influence of leadership on the commitment of members in the administration of church with the focus on ICGC. In this light, the study concentrated mainly on ICGC churches. Hence it is imperative to replicate the study using other church organisations. Again, since the findings cannot be generalized, future studies must explore the influence of leadership's styles on other work-related variables in other religious organisations besides churches. Also, further studies can be conducted to ascertain how spiritual leadership impacts on employee work behaviors.

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QUESTIONNAIRE

UNIVERSITY OF GHANA BUSINESS SCHOOL.

DEPARTMENT OF ORGANISATION AND HUMAN RESOURCE MANAGEMENT

PERSONAL INFORMATION

Please tick **[√]** *the appropriate box that best describes you*

1. **Gender** a) Male [ ] b) Female [ ]

2. Age: (a) 20 – 30 [ ]; (b) 31 – 40[ ]; (c) 41 – 50[ ]; (d) 51 - 60[ ]; (e) Over 60 [ ]

3. Level of education.

a) SSSCE/WASSCE [ ] b) Diploma/HND [ ] c) First Degree [ ]d) Masters [ ] e) Other: please

specify ………………………………………………………………………

4. How long have you been working at your current workplace?

a) Less than 1 year [ ] b) 1-3 years [ ] c) 3-6 years [ ] d) 7-10 years [ ] e) 10-15 years [ ] f) Above 15 [ ]

5. Marital Status

a) Single [ ] b) Married [ ] c) Divorced/Separated [ ] d) Widowed [ ]

6. **Job Title**…………………………………

SECTION A

Please tick **[√]** the answer that reflects your views in the following statements from 1 to 5.

My manager:		**Not at all**	**Once in a while**	**Sometimes**	**Fairly often**	**Frequently if not always**
1.	Instills pride in me for being associated with him/her	1	2	3	4	5
2.	Goes beyond self-interest for the good of the group	1	2	3	4	5
3.	Acts in ways that build my respect	1	2	3	4	5
4.	Displays a sense of power and confidence	1	2	3	4	5
5.	Talks about his/her most important values and beliefs	1	2	3	4	5
6.	Specifies the importance of having a strong sense of decisions	1	2	3	4	5
7.	Emphasizes the importance of having a collective sense of mission	1	2	3	4	5
8.	Talks optimistically about the future	1	2	3	4	5
9.	Talks enthusiastically about what needs to be accomplished	1	2	3	4	5
10.	Expresses a compelling vision of the future	1	2	3	4	5
11.	Expresses confidence that goals will be achieved	1	2	3	4	5
12.	Re-examines critical assumptions to questions whether they are appropriate	1	2	3	4	5

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My manager:		Not at all	Once in a while	Sometimes	Fairly often	Frequently if not always
13.	Seeks differing perspectives when solving problems	1	2	3	4	5
14.	Gets me to look at problems from many different angles	1	2	3	4	5
15.	Suggests new ways of looking at how to complete assignments	1	2	3	4	5
16.	Spends time teaching and coaching	1	2	3	4	5
17.	Treats me as individual rather than just a member of a team	1	2	3	4	5
18.	Considers me as having different needs, abilities, and aspirations from others	1	2	3	4	5
19.	Helps me to develop strengths	1	2	3	4	5
20.	Provides me with assistance in exchange for my efforts	1	2	3	4	5
21.	Discusses in specific terms who is responsible for achieving performance targets	1	2	3	4	5
22.	Makes clear what i can expect to receive when performance goals are achieved	1	2	3	4	5
23.	Expresses satisfaction when I meet expectations	1	2	3	4	5
24	Focuses attention on irregularities, mistakes, exceptions and deviations from standards	1	2	3	4	5
25.	Concentrates his/her full attention on dealing with mistakes, complaints, and failure	1	2	3	4	5
26.	Keeps track of all mistakes	1	2	3	4	5
27.	Directs my attention toward failures to meet standards	1	2	3	4	5
28.	Fails to interfere until problems becomes serious	1	2	3	4	5
29.	Waits for things to go wrong before taking action	1	2	3	4	5
30.	Shows that he/she is a firm believer in "if it will not break, don't fix it"	1	2	3	4	5
31.	Demonstrates that problems must become chronic before taking action	1	2	3	4	5

INSTRUCTIONS: Please tick (√) for the most appropriate responses in respect of the statements made below. Using the scale below.

1— Strongly Disagree;   2— Disagree; 3 — Neither Agree nor Disagree 4— Agree;   5—Strongly Agree

Please tick (√) one response for each statement

Organisational Commitment

		Strongly disagree	disagree	Neither agree nor disagree	Agree	Strongly agree
1	I would be very happy to spend the rest of my career in this organisation.	1	2	3	4	5
2	I enjoy discussing my Organisation with people outside of it					
3	I really feel as if this Organisation's problems are my own					
4	I think that I could easily become as attached to another Organisation as I am to this one.					
5	I do not feel like "part of the family" at my Organisation					
6	I do not feel "emotionally attached" to this Organisation					
7	This Organisation has a great deal of personal meaning for me					
8	I do not feel a strong sense of belonging to my Organisation					
10	I do not feel any obligation to remain with my current employer					
11	Even if it were to my advantage, I do not feel it would be right to leave my Organisation now.					
12	I would feel guilty if I left my Organisation now					
13	This Organisations deserves my loyalty					
14	I would not leave my Organisation right now because I have a sense of obligation to the people in it.					
15	I owe a great deal to this Organisation					
16	I am not afraid of what might happen if I quit my job without having another one lined up					
17	It would be very hard for me to leave my Organisation right, even if I wanted to					
18	Too much will be disrupted if I decided I wanted to leave my Organisation now.					
19	It wouldn't be too costly for me to leave my Organisation right now					
20	Right now staying with my Organisation is a matter of necessity as much as desire					
21	I feel that I have too few options to consider leaving this Organisation					
22	One of the few serious consequences of leaving this Organisation would be the scarcity of available alternatives					
23	One of the major reasons I continue to work for this Organisation is that leaving would require considerable personal sacrifice – another Organisation may not match the overall benefits that I have here.					