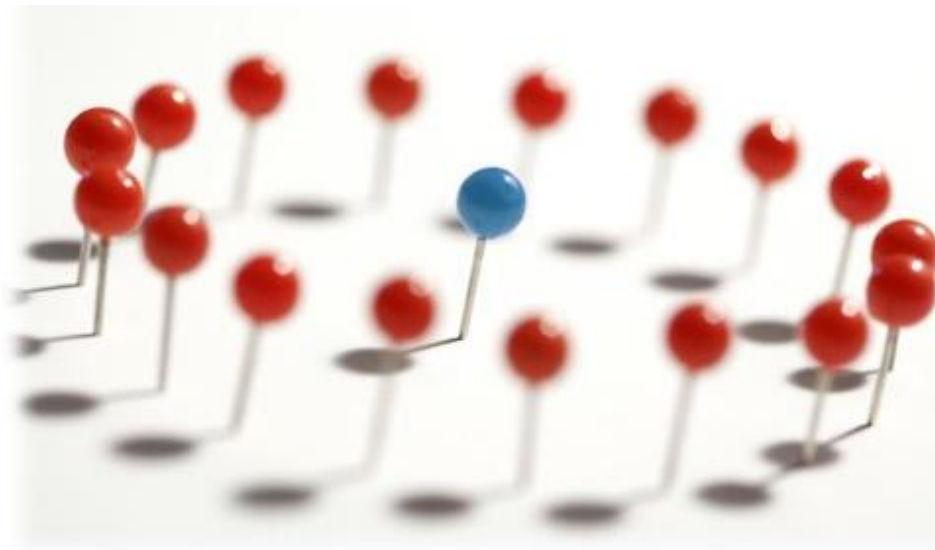


LEADERSHIP IN THE CHURCH

**An Empirical Analysis of Leader-Member Relationships,
Job Satisfaction, and Job Performance**



Avril Occilien-Similien
Doctoral Capstone Report
PEABODY COLLEGE | VANDERBILT UNIVERSITY

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Doctoral Capstone Report

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I am thankful for all involved in supporting me while I attained this life-long goal.

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EXECUTIVE SUMMARY

NSC Church, the partner organization for this capstone project, has seen consistent growth in the level of church attendance and church membership over the past seven years. In addition to expanding to physically house the increasing number of church members and visitors, there is a need for the staff to expand performance capacity to continue to be effective as a church. Periods of major organizational change can be more daunting and troublesome to employees than leaders may think. Leaders need to acknowledge this fact and be prepared to lead employees during turbulent times. Through collaborative work with the senior pastor and the church staff, strategies were explored to help navigate this organizational change of rapid expansion by building capacity and deepening relationships between the leader and the church staff members to increase individual job performance and job satisfaction.

A thorough review of current literature revealed research focused on either the senior pastor's overarching leadership style or focused on how relationships among team members affected job performance and job satisfaction. Limited research addressed the quality of one-on-one relationships between church staff members and the senior pastor and how those relationships affect job satisfaction and job performance. This realization led to the selected conceptual framework: Leader-Member Exchange (LMX) Theory.

This capstone project aimed to address the following problem of practice: How does the leader-member exchange (LMX) quality impact church staff job satisfaction and job performance? The quality of LMX between the leader and members was determined and correlated with members' level of job satisfaction and job performance. Factors that contribute to LMX quality and their effect on job satisfaction and job performance were also analyzed.

A mixed methods approach was utilized to gather data: validated surveys (LMX7 Questionnaire and Job Satisfaction Survey), individual interviews, and a review of existing data (performance review documents).

The results of this project indicate that LMX quality has a strong positive impact on job satisfaction. In contrast, LMX quality has a lesser (moderate) influence on job performance. Factors that contribute positively to job satisfaction and job performance and which should be leveraged include nature of work, positive perceptions of the leader (personally and professionally), clear organizational vision, and members feeling valued by the leader. Factors that contribute negatively to job satisfaction and job performance and need to be addressed through recommended interventions include ineffective leader communication, inefficient implementation of operations, unclear job expectations, and insufficient resources. The leader of the partner organization was curious about the impact of the level of pay on job satisfaction and job performance. Analysis of the collected data revealed that low pay negatively impacted job satisfaction; however, low pay did not impact job performance. Additional analysis of the data revealed the leader's perception of LMX quality has a strong positive influence on performance review ratings.

These results of this study conclude that the exchanges between the senior pastor and each team member affect job satisfaction and job performance, additionally, the processes and resources that the leader implements and makes available to the members also play a role in member job satisfaction and job performance.

Four recommendations for NSC Church emerged from the research findings in leadership approach, communication, operations, and resources. 1) Adaptive Leadership - The leader should adapt his leadership approach style to each team member based on the Situational Leadership

model; 2) Communication – Implement one-on-one meetings and decrease the frequency of staff meetings; 3) Operations – Conduct a Job Task Analysis (JTA) to formalize tasks and roles, and 4) Resources – Formalize the volunteer, which includes the strategies of recruiting a Volunteer Coordinator and implementing a Volunteer Interest Survey to increase retention and engagement.

INTRODUCTION

Vital to the continual expansion of the Church is the discovery of factors that contribute to the local church's performance. Leaders who desire to be obedient to the great commission – the Church's purpose (Matthew 28:18-20, NIV Bible) must continually search for those variables that contribute to church development. Societal norms that affect organizational development are always evolving. Social and behavioral sciences continue to improve and guide leaders with more excellent proficiency. Research has shown that effective church performance is directly correlated to the effectiveness of church staff member relationships and staff performance (Easum, 1990). Similarly, research supports the positive effects of work relationship quality on job satisfaction (Harris, Wheeler, & Kacmar, 2009), and satisfaction, in turn, has a significant impact on employee performance (Pushpakumari, 2008). The research outlined in this report will provide insight into factors that contribute to church staff job performance and job satisfaction.

One variable that contributes to the growth and development of local churches is the ministerial staff's leadership. Similar to studies on business organizations that have observed the organization's top leadership team, in the church setting, some researchers focus on the importance of the ministerial team (Westing, 1997). Other researchers place significance on the senior pastor's role (Ellis, 1986; Warren, 1995). However, an initial inquiry into this topic found minimal previous research on the patterns of dyadic relationships between the ministerial team members with the senior pastor and how these relationships correlate with individual job performance and job satisfaction.

The senior pastor must work with key leaders to complete the task of the Church's purpose. These relationship patterns at the top of the organization may play a significant role in individuals' performance on the team (Easum, 1990). Therefore, this study will focus on each

staff member's relationship quality with the senior pastor and its correlation to job satisfaction and job performance. This research aims to enhance the organization's effectiveness by providing recommendations for improvement in leader-member relationships, job satisfaction, and ultimately performance.

OVERVIEW OF PARTNER ORGANIZATION

NSC Church, the partner organization for this project, is a small, vibrant church located east of Atlanta, GA. The church aims to facilitate a dynamic encounter with Jesus Christ, empowering others to live the life they were created to live. The church staff consists of six members who all report directly to the senior pastor.

The church was established in 2002, the weekly attendance is approximately 200 worshipers, and the current senior pastor has been the church leader for the past seven years. The church is in the middle of expansion. Not just growth in terms of the number of members and visitors each week but also a physical structure expansion. The church attendance and membership have been growing consistently (148%) over the past seven years (See Figure 1 below), which necessitated the launch of a building program to increase the physical structure's capacity to house the increasing number of worshipers. This growth is significant because not only has the attendance increased, but the number of individuals choosing to become members has increased at the same rate. This parallel increase means the individuals who attend the worship services are committed to staying and growing with this organization. Therefore, it became critical for the church to expand its capacity to physically house these worshipers.

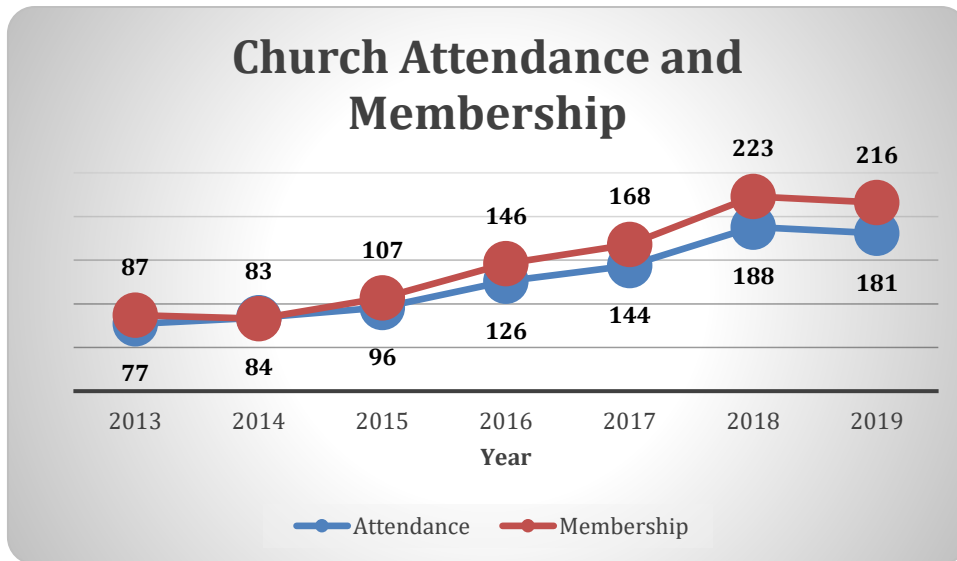


Figure 1: Church Growth

PROBLEM OF PRACTICE

In addition to expanding to physically house the increasing number of church members and visitors, there is a need for the church staff to expand performance capacity to continue to be effective as a church. To accomplish the goal of reaching as many individuals as possible with the good news of the gospel, the ministerial team, including the leader, will need to make behavioral adjustments. The senior pastor will need to help the team navigate these changes. According to Jacobs, van Witteloostuijn, and Christe-Zeyse, (2013), leaders need to realize that organizational change can be more intimidating and disruptive than is often assumed and need to be prepared to lead the charge.

Based on conversations with the senior pastor, this period of organizational expansion, has produced inconsistency across the church staff members in job performance and job output. Quality of leader relationships with employees have long been associated with job performance (Burns, 1978). The desired state is to have a ministerial team that operates at its highest and most efficient capacity, both individually and as a team. Building team capacity requires increased self-awareness, deeper relationships, creating new skills, and implementing new tools to

establish an increased new normal for the organization (Fleming & Millar, 2019). Therefore, this project aims to work collaboratively with the senior pastor and the team to explore strategies to build capacity and deepen relationships between the leader and the church staff members and increase individual job performance and job satisfaction.

LITERATURE REVIEW

In the field of organization development (OD), OD practitioners' main role is to help leaders navigate change while maintaining organizational effectiveness (Jacobs & Heracleous, 2006). According to Jacobs, van Witteloostuijn, and Christe-Zeyse, (2013), organizational change can be more daunting and troublesome than leaders may think. Leaders need to acknowledge this fact and be prepared to lead employees during turbulent times. One area of employee work experience that gets affected during times of change is employee job satisfaction (Bhatti, Islam, Mirza, & Ali, 2015). Different researchers have defined job satisfaction in varying ways. According to Hoppock (1935), job satisfaction is a combination of psychological, physiological, and environmental factors that affect how employees feel about their jobs. Vroom (1964) attributes job satisfaction to the employee's role, while Spector (1997) concludes that job satisfaction is determined by how employees feel about various aspects of their job such as leadership, coworkers, rewards and pay (among others). With Spector's definition, job satisfaction could vary within the same job based on how well these aspects are implemented in the workplace.

One of the most referenced job satisfaction models is Herzberg's Two-Factor Theory (Herzberg, 1976). This theory separates job satisfaction factors into two categories: Motivators (contribute to job satisfaction) and Hygiene Factors (contribute to job dissatisfaction). Among the hygiene factors are items related to relationships in the organization such as leadership and

interpersonal relationships. According to Herzberg (1976), one of the external factors that cause dissatisfaction on the job is a poor relationship between leaders and followers. Rue and Byars (2003) indicate the relational factors that affect job satisfaction include leader's concern for members, quality of co-worker relationships and depth of social network, while other researchers (Graen & Cashman, 1975; Gerstner & Day, 1997; Smith, 2010) focus specifically on the impact of interactions between the leader and the member. Smith (2010) concludes that leaders have a major impact on employee satisfaction. Employees who leave do so more because of the leader than because of the organization. Gerstner and Day (1997) along with Graen and Cashman (1975) reported that leaders have different exchanges when interacting with employees. The quality of these interactions influences employee job satisfaction.

Another area of employee work experience that gets affected during times of change is employee job performance. According to Borman and Motowidlo (1993) and Werner (2000), job performance consists of two types of behaviors. Task behavior is directly related to the organization's product or service and conceptual behavior refers to behavior that contributes to the social and psychological context of the organization. Both types of behaviors are valuable and should be considered when evaluating job performance.

Factors that affect job performance include role conflict, role ambiguity and task compatibility (Rizzo, House, & Lirtzman, 1970; Bedeian & Armenakis, 1981). These factors are facilitated in part, by the employee's leader and researchers have correlated effective facilitation of these factors to the practice of transformational leadership (Podsakoff, Mckenzie & Payne & Bachrach, 2000; Purvanova, Bono, & Dzieweczynski, 2006). Transformational leaders have long been associated with job performance because they motivate employees to perform above and beyond basic expectations and drive higher achievement (Burns, 1978). Transformational leaders

replace self-interest with organizational interests and inspire employees to do the same (Bass & Avolio, 1993). In addition to the effects of overarching leadership styles, research has shown that the quality of exchange between leader and member influences job performance. The higher the quality of interactions with the leader and member, the more support and attention the employee receives, leading to higher performance (Graen & Cashman, 1975). However, some researchers have found weak or inconsistent correlation between one-on-one interactions with the leader and job performance (Gerstner & Day, 1995).

Most of the research described above was conducted in organizations classified as for-profit organizations. Non-profit organizations have different dynamics that may affect job satisfaction and job performance (Bastida, Marimon, & Carreras, 2018). Since the partner organization for this project is a non-profit organization, a literature review was conducted to evaluate this concept. Non-profit organizations face increasing demands to convert themselves into agile, proactive organizations that use their scarce resources efficiently. All these demands must be maintained while continuing to effectively serve their audience's needs (Akingbola 2013). To meet these demands, non-profit organizations are leaning more heavily on organization development practices (Frumkin & Andre-Clark, 2000; Kellock Hay, Beattie, Livingstone, & Munro, 2001). In the non-profit world, employees are viewed as critical to the organization's mission, therefore, investing in best practices to enhance skills and ensure a positive employee experience is a top priority of non-profit organizations (Conway & Monks 2008). Leaders play a critical role in ensuring this experience for the employee and nonprofit organizations' success depends heavily on effective leadership.

Given that most human resources in nonprofit organizations are volunteers or underpaid staff, maintaining strong interpersonal relationships between leaders and followers is essential

(Stringer, 2006; Mardanov, Heischmidt, & Henson, 2007). Good relationships between leaders and followers in non-profit organizations may become a powerful source that leads to high levels of employee satisfaction and enjoyment with the non-profit sector (Case, 1998). To understand this area of job performance and job satisfaction in non-profits at an even more granular level, I explored research in the church environment.

Leadership is influence (Yukl, 2002). The ministerial staff is the upper-level leadership in the local church setting. The development of that leadership team directly affects the church's ability to make its vision become a reality (Maxwell, 1995). Churches provide the setting for ministerial teams to do their work and determine the team's work scope. At the same time, these teams often make critical decisions and take actions that form the organization (Raes, Bruch, & De Jong, 2013). How do ministerial teams effectively carry out the work of the church? Previous research has focused on the role of the senior pastor's effect on ministerial teams. Puls, Ludden, and Freemyer (2014) focused on the concept of authentic leadership, which encompasses four main components: self-awareness, internalized moral perspective, balanced processing, and relational transparency. This research by Puls et al. (2014) concluded clergy who practice the elements of such authentic leadership positively affect ministerial effectiveness.

Other research has focused on the relationships among ministerial team members. Endacott, Hartwig, & Yu, (2017) claim developing team based leadership founded on Biblical principles is most effective for churches today. Westing (1997) concluded that current church culture is very receptive to this kind of leadership approach where men and women are called to serve in teams. Similarly, other researchers (Endacott et al., 2017) perceive that staff relationships can positively or negatively influence job performance and job satisfaction. The interpersonal and professional associations of the top leadership team, in turn, affect the

performance of church ministry. The church's overall performance often does not depend on one person but the entire top leadership team. A more cohesive leadership team may represent a competitive advantage as staff members find satisfaction in group achievement rather than individual self-expression and self-determination (Benson, 2000).

Although leaders are required to lead individuals and teams successfully, research of leadership at the individual level within the church setting and its outcomes have been mostly lacking. One related study, Stokes (2020), investigated the impact of individual leader-member relationship within the context of developing leaders in the church through mentorship. The study concluded that establishing individual leader-member relationships is a robust model to develop and enhance the leadership capacity of emerging male leaders within the African American church context.

CONCEPTUAL FRAMEWORK

After completing the literature review, I found research focused on dyadic relationships within the church setting somewhat limited. Previous research focused on either the senior pastor's overarching leadership style such as transformational leadership (Podsakoff et al., 2000; Purvanova et al., 2006; Burns, 1978; Bass & Avolio, 1993) or authentic leadership (Raes, Bruch, & De Jong, 2013; Puls et al., 2014). Other studies focused on relationships among team members and how they affect job performance and job satisfaction (Westing, 1997; Endacott et al., 2017). Except for Stokes (2020), I did not see much research addressing the quality of one-on-one relationships between church staff members and the senior pastor and how those relationships affect job satisfaction and job performance. This realization led to the selected conceptual framework: Leader-Member Exchange (LMX) Theory.

Leader-Member Exchange (LMX) Theory

Leader-Member Exchange (LMX) Theory (Dansereau, Graen, & Haga, 1975; Graen and Scandura, 1987; Graen and Uhl-Bien 1995) focuses on the leader and team member's dyadic relationship and how their exchanges impact the goal of attaining a thriving work environment. The theory mainly focuses on the different sides of the dyadic relationship and how they interact with each other and their impact on each team member. The leader-member exchange theory explains how this relationship can either positively influence or hinder the group members in their work environment.

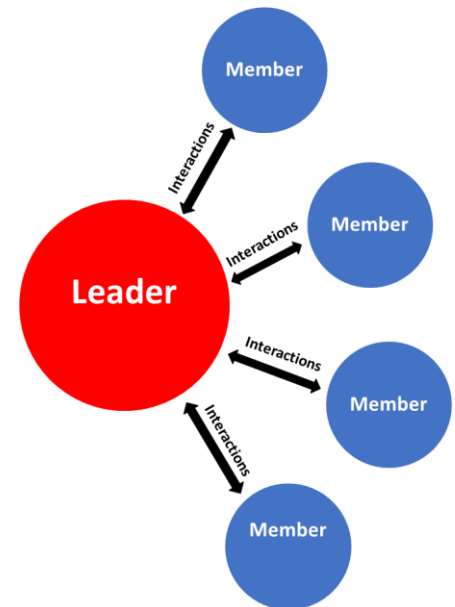


Figure 2: Dyadic interactions between the leader and each team member

The study of LMX, formerly called the vertical dyad linkage theory, began in the 1970s (Yukl, 2002; See Figure 2). Vertical dyad linkage theory focused on the nature of the dyadic relationships between a leader and follower (Dansereau, Cashman, & Graen, 1973). This approach to describing leadership was a different approach from defining leaders in terms of their average leadership style across a group of followers. Overarching leadership style does not consider that leaders interact differently and develop different relationships with each team member (House & Aditya, 1997).

LMX theory focuses on the fact that leaders do not have the same type of relationship with all members and the relationship between leader and member develops differently over time (Graen & Uhl-Bien, 1995). LMX theory also builds and expands upon the foundation of social exchange theory (Liden & Sparrowe, 1997). Social exchange theory explains how tangible and psychological benefits exchange within social interaction as rewards and favors (Yukl, 2002). LMX theory narrows the focus of the social exchange to a dyadic level

between leader and member. Researchers refer to members who have a positive relationship with the leader as being in the “in-group,” and those with poor connections as in the “out-group” (Yukl, 2002). In-group refers to those members who have higher LMX quality with the leader. Out-group members have lower LMX quality with the leader (Yukl, 2002; See Figure 3).

Members of the in-group have unique high quality exchanges with the leader. These exchanges are based on mutual trust, respect, liking, loyalty, affection, duty, and mutual influence. Often those in the in-group perform beyond the basic expectations, which increases the social exchange rate (Liden & Sparrowe, 1997). These individuals with high quality LMX relationships benefit from the opportunity to negotiate their roles with the leader (Dansereau et al., 1975).

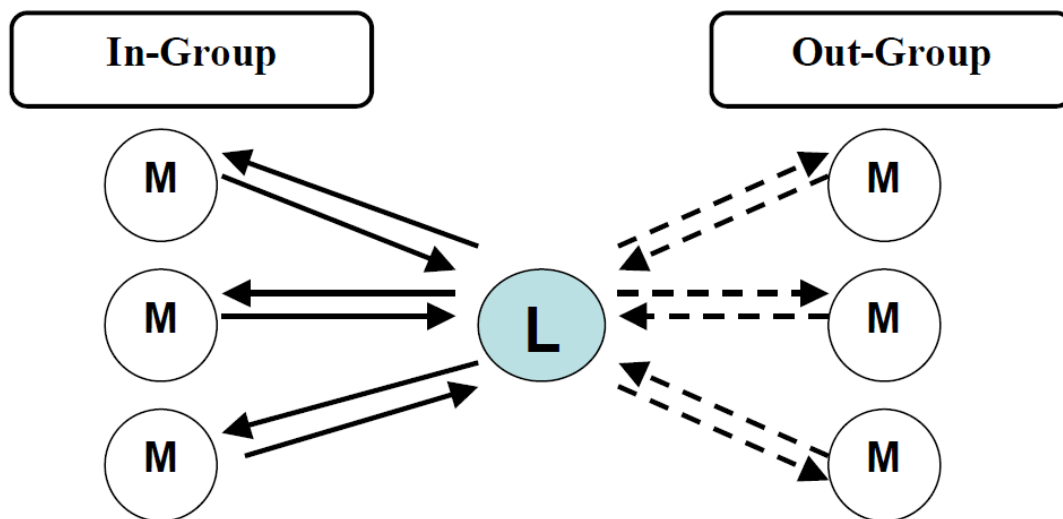


Figure 3: In-Groups and Out-Groups The leader (L) forms unique relationships. In group members have mutual trust, respect, and liking; Out-group member relationships are based on formal relationships. Adapted from “Leader-Member Exchange Theory” in *Leadership Theory and Practice* (3rd ed) by P.G. Northouse, 147-168.

Out-group members have lower LMX quality with the leader (Yukl, 2002). The characteristics of these relationships include low trust, low respect, a sense of economic obligation, and members who do not perform beyond what is required (Graen & Uhl-Bien, 1995; Liden & Sparrowe, 1997). Yukl (2002) noted that the out-group has a low level of mutual

influence. These members only follow formal role requirements. These members report less of a chance to negotiate their roles with the leader because the relationship is weak (Dansereau et al., 1975).

RESEARCH QUESTIONS

Through the lens of the LMX theory, I developed the research questions and the focus of this project.

Research questions:

1. How does the quality of the leader-member exchange impact church staff job satisfaction?
2. How does the quality of the leader-member exchange impact church staff job performance?

PROJECT DESIGN

The capstone project utilized a mixed methods approach. Data were gathered from the senior pastor and each of the six church staff members. Those data were collected utilizing three data collection methods: validated surveys, individual interviews, and a review of existing data. There were two surveys used: a validated LMX7 Questionnaire (Appendix A) derived from Graen and Uhl-Bien's (1995) work and a validated Job Satisfaction Survey (Appendix B) derived from the work of Spector (1994). The interviews were intended to provide the participants with an opportunity to say more about their survey responses and provide more in-depth insight into their perception of LMX quality, job satisfaction, and job performance (Full interview protocol can be found in Appendices C & D). Existing data was utilized to determine the level of job performance by reviewing previous performance review documents.

Population and Sample

Due to the population's small size, instead of selecting a sample, the entire population was allowed to participate in the project. The population consisted of the senior pastor and the six church staff members ($n = 7$). The senior pastor's main responsibilities include providing spiritual leadership and pastoral care to the church members. This role also serves as the chief executive, overseeing all administrative functions for the church. The six staff members report directly to the senior pastor: Worship Leader, Family Life Pastor, Pastoral Care Minister, Events & Operations Manager, Facilities & Technology Leader and Finance Officer (See Figure 4). All staff members are part-time paid staff except the Finance Officer, a retired professional who donates services to the church. Since the Finance Officer does not receive payment for services, that person is technically a volunteer. However, the Finance Officer, even though unpaid, committed to abiding by the expectations of a paid staff member (minimum number of hours, attendance at staff meetings, etc.). Therefore, for this project, the Finance Officer is categorized as a staff member.

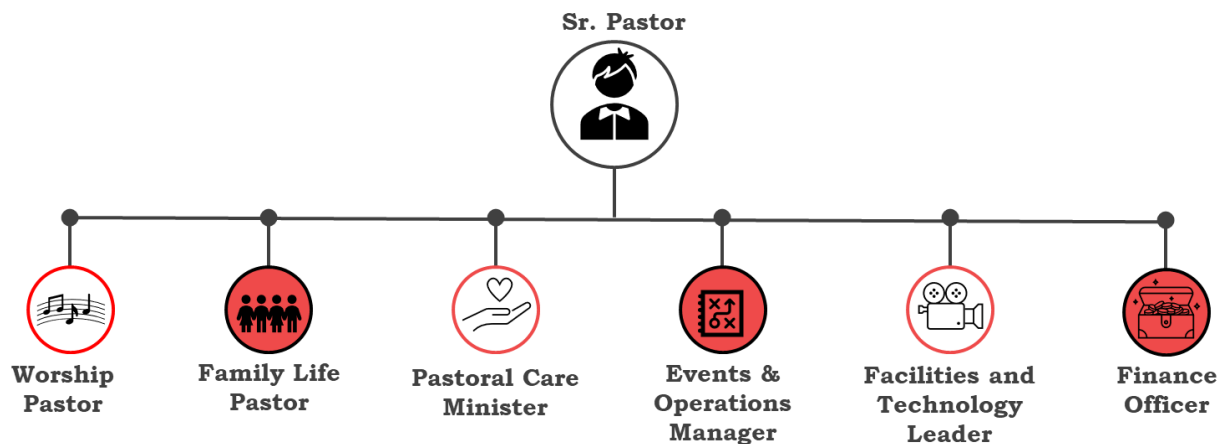


Figure 4: NSC Church Organization Chart

Research Instruments

Research instruments utilized in this mixed methods study include LMX7 Questionnaire, Job Satisfaction Survey, individual interviews, and a review of existing performance data (See Table 1).

Data Collection Instruments		
Research Question	Data Collection Method	Instruments
1. How does the quality of the leader-member exchange impact church staff members' job satisfaction?	1. Surveys 2. Interviews	1. LMX 7 Questionnaire 2. Job Satisfaction Survey 3. Interview Questions
2. How does the quality of the leader-member exchange impact church staff members' job performance?	1. Survey 2. Interviews 3. Existing Data	1. LMX 7 Questionnaire 2. Interview Questions 3. Performance Ratings

Table 1: Data Collection Instruments

Participant Surveys

1. LMX7 Questionnaire

The LMX7 Questionnaire (Graen & Uhl-Bien, 1995) was administered electronically to the senior pastor and staff member (n = 7). The results obtained from the questionnaire (Bernerth, Achilles, Field, Giles, & Walker, 2007) reflect the quality of the leader-member relationships from both the leader and member's perspectives. The leader completed the questionnaire six times, assessing the quality of the relationships with each staff member. Scores in the upper ranges indicate higher-quality leader-member exchanges (e.g., in-group members). In contrast, scores in the lower fields indicate lesser quality interactions (e.g., out-group

members). All surveys that were administered were returned, which equates a 100% survey response rate.

2. Job Satisfaction Survey

The Job Satisfaction Survey (JSS) (Spector, 1994) is a thirty-six item, nine-facet validated tool used to evaluate employee attitudes about aspects of their job. Each factor is assessed with four items, and a total score is computed from all items. A totaled rating scale format is used, with ratings per item ranging from “strongly disagree” to “strongly agree.” Factors evaluated by this survey are Pay, Promotion, Leadership, Fringe Benefits, Contingent Rewards (performance-based rewards), Operating Procedures (policies and procedures), Coworkers, Nature of Work, and Communication. Since the partner organization does not offer benefits and the current organizational structure does not lend itself to promotions, the participants were instructed to not respond to questions that address the factors of Promotion and Fringe Benefits. Even though several other validated surveys measure job satisfaction, the Job Satisfaction Survey (Spector, 1994) was selected because it was initially developed for human service organizations.

The six staff members were administered the survey electronically. The senior pastor did not need to complete the survey since only the staff members’ job satisfaction was assessed. All surveys that were administered were returned, which equates a 100% survey response rate.

Individual Interviews

The senior pastor and all six staff members were offered the opportunity to be interviewed individually through a virtual platform for approximately 45 minutes. The interview date and time were determined by the participants based on their availability. The interviews

were intended to provide the participants with an opportunity to expound on their survey responses and provide more in-depth insight into their perception of LMX quality, job satisfaction, and job performance. The senior pastor and all six staff members were interviewed.

Analysis of Existing Data

To determine the level of performance for each staff member, performance data was retrieved from performance rating documents from the previous year. Informal performance discussions are held throughout the year; however, formal performance reviews occur once per year at the end of the calendar year. Applicable pay raises and/or bonuses are also discussed during this conversation. The performance document utilized during the formal performance discussion includes open ended feedback in the following areas: delivering results, taking initiative, communication, and service to others. There is one question which requires a rating: “On a scale of 1 (unacceptable) – 5 (far exceeds expectations), how would you rate this employee's overall job performance?”

Procedure

After discussing the project goals with the senior pastor, the church staff was informed about the project during a regularly scheduled virtual staff meeting. During this meeting, I presented the team with the project's purpose, scope, and requirements and requested their participation. Staff members were assured their participation was purely voluntary, and lack of involvement would not affect their employment in any way. After the meeting, I sent the senior pastor and each staff member an informed consent via e-mail for signature (See Appendix E for participant communication). As each staff member returned the signed informed consent, I sent requests via e-mail for a convenient date and time to meet for the individual virtual interview, scheduled for 45-60 minutes. Utilizing the Mentimeter.com survey tool, I sent links via e-mail

with the LMX7 Questionnaire and the Job Satisfaction Survey for completion. The senior pastor and all six staff members responded with a date and time to be interviewed. Interviews occurred when scheduled, and all interviews were recorded with the participants' consent.

DATA ANALYSIS

The mixed methods approach of this project data yielded both quantitative and qualitative data. Data were analyzed based on their relevance to each research question.

Research Question 1: How does the leader-member exchange quality impact church staff job satisfaction?

- Data Collection Method: Surveys, Interviews
- Data Collection Instruments: LMX7 Questionnaire, Job Satisfaction Survey, and Interviews.
- Quantitative Data Analysis: Excel was utilized to clean the data and assign a numerical value to each survey's responses (Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5). Negatively worded items were reversed scored. Job Satisfaction Survey questions were calculated based on their related factor (Nature of Work, Leadership, Coworkers, Contingent Rewards, Operating Conditions, Communication and Pay). The overall average of each survey per participant was calculated along with the average rating per factor.
 - Descriptive statistics: Data tables and bar graphs were used to illustrate each survey results to indicate the relationship between LMX Quality and job satisfaction (See Table 4 and Figures 5, 6 and 8).
 - Inferential Statistics: Pearson Correlation Coefficient was used to run a correlation analysis to determine the relationship between LMX Quality and job satisfaction (See Figure 5).

- **Qualitative Data Analysis:** Interview transcripts and notes were reviewed while listening to audio clips of interviews, concepts were coded and analytic themes were identified (Vision, Relationship, Purpose, Value, and Operations). For each theme, essential quotes were identified, and conclusions were drawn from responses that indicate the relationship between the quality of LMX and job satisfaction.

The data analysis table 2 below outlines the data analysis methods.

Data Analysis Leadership in the Church: An Analysis of Leader-Member Exchange, Job Satisfaction and Performance		
Sample Size: n=7; 1 Leader, 6 Staff members Survey Return Rate: 100%; Interview Rate: 100%		
Research Question	Data Collection Method	Instruments
1. How does the quality of the leader-member exchange impact church staff members' job satisfaction?	1. Surveys 2. Interviews	1. LMX 7 Questionnaire 2. Job Satisfaction Survey 3. Interview Questions
	Data Analysis	
	Quantitative Data: For each survey - Utilizing Excel, data was cleaned, and responses were assigned a numerical value - Categories were created and survey questions were related to each construct - Overall average of each survey per participant was calculated - Average of results per construct was calculated - Descriptive statistics: Data tables and bar graphs were used to illustrate results from each survey to indicate the relationship between quality of LMX and job satisfaction - Inferential Statistics: Pearson Correlation Coefficient was used to run a correlation analysis to determine relationship between quality of LMX and job satisfaction	Qualitative Data: Interviews - Interview transcripts and notes were reviewed while listening to audio clips of interviews - Concepts were coded and related to LMX Quality and job satisfaction - Analytic themes were identified - Important quotes were identified to support themes - Conclusions were drawn from responses that indicate the relationship between quality of LMX and job satisfaction

Table 2: Data Analysis for Research Question #1

Research Question 2: How does the leader-member exchange quality impact church staff job performance?

- Data Collection Method: Surveys, Interviews, Existing Data
- Data Collection Instruments: LMX7 Questionnaire, Interviews, Performance Ratings
- Quantitative Data Analysis: Excel was utilized to clean the data and assign a numerical value to responses: LMX Questionnaire (Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5) and Performance Ratings (Unacceptable=1, Needs Improvement=2, Meets Expectations=3, Exceeds Expectations=4, Far Exceeds Expectations=5). The overall average of each survey per participant was calculated.
 - Descriptive statistics: Data tables and bar graphs were used to illustrate each survey results to indicate the relationship between the quality of LMX and job performance (See Table 4 and Figure 9).
 - Inferential Statistics: Pearson Correlation Coefficient was used to run a correlation analysis to determine the relationship between quality of LMX and job performance (See Figure 10).
- Qualitative Data Analysis: Interview transcripts and notes were reviewed while listening to audio clips of interviews, concepts were coded and related to LMX Quality and job performance, and analytic themes were identified (Vision, Relationship, Purpose, Value, and Operations). Meaningful quotes were identified for each theme, and conclusions were drawn from responses that indicate the relationship between the quality of LMX and job performance.

The data analysis Table 3 below outlines the data analysis methods.

Data Analysis Leadership in the Church: An Analysis of Leader-Member Exchange, Job Satisfaction and Performance		
Sample Size: n=7; 1 Leader, 6 Staff members Survey Return Rate: 100%; Interview Rate: 100%		
Research Question	Data Collection Method	Instruments
2. How does the quality of the leader-member exchange impact church staff members' job performance?	1. Survey 2. Interviews 3. Existing Data	1. LMX 7 Questionnaire 2. Interview Questions 3. Performance Ratings
	Data Analysis	
	Quantitative Data: LMX survey - Utilizing Excel, data was cleaned, and responses were assigned a numerical value - Categories were created and survey questions were related to each construct - Overall average per participant was calculated - Average of results per construct was calculated Performance Ratings - Performance documents from previous year were reviewed for overall performance rating scores - Descriptive statistics: Data tables and bar graphs were used to illustrate results from survey and performance documents to indicate the relationship between quality of LMX and job performance. - Inferential Statistics: Pearson Correlation Coefficient was used to run a correlation analysis to determine relationship between quality of LMX quality and job performance	Qualitative Data: Interviews - Interview transcripts and notes were reviewed while listening to audio clips of interviews - Concepts were coded and related to LMX Quality and job performance - Analytic themes were identified - Important quotes were identified to support themes - Conclusions were drawn from responses that indicate the relationship between quality of LMX and job performance

Table 3: Data Analysis for Research Question #2

RESEARCH FINDINGS

Presented below are the results for each research question. There were eight findings: Findings 1, 2, and 3 address the first research question: How does leader-member quality impact staff members' job satisfaction? Findings 4, 5, and 6 resulted from the second research question: How does leader-member exchange quality impact staff members' job performance? Findings 7 and 8 did not address either of the research questions. However, they are relevant to understanding factors that affect job satisfaction and job performance in this environment.

Research Question 1: How does the leader-member exchange quality impact church staff job satisfaction?

Finding 1: LMX quality has a strong positive influence on job satisfaction.

A Pearson correlation coefficient computation was conducted to assess the relationship between the average responses from the LMX7 Questionnaire ($M = 3.7$) and the Job Satisfaction Survey ($M = 4.2$). Correlation results indicate a positive correlation between the two variables, $r = 0.76$, $n = 6$, $p = 0.079$. This p value ($p = 0.079$) indicates the results are not significant, which can be contributed to the low power of the small sample size ($n=6$). The results of this calculation would likely be significant with a larger population. A scatterplot summarizes the results (Figure 5).

This strong positive correlation indicates better quality of the relationship between the leader and member influences greater member job satisfaction. This result is consistent with existing literature. Case (1998) concluded good relationships between leaders and followers may become a powerful source that leads to high levels of employee satisfaction and enjoyment within the non-profit sector. This result is significant for this organization because it confirms the behavior and level of exchanges (mutual trust, respect, loyalty, duty, and mutual influence) that

should continue to occur between the pastor and staff members to maintain and enhance employee job satisfaction.



Figure 5: Strong positive correlation between LMX Quality and Job Satisfaction

Finding 2: Nature of work and positive perceptions of the leader have a positive impact on job satisfaction.

The Job Satisfaction Survey measured seven facets of job satisfaction. For this project, I focused on facets associated with the leader-member exchange. Based on survey results, nature of work (M = 4.38) and leadership perception (M = 4.17) were the top two facets that positively affect job satisfaction.

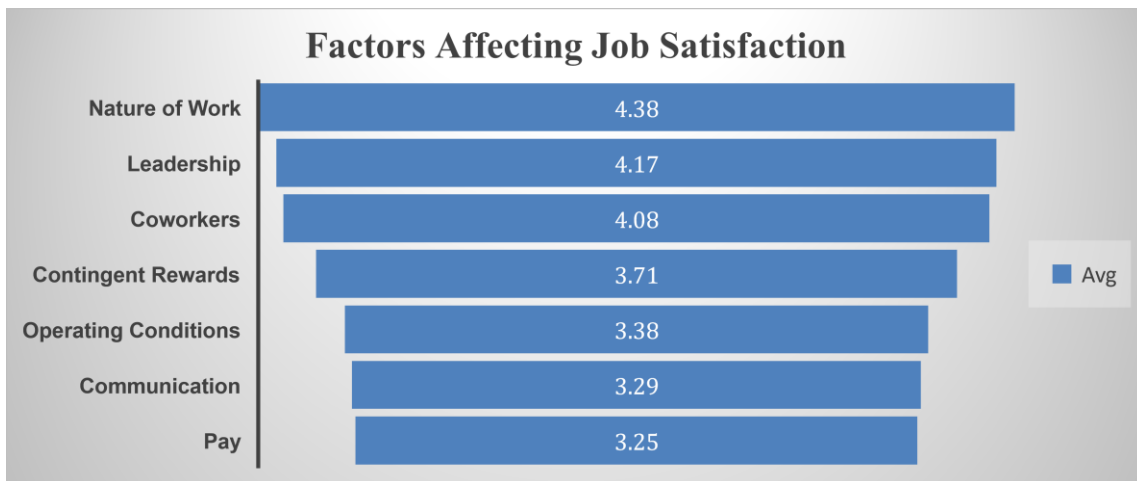


Figure 6: Average rating of job satisfaction factors

These results of positive impact of the nature of work and leadership perception were supported by comments obtained from individual interviews.

Interview comments regarding Nature of Work:

- “I love what I do. It gives me purpose.”
- “What I am doing here at the church is beyond me. It is for a greater purpose...that’s what I enjoy most.”
- “I like that my job brings others closer to God.”

Interview comments on Perception of Leadership:

- “He is a great leader.”
- “We have a good working relationship.”
- “He is competent and an exceptionally hard-working individual.”
- “He is a man of high integrity and moral character.”
- “He makes serving the church and the being on staff a pleasure.”

These findings are consistent with research (Witt, 1993; Miner, Dowson & Sterland, 2010) which report that within the church setting, staff members tend to find intrinsic value in the work being performed and will continue to feel satisfied even if other areas of the work are unpleasant. Additionally, Brandao (2019) concludes staff members who viewed their leader favorably reported higher levels of job satisfaction than others that did not. This finding implies that the senior pastor needs to consider how well a staff member enjoys the detail of his/her role when assigning tasks to maintain and/or enhance job satisfaction.

Finding 3: Low pay, ineffective communication and inefficient operating conditions have a negative impact on job satisfaction.

Based on job satisfaction survey results, low pay, ineffective communication, and inefficient operations were the three facets that most negatively impacted job satisfaction. In this church setting, 1) Pay (M = 3.25), Communication (M = 3.29) and 2) Operating Conditions (M = 3.38) were rated negatively through responses to questions on the Job Satisfaction Survey.

These results of negative perceptions of the pay, communications and operating conditions were supported by comments obtained from individual interviews:

Interview comments regarding Pay:

- “If it were based on pay alone, I would not feel valued.”
- “I wish there was more pay so I could do more work.”
- “Higher, full-time salary would be nice.”

Interview comments regarding Communications:

- “Clear expectations, deadlines, and specifics on tasks would make things even better.”
- “We are working to improve communication, which not an easy accomplishment with him.”
- “He tends to struggle with details when communicating.”

Interview comments regarding Operating Conditions:

- “I wish our processes were clear and written.”
- “Processes seem to change based on the situation, and that makes things frustrating sometimes.”
- “I am not sure when I can make a decision vs. when I need to go to him first.”

According to Rajendran and Ziegler (2001) efficient operating conditions provide members with a set standard by which to carry out their role. Inefficient operations or lack of resources tend to be a source of frustration and leads to decreased satisfaction. As a small organization, it is easy for processes and practices to be developed “on the go”, however, based on this finding, the leader should consider formalizing processes and procedures to grant employees a firm foundation from which they can thrive and be satisfied.

Research Question 2: How does the leader-member exchange quality impact church staff job performance?

Finding 4: LMX Quality has a moderate positive influence on job performance.

A Pearson correlation coefficient was computed to assess the relationship between the average responses from the LMX7 Questionnaire ($M = 3.7$) and the average performance review ratings ($M = 2.8$). Results indicated a moderate positive correlation between the two variables, $r = 0.54$, $n = 6$, $p = 0.27$. This p value ($p = 0.27$) indicates the results are not significant, which can be contributed to the low power of the small sample size ($n=6$). The results of this calculation would likely be significant with a larger population. Visual representation of this data was not included in this report to maintain confidentiality of participants. This moderate positive correlation indicates the relationship between the leader influences job performance; however, it may not be the main driving factor.

This moderate positive correlation indicates better quality relationship between the leader and member influences greater member job performance. This result is consistent with existing literature. Endacott, et al. (2017) concluded positive relationships between leaders and followers may become a powerful source that leads to enhanced employee performance and organizational loyalty. This result is significant for this organization because it confirms the behavior and level

of exchanges (clear communication, accountability, and trust) that should continue to occur between the pastor and staff members to maintain and enhance employee job performance.

Finding 5: Clear organizational vision and feeling valued by the leader have a positive impact on job performance.

Responses to the individual interviews were analyzed for factors related to leader-member exchange that affected job performance. Two themes emerged as having a positive effect on job performance: 1) Clear Organizational Vision/Purpose and 2) Feeling valued, personally, and professionally, by the leader. These themes correlated with the results of the LMX survey which indicate members having a full understanding of the organization's vision along with positive receiving empathy from the leader. The following comments supported these results:

Interview comments regarding Organizational Vision:

- “My leader is intentional about setting broad, long term goals.”
- “My leader sets a clear vision for what we are doing and why we are doing it.”
- “We have a strong organizational mission and are making strides toward it.”

Interview comments regarding Professional and Personal Value:

- “I feel like I am valued, and I am doing it [my work] for a higher purpose.”
- “I feel like my role contributes to the mission of the church.”
- “What I do is valued and is integral to the mission of the church.”

These findings are consistent with research (Burns, 1978) that speaks of Transformational leaders. These leaders have long been associated with enhanced job performance because they cast a vision for the organization which motivates employees to

perform above and beyond basic expectations and drive higher achievement. Additionally, Bass & Avolio (1993).

Transformational leaders replace self-interest with the interest of team members. This creates a feeling of feeling valued within and inspires the employee to perform at optimal level. This finding implies that the senior pastor needs to consider continue casting the long-term vision for the church and frequently remind team members how they bring value to the organization.

Finding 6: Unclear job expectations and insufficient resources obtained/deployed by a leader have a negative impact on job performance.

Responses to the individual interviews were analyzed for factors related to leader-member exchange that affected job performance. Two themes emerged as hurting job performance: 1) Unclear Job Expectations and 2) Insufficient Resources, specifically volunteers and funds for increased Pay, which is also corroborated by survey data that indicates dissatisfaction with low pay. The following comments supported these results:

Interview comments regarding Job Expectations/Role Clarity

- “Could improve in areas of clearly communicating and specifically delegating.”
- “Sometimes tasks are assigned, and it is not clear who from the team is supposed to do it, so it doesn’t get done.”
- “Things get lost in discussion during staff meetings. We are left with questions like who is handling the task and by when does it need to happen.”
- “I don’t think he fully understands sometimes how much goes into what is asked to me at times.”
- “I just don’t think he gets the level of time that certain things take.”

- “I would say he understands about 50% of what I do.”

Interview comments regarding availability of Resources

- “My job depends a lot on volunteers. When you are working with volunteers, you are dependent on their availability.”
- The biggest problem we have faced because of COVID-19 is the number of volunteers has taken a hit.”
- “We need a full force of volunteers.”
- “I want to be able to build up my volunteers individually and efficiently because everybody’s short on time.”
- “It’s difficult to find and keep volunteers with the right skill set.”

This finding is consistent with current research. Arthur et al. (2004) report the act of establishing clear job expectations as a staple of effective leadership.

Regardless of leadership style, effective task management including role clarity provide members with autonomy need to effectively carry out the task.

Additionally, Frumkin and Andre-Clark (2000) indicate lack of resources usually plague nonprofit organizations therefore, leaders of non-profits must get creative with strategies to fulfil the need for resources while maintaining a slender budget.

This finding is critical for NCS Church as they seek to navigate the effects of COVID-19 while still maintaining the same level of service.

Additional Findings

During the interview with the leader, he hypothesized that inconsistent performance among staff members might be associated with dissatisfaction with pay. Even though the effects of perception of pay was not the focus of this project, since this was a concern of the client, I decided to analyze the data received to glean any related responses. After reviewing the qualitative and quantitative data, the following finding was concluded:

Finding 7: Low level of pay has a negative impact on job satisfaction; however, low level of pay does not negatively impact job performance.

The Job Satisfaction Survey measured seven facets of job satisfaction. Of all the job satisfaction facets, staff members were most dissatisfied with pay (M=3.25; See Figure 6). However, it was a common sentiment across multiple interviews, that low pay did not negatively influence job performance. This finding is supported by comments obtained from individual interviews.

Interview comments regarding Pay:

- “I am paid part-time but work more than part-time.”
- “I work for the Lord and not for the money.”
- “It’s not about money; it’s about building the kingdom.”
- “I suppose if I worked in a different position at a different place, I would probably be very frustrated by my level of Pay.”
- “I wish I were full time so I could get more work done.”

This finding is supported by Bang (2001), conclude because staff members of nonprofit organizations are usually underpaid, it is imperative for members have high-quality relationships with their leaders to facilitate job satisfaction. This finding is significant for this church because

most members did not select their jobs because the pay, therefore other aspect of the job, including relationship with their leader, need to remain rewarding.

Finding 8: The leader's perception of LMX quality with each member has a strong positive influence on performance review ratings.

In keeping consistent with prior research, this report did not include LMX quality from the leader's perspective, however, I am including feedback from the leader in this finding. The bidirectional data found here could be used to inform practice.

During analysis of the data, it became apparent that there was a relationship between LMX quality from the leader's perspective and the performance review ratings of staff members as rated by the leader. A Pearson correlation coefficient was computed to assess the relationship between the responses from the leader's LMX7 Questionnaire and the performance review ratings for each team member. Results indicated a strong positive correlation between the two variables, $r = 0.97$, $n = 6$, $p = 0.002$. This p value ($p = 0.002$) indicates the results are significant despite having the small sample size ($n=6$). Visual representation of this data was not included in this report to maintain confidentiality of participants. This strong positive correlation indicates the leader's perception of LMX quality influences how the leader assesses job performance.

This finding is consistent with existing literature. According to Bakar, Jian, and Fairhurst (2014), LMX quality from the leader's perspective has influence the quality of daily interactions between leader and member and directly impacts performance review ratings. This result is significant for this organization because it confirms the need for the leader to intentionally implement strategies to improve low quality relationships with members due to its impact on job performance ratings.

RECOMMENDATIONS

Considering the research findings that LMX quality and related factors have high and moderate impact on job satisfaction and job performance, respectively, below are the recommended interventions for NSC Church.

Recommendation 1: Adaptive Leadership - The leader should adapt his task management style to each team member based on the Situational Leadership model

Based on Finding 6, there is lack of clarity regarding job expectations, task role/accountability and decision rights among the staff. This recommendation for the leader to adapt leadership approach based on task and relationship is grounded in Situational Leadership Theory (SLT) developed by Hersey and Blanchard in 1982 (Thompson & Glaso, 2018; See Figure 7). SLT has made significant contributions to our understanding of dyadic relationships by focusing on the importance of adaptive behavior. Situational Leadership theory

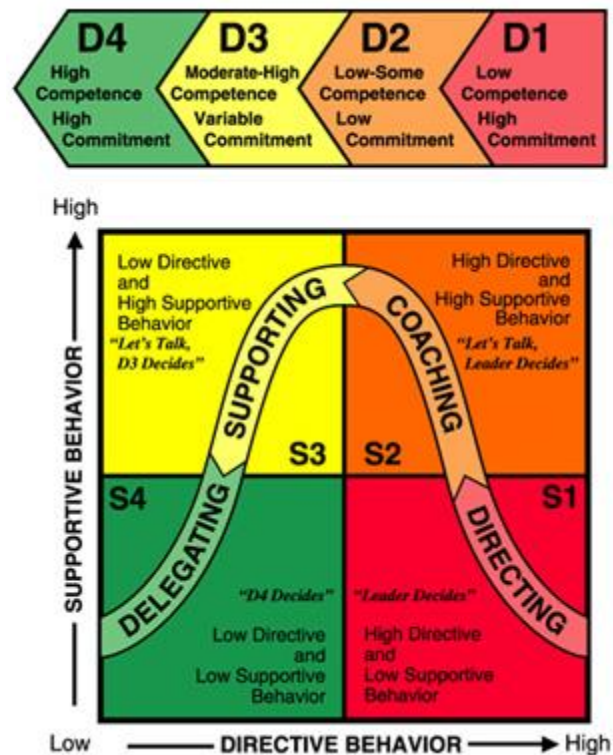


Figure 7: Situational Leadership Theory (SLT) Model. Adapted from Thompson, G., & Glasø, L. (2018).

proposes that leadership style should be individualized based on two main variables: task and relationship. Various terms describe these two concepts: introducing guidelines or direction for tasks and putting thought toward intentional support for relationships.

The situational leadership model’s fundamental principle is that there is no single “best” leadership style. Effective leadership varies by person and is contingent on the task, job, or function that needs to be accomplished (Thompson & Glaso, 2018). Leadership approach should

be task-specific, and the most successful leaders adjust their leadership style to the employee's ability to perform.

It is recommended that the senior pastor complete the required training for this adaptive leadership style through the Center for Leadership Studies to incorporate its principles as a basis for future leader-member exchanges. Situational leadership is practiced when a leader adjusts his/her leadership approach based on the development level of the team member. With situational leadership, the onus of is on the leader to change his/her style, not for the member to adapt to the leader's approach. Leaders who practice situational leadership continually change behavior to best meet the needs of the members on the team. One example of SLT theory in practice includes the leader doing the following: before a task is assigned to a member, the leader should pause to analyze both the activities of the task (competence needed) and how much support (commitment from leader) the task needs to be successfully completed (See Figure 7). After the task is assigned to a team member, the leader follows through with the appropriate supportive (member with high competence) or directive (member with low competence) approach needed based on the SLT model.

For NSC Church, this model is appropriate due to the small size of the team and would provide structure around task delegation, accountability, and decision rights. As the leader considers this recommendation, the cost of training is a potential hindrance, however, acknowledging the negative impact that lack of task clarity/accountability has on member job performance, the benefits of investing in this process outweighs the financial cost.

Recommendation 2: Communication – Implement one-on-one meetings and decrease the frequency of staff meetings.

Feedback from staff members (Finding 3) indicates the current practice of task updates during weekly staff meetings is ineffective. Members report that tasks get lost in discussion during

staff meetings and members are often left with questions regarding their specific role in the process along with required deadlines. The format and process of the staff meeting does not lend itself to discussing individual priorities in detail.

To increase engagement and productivity, I recommend establishing bi-weekly one-on-one meetings between the leader and each staff member. Based on the number of employees, I recommend hosting these meetings twice per month. This practice is supported by Hess (2014), whose research reports leaders must understand everyone's gifts, interests, and desires and then match those with the organization's goals while creating trusting relationships. Even though this practice may be time-consuming, for a leader with a small team, one-on-one meetings serve as a vehicle to enhance productivity while deepening leader-member relationships. Suggested format of the one-one-meetings include asking these fundamental questions: 1) What's New 2) What's Working? 3) What's Not Working 4) What's Next? A template to document progress and pending items is in Appendix G (Hess, 2014).

With the implementation of bi-weekly one-on-one meetings, it is recommended to decrease the frequency of weekly staff meetings to monthly. This monthly staff meeting would serve as a vehicle to address items that affect all staff members and maintain a sense of community.

Recommendation 3: Operations – Conduct a Job Task Analysis (JTA) to formalize tasks and roles.

Survey and interview results (Finding 3) showed that unclear roles and inefficient operations contribute to decreased job performance. One way to understand a member's role is to examine each person's job tasks on the team (Arthur, Edwards, Bell, Villado, & Bennett, 2005). Task analysis includes outlining the details of a job in terms of different tasks. A JTA outlines

key tasks and required knowledge, skills, and abilities (KSAs) for successful performance. According to Swanson (1994), this standard practice in performance improvement science includes analyzing the scope of a job, the tasks that comprise that job, and precisely the knowledge needed, and tasks perform each job activity. The result of this careful hands-on analysis is a plan for performance improvement made possible because the result is tailored to meet the organization's unique operational needs and goals.

Subject matter experts are utilized to conduct the job analysis and rate tasks on several factors. The factors include importance, frequency, time spent, criticalness, difficulty of task, required learning curve, and failure consequences. After analysis of responses, patterns of workflow are established for each task: 1) Individual Task/Activity 2) Pooled Interdependence 3) Sequential Interdependence 4) Reciprocal Interdependence 5) Intensive Interdependence. A limitation to this recommendation is that it is time-consuming and would take dedicated resources to complete. Since this process can be time consuming, most organizations engage a third-party to conduct the JTA, which could incur a cost.

As the leadership considers implementing this recommendation, it is important to remember the long-term benefits of conducting a JTA: 1) simplifies complex tasks, 2) decreases on-the-job mistakes, 3) improves current processes and procedures and 4) assists in creating new tasks that may be more productive. As the church continues to return to pre-COVID-19 capacity, church leadership should consider the benefits of this process which outweighs the cost and time investment. Church leadership should consider including conducting a full JTA as part of their strategy for long-term success.

Recommendation 4: Resources – Formalize the Volunteer Process to increase retention and engagement.

Based on Finding 6, members report insufficient resources - specifically the lack of volunteers. During the interview with the senior pastor, he corroborated and acknowledged the reality of a shortage of volunteers. “The biggest problem we have faced because of COVID is our volunteers have taken a hit.” Due to the availability of a COVID-19 vaccine, the leadership is optimistic that attendance levels will rise along with opportunities to recruit more volunteers. In preparation for this return, the following actions are recommended:

1. **Recruit a Volunteer Coordinator:** Volunteers cannot improve organizations alone and without guidance. Volunteers need direction to focus their efforts on serving the organization to the best of their ability (Connors, 1995). A volunteer coordinator fulfills this need. A volunteer coordinator’s role typically includes the recruiting, screening, training, and recognizing volunteers. Fisher and Cole (1993) note that most volunteer coordinators are not formally trained in the field of volunteerism, however, most fall into the role through previous volunteer experience. Even though there is no formal education required for this role, there are specific competencies the person in this role must exhibit to be successful. According to the Association for Volunteer Administration (AVA), these competencies include commitment to the profession; planning and conceptual strategy; resource management; accountability; perspective and responsiveness (AVA, 2002). When recruiting for this role, to evaluate competencies, the senior pastor should interview the candidates and conduct observations of the candidate as they engage in volunteer activities and interact with fellow volunteers (Connors, 1995). This role can be a paid or volunteer role, however, based on the current size of NSC Church, I recommend

initially recruiting a volunteer for the role and adding this position as paid role a church finances permit.

2. **Implement a Volunteer Interest Survey to determine Volunteer Assignment:**

Nonprofit organizations that value volunteer interests when making volunteer assignments are more likely to enjoy greater retention and engagement. Volunteers who have a high interest in the area they are serving are more engaged and passionate about a cause (Cummins, 1998). This satisfaction with the task allows volunteers to better use their skills for benefit of the organization. Volunteer satisfaction is one of the most significant factors for retention. When volunteers are matched with the activity, they are passionate about and able to successfully complete, they are more likely to feel satisfied with their experience and continue contributing towards the organization's mission (Ellis, 2002). There are many options for volunteer interest surveys available through a search on the internet and conversations with volunteer administration organizations. There is usually a cost associated with obtaining a robust volunteer interest survey. However, for a church the size of NSC, a survey developed in-house with the input of staff members and current volunteers would suffice.

DISCUSSION

This capstone project aimed to address the following problem of practice: How does the quality of the leader-member exchange (LMX) impact church staff job satisfaction and job performance? The quality of LMX between the leader and members was determined and correlated with members' level of job satisfaction and job performance. Factors that contribute to LMX quality and their effect on job satisfaction and job performance were also analyzed. The results indicate that LMX quality has a strong positive impact on job satisfaction. In contrast,

LMX quality has a moderate impact on job performance. Factors that contribute positively to job satisfaction and job performance and which should be leveraged include nature of work, positive perceptions of the leader (personally and professionally), clear organizational vision, and members feeling valued by the leader. Factors that contribute negatively to job satisfaction and job performance and need to be addressed through recommended interventions include low pay, ineffective communication, inefficient implementation of operations, unclear job expectations, and insufficient resources. The leader of the partner organization was curious about the impact of the level of pay on job satisfaction and job performance. Analysis of the collected data revealed low pay had a negative impact on job satisfaction; however, low pay did not impact job performance. Additional analysis of the data revealed the leader's perception of LMX quality with each member had a strong positive influence on performance review ratings.

These findings indicate that the exchanges between the senior pastor and each team member affect job satisfaction and job performance, additionally, processes and resources that the leader implements and make available to members also play a role in job satisfaction and job performance.

LIMITATIONS

Even though there were valuable results obtained from this research, there were limitations to this study. The small sample size and the customized research questions resulted in specific results for NSC Church. They should be viewed as a case study rather than a generalization for all churches. The study could be replicated at the local church level with adjustments to the research question to adapt to each church's current situation.

Completion of the literature review revealed limited research on one-on-one relationships between church leaders and staff members. Previous research focused on either the senior

pastor's overarching leadership style or the study focused on how relationships among team members affected job performance and job satisfaction. Except for Stokes (2020), I did not see much research addressing the quality of one-on-one relationships between church staff members and the senior pastor and how those relationships affect job satisfaction and job performance. After thorough data analysis, interventions were recommended to address dyadic relationships at the church's top level to positively impact job satisfaction and job performance.

CONCLUSION

This study provides an opportunity to add to the limited literature that explicitly addresses dyadic relationships among church leadership and its impact on job satisfaction and job performance. This study's results provide evidence that members may love the nature of their work and have high regard for their leader personally and professionally, however, employees may still be dissatisfied with aspects of their work and experience frustrations that affect job performance. NSC Church's decision to partner on this study is a clear illustration of its commitment to increasing its staff members' satisfaction and performance capacity. This commitment will sustain NSC Church leaders as they continue their quest to fulfill the church's mission.

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APPENDICES

Appendix A: LMX7 Questionnaire

LMX 7 Survey (Leader and Member)

Instructions: This questionnaire contains items that ask you to describe your relationship with either your leader or one of your staff members. For each item, indicate the degree to which you think the item is true for you by circling one of the responses that appear below the item.

1. Do you know where you stand with your leader (staff member) . . .[and] do you usually know how satisfied your leader (staff member) is with what you do?
 1-Rarely 2-Occasionally 3-Sometimes 4-Fairly Often 5-Very Often
2. How well does your leader (staff member) understand your job problems and needs?
 1- Not a bit 2- A little 3- A fair amount 4-Quite a bit 5- A great deal
3. How well does your leader (staff member) recognize your potential?
 1- Not at all 2- A little 3- Moderately 4- Mostly 5- Fully
4. Regardless of how much formal authority your leader (staff member) has built into his or her position, what are the chances that your leader (staff member) would use his or her power to help you solve problems in your work?
 1- None 2- Small 3- Moderate 4- High 5- Very high
5. Again, regardless of the amount of formal authority your leader (staff member) has, what are the chances that he or she would “bail you out” at his or her expense?
 1- None 2- Small 3- Moderate 4- High 5- Very high
6. I have enough confidence in my leader (staff member) that I would defend and justify his or her decision if he or she were not present to do so.
 1- Strongly disagree 2- Disagree 3- Neutral 4- Agree 5- Strongly agree
7. How would you characterize your working relationship with your leader (staff member)?
 1- Extremely Ineffective 2- Worse than Average 3- Average 4- Better than Average 5- Extremely Effective

Source: This validated instrument was adopted from “Relationship-Based Approach to Leadership: Development of Leader-Member Exchange (LMX) Theory of Leadership Over 25 Years: Applying a Multilevel, Multi-Domain Perspective,” by G. B. Graen and M. Uhl-Bien, 1995, *Leadership Quarterly*, 6(2), 219–247.

Appendix B: Job Satisfaction Survey (Spector 1994)

JOB SATISFACTION SURVEY Paul E. Spector Department of Psychology University of South Florida Copyright Paul E. Spector 1994. All rights reserved.	
PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.	
1	I feel I am being paid a fair amount for the work I do.
2	There is really too little chance for promotion on my job.
3	My supervisor is quite competent in doing his/her job.
4	I am not satisfied with the benefits I receive.
5	When I do a good job, I receive the recognition for it that I should receive.
6	Many of our rules and procedures make doing a good job difficult.
7	I like the people I work with.
8	I sometimes feel my job is meaningless.
9	Communications seem good within this organization.
10	Raises are too few and far between.
11	Those who do well on the job stand a fair chance of being promoted.
12	My supervisor is unfair to me.
13	The benefits we receive are as good as most other organizations offer.
14	I do not feel that the work I do is appreciated.
15	My efforts to do a good job are seldom blocked by red tape.
16	I find I have to work harder at my job because of the incompetence of people I work with.
17	I like doing the things I do at work.
18	The goals of this organization are not clear to me.

<p>PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.</p> <p>Copyright Paul E. Spector 1994, All rights reserved.</p>		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
19	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6
20	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
22	The benefit package we have is equitable.	1	2	3	4	5	6
23	There are few rewards for those who work here.	1	2	3	4	5	6
24	I have too much to do at work.	1	2	3	4	5	6
25	I enjoy my coworkers.	1	2	3	4	5	6
26	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
27	I feel a sense of pride in doing my job.	1	2	3	4	5	6
28	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
29	There are benefits we do not have which we should have.	1	2	3	4	5	6
30	I like my supervisor.	1	2	3	4	5	6
31	I have too much paperwork.	1	2	3	4	5	6
32	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
33	I am satisfied with my chances for promotion.	1	2	3	4	5	6
34	There is too much bickering and fighting at work.	1	2	3	4	5	6
35	My job is enjoyable.	1	2	3	4	5	6
36	Work assignments are not fully explained.	1	2	3	4	5	6

Appendix C: Interview Questions – Leader

1. Are your staff members aware of the Church's mission/vision statement? If so, how did they become aware of it? What do you believe are their thoughts on the mission/vision statement?
2. How often do you, as a leader, go into your employee's workspace? Do you believe you understand what your staff members do?
3. How does each staff member contribute to the goal of the Church's mission? What might you do differently (actually or hypothetically), if anything?
4. Do you think your employees receive enough development opportunities to fulfill the mission/vision? Are there any learning opportunities in which you would like them to participate that could be applicable to the mission/vision?
5. What are the primary sources of information they use for their job? (vertical up/down, horizontal). Which do you think is effective or which could be improved?
6. How often do you have departmental meetings with your staff? Are those meetings beneficial for you? If not, how do you think the meetings could be improved/more effective?
7. How long have you worked in this position? Would you say your work conditions are better, worse, or the same as when you started? If you had the power to change anything, what would that be?
8. Do you anticipate any positive changes in your organization in the near future?

Appendix D: Interview Questions – Staff Member

1. Are you aware of the Church's mission/vision statement? If so, how did you learn of it? What are your thoughts on the mission/vision statement?
2. How often does your leader come into your workspace? Do you believe he understands what you do?
3. Do you believe your job contributes to the goal of the Church's mission? If so, how? If not, what might you do differently (actually or hypothetically)?
4. Do you think there are enough development opportunities for you and the rest of the church staff to fulfill the mission/vision? Are there any learning opportunities in which you would like to participate that could be applicable to the mission/vision?
5. What are the primary sources of information you use for your job? (vertical up/down, horizontal). Which do you think is effective or which could be improved?
6. How often do you have departmental meetings with your leader? Are those meetings beneficial for you? If not, how do you think the meetings could be improved/more effective?
7. How long have you worked in this position? Would you say your work conditions are better, worse, or the same as when you started? If you had the power to change anything, what would that be?
8. Do you anticipate any positive changes in your organization in the near future?

Appendix E: Participant Communication

Informed Consent E-mail

Hi [Participant Name], thanks for taking the time to meet with me earlier for an overview of my capstone project. Attached is a copy of the Informed Consent Document.

Reminder: Participation in this project is 100% voluntary, and you can withdraw at any time.

Please review the document and let me know if you have any questions. If no questions or concerns, please sign and return it to me (you can scan it or simply take a picture with your phone).

I am looking forward to hearing from you!

Avril

Survey Request E-mail

Hi [Participant Name], below is the link to the survey for the capstone project. Please complete the survey by [insert date].

[Insert Survey Link]

Let me know if you have any questions.

Thanks,
Avril

Meeting Request E-mail

Hi [Participant Name], attached are the interview questions for our interview scheduled for [insert date and time].

Zoom meeting information is below:

Join Zoom Meeting

[Insert Zoom Meeting Info]

Please let me know if you have any questions.

Thanks, Avril

Appendix F: One-on-One Template for Recommendation #2

ONE-ON-ONE MEETING GRID

Name: _____ Date: _____

Agenda item	Things employee will follow up on; deadline	Things leader will follow up on; deadline
What's new? ♦ Ask and listen ♦ Personal milestones ♦ Relax and be yourself. Connect!		
What's working? ♦ Performance (quality, productivity) ♦ People (compliments, team efforts) ♦ Projects (progress, accomplishments) ♦ Connect to what gets the employee satisfied, energized, and productive		
What's not working? ♦ Performance (internal and external barriers) ♦ People (inter- and intradepartmental challenges) ♦ Projects (conflicting priorities, missing tools or resources)		
What's next? ♦ Who is responsible for what, moving forward? ♦ Deadline dates? ♦ Items for next meeting?		

Source: Hess, V. (2014). One-on-one meetings: the stitch in time that saves nine: holding regular one-on-one conferences can boost employees' engagement, which may translate to improvements in patient satisfaction, safety, and other metrics American Nurse Today, 9(3), 44.