

Running head: SERVANT LEADERSHIP PRACTICES AND JOB SATISFACTION

The Relationship between the Servant Leadership Practices of Pastors and Church Staff  
Members' Job Satisfaction

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The Relationship between the Servant Leadership Practices of Pastors and Church Staff

Members' Job Satisfaction

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### Abstract

This dissertation explores the relationship between the servant leadership practices of pastors and the job satisfaction of church staff members under the leadership of the pastor. The relationship between job tenure and job satisfaction has been long established (Bogler, 2001). Although many variables affect staff member job satisfaction, the leadership characteristics of the Senior Pastor may be a significant factor. One hundred eighty-eight ministerial staff members of Southern Baptist Churches in the state of Alabama with a resident membership of 200 or more responded to the Servant Leadership Questionnaire (Barbuto & Wheeler, 2006), evaluating the servant leadership practices of their pastor supervisor, and the Job Satisfaction Survey (Spector, 1994), evaluating their own job satisfaction. The relationship between supervisor servant leadership practices, as perceived by staff members, and job satisfaction of those staff was examined. Consistent with other research in this area, this study identified a strong relationship between the servant leadership practices of pastors and the job satisfaction of their church staff.

*Keywords:* leadership, servant leadership, job satisfaction, church staff

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“...whoever wants to be first must be slave of all. For even the Son of Man did not come to be served, but to serve, and to give His life as a ransom for many.” Mark 10:44-45

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The Relationship between the Servant Leadership Practices of Pastors and Church Staff  
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Chapter I

Introduction to the Study

Having its roots in the social sciences, leadership has had a place as an academic field of study for around 60 years. As early as 3,000 B.C.E., ancient Egyptians used symbols for leadership, the leader, and the follower (Hunter, 2004). Whereas the concept of leadership is obviously not new, the subject of leadership has received much more attention over the last 20 years. This trend of increased emphasis and interest in the subject of leadership is reflected in organizations of all types. Countless books, articles, seminars, conferences, and lectures have been offered in many areas, including the political, business, educational, military, non-profit, and religious arenas. For example, Hunter (2004) reports, "Three-quarters of American corporations send people off to leadership classes each year and spend an estimated \$15 billion on training and consulting for those on their leadership teams" (p. 14).

Although leadership is an extremely popular topic for study and discussion, it is a difficult term to define. Society has become increasingly captivated by the idea of leadership, and yet as many different definitions of leadership exist as people who have attempted to define it (Northouse, 2010).

In the book *Primal Leadership*, the authors state, "The most fundamental task of leaders is to prime good feeling in those they lead" (Goleman, Boyatzis & McKee, 2004, p. ix). This implied relationship between leader and follower and the quality of that relationship is investigated in this research.

Although leadership has been defined in numerous ways, leadership is not so much a trait, characteristic, or some mystical feature with which a person is born, but rather a process of transactional events. Additionally and at its core, leadership involves influence and occurs in groups (Northouse, 2010). As the Afghan proverb states, “If you think you’re leading and no one is following you, then you’re really only taking a walk” (Maxwell, 2008, p. 36).

Northouse (2010) explains that when describing leaders, the terms “born” and “natural” typically are used by people espousing a trait perspective toward leadership. Leadership based on traits could include a person’s physical stature or appearance, intelligence, tendency toward extraversion, fluency, or a number of other factors. On the contrary, leadership is clearly a process or a transactional event that occurs between leaders and followers (Northouse, 2010).

As previously stated, leadership is a subject with increasing interest in many arenas, but the subject of leadership is one that has been emphasized in churches over the past two decades. Although the church may be classified as an “organization,” and many proven leadership lessons and techniques may be applicable to the church, applying general leadership principles in the church context must be done with great caution.

Many components may be examined in the various aspects of healthy church leadership. From money to management, listening to longevity, and integrity to innovation, a variety of factors contribute to the effectiveness of the leader and ultimately the overall effectiveness and health of the organization. People may call themselves “leaders” or even possess the title designating them as *the* leader; however, if others are not following them, those leaders are fooling themselves and are not leading.

It is not uncommon when a church is experiencing problems to overhear someone blame it on a “lack of leadership.” Although some truth may be contained in the attribution of

problems of the organization to poor leadership, one must look first at the root causes of unhealthy leadership patterns and solutions for improvement. One servant leadership model, because it is rooted in the Bible, appears to be one that church leaders should strive to emulate. The Gospels clearly present Jesus as the ultimate example of a servant-leader. Many times He tells His followers to follow His example of placing the needs of others before their own. A wonderful example of this type leadership is found in the Gospel of John where Jesus washes the feet of his disciples. Church leaders never look more like Jesus than when they are serving others (John 13: 1-17 New International Version).

Sadler (2003) points out that many people in the secular arenas have realized that selflessness is indeed the best model for leadership. In fact, in recent years, servant leadership has been referred to as a new model of leadership. A host of books used in the business world to train leaders use the principles and teachings of Jesus without explicitly acknowledging faith in Christ, or even making reference to religion at all (Sadler, 2003).

Others argue that true greatness in leadership is giving oneself away in service to others. This teaching of Jesus appears to be counter to modern culture. Yet, it is fairly easy to identify people within the culture who are effective servant-leaders. Some who follow a more worldly leadership model would argue that serving others makes the leader weak, although a study of the life of Jesus indicates that the opposite is true. Great strength is found in following the example of Jesus and leading from a point of humble service. Whether in the secular arena or in the church, both healthy and unhealthy leadership models may be observed.

#### Background of the Study

Barna (2009) research indicates that since the 1950s mainline churches in America have declined from more than 80,000 to approximately 72,000 churches. In the past 50 years mainline

church membership in America has dropped by more than one-quarter to roughly 20 million people. An examination of adult church attendance reveals that only 15% of all American adults currently have a connection to any church (Barna, 2009). The observations of this researcher, combined with statistical data, highlight the relatively brief tenure of pastors and staff members of churches within the Southern Baptist Convention, and specifically Alabama Baptist churches (Southern Baptist Study, 2012). Recent studies also indicate a strong relationship between the tenure of the pastor and staff and the health of the church (Barna, 2009). Given the relationship of the staff to church health, the relationship between the Senior Pastor and the church staff warrants additional study.

Many factors contribute to job satisfaction, some of which include situational limitations in the job (Bhagat, 1982), pressure for results (Triandis, 1959), and the degree to which the job fits the personality of the worker (Schwab & Cummings, 1970). These factors and their relationship to job satisfaction have been observed in a variety of organizations including business (Fernando, Grisaffe, Chonko, & Roberts, 2009), education (Cocharan-Smith, 2004), government (Johnson & Randall, 2012), and healthcare (Shearer, 2012).

The local church is another arena where levels of job satisfaction are important measures that influence effectiveness. Within the organization of the church, many factors influence job satisfaction. However, the level of job satisfaction of a church staff member may be directly related to the extent to which the Senior Pastor exhibits servant leadership practices.

#### Statement of the Problem

Employee job satisfaction may be directly connected to the characteristics and practices of the leader within any organization (Judge, Thoresen, Bono, & Patton, 2001). As stated, this

connection may be observed in a variety of fields including business, education, government, and education, as well as the local church.

Factors that affect church health also impact the church and church staff, producing positive or negative outcomes for both the church and its staff. Among the many factors that affect the job satisfaction of church staff members, a major factor may be the leadership practices of the pastor. It seems reasonable to assume that a church with a pastor leading from a servant leadership disposition is more likely to have greater job satisfaction among its staff. Conversely, if the pastor is not leading from a servant leadership position, it seems likely that the staff may not have a high degree of job satisfaction. In order to examine the potential correlation between the church staff members' perception of pastoral servant leadership practices, and the job satisfaction of those staff members, the following research question will be addressed:

#### Research Question

What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and the job satisfaction of those staff members?

This study will examine the relationship between staff member perception of servant leadership characteristics of the Senior Pastor as measured by the Servant Leadership Questionnaire (Barbuto & Wheeler, 2006), with the job satisfaction of those staff members measured by the Job Satisfaction Survey (Spector, 1994). The Job Satisfaction Survey results in numerical outcome on each of ten facets: Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards, Conditions, Coworkers, Nature of Work, Communication, and Total Job Satisfaction. The Servant Leadership Questionnaire includes evaluations on five dimensions: Altruistic Calling, Emotional Healing, Wisdom, Persuasive Mapping, and Organizational Stewardship. A correlation of the results of the two survey instruments includes 50 separate

correlations. Each of these correlations was tested using a null hypothesis, was either rejected or not rejected.

### Significance of the Study

Servant leadership is a subject of great interest that influences organizations of all types. Specifically, churches are deeply impacted by the health of their staff leadership. This research was conducted to examine the church staff members' perceptions of the servant leadership practices of Senior Pastors and the job satisfaction of church staff members. These relationships could influence the health and strength of the church, the families of pastors and staff, the longevity of pastors and staff, and ultimately growth and productivity for Alabama Baptists, as well as churches across the Southern Baptist Convention and other denominations.

### Overview of Methodology

The research design is a quantitative study using a correlational research design. The population and sample were identified as ministerial staff members in Alabama Southern Baptist Churches with 200 or more church members. The research tool used two validated instruments. This research used the Servant Leadership Questionnaire (Barbuto & Wheeler, 2006), and the Job Satisfaction Survey (Spector, 1994). The items of the two survey instruments were combined into one questionnaire. Additionally, demographic data were collected from the respondents.

The researcher sent a request to participate in the study to Alabama Baptist pastors with a resident membership of 200 or more for whom addresses could be obtained. Of the 628 addresses, 582 were successfully delivered. The exact number of church staff members available to participate in the survey is unknown.

The email contained an explanation about the purpose of the research, and requested that each pastor send the email to the ministerial staff, with a deadline for completion of the survey.

This message may be seen in Appendix H.

All of the raw data were forwarded to a professional statistician to analyze independently. Cronbach's alpha reliability coefficient was used for each of the scales to determine reliability, and Pearson Product Moment Correlation Coefficients (Pearson  $r$ ) correlations were used to test the relationships between staff members' perceptions of pastoral servant leadership and their own job satisfaction.

### Definitions

*Servant Leadership*—Servant leadership is a model that focuses on fulfilling the needs of others, engages in acts of service to others, and encourages their development. Northouse (2010) contends that servant leadership has not been uniformly defined. Therefore, different tools have been constructed to measure servant leadership. The tool used in this study is the Servant Leadership Questionnaire (SLQ) that measures the servant leadership qualities of Altruistic Calling, Emotional Healing, Wisdom, Persuasive Mapping, and Organizational Stewardship (Barbuto & Wheeler, 2006).

*Altruistic Calling*—Altruistic Calling is leadership that begins with an unselfish desire to help others. Altruism is the desire to serve and sacrifice self-interest for the benefit of others.

*Emotional Healing*—Emotional Healing is the ability to influence feelings and emotions to create the emotional heart of an organization. It also includes the ability to recognize when and how to foster the healing process in relationships.

*Wisdom*—Wisdom is the ability to detect clues in the environment to enhance decision-making. It includes the foresight to anticipate the future for the organization and its members and proactively navigate a course of action by anticipating challenges and consequences.

*Persuasive Mapping*—Persuasive Mapping is the practice of using persuasion to influence others without relying on formal authority or legitimate power, and the use of convincing rationale.

*Organizational Stewardship*—Organizational Stewardship is the preparation of the organization and its members for great contributions to society. This involves leaving a legacy of sustainability for the internal and external environment.

*Job Satisfaction*—Job Satisfaction is how people feel about their jobs and the various aspects of their jobs, or the extent to which people either like or dislike their jobs. In this case, the Job Satisfaction Survey (JSS) was used to measure how a church staff member feels about their job (Spector, 1994).

Spector (1994) defines how employees feel about the various facets of job satisfaction as follows:

*Pay*—Pay is defined as satisfaction with the financial compensation one receives for doing the job.

*Promotion*—Promotion is defined as satisfaction with opportunities for promoting or advancing in the job.

*Supervision*—Supervision is defined as satisfaction with the immediate supervisor, or in this case, the Senior Pastor.

*Fringe Benefits*—Fringe Benefits is defined as satisfaction with extra benefits or rewards offered.

*Contingent Rewards*—Contingent Rewards is defined as satisfaction with extra rewards offered for good performance. These rewards are not necessarily monetary.

*Conditions*—Conditions is defined as satisfaction with rules and procedures in the job environment.

*Coworkers*—Coworkers is defined as satisfaction with those with whom one works.

*Nature of Work*—Nature of Work is defined as satisfaction with the nature of the work itself.

*Communication*—Communication is defined as satisfaction with communication within the organization.

*Church*—Church is defined as a local body of Christian believers or Christ-followers.

*Southern Baptist Churches*—Southern Baptist Churches are those who are affiliated with the Southern Baptist Convention denomination.

*Alabama Baptist State Board of Missions*—The Alabama Baptist State Convention is supported by Southern Baptist Convention churches in the state of Alabama to facilitate cooperative mission efforts.

*Alabama Baptist Churches*—Alabama Baptist Churches are Southern Baptist Churches in the state of Alabama.

*Resident Membership*—Resident Membership refers to the total membership of the local church.

### Organization of Dissertation

Following Chapter 1, which is an introduction, the dissertation is organized into four additional chapters. Chapter 2 is a review of related literature regarding various leadership areas, including servant leadership, and literature on job satisfaction. Chapter 3 explains the research

design and methodology used in the study. Chapter 4 presents the findings of the research as they relate to the research question. Chapter 5 summarizes and discusses the findings of the study, as well as offer suggestions about further research.

## Chapter II

### Review of the Literature

#### General Leadership

Leadership has been defined in a number of ways. Hughes, Ginnett & Curphy (1999) identify some of the ways leadership has been defined:

- The creative and directive force of morale
- The process by which an agent induces a subordinate to behave in a desired manner
- The presence of a particular influence relationship between two or more persons
- Directing and coordinating the work of group members
- An interpersonal relationship in which others comply because they want to, not because they have to
- Transforming followers, creating visions of the goals that may be attained, and articulating for the followers the ways to attain those goals
- The process of influencing an organized group toward accomplishing goals
- Actions that focus resources to create desirable opportunities

A variety of opinions about the accuracy of these and many of the other definitions of leadership exist. The definitions in this listing vary dramatically and have motivated individuals to spend a great deal of time researching various aspects of leadership. Some of these definitions emphasize force, whereas others focus on influencing or even inducing a subordinate (Hughes et al., 1999).

Any study of leadership should include the important differences between coercion and leadership. History is replete with examples of unhealthy individuals who manipulated others to

achieve their own personal goals. In contrast, healthy leaders influence others toward a common goal (Northouse, 2010).

It is important to acknowledge that many of these leadership definitions focus on specific elements of leadership, although more recent researchers have examined leadership in a more holistic fashion. According to Northouse (2010), in the past 60 years, as many as 65 different classification systems have been developed to help define leadership. Two of these include the trait and process leadership classifications. In the trait approach, a person possesses certain qualities or traits that determine the leadership potential of that individual. For example, a tall, extraverted individual might be judged to be a better leader than a short, introverted person based on a personality trait and a physical trait. In this type approach, these characteristics help determine the leadership potential for that person.

In sharp contrast, the process approach results from the interaction between leaders and followers. Using this definition, one may conclude that leadership may be learned. This seems to be a more widely accepted viewpoint in modern educational studies of leadership theories.

Additionally, most would agree that leadership is a process. In this process, leaders and followers are constantly interacting. Leadership is a broad concept that includes more than just examining leaders as individuals. Leadership also involves how leaders interact with their followers (Hughes et al., 1999). Leadership is a complex matter for many reasons, including the following (Hughes et al., 1999):

- A leader may need to respond to various followers differently in the same situation.
- A leader may need to respond to the same follower differently in different situations.
- Followers may respond to various leaders quite differently.
- Followers may respond to each other differently with different leaders.

- Two leaders may have different perceptions of the same followers or situations.

Again, this complexity makes it difficult to agree on a narrow definition of leadership. Leadership encompasses a wide array of variables that are difficult to define. However, in any research study about leadership, certain key terms and concepts should be understood. For example, widely used research from *The Bases of Social Power*, places a focus on the following five bases of power (Northouse, 2010, p. 7):

- Referent Power is based on how well the follower likes the leader.
- Expert Power is based on the level of confidence the follower has in the competence of the leader.
- Legitimate Power refers to the formal authority the leader holds.
- Reward Power is based on the ability of the leader to provide rewards for followers.
- Coercive Power is the capacity of the leader to punish or penalize followers.

The wise leader must be a careful steward of the power with which that leader is entrusted. Further, the wise leader ultimately attempts to gain influence and authority rather than power. In many arenas, specifically in the church setting, servant leadership exhibits characteristics that can, when used appropriately and authentically, harness inherent leadership power and make the leader, as well as the organization, more effective.

#### Servant Leadership

Although substantial differences in secular and ministerial leadership exist, it is possible to measure some aspects of pastoral leadership using tools that are designed to measure secular leadership. However, because of the spiritual dimension to pastoral or ministerial leadership, it can be difficult to use objective tools when measuring leadership within the church staff. The

title of the book *Servants, not Celebrities* written by Nelson Price (1989), a Baptist pastor, highlights this difference. In the classic book *Spiritual Leadership*, by J. Oswald Sanders (1967), several inherent dangers of leadership threaten spiritual leaders. Sanders (1967) identifies those dangers as pride, egotism, jealousy, popularity, infallibility, indispensability, elation, depression, and the choice to be popular or prophetic as a spiritual leader. Jesus defined leadership as service, and this definition should be applied to all Christian leaders, whether they find themselves in a “secular” job or a ministerial church position (Sanders, 1967). The servant-leader is more concerned about the needs of others than their own. Oswald Sanders (1967) highlights the difference in a natural leader and a spiritual leader in this way:

- The natural leader is self-confident, whereas the spiritual leader is God confident.
- The natural leader is ambitious, whereas the spiritual leader is humble.
- The natural leader creates methods, whereas the spiritual leader follows God.
- The natural leader seeks personal rewards, whereas the spiritual leader loves God and others.

*Servant Leadership*, written by Robert K. Greenleaf in 1977, has been a major influence regarding the subject of servant leadership. As an executive at AT&T, Greenleaf developed his theory of servant leadership and is recognized for popularizing the term “servant-leader.” Following his business career, he lectured on the subject at MIT, Harvard, and other educational institutions. Robert Greenleaf eventually founded The Greenleaf Center for Servant Leadership, a nonprofit organization that still thrives, even after his death in 1990.

Greenleaf developed this idea of servant leadership after reading *Journey to the East*, by Hermann Hesse. In the fictional story, a servant named Leo, who does basic chores for a group of travelers, turns out to be the great leader of the “Order.” When Leo is serving and

encouraging the group, everything runs smoothly. However, when Leo leaves, the group falls into chaos and eventually disbands and abandons the journey (Greenleaf, 1977).

Although one may debate the intended meanings behind the story, Greenleaf concludes that “the great leader is seen as a servant first, and that simple fact is the key to his greatness” (Greenleaf, 1977, p. 21). Greenleaf further points out that servant leadership is a core characteristic that cannot be taken away. This kind of leader has a “servant nature” which was not assumed because of a title or position. Rather, this kind of leadership describes a person who is a servant by their nature, a servant first.

Direct contrasts exist among the various literature sources related to the servant-leader as a leader first. In the leader first leadership model, the highest priority is the desires of the leader. If the leader has a servant first model, the highest priority is the needs of those who are being served. In modern business leadership culture, sometimes servant leadership is viewed as a means to an end. In other words, some leaders use serving techniques to achieve their own goals. The model of servant leadership introduced by Greenleaf is much more pure in nature (Greenleaf, 1977).

Greenleaf (1977) describes the servant-leader in this way:

It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. The difference manifests itself in the care taken by the servant first to make sure that other people’s highest priority needs are being served. The best test is: Do those served grow as persons; do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? (Greenleaf, 1977, p. 27).

From this model of servant leadership, ten fundamental attributes of servant leadership may be extracted. These are listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to growth of others, and building community (Greenleaf, 1996). Behind each of these attributes is a core characteristic that Greenleaf characterizes as the quintessential virtue of leadership, which is an inner strength. Greenleaf defines this inner strength as an abstract power that may be used to lead others. Greenleaf argues for finding this strength within oneself or in the ethos of the group (Zimmerli, Richter, & Holzinger, 2007).

In contrast, when using Jesus as the ultimate model of servant leadership, rather than depending upon the spirit of man, or inner strength as described by Greenleaf, the Christian servant-leader depends on the Spirit of God. The Bible is replete with instructions about being humble and having a sense of personal weakness to gain understanding about the true source of human strength.

For the Christian, it is important to recognize that although Greenleaf's teaching on servant leadership contains many valuable points, the Christian leader must also acknowledge the source of true leadership, which is Jesus Christ. Therefore, any serious study of servant leadership must include the life of Jesus as a model for servant leadership (Blanchard & Hodges, 2005). Although this list is not exhaustive, the Bible illustrates Jesus as a model of servant leadership in the following examples:

- Jesus listened to others. (Matthew 8)
- Jesus had compassion and empathy. (Matthew 9, John 11)
- Jesus mentored others. (Matthew 10)
- Jesus led others to build community. (Luke 10)

- Jesus was a great manager or steward with what was entrusted to Him. (Matthew 22, Luke 9)
- Jesus had a great sense of timing and foresight. (Matthew 12, John 6)

Furthermore, an investigation into servant leadership from a secular world viewpoint, versus servant leadership from a spiritual or Biblical world viewpoint, reveals stark contrasts as outlined in Table 1 (Maxwell, 2002, p.1316).

Table 1

*Secular Leadership vs. Spiritual Leadership*

Issue	Secular Leadership	Spiritual Leadership
How to gain influence	Leverage power	Love people
How to possess confidence	Compete and win	Depend on God
How to acquire authority	Claim your rights and position	Servanthood
How to grow an organization	Demand of people	Develop people
What vision drives you	Temporal gain	Eternal gain
What is success	Overcoming the competition	Obeying the Lord
The heart of leadership	The boss	A loving Father

When examining spiritual servant leadership, one quickly recognizes that the spiritual servant-leader should be controlled by the Holy Spirit and therefore would be intent on submitting their personal will and agenda to that of God. Additionally, spiritual leaders

acknowledge that they are relying on a power that is spiritual in nature and cannot be generated on their strength alone (Sanders, 1967).

Spirituality and its relationship to leadership in the secular workplace is a relatively new field of study. Although a vast amount of literature about spiritual leadership may be found, much of it has not been written in peer reviewed or academic formats. An interesting study, which appeared in "The Leadership Quarterly," (Dent, Higgins, & Wharff, 2005) "analyzed known academic articles for how they characterize workplace spirituality, explore the nexus between spirituality and leadership, and discover essential factors and conditions for promoting a theory of spiritual leadership within the context of the workplace" (p. 625).

#### Job Satisfaction

"The best leaders may well be those who can motivate workers to perform at a high level while maintaining an equally high level of job satisfaction" (Hughes et al., 1999, p. 212). The study, causes, and consequences of employee attitudes about their jobs historically has been a major field of investigation within industrial-organizational psychology and organizational behavior. According to Paul Spector, job satisfaction is the most commonly studied variable in organizational research (Spector, 1997). Employers and employees alike are likely to benefit from improved job satisfaction.

In what has become a widely used research definition, Edwin A. Locke defines job satisfaction as "...a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Dunnette, Hough, & Triandis, 1990, p.1304). This definition implies that both feeling, or affect, and thinking, or cognition, are equally important when examining a person's level of job satisfaction. Both thinking and feeling are involved as one evaluates

anything important to a person, including their level of job satisfaction. Thus, both thoughts and feelings must be included when examining the various aspects of job satisfaction.

Locke goes on to explain that job satisfaction “results from the perception that one’s job fulfills or allows the fulfillment of one’s important job values” (Dunnette et al., 1990, p.1307). These values, combined with various employee attitudes, influence the level of job satisfaction for employees. For example, a person’s individual and unique disposition and personality impacts their job satisfaction (House, Shane, & Herold, 1996). This, in part, explains the wide range in levels of job satisfaction for employees who work in the same environment.

Personality traits such as core self-evaluation, extraversion, and conscientiousness, also contribute to job satisfaction. Cultural influences, work situation influences, and a variety of other factors must be considered when evaluating job satisfaction. According to Judge and Hulin (1990), of all the major areas of job satisfaction, it is the character or nature of the work itself that may be one of the best predictors of overall job satisfaction.

Spector (1997) divides the major factors of job satisfaction into two categories which are the job environment or factors associated with the job, and personal or individual factors which include personality traits, prior experiences, and personal preferences. The most accepted theory of how the job itself affects people is Hackman and Oldham’s job characteristic theory which states that people can be intrinsically motivated when they find the work to be enjoyable and meaningful (Spector, 1997). Some of the areas related to the job itself include organizational constraints, role variables and ambiguity, conflict, workload, and stress. Additionally, personal factors exist which include personality traits, cognitive variables such as locus of control, negative emotions such as anxiety or depression, and the way a specific job fits with an individual personality (Spector, 1997).

Spector (1997) points out that many facets contribute to the level of job satisfaction. These include, but are not limited to: appreciation, communication, coworkers, fringe benefits, job conditions, the nature of the work itself, the organization itself, the organization's policies and procedures, pay, personal growth, promotion opportunities, recognition, security, and supervision (Spector, 1997).

One complication in the study of job satisfaction is that not only do people have varying levels of satisfaction across the various facets, but many times these facets are not related to one another. When examining the correlations and relationships between the nine facets of the Job Satisfaction Survey by Paul Spector (1997), the patterns indicate that people have a variety of feelings about the various facets of the job. In other words, people do not have the same feelings or level of satisfaction in every aspect of their job.

The nine facets from the Job Satisfaction Survey by Spector (1997) are further defined as:

*Pay*—Pay is defined as satisfaction with the financial compensation one receives for doing the job.

*Promotion*—Promotion is defined as satisfaction with opportunities for promoting or advancing in the job.

*Supervision*—Supervision is defined as satisfaction with the immediate supervisor, or in this case, the Senior Pastor.

*Fringe Benefits*—Fringe Benefits is defined as satisfaction with extra benefits or rewards offered.

*Contingent Rewards*—Contingent Rewards is defined as satisfaction with extra rewards offered for good performance. These rewards are not necessarily monetary.

*Conditions*—Conditions is defined as satisfaction with rules and procedures in the job environment.

*Coworkers*—Coworkers is defined as satisfaction with those with whom one works.

*Nature of Work*—Nature of Work is defined as satisfaction with the nature of the work itself.

*Communication*—Communication is defined as satisfaction with communication within the organization.

Although some research indicates strong correlations in the relationship between job satisfaction and job performance, these studies have a controversial history. Most people assume that a happy worker is a productive worker. A person might assume that there is a connection between job satisfaction and job performance (Saari & Judge, 2004). On the other hand, much of the latest research contradicts this conclusion. More recent studies argue that because performance has been defined in a limited fashion that often is limited to those behaviors typically included in job performance appraisals, this affects the outcome of the study. In a review of 301 studies of job satisfaction, Judge, Thoresen, Bono, and Patton (2001) found that when these corrections are made, the correlation between job satisfaction and job performance are higher. Therefore, it does appear that a positive relationship between level of job satisfaction and job performance exists.

Another important factor to consider when examining job satisfaction is a person's general satisfaction in other areas of life. At least three examples are identified of this relationship between job satisfaction and life satisfaction. The first example of a job satisfaction and life satisfaction relationship is demonstrated when life experiences spill over into the work environment or work experiences spill over into the personal or life environment. The second

level of relationship occurs when life experiences and the job are totally separate and have little effect on each other. The third is referred to as compensation. In this case, a person seeks fulfillment or happiness in their personal life in exchange for dissatisfaction in the workplace. Or conversely, the person may seek to find fulfillment or happiness in the workplace in exchange for dissatisfaction in their personal life (Saari & Judge, 2004).

According to Saari and Judge, industrial and organizational psychology has an extensive, yet controversial history when it comes to studying and understanding job satisfaction. In 2004, Saari and Judge (2004) predicted that future research will likely focus on understanding “the interplay between the person, and the situation, and the various internal and external factors that influence employee attitudes” (Saari & Judge, 2004).

Job satisfaction is the level of contentment an employee has with his or her job. Simply put, Paul Spector (1997) defines job satisfaction as “the degree to which people like their jobs.” Analyzing and improving job satisfaction is complex and a challenge for employers. Saari and Judge (2004) point to research indicating that employee surveys, when used properly, can be very effective tools for analyzing, as well as improving employee attitudes about their jobs, or their job satisfaction. Further, when employee surveys are used efficiently and effectively, they may even produce meaningful change within the organization. It is important to note that change will not likely occur as a result of the giving and receiving of the survey information alone. Rather, employees who participate in these surveys must have the opportunity to participate in the process and feel a part of the organizational change which is the desired result (Saari & Judge, 2004).

Empirical evidence also suggests that organizations need human resource managers who not only understand the mechanics of administering employee surveys and oversee the review

process, but who also have a deep understanding of using this information to implement change. This change may result in more positive job satisfaction attitudes leading to increased productivity and performance from the organization as a whole (Saari & Judge, 2004).

Although it is difficult to find research that is specifically focused on the job satisfaction of church staff members, a vast amount of research literature in the subject area of job satisfaction is available. In fact, according to Spector (1997), there were more than 300 published works per year on the subject between 1984 and 1996. In a study by Michelle Iaffaldano and Paul Muchinsky (1985), conclusions show that the relationship between job satisfaction and job performance is “one of the most investigated topics in all of organizational research” (p. 270, 1985).

As stated, there has been little focus in research literature on studying job satisfaction as it relates to church staff members. However, a few studies do provide information which specifically examines the job satisfaction of church staff members. Robert Welch (1990) conducted a study entitled “A Study of Selected Factors Related to Job Satisfaction in the Staff Organizations of Large Southern Baptist Churches.” In this study, Welch measured job satisfaction using the Job Attitude Scale (JAS). This study concluded that the pastor group scored the highest intrinsic job satisfaction scores among the twelve staff categories which were examined (Welch, 1990). In another study conducted by John Kiemele (2002) which involved the staff members of 30 churches, significant differences in levels of job satisfaction were found across the ministerial staff positions, but again the pastor group scored the highest in job satisfaction.

Numerous findings in this area underscore the fact that people who are in a higher ranking position with higher pay tend to be more satisfied. “They are usually better paid, have

better working conditions, and hold jobs that make fuller use of their abilities” (Newstrom, Davis, & Davis, 1993, 201). With this in mind, it appears that regardless of leadership style or other factors, pastors tend to find more job satisfaction than some of their church staff members.

Paul Kong identifies eight empirical studies which examine the correlation between servant leadership and job satisfaction (Kong & Shin, 2009). These studies were conducted across several vocational areas including business, government, community service, medical, educational, as well as religious institutions and churches.

In a study by Rainer Kunz in 1994, 410 Senior Pastors in the North American Baptist Conference were surveyed to investigate the relationship between the leadership style of Senior Pastors, their job satisfaction, and the growth rate of worship attendance over the past decade. Interestingly, the study found no significant difference in worship attendance in relationship to the leadership style of the pastors. However, significant differences were found in job satisfaction in relationship to the leadership styles of the pastors (Kunz, 1994).

#### Servant Leadership in Other Fields

In addition to servant leadership characteristics and the effects on job satisfaction in the church, the review of the literature for this study examined servant leadership practices and job satisfaction in other arenas including business, education, government, and health care.

In the business arena, leadership practices affect managers, employees, and customers. Specifically, the employees perceptions of a managers' servant leadership behaviors, empirically relate to salesperson customer orientation, which in turn influences selling behaviors, customer behaviors and patterns, as well as sales performance outcomes (Fernando et. al., 2009).

For example, a variety of work-related responses of employees was examined to assess the effect of transformational leadership in the sales environment. Employees and managers

responded to questionnaires that posed questions about aspects of their work: job satisfaction, commitment, role conflict, role ambiguity, job stress, burnout, extra effort, and performance. The outcome showed that a significant relationship between transformational leadership was significantly related to sales and work outcome (Flaming & Dubinsky, 1995).

In the educational field, there is a vast amount of literature examining job satisfaction, teacher retention, and the leadership styles of school principals (Harash, 2010). Many enter the teaching profession with idealistic motivations such as helping the students, providing love and learning opportunities for the students, and a number of other admirable goals. Most of these people are driven to the teaching profession because of a love for children and a love for learning (Lamb, 1993). However, research indicates that these characteristics alone are not enough to sustain a teacher in the profession. “To stay in teaching, today’s teachers need school conditions where they are successful and supported, opportunities to work with other educators in professional learning communities rather than in isolation, differentiated leadership and advancement prospects during the course of the career, and good pay for what they do” (Cocharan-Smith, 2006, p. 136).

Recruiting new teachers appears to be a much less challenging task than keeping them satisfied in their jobs and retaining teachers. To aid in retention, a variety of new initiatives have been implemented including career-change programs, simplified and shorter certification programs, recruitment of international teachers, signing bonuses, housing allowances, tuition reimbursements, and student loan forgiveness (Hirsch, Koppich, & Knapp, 2001). Although these efforts may be working to some extent, it appears that many important leadership issues related to job satisfaction in the educational arena must also be addressed. Principals must understand that today’s teachers are looking for authentic and effective leadership that will

transform the lives of others, including the lives of the teachers (Shead, 2010). One study in the field of education shows that teachers are looking to their principals and other supervisors for servant leadership. Thomas Sergiovanni (2007) describes the servant leadership that is needed in schools as a “commitment to administer to the needs of the school as an institution by serving its purposes, by serving those who struggle to embody these purposes, and by acting as a guardian to protect the institutional integrity of the school” (p. 48).

In government, empirical data indicates that leadership style plays an important role in job satisfaction and productivity (Randall, 2006). In a study conducted using the Multifactor Leadership Questionnaire (Avolio, Bass, & Zhu, 2004), and the Job Satisfaction Survey (Spector, 1997), government employees experienced higher levels of job satisfaction when working under the supervision of those who exhibited more transformational leadership style behaviors. The results of this study revealed a statistically positive correlation between team leader transformational leadership and employee job satisfaction (Johnson & Randall, 2012).

Likewise, in the medical community, a great deal of empirical evidence suggests that transformational or servant leadership directly impacts the job satisfaction and longevity of employees (Streiner & Norman, 1989). For example, in the nursing field, job vacancies are an increasing challenge and staff turnover rates average 21%. Studies indicate that effective transformational leadership styles of nurse managers and nurse administrators enhance staff nurse retention, which leads to better quality of care and retention (Kleinman, 2004).

Healthcare managers must continue to expand their leadership skills to improve the staff's morale. Transformational and servant leadership behaviors, as well as transactional contingent rewards in the medical setting will maximize the effectiveness and quality of care by all health care staff (Almutairi, 2011). Research indicates that transformational leadership in a medical

practice enhances employees' motivation, morale, and satisfaction. Possessing the ability to motivate, empower, and influence staff improves satisfaction and retention levels among medical employees (Shearer, 2012).

### Summary

This chapter has provided a review of related literature including general leadership, and various specific areas including servant leadership, as well as leadership as it relates to job satisfaction. As stated, great diversity is found in the literature in the definition and approach when attempting to define leadership. Furthermore, servant leadership is also defined in a number of ways and these differences are magnified even more when comparing a secular viewpoint to one based on the Bible and the example of Jesus Christ. Finally, although the amount of empirical data and literature available on the subject of job satisfaction as it relates to church staff members is limited, this review includes a number of examples from other fields including business, education, government, and health care.

### Chapter III

#### Research Design and Methodology

This chapter presents the research design, which is a quantitative study using two validated survey instruments. The population and sample and the procedures both for the collecting of data and for statistical analysis are discussed.

#### Significance of the Study

A review of the literature highlights the fact that servant leadership is a subject of great interest that influences organizations of all types. Although churches are impacted by a number of other factors, the health of their staff leadership and how that health is affected by the staff relationships with the Senior Pastor are significant and worthy of study. This research was conducted to determine relationship, if any, between church staff members' perceptions of the servant leadership practices of senior pastors and the job satisfaction of church staff members. Identifying such a relationship could have implications for assessing and potentially influencing the health and strength of the local church, the families of pastors and staff, the longevity of pastors and staff, and ultimately Kingdom growth and productivity for Alabama Baptists, churches across the Southern Baptist Convention and beyond.

#### Purpose of the Study

The purpose of this study is to examine the relationship between church staff members' perceptions of the servant leadership practices of Senior Pastors and the job satisfaction of those staff members. Specifically, the relationship between five dimensions of servant leadership in Senior Pastors and nine facets of church staff members' job satisfaction, plus their total job satisfaction, was examined.

The specific question addressed was: What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction? In

an attempt to further examine this question, the following research questions and null hypotheses were analyzed:

*Research Question 1:* What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Pay?

H<sub>01</sub><sub>1</sub>: There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Pay.

H<sub>01</sub><sub>2</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Pay.

H<sub>01</sub><sub>3</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Pay.

H<sub>01</sub><sub>4</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Pay.

H<sub>01</sub><sub>5</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Pay.

*Research Question 2:* What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Promotion?

H<sub>02</sub><sub>1</sub>: There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Promotion.

H<sub>02</sub><sub>2</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Promotion.

H<sub>02</sub><sub>3</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Promotion.

H<sub>024</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Promotion.

H<sub>025</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Promotion.

*Research Question 3: What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Supervision?*

H<sub>031</sub>: There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Supervision.

H<sub>032</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Supervision.

H<sub>033</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Supervision.

H<sub>034</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Supervision.

H<sub>035</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Supervision.

*Research Question 4: What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Fringe Benefits?*

H<sub>041</sub>: There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Fringe Benefits.

H<sub>042</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Fringe Benefits.

H<sub>043</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Fringe Benefits.

H<sub>044</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Fringe Benefits.

H<sub>045</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Fringe Benefits.

*Research Question 5: What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Contingent Rewards?*

H<sub>051</sub>: There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Contingent Rewards.

H<sub>052</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Contingent Rewards.

H<sub>053</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Contingent Rewards.

H<sub>054</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Contingent Rewards.

H<sub>055</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Contingent Rewards.

*Research Question 6:* What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Conditions?

H<sub>061</sub>: There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Conditions.

H<sub>062</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Conditions.

H<sub>063</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Conditions.

H<sub>064</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Conditions.

H<sub>065</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Conditions?

*Research Question 7:* What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Coworkers?

H<sub>071</sub>: There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Coworkers.

H<sub>072</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Coworkers.

H<sub>073</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Coworkers.

H<sub>0</sub>7<sub>4</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Coworkers.

H<sub>0</sub>7<sub>5</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Coworkers.

*Research Question 8: What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Nature of Work?*

H<sub>0</sub>8<sub>1</sub>: There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Nature of Work.

H<sub>0</sub>8<sub>2</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Nature of Work.

H<sub>0</sub>8<sub>3</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Nature of Work.

H<sub>0</sub>8<sub>4</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Nature of Work.

H<sub>0</sub>8<sub>5</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Nature of Work.

*Research Question 9: What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Communication?*

H<sub>0</sub>9<sub>1</sub>: There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Communication.

H<sub>09</sub><sub>2</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Communication.

H<sub>09</sub><sub>3</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Communication.

H<sub>09</sub><sub>4</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Communication.

H<sub>09</sub><sub>5</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Communication.

*Research Question 10:* What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their Total Job Satisfaction?

H<sub>010</sub><sub>1</sub>: There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Total Job Satisfaction.

H<sub>010</sub><sub>2</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Total Job Satisfaction.

H<sub>010</sub><sub>3</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Total Job Satisfaction.

H<sub>010</sub><sub>4</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Total Job Satisfaction.

H<sub>010</sub><sub>5</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Total Job Satisfaction.

Pearson  $r$  correlation coefficients were used to determine whether a relationship existed between variables. In order to determine whether the null hypotheses were rejected or not

rejected, the researcher set the alpha level at the beginning of the study, applying the commonly used alpha level of 0.05 for social science research (Pagano, 1990).

#### Research Perspective

This was a quantitative study which used a correlational research design. The researcher correlated the results of two surveys, combined into one questionnaire, attempting to answer the research questions by testing the null hypotheses. In this research, questions from two separate survey instruments were combined into one questionnaire. An additional five demographic questions were added, for a total of 64 questions.

The Servant Leadership Questionnaire (Barbuto & Wheeler, 2006), which included 23 questions, was used for the first part of the research questionnaire. The Job Satisfaction Survey (Spector, 1994), which included 36 questions, was used for the second part of the questionnaire. No significant changes were made in the wording of either survey.

The minor changes in wording included in the following:

In each of the 23 questions in the Servant Leadership Questionnaire, the original identification of the person to be rated is referred to as “This person,” but was changed to “My Pastor” in this survey. In four of the questions in the Job Satisfaction Survey (questions 3, 12, 21, and 30), the reference to “My supervisor” was changed to “My pastor.” The purpose for these changes was to clearly identify the pastor as the person being rated, as well as being recognized as the supervisor in the Job Satisfaction Survey.

Both instruments used in this research have a high degree of internal reliability. The exceptions are both found in the Job Satisfaction Survey. Upon examination of the complete reliability coefficients established by the author of the Job Satisfaction Survey as seen in Table 4,

two of the facets have reliability less than the generally accepted minimum of .70. The two facets with reliability coefficients below .70 are Conditions (.62) and Coworkers (.60).

The Cronbach's Alpha coefficients used to measure that reliability will be discussed in the description of each survey. Cronbach's Alpha is a widely used statistic that is generally accepted as a measure of internal consistency or reliability of a psychometric instrument.

According to Steiner and Norman (1989):

“The value of alpha ( $\alpha$ ) may lie between negative infinity and 1. However, only positive values of  $\alpha$  make sense. Generally, alpha coefficient ranges in value from 0 to 1 and may be used to describe the reliability of factors extracted from dichotomous (that is, questions with two possible answers) and/or multi-point formatted questionnaires or scales (i.e., rating scale: 1 = poor, 5 = excellent). Some professionals insist on a reliability score of 0.70 or higher in order to use a psychometric instrument (p. 64-65).”

The Servant Leadership Questionnaire contains five dimensions of servant leadership and the Job Satisfaction Survey contains nine facets of job satisfaction. The following is a discussion of both survey instruments and their reliability.

### Survey Instruments

#### Servant Leadership Questionnaire

The Servant Leadership Questionnaire was developed by Jay E. Barbuto, Jr. and Daniel W. Wheeler (2006). The Servant Leadership Questionnaire consists of two parts which include the self version, for completion by the supervisor or leader, and the rater version which is to be completed by the employee or follower. Since this research was only focused on the perceptions of the church staff members, only the rater form was used. Only the church staff members, or followers, were asked to participate. The Senior Pastors were not asked to take the survey.

Using the rater form, the follower (the church staff member) ranks the leadership behaviors of the leader (Senior Pastor) on a five-point Likert scale. The choices on the scale used in the Servant Leadership Questionnaire rater form are labeled zero through four. The possible answers as they were listed in the survey are illustrated in Table 2.

Table 2

*Five –Point Likert Scale for the Servant Leadership Questionnaire Rater Form*

Response Code	Answer
0	Not at all
1	Once in a while
2	Sometimes
3	Fairly Often
4	Frequently, if not always

The Servant Leadership Questionnaire measures the following five dimensions of servant leadership as determined by Barbuto and Wheeler (2006). These five dimensions are Altruistic Calling, Emotional Healing, Wisdom, Persuasive Mapping, and Organizational Stewardship. A listing of these five dimensions, along with the items from the survey which apply to each, are found in Table 3. Two of the dimensions, Altruistic Calling and Emotional Healing, have four corresponding questions, and the remaining three, Wisdom, Persuasive Mapping, and Organizational Stewardship, have five corresponding questions, for a total of 23 questions. Permission to use the Servant Leadership Questionnaire was requested from, and granted by Dr. Barbuto, who is teaching at California State University-Fullerton. The statement of permission

by Dr. Barbuto may be found in Appendix A. For a full original copy of the Servant Leadership Questionnaire, refer to Appendix B.

Table 3

*Servant Leadership Questionnaire Dimensions and Corresponding Item Numbers*

Dimension	Item Number
Altruistic Calling	1, 2, 16, 21
Emotional Healing	3, 8, 12, 17
Wisdom	4, 7, 9, 13, 22
Persuasive Mapping	5, 6, 10, 14, 18
Organizational Stewardship	11, 15, 19, 20, 23

According to Barbuto and Wheeler (2006), the rater version of the subscales demonstrated Cronbach's reliabilities ranging from .82 to .92. The generally accepted minimum reliability coefficient is .70; therefore, the coefficients show that the Servant Leadership Questionnaire rater form is a reliable instrument. The reliability coefficients established by the authors of the Servant Leadership Questionnaire may be seen in Table 4.

Table 4

*SLQ Cronbach's Reliability Coefficients*

Servant Leadership Scales	Coefficient Alpha
Altruistic Calling	.82
Emotional Healing	.91
Wisdom	.92
Persuasive Mapping	.87
Organizational Stewardship	.89

## Job Satisfaction Survey

The Job Satisfaction Survey (JSS) was developed by Paul E. Spector (1994) and has been used in over 60 research projects. A bibliography of research studies in which the Job Satisfaction Survey was used may be found in Appendix C. The Job Satisfaction Survey consists of 36 items and is based on a nine facets of job satisfaction. For each item, the respondent may choose from a 6-point Likert scale. The choices on the scale used in the Job Satisfaction Survey are coded one through six. The possible answers as they were listed in the survey are illustrated in Table 5.

Table 5

*Six –Point Likert Scale for the Job Satisfaction Survey*

Response Code	Answer
1	Disagree very much
2	Disagree moderately
3	Disagree slightly
4	Agree slightly
5	Agree moderately
6	Agree very much

The Cronbach's alpha reliability coefficient for the Job Satisfaction Survey using all 36 items was .91 (Spector, 2001). The survey is designed to assess employee attitudes about the job and aspects of the job and is appropriate for use in many types of organizations, including churches. The Job Satisfaction Survey is comprised of the following nine facets of the job: Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards, Conditions, Coworkers, Nature of the Work, and Communication. Each of the nine facets has four corresponding survey items. The nine facets and the corresponding survey items that apply to each may be found in Table 6. The items marked "r" represent those items that must be reverse scored. Permission to use the Job Satisfaction Survey was requested from, and granted by Dr. Spector, who is teaching at the University of South Florida. The statement of permission by Dr. Spector may be found in Appendix D. For a full original copy of the Job Satisfaction Survey, refer to Appendix E.

Table 6

*Job Satisfaction Survey*

Satisfaction Facet	Survey Item Number
Pay	1, 10 <sub>r</sub> , 19 <sub>r</sub> , 28
Promotion	2 <sub>r</sub> , 11, 20, 33
Supervision	3, 12 <sub>r</sub> , 21 <sub>r</sub> , 30
Fringe Benefits	4 <sub>r</sub> , 13, 22, 29 <sub>r</sub>
Contingent Rewards	5, 14 <sub>r</sub> , 23 <sub>r</sub> , 32 <sub>r</sub>
Conditions	6 <sub>r</sub> , 15, 24 <sub>r</sub> , 31 <sub>r</sub>
Coworkers	7, 16 <sub>r</sub> , 25, 34 <sub>r</sub>
Nature of Work	8 <sub>r</sub> , 17, 27, 35
Communication	9, 18 <sub>r</sub> , 26 <sub>r</sub> , 36 <sub>r</sub>

*\*Items followed by <sub>r</sub> were reverse scored.*

According to Dr. Spector (1997), the Job Satisfaction subscales demonstrated Cronbach's reliabilities ranging from .60 to .82, The reliability of all 36 items was .91. As stated earlier, two of the facets show low reliability, based on the fact that the generally accepted minimum reliability coefficient is .70. However, the overall reliability coefficient (.91) indicates that the Job Satisfaction Survey is a reliable instrument. The complete reliability coefficients of the Job Satisfaction Survey as reported by Dr. Spector (1997) are listed in Table 7.

Table 7

*Job Satisfaction Survey Cronbach's Reliability Coefficients*

Job Satisfaction Facet	Coefficient <i>alpha</i>
Pay	.75
Promotion	.73
Supervision	.82
Fringe Benefits	.73
Contingent Rewards	.76
Conditions	.62
Coworkers	.60
Nature of Work	.78
Communication	.71
Total Satisfaction	.91

## Research Subjects and Procedures

The population of this study consisted of people who currently serve as ministerial staff members in Southern Baptist Churches located in the state of Alabama. The specific churches were selected based on their size. The researcher assumed it would be unlikely that churches of less than 200 in resident membership would have other staff members in addition to the Senior Pastor. Therefore, the researcher assumed that churches of 200 or more in resident membership were more likely to have multiple ministerial staff members, in addition to the Senior Pastor.

The intended population of this study was ministerial Southern Baptist staff members in the state of Alabama. As stated, the parameters of the study set by the researcher limited the

study to Southern Baptist Churches in the state of Alabama with a resident membership of 200 or greater. One of the challenges of this study was getting the request for participation to the ministerial staff members. It was possible to obtain the email addresses for Senior Pastors of churches in the state of Alabama with a resident membership of 200 or greater from the Alabama Baptist State Board of Missions, but the email addresses of all of the other staff members in those churches were not readily available. Furthermore, the researcher determined that, in order to fulfill the moral and ethical obligation to obtain permission from the Senior Pastor for staff members to participate, the Senior Pastor would need to be notified about the survey before the information was sent to the individual staff members. Thus, the researcher decided it was appropriate to go through the Senior Pastors, asking those individuals to pass the request along to their ministerial staff members.

First, permission was requested and granted from the Alabama Baptist State Board of Missions to obtain the email addresses for Senior Pastors of churches in the state of Alabama with a resident membership of 200 or greater. Due to the sensitive nature of gaining access to the email addresses, the researcher established an understanding with leaders at the Alabama Baptist State Board of Missions that the email would first be sent to the Senior Pastor who would be asked to forward it to the ministerial staff at that church. Each Senior Pastor implicitly granted permission to the researcher, giving access to the ministerial staff, when he sent the researcher's email message to the ministerial staff. A copy of the permission to obtain the email addresses from the Alabama State Board of Missions may be found in Appendix F.

Before distributing the survey message to the Senior Pastors, the researcher conducted a test of the survey to obtain feedback regarding the clarity and perceived accuracy of the survey instrument. A listing of survey testers, made of people who do not currently serve on a church

staff and thus were not eligible to take the survey, was compiled. The testing group was made up of ten people from a wide variety of backgrounds and vocational arenas including four Christian high school English teachers, two attorneys, two Alabama Baptist State Convention employees, one business owner and active Southern Baptist layperson, and one former Student Minister who is now in the medical profession and an active Southern Baptist layperson.

The testing group was asked to take the survey and then respond to specific questions about the clarity and accuracy of the survey. They were instructed to imagine that the “Pastor” was their current supervisor or coworker, and the “Church” was their workplace. They were also told that their answers would not be used in the actual research, as this was just a test to find any problems with the survey before it was sent to the entire sample group. The testing group was asked to provide the following information related to the survey:

1. Exactly how long it took to complete the survey.
2. If the email to the Senior Pastor was unclear.
3. If there was any unclear wording in the survey instructions.
4. If they identified any mistakes or misspelled words in the survey.
5. Anything that was confusing or slowed them down.
6. Suggestions about making the email or the survey instructions clearer.

The only recommended changes or suggestions from the testing group were related to the survey questions themselves, which could not be changed as they are validated instruments. A copy of the email sent to the testing group may be found in Appendix G.

The first email sent to the Senior Pastors, requested that the Senior Pastors forward the email which contained a link to the online survey to their ministerial staff members. The researcher determined that by the Senior Pastor forwarding the email to the staff members,

implied permission was granted for the staff members to participate. This, then, resolved two challenges related to the survey. It provided a means to get the email to staff members for whom email addresses were not available, and it allowed the Senior Pastor to give approval for staff members to participate.

The list of churches and pastors obtained from the Alabama Baptist State Board of Missions contained 628 names and email addresses. Using MailChimp, an online email marketing service provider, the researcher sent the initial email invitation to 628 pastors. MailChimp reported that 46 of the addresses were incorrect and 582 were successfully delivered. MailChimp further reported that 274 of the initial emails were actually opened by the recipients.

It was not possible to calculate the exact number of church staff members available to participate in the survey. First, the Alabama Baptist State Board of Missions, who provided the contact information for the churches and their Senior Pastors to the researcher, does not have current and/or correct contact information for every church or every pastor who fell within the parameter of this study. Second, of the 628 Senior Pastors whose churches did fall within the range of this study by having 200 or greater in resident membership, a complete listing of the staff members in those churches does not exist at the Alabama Baptist State Board of Missions. Third, even if there was a way to determine the number of staff members at each participating church, the researcher had no way to confirm that the Senior Pastors actually forwarded the email to every ministerial staff member. Furthermore, since full and part-time ministerial staff persons were asked to participate, one could not make assumptions about the number of ministerial staff based on church size. Therefore, it is not possible to accurately determine the number of potential staff members who currently serve in Alabama churches with 200 or more

resident members. Therefore, because the population for the study is unknown, it was not possible to calculate the percentage of the population who participated in the study.

The initial email contained information with an explanation about the purpose of the research and asked each Senior Pastor to forward it to their ministerial staff members. The following statement was included to indicate who should take the survey as well as how to connect to the survey: “All Ministerial Staff Members take the survey using the link below.” As stated, no distinction was made about whether a staff member was full-time or part time. However, administrative or those not in ministerial staff roles were excluded from participation in the study. The email message assured the recipients that the survey was completely confidential and that anonymity was guaranteed. The researcher anticipated that the guarantee of anonymity and confidentiality would be critical to encourage Senior Pastors to forward the email to staff members, as well as reassure staff members who would take the survey.

The researcher established a paid account with Survey Monkey and set up the online survey. A copy of the initial email that was sent to Senior Pastors may be found in Appendix H. Upon clicking on the link to the survey, the participant was taken to an instructions page. A copy of the instruction page may be found in Appendix J. Upon completion of the survey, the participant simply clicked the “submit” button to complete the survey.

The term of the survey was designed by the researcher to last for a total of 15 days. The initial email was sent to Senior Pastors on Monday, August 5, 2013, and a follow-up message seven days later, on August 12. A copy of the follow-up email may be found in Appendix I. Seven days after that, on Monday, August 19, the survey was closed.

There were a total of 188 Southern Baptist ministerial staff members at churches in Alabama with a resident membership of at least 200 who participated in the survey. The sample was a convenience sample.

After the survey closed, the data were collected and prepared for statistical analysis. The data were then analyzed using the Statistical Package for the Social Sciences (SPSS) software.

#### Summary of Methodology

Chapter 3 contained a description and explanation of the research design that was used in this study. The purpose, problems, population, and sample size were described and discussed. Both of the survey instruments that were used were identified and described, as was the procedure for conducting the research.

## Chapter IV

### Results

The purpose of this study was to determine whether or not there were relationships between church staff members' perceptions of their Senior Pastors' servant leadership characteristics and their job satisfaction. The research examined church ministerial staff members' perceptions of the servant leadership characteristics of their pastors, as well as how they rated their own job satisfaction. In addition, the relationships between church staff members' perceptions of their Senior Pastors' servant leadership and their job satisfaction were examined. The results of the data analyses are presented in this chapter, including the reliability of each of the five dimensions of the Servant Leadership Questionnaire, as well as the nine facets of the Job Satisfaction Survey. The data analyses of the ten research questions using Pearson  $r$  correlations are presented. Chapter 4 concludes with a summary of the major findings of the research.

#### Description of the Sample

A total of 188 usable surveys were submitted. Because the exact number of church staff members eligible to participate in the survey was unknown, the rate of return could not be determined.

The first five items of the survey were demographic in nature. These five items requested the following information from the staff member taking the survey: Job title, length of time in current staff position, highest educational level attained, age, and marital status.

The Job Title section presented eight possible selections, in addition to an "Other" category where the participant could provide an open-ended response. A listing of the job titles and the frequency and percentage of responses may be found in Table 8. Age Group Ministers,

including ministries to children, youth and college students, comprised 42.5% of the sample, and Ministers of Music/Worship were 22.6% of the sample. Almost 10% of the respondents were Ministers of Education/Administration.

Table 8

*Frequencies and Percentages of Church Staff Job Titles*

Job Title	<i>N</i>	%
Associate Pastor	14	7.5
Executive Pastor	13	7.0
Minister of Education/Administration	18	9.7
Minister of Music/Worship/Creative Arts	42	22.6
Age Group Ministers (Students/Youth/College)	79	42.5
Minister to Single Adults	4	2.2
Minister of Missions	12	6.5
Other	4	2.2
Total	186	100.0

The mean number of years respondents have held their current position at their church was 7.21 with a standard deviation of 6.06, and the average age of respondents was 45.46 with a standard deviation of 13.78. The highest educational attained by respondents were as follows: 5.9 % held a Doctorate degree, 46.5% a Master's degree, and 37.4% a Bachelor's degree. Close to 90% of the respondents were married. The educational levels and marital status data are found in Table 9 and Table 10.

Table 9

*Frequency Counts and Percentages for Highest Degree Earned*

Highest Degree Earned	<i>N</i>	%
High school diploma or GED	2	1.1
Some college but no degree	12	6.4
Associate's degree	5	2.7
Bachelor's degree	70	37.4
Master's degree	87	46.5
Doctorate degree	11	5.9
Total	187	100.0

Table 10

*Frequency Counts and Percentages for Marital Status*

Marital Status	<i>N</i>	%
Single-never married	13	7.0
Divorced	2	1.1
Widowed	4	2.1
Married	168	89.8
Total	187	100.0

## Survey Instruments

### Servant Leadership Questionnaire

The survey questions that were related to the way church staff members rated their pastors' level of servant leadership practices are in the Servant Leadership Questionnaire, or SLQ. The Servant Leadership Questionnaire consists of five dimensions: Altruistic Calling, Emotional Healing, Wisdom, Persuasive Mapping, and Organizational Stewardship.

### Servant Leadership Questionnaire Reliability

The survey instrument was examined for internal reliability and also compared to the reliability coefficients produced by the authors of the original study using the Servant Leadership Questionnaire (Barbuto & Wheeler, 2006). The Cronbach's alpha reliability coefficients for the five dimensions of the Servant Leadership Questionnaire for the current study are shown in Table 11, along with the original authors' findings, which demonstrate consistency between the findings of this research and those of the original author. The reliability coefficients in the current study range from a low of .86 for Organizational Stewardship, to a high of .94 for Emotional Healing and Wisdom. The reliability coefficients show the five dimensions of servant leadership were reliable and were consistent with the reliability coefficients produced by the original authors of the instrument (Barbuto & Wheeler, 2006).

Table 11

*Servant Leadership Questionnaire Cronbach's Reliability Coefficients-Comparison between the Current Study and the Original Authors' Findings*

Servant Leadership Scale	<i>N</i>	N of Items	Current Study	Original Authors
Altruistic Calling	182	4	.84	.82
Emotional Healing	177	4	.94	.91
Wisdom	181	5	.94	.92
Persuasive Mapping	180	5	.91	.87
Organizational Stewardship	185	5	.86	.89

#### Servant Leadership Questionnaire Means and Standard Deviations

The means and standard deviations of the Servant Leadership Questionnaire (Barbuto & Wheeler, 2006) are shown in Table 12. It should be noted that the five dimensions of the Servant Leadership Questionnaire vary in the number of survey items that make up the scales, and various dimensions were scored by summing the items that make up each of the scales. Therefore, the comparisons among the five dimensions required the creation of a scale using the average of the items. Table 13 shows the revised means and standard deviations that resulted from this averaging.

Table 12

*Servant Leadership Questionnaire Means and Standard Deviations (original)*

Servant Leadership Scale	<i>N</i>	<i>Mdn</i>	<i>M</i>	<i>SD</i>	<i>Min.</i>	<i>Max.</i>
Organizational Stewardship	185	19	17.22	3.44	7	20
Wisdom	181	16	15.02	4.66	0	20
Persuasive Mapping	180	16	14.37	4.96	0	20
Altruistic Calling	181	11	10.39	4.27	0	16
Emotional Healing	177	11	9.96	4.78	0	16

Using the average as the measure of each servant leadership dimension, each Servant Leadership Questionnaire subscale had a potential range of 0 to 4. As shown in Table 13, church staff members rated their pastors highest in the area of Organizational Stewardship ( $M = 3.44$ ). Next was Wisdom ( $M = 3.00$ ), which was followed by Persuasive Mapping ( $M = 2.87$ ). Altruistic Calling ( $M = 2.60$ ) was fourth out of five, and staff members ranked their pastors lowest in the area of Emotional Healing ( $M = 2.49$ ). Church staff members perceived a high degree of servant leadership in their pastors in the areas of Organizational Stewardship and Wisdom, and a somewhat high degree of servant leadership in the areas of Persuasive Mapping, Altruistic Calling and Emotional Healing.

Table 13

*Servant Leadership Questionnaire Means and Standard Deviations (revised based on average)*

	<i>N</i>	<i>Mdn</i>	<i>M</i>	<i>SD</i>	<i>Min.</i>	<i>Max.</i>
Organizational Stewardship	185	3.80	3.44	.69	1.40	4.00
Wisdom	181	3.20	3.00	.93	.00	4.00
Persuasive Mapping	180	3.20	2.87	.99	.00	4.00
Altruistic Calling	181	2.75	2.60	1.07	.00	4.00
Emotional Healing	177	2.75	2.49	1.20	.00	4.00

#### Job Satisfaction Survey

The survey questions related to church staff members' job satisfaction were taken from the Job Satisfaction Survey (Spector, 1994). The Job Satisfaction Survey consisted of nine facets: Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards, Conditions, Coworkers, Nature of Work, and Communication.

#### Job Satisfaction Reliability

The nine facets of the Job Satisfaction Survey (Spector, 1994) and the Total Job Satisfaction scores were evaluated for internal reliability and compared to the reliability coefficients produced by the author of the original study. The Cronbach's alpha reliability coefficients for the nine facets of the Job Satisfaction Survey, plus the total job satisfaction score, are shown in Table 14, along with the author's original findings. The Cronbach's alpha reliability coefficients for the Job Satisfaction Survey in this research ranged from a low of .56 for Conditions, to .87 Pay. The reliability for Total Job Satisfaction, using all 36 items, was .94. The reliability for Conditions (.56) was below the generally acceptable reliability of .70. As

shown in the table, the reliability for Condition was also low (.62) in the original study. Given the Job Satisfaction Survey is a well established instrument used in numerous studies, the Condition facet of the instrument was included in the current study. With this one exception, all other facets of the Job Satisfaction Survey, including Total Job Satisfaction, had acceptable reliability.

Table 14

*Job Satisfaction Survey Cronbach's Reliability Coefficients between Current Study and Original Author's Findings*

Job Satisfaction Facet	N	N of Items	Current Study	Original Author
Pay	175	4	.87	.75
Promotion	172	4	.82	.73
Supervision	179	4	.86	.82
Fringe Benefits	173	4	.83	.73
Contingent Rewards	178	4	.86	.76
Conditions	174	4	.56	.62
Coworkers	178	4	.75	.60
Nature of Work	176	4	.76	.78
Communication	176	4	.80	.71
Total Job Satisfaction	162	36	.94	.91

#### Job Satisfaction Survey Means and Standard Deviations

The means and standard deviations of the Job Satisfaction Survey (Spector, 1994) are shown in Table 15. Each of the nine sub-scales of the Job Satisfaction Survey had a potential

range of 4 to 24. To evaluate the Means, a scale was developed to show the true upper and lower limits of the scale. Since the potential range of the sub-scales was 4-24, a mean of 3.5 – 10.5 may be considered as Low; a mean of 10.5 – 17.5 may be considered as Moderate; and a mean of 17.5 -24.5 may be considered as High. Using this scale, five of the nine sub-scale Means indicated a high degree of satisfaction: Nature of Work (M=21.97), Supervision (M=21.31), Coworkers (M=20.72), Communication (M=18.39), and Rewards (M=18.08). Four of the nine sub-scale Means indicated a moderate degree of satisfaction: Fringe Benefits (M=17.45), Conditions (M=17.07), Pay (M=16.65), and Promotion (M=13.74). None of the facets fell within the Low range.

Table 15

*Job Satisfaction Survey Means and Standard Deviations*

Satisfaction Facet	<i>N</i>	<i>Mdn</i>	<i>M</i>	<i>SD</i>	<i>Min.</i>	<i>Max.</i>
Nature of Work	176	23.00	21.97	2.55	14.00	24.00
Supervision	179	23.00	21.31	3.85	7.00	24.00
Coworkers	178	22.00	20.72	3.48	10.00	24.00
Communication	176	20.00	18.39	4.29	8.00	24.00
Rewards	178	19.50	18.08	4.91	5.00	24.00
Fringe Benefits	173	18.00	17.45	5.01	4.00	24.00
Conditions	174	17.50	17.07	3.78	5.00	24.00
Pay	175	17.00	16.65	5.37	4.00	24.00
Promotion	172	14.00	13.74	4.79	4.00	24.00
Total Job Satisfaction	162	169.00	165.60	27.57	93.00	209.00

### Research Questions and Hypotheses

In order to conduct an investigation of the first research question and evaluate the hypotheses, Pearson  $r$  coefficients were calculated to determine the strength of the relationships between the dimensions of the Servant Leadership Questionnaire (Barbuto & Wheeler, 2006) and the Job Satisfaction Survey (Spector, 1994).

Pearson  $r$  coefficients may vary from -1.0 to +1.0, with numerical values showing either a negative or positive relationship. “The numerical part of the correlation coefficient describes the magnitude or the correlation. The higher the number, the greater the correlation” (Pagano, 1990, p. 118). The results of this research demonstrated that all coefficients were positive, with varying degrees of magnitude. To further support the findings of the data, the  $r$  values were squared, which provided the shared variance between each of the paired variables.

When Pearson  $r$  values are determined, it is necessary to establish a scale to measure the magnitude of those values. Any scale being used is arbitrary, as no such established scale exists. Williams and Monge (2001) point out that there is not a great deal of consistency found in the research literature, and deferred to a scale created by Guilford (1956), who suggested the following as a guide:  $<.20$  = Slight, or almost negligible relationship;  $.20$  to  $.40$  = Low correlation, or definite but small relationship,  $.40$  to  $.70$  = Moderate correlation, or substantial relationship;  $.70$  to  $.90$  = High relationship, or marked relationship; and  $>.90$  = Very high correlation, or very dependable relationship. The researcher in this study has chosen to use Guilford’s scale to evaluate and communicate the magnitude of the researched values. (Guilford, 1956)

In order to determine whether the null hypotheses were to be rejected or not rejected, the coefficient alpha level was set by the researcher at the beginning of the study at 0.05. In the case

of each research question, Pearson  $r$  correlation coefficients and probability alphas were established, and the findings are presented below:

*Research Question 1:* What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Pay?

H<sub>0</sub>1<sub>1</sub>: There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Pay.

H<sub>0</sub>1<sub>2</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Pay.

H<sub>0</sub>1<sub>3</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Pay.

H<sub>0</sub>1<sub>4</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Pay.

H<sub>0</sub>1<sub>5</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Pay.

Pearson  $r$  correlations were conducted to evaluate the relationship between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Pay. Table 16 illustrates that all five correlations were positive and significant at  $<.05$ .

Therefore, all five null hypotheses were rejected.

The correlations between Pay and Wisdom ( $r = .45$ ), Altruistic Calling ( $r = .44$ ), Emotional Healing ( $r = .44$ ), and Persuasive Mapping ( $r = .42$ ), were moderate. Organizational Stewardship ( $r = .39$ ), as strictly defined by Guilford's scale, showed a definite but small relationship with Pay.

Table 16

*Correlations between Servant Leadership Practices and Job Satisfaction in the area of Pay*

Pay	<i>N</i>	<i>r</i>	<i>r</i> <sup>2</sup>	<i>p</i>
Wisdom	171	.45	.20	<.001
Altruistic Calling	173	.44	.19	<.001
Emotional Healing	169	.44	.19	<.001
Persuasive Mapping	170	.42	.18	<.001
Organizational Stewardship	175	.39	.15	<.001

*Research Question 2:* What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Promotion?

H<sub>021</sub>: There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Promotion.

H<sub>022</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Promotion.

H<sub>023</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Promotion.

H<sub>024</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Promotion.

H<sub>025</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Promotion.

Pearson *r* correlations were conducted to evaluate the relationship between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area

of Promotion. Table 17 illustrates that all five correlations were positive and significant at  $<.05$ . Therefore, all five null hypotheses were rejected.

The correlations between Promotion and Altruistic Calling ( $r = .45$ ), and Persuasive Mapping ( $r = .42$ ) were moderate. Emotional Healing ( $r = .39$ ), Organizational Stewardship ( $r = .39$ ), and Wisdom ( $r = .37$ ) had a definite, but small relationships with Promotion.

Table 17

*Correlations between Servant Leadership Practices and Job Satisfaction in the area of Promotion*

Promotion	<i>N</i>	<i>r</i>	<i>r</i> <sup>2</sup>	<i>P</i>
Altruistic Calling	171	.45	.20	<.001
Persuasive Mapping	168	.42	.18	<.001
Emotional Healing	167	.39	.15	<.001
Organizational Stewardship	172	.39	.15	<.001
Wisdom	169	.37	.14	<.001

*Research Question 3:* What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Supervision?

H<sub>031</sub>: There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Supervision.

H<sub>032</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Supervision.

H<sub>033</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Supervision.

H<sub>034</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Supervision.

H<sub>035</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Supervision.

Pearson  $r$  correlations were conducted to evaluate the relationship between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Supervision. Table 18 illustrates that all five correlations were positive and significant at  $<.05$ . Therefore, all five null hypotheses were rejected.

The correlations between Supervision and Altruistic Calling ( $r = .82$ ), Emotional Healing ( $r = .76$ ), Wisdom ( $r = .76$ ), and Organizational Stewardship ( $r = .73$ ) were high. The correlation between Supervision and Persuasive Mapping ( $r = .63$ ) was moderate.

Table 18

*Correlations between Servant Leadership Practices and Job Satisfaction in the area of Supervision*

Supervision	$N$	$r$	$r^2$	$P$
Altruistic Calling	175	.82	.67	<.001
Emotional Healing	170	.76	.58	<.001
Wisdom	175	.76	.58	<.001
Organizational Stewardship	179	.73	.53	<.001
Persuasive Mapping	174	.63	.40	<.001

*Research Question 4:* What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Fringe Benefits?

H<sub>041</sub>: There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Fringe Benefits.

H<sub>042</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Fringe Benefits.

H<sub>043</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Fringe Benefits.

H<sub>044</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Fringe Benefits.

H<sub>045</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Fringe Benefits.

Pearson  $r$  correlations were conducted to evaluate the relationship between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Fringe Benefits. Table 19 illustrates that all five correlations were positive and significant at  $<.05$ . Therefore, all five null hypotheses were rejected.

The correlations between Fringe Benefits and Persuasive Mapping ( $r = .27$ ), Wisdom ( $r = .26$ ), and Organizational Stewardship ( $r = .21$ ) were low but definite. Altruistic Calling ( $r = .19$ ) and Emotional Healing ( $r = .17$ ) each showed a slight relationship with Fringe Benefits.

Table 19

*Correlations between Servant Leadership Practices and Job Satisfaction in the area of Fringe Benefits*

Fringe Benefits	<i>N</i>	<i>r</i>	<i>r</i> <sup>2</sup>	<i>p</i>
Persuasive Mapping	169	.27	.07	<.001
Wisdom	170	.26	.07	.001
Organizational Stewardship	173	.21	.04	.007
Altruistic Calling	172	.19	.04	.011
Emotional Healing	167	.17	.03	.028

*Research Question 5:* What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Contingent Rewards?

H<sub>051</sub>: There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Contingent Rewards.

H<sub>052</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Contingent Rewards.

H<sub>053</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Contingent Rewards.

H<sub>054</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Contingent Rewards.

H<sub>055</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Contingent Rewards.

Pearson  $r$  correlations were conducted to evaluate the relationship between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Contingent Rewards. Table 20 illustrates that all five correlations were positive and significant at  $<.05$ . Therefore, all five null hypotheses were rejected.

The correlations between Contingent Rewards and Altruistic Calling ( $r = .64$ ), Healing ( $r = .57$ ), Persuasive Mapping ( $r = .50$ ), Organizational Stewardship ( $r = .50$ ), and Wisdom ( $r = .46$ ) all fell within the moderate range.

Table 20

*Correlations between Servant Leadership Practices and Job Satisfaction in the area of Contingent Rewards*

Contingent Rewards	$N$	$r$	$r^2$	$p$
Altruistic Calling	176	.64	.41	<.001
Emotional Healing	171	.57	.32	<.001
Persuasive Mapping	173	.50	.25	<.001
Organizational Stewardship	178	.50	.25	<.001
Wisdom	174	.46	.21	<.001

*Research Question 6:* What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Conditions?

$H_{061}$ : There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Conditions.

H<sub>062</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Conditions.

H<sub>063</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Conditions.

H<sub>064</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Conditions.

H<sub>065</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Conditions.

Pearson *r* correlations were conducted to evaluate the relationship between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Conditions. Table 21 illustrates that all five correlations were positive and significant at  $<.05$ . Therefore, all five null hypotheses were rejected.

The correlations between Conditions and Emotional Healing ( $r = .43$ ), Wisdom ( $r = .42$ ), and Organizational Stewardship ( $r = .40$ ) were moderate. Persuasive Mapping ( $r = .33$ ) and Altruistic Calling ( $r = .32$ ) showed a low but definite relationship with Conditions.

Table 21

*Correlations between Servant Leadership Practices and Job Satisfaction in the area of Conditions*

Conditions	<i>N</i>	<i>R</i>	<i>r</i> <sup>2</sup>	<i>p</i>
Emotional Healing	167	.43	.18	<.001
Wisdom	170	.42	.18	<.001
Organizational Stewardship	174	.40	.16	<.001
Persuasive Mapping	169	.33	.11	<.001
Altruistic Calling	172	.32	.10	<.001

*Research Question 7: What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Coworkers?*

H<sub>071</sub>: There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Coworkers.

H<sub>072</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Coworkers.

H<sub>073</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Coworkers.

H<sub>074</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Coworkers.

H<sub>075</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Coworkers.

Pearson  $r$  correlations were conducted to evaluate the relationship between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Coworkers. Table 22 illustrates that all five correlations were positive and significant at  $<.05$ . Therefore, all five null hypotheses were rejected.

The correlations between Coworkers and Wisdom ( $r = .50$ ), Emotional Healing ( $r = .49$ ), Organizational Stewardship ( $r = .49$ ), and Altruistic Calling ( $r = .42$ ) were moderate. The correlation between Coworkers and Persuasive Mapping ( $r = .35$ ) showed a low, but definite relationship.

Table 22

*Correlations between Servant Leadership Practices and Job Satisfaction in the area of Coworkers*

Coworkers	$N$	$r$	$r^2$	$P$
Wisdom	174	.50	.25	<.001
Emotional Healing	169	.49	.24	<.001
Organizational Stewardship	178	.49	.24	<.001
Altruistic Calling	174	.42	.18	<.001
Persuasive Mapping	173	.35	.12	<.001

*Research Question 8:* What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Nature of Work?

$H_{08_1}$ : There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Nature of Work.

H<sub>082</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Nature of Work.

H<sub>083</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Nature of Work.

H<sub>084</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Nature of Work.

H<sub>085</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Nature of Work.

Pearson *r* correlations were conducted to evaluate the relationship between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Nature of Work. Table 23 illustrates that all five correlations were positive and significant at  $<.05$ . Therefore, all five null hypotheses were rejected.

The correlations between Nature of Work and Emotional Healing ( $r = .48$ ), Organizational Stewardship ( $r = .42$ ), and Altruistic Calling ( $r = .40$ ) were moderate. The correlations between Nature of Work with Wisdom ( $r = .38$ ) and Persuasive Mapping ( $r = .37$ ) were low but definite.

Table 23

*Correlations between Servant Leadership Practices and Job Satisfaction in the area of Nature of Work*

Nature of Work	<i>N</i>	<i>r</i>	<i>r</i> <sup>2</sup>	<i>p</i>
Emotional Healing	168	.48	.23	<.001
Organizational Stewardship	176	.42	.18	<.001
Altruistic Calling	173	.40	.16	<.001
Wisdom	172	.38	.14	<.001
Persuasive Mapping	171	.37	.13	<.001

*Research Question 9:* What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Communication?

H<sub>091</sub>: There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Communication.

H<sub>092</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Communication.

H<sub>093</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Communication.

H<sub>094</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Communication.

H<sub>095</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Communication.

Pearson  $r$  correlations were conducted to evaluate the relationship between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Communication. Table 24 illustrates that all five correlations were positive and significant at  $<.05$ . Therefore, all five null hypotheses were rejected.

The correlations between Communication and Wisdom ( $r = .56$ ), Altruistic Calling ( $r = .52$ ), Emotional Healing ( $r = .52$ ), Organizational Stewardship ( $r = .52$ ), and Persuasive Mapping ( $r = .51$ ) all fell in the moderate range.

Table 24

*Correlations between Servant Leadership Practices and Job Satisfaction in the area of Communication*

Communication	$N$	$r$	$r^2$	$p$
Wisdom	172	.56	.31	<.001
Altruistic Calling	173	.52	.27	<.001
Emotional Healing	168	.52	.27	<.001
Organizational Stewardship	176	.52	.27	<.001
Persuasive Mapping	171	.51	.26	<.001

*Research Question 10:* What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their Total job satisfaction?

H<sub>0</sub>10<sub>1</sub>: There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Total job satisfaction.

H<sub>0</sub>10<sub>2</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Total job satisfaction.

H<sub>0</sub>10<sub>3</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Total job satisfaction.

H<sub>0</sub>10<sub>4</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Total job satisfaction.

H<sub>0</sub>10<sub>5</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Total job satisfaction.

Pearson  $r$  correlations were conducted to evaluate the relationship between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Total Job Satisfaction. Table 25 illustrates that all five correlations were positive and significant at  $<.05$ . Therefore, all five null hypotheses were rejected.

The correlations between Total Job Satisfaction and Altruistic Calling ( $r = .66$ ), Emotional Healing ( $r = .65$ ), Wisdom ( $r = .64$ ), Organizational Stewardship ( $r = .62$ ), and Persuasive Mapping ( $r = .60$ ) all fell within the moderate range.

Table 25

*Correlations between Servant Leadership Practices and Job Satisfaction in the area of Total Job Satisfaction*

Total Job Satisfaction	$N$	$r$	$r^2$	$p$
Altruistic Calling	161	.66	.44	<.001
Emotional Healing	158	.65	.42	<.001
Wisdom	160	.64	.41	<.001
Organizational Stewardship	162	.62	.38	<.001
Persuasive Mapping	159	.60	.36	<.001

### Summary

The results presented in this chapter come from the surveys collected from Southern Baptist Churches in the state of Alabama with a resident membership of 200 or greater. These surveys produced data which were tested for strength of relationship between the nine facets of job satisfaction, total job satisfaction, and the five perceived servant leadership dimensions. Positive correlations were found in all of the tests and were statistically significant. Also, the means and standard deviations for both survey instruments were provided, as well as the reliability coefficients from this research. Discussions about the findings will be presented in Chapter 5.

## Chapter V

### Discussion

The final chapter of this dissertation will restate the problem and provide a brief outline of the methodology that was employed by the researcher. Additionally, a summary of the primary results from the research is presented, followed by a discussion by the researcher about the findings. Limitations of the study are also included, followed by various observations by the researcher. Finally, recommendations for further research are given.

As previously stated, the purpose of this research was to examine the relationship between church staff members' perceptions of the servant leadership practices of senior pastors and their job satisfaction. Specifically, five dimensions of servant leadership in Senior Pastors and nine facets of church staff members' job satisfaction, plus their total job satisfaction, were used to determine if relationships between these exist.

The specific question addressed was: What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction? In an attempt to answer this question, the researcher analyzed the data collected using the following ten research questions and by testing their corresponding hypotheses:

*Research Question 1:* What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Pay?

*Research Question 2:* What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Promotion?

*Research Question 3:* What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Supervision?

*Research Question 4:* What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Fringe Benefits?

*Research Question 5:* What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Contingent Rewards?

*Research Question 6:* What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Conditions?

*Research Question 7:* What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Coworkers?

*Research Question 8:* What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Nature of Work?

*Research Question 9:* What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their job satisfaction in the area of Communication?

*Research Question 10:* What are the relationships, if any, between church staff members' perception of pastoral servant leadership practices and their Total Job Satisfaction?

To further investigate and research these questions, the researcher compiled a survey and asked Senior Pastors in Alabama Baptist State Convention churches of 200 or greater in membership to invite their staff members to participate. The survey was designed by combining the Servant Leadership Questionnaire and the Job Satisfaction Survey. Pearson  $r$  coefficients were calculated for each of the research questions to determine the existence of or the strength of relationships between staff members' perception of pastoral leadership practices and their own levels of job satisfaction. The first nine research questions examine the relationships between individual aspects of job satisfaction and the five dimensions of servant leadership. The tenth research question examines the relationship between the total job satisfaction score and the dimensions of servant leadership.

#### Summary of Results

This research indicates that Alabama Baptist church staff leaders generally have a positive viewpoint of their pastors in respect to the five dimensions of servant leadership, as outlined in the Servant Leadership Questionnaire (Barbuto & Wheeler, 2006). Staff members rated their pastors highest in the area of Organizational Stewardship. Organizational Stewardship has been defined as the ability of the leader, in this case the pastor, to prepare the organization, in this case the church, to serve others. In this context, these results indicate that the pastor has a vision for the positive roles the church will play in the community and the cohesiveness or level of unity inside the church is good. The second highest rated dimension of pastors was Wisdom. This indicates that the pastors have an alert sense about the current state of the church and are also adept at anticipating what will happen in the future. The third highest dimension was Persuasive Mapping, which indicates the ability of the pastor to persuade staff members and others to accomplish the vision and goals both for the church and individually.

The lowest rated of the dimensions for pastors were Altruistic Calling, and Emotional Healing. Although Altruistic Calling and Emotional Healing were rated lower than the other three dimensions, church staff members still rated their pastors with a somewhat high degree of servant leadership in these areas. Altruistic Calling refers to a basic principle of servant leadership which is the desire of the leader to put the needs and interests of others before their own. Sacrificing for and serving others characterizes the dimension of Altruistic Calling. Finally, Emotional Healing refers to the level of comfort the staff member has with turning toward the pastor for help.

On the 0-4 scale used in the Servant Leadership Questionnaire by Barbuto & Wheeler (2006), the researcher in the current study determined that a scale score of 0-1 would be considered low, 2 would be moderate, and 3-4 would be considered high. Using this interpretation, staff members rated their pastors in the moderate to high category for all five of the dimensions of servant leadership. Since the data show that staff members rated all of the dimensions in the moderate to high range, an unexpected result for the researcher was that the two lowest areas were Altruistic Calling and Emotional Healing.

The second part of the research survey was the Job Satisfaction Survey (Spector, 1997). Average job satisfaction ratings of church staff on all nine of the facets, as well as the total job satisfaction score, fell within the moderate or high degree of satisfaction. The five facets that were rated in the high category were Nature of Work, Supervision, Coworkers, Communication, and Rewards. The four remaining facets that were rated in the moderate category were Fringe Benefits, Conditions, Pay, and Promotion. None of the average facet scores fell in the low range.

Two things about these staff members' ratings of job satisfaction are noteworthy. First, taking the average results for the facets of job satisfaction, the first five, which include Nature of

Work, Supervision, Coworkers, and Communication, may be categorized as intrinsic or relational. The final four facets, which include Fringe Benefits, Conditions, Pay, and Promotion, may be categorized as extrinsic or intellectual.

The second point to be noted about these results is that the intrinsic facets rated highest in satisfaction are more closely related to the five dimensions of servant leadership. This seems to underscore the idea that staff members are satisfied with their jobs in relationship to their pastor's servant leadership characteristics. Additionally, since most staff positions require specialists, and, there is rarely a chance for job promotion within a church staff, it was not surprising to find Promotion listed as the last facet.

#### *Research Question 1*

The first research question examined the relationship between the five dimensions of servant leadership and staff member job satisfaction in the area of Pay. Pay may be defined as financial compensation given for services rendered. A positive correlation was found between each of the five dimensions of servant leadership, and staff members' satisfaction in the area of Pay, ranging from a high of .45 in the area of Wisdom to a low of .39 in the area of Organizational Stewardship. Satisfaction in the area of Pay ranked eighth out of the nine facets of Job Satisfaction, but was still in the moderate range. In all five dimensions, the null hypothesis was rejected.

#### *Null Hypothesis 1*

H<sub>0</sub>1<sub>1</sub>: There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Pay. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Altruistic Calling and their job satisfaction in the area of Pay.

*Null Hypothesis 2*

H<sub>012</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Pay. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Emotional Healing and their job satisfaction in the area of Pay.

*Null Hypothesis 3*

H<sub>013</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Pay. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Wisdom and their job satisfaction in the area of Pay.

*Null Hypothesis 4*

H<sub>014</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Pay. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Persuasive Mapping and their job satisfaction in the area of Pay.

*Null Hypothesis 5*

H<sub>015</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Pay. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Organizational Stewardship and their job satisfaction in the area of Pay.

*Research Question 1-Discussion*

The results of this research indicate that the sample population in this research seemed to be, somewhat surprisingly, satisfied with the remuneration they receive as compensation for their

work. It is difficult to imagine people in any vocation indicating that they are fully satisfied with their pay. Additionally, it is likely that most church staff members feel that they are underpaid. However, in many churches the pastor has limited, if any, input with regard to decisions related to staff compensation.

A low spread of .06 was found between the lowest rated leadership dimension, Organizational Stewardship (.39), and the highest rated leadership dimension, Wisdom (.43) in relationship to their pay. The fact that Wisdom, Altruistic Calling, and Emotional Healing, rank highest in the component of Pay, could indicate a high level of trust in the way the pastor handles this important area. It could indicate a high level of trust in the way the pastor represents the staff in formulating their salary. Whatever the reasons, all of the scores fall into the moderate category, which indicates that staff members are relatively satisfied with their pastor's servant leadership practices and their own job satisfaction in the area of Pay. When factoring the averages of the scores, Pay ranks near the middle of the facets of Job Satisfaction.

#### *Research Question 2*

The second research question examined the relationship between the five dimensions of servant leadership and staff member job satisfaction in the area of Promotion. Promotion may be defined as the opportunity for an employee to be raised in rank or position. A positive correlation was found between each of the five dimensions of servant leadership, and staff members' satisfaction in the area of Promotion, ranging from a high of .45 in the area of Altruistic Calling to a low of .37 in the area of Wisdom. Satisfaction in the area of Promotion ranked ninth out of the nine facets of Job Satisfaction, but was still in the moderate range. In all five dimensions, the null hypothesis was rejected.

#### *Null Hypothesis 1*

H<sub>021</sub>: There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Promotion. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Altruistic Calling and their job satisfaction in the area of Promotion.

*Null Hypothesis 2*

H<sub>022</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Promotion. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Emotional Healing and their job satisfaction in the area of Promotion.

*Null Hypothesis 3*

H<sub>023</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Promotion. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Wisdom and their job satisfaction in the area of Promotion.

*Null Hypothesis 4*

H<sub>024</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Promotion. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Persuasive Mapping and their job satisfaction in the area of Promotion.

*Null Hypothesis 5*

H<sub>025</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Promotion. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church

staff members' perception of Organizational Stewardship and their job satisfaction in the area of Promotion.

### *Research Question 2-Discussion*

In the Job Satisfaction Survey, Paul Spector defines Promotion as being satisfied with promotion opportunities (Spector, 1997). Within the context of the local church, promotion among church staff is unusual. Most church staff members are specialists in their field of ministry and expertise, making it unlikely that promotion would occur within their church staff. Further, when most staff members consider the idea of Promotion, they would think about moving to another church. It could be argued that having a pastor who displays strong servant leadership characteristics could make moving to another church less appealing. Therefore, most staff members would not seek opportunities for promotion within their church staff structure.

Another consideration in looking at the area of Promotion is that because most staff members would not consider the idea of being promoted within the staff structure, staff members in this sample may have interpreted these items in the survey to relate more toward having more influence or authority, rather than a change in job title. The correlations between the staff assessment of servant leadership practices of the pastor and staff job satisfaction in the area of Promotion, fall within the moderate to low range.

### *Research Question 3*

The third research question examined the relationship between the five dimensions of servant leadership and staff member job satisfaction in the area of Supervision. Supervision may be defined as the action or process of watching and directing others. A positive correlation was found between each of the five dimensions of servant leadership, and staff members' satisfaction in the area of Supervision, ranging from a high of .82 in the area of Altruistic Calling to a low of

.63 in the area of Persuasive Mapping. Satisfaction in the area of Supervision ranked second out of the nine facets of Job Satisfaction, in the high range. In all five dimensions, the null hypothesis was rejected.

*Null Hypothesis 1*

H<sub>031</sub>: There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Supervision. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Altruistic Calling and their job satisfaction in the area of Supervision.

*Null Hypothesis 2*

H<sub>032</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Supervision. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Emotional Healing and their job satisfaction in the area of Supervision.

*Null Hypothesis 3*

H<sub>033</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Supervision. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Wisdom and their job satisfaction in the area of Supervision.

*Null Hypothesis 4*

H<sub>034</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Supervision. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Persuasive Mapping and their job satisfaction in the area of Supervision.

*Null Hypothesis 5*

H<sub>035</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Supervision. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Organizational Stewardship and their job satisfaction in the area of Supervision.

*Research Question 3-Discussion*

As anticipated, there was a strong correlation between the servant leadership of the pastor and the job satisfaction of the staff in relation to Supervision. When looking at the averages for the correlations, Supervision ranks the highest of the ten research questions. This is even more interesting because in most church settings, the Senior Pastor is the supervisor of the staff. In fact, as outlined in Chapter 3 of this research, the researcher changed all references in this category in the Job Satisfaction Survey which originally read, "My Supervisor," to "My Pastor." Therefore, the fact that the items in the survey in this category related directly to the Senior Pastor, appears to be significant and worthy of highlighting.

The highest correlation is in the area of Altruistic Calling (.82), and the lowest was Persuasive Mapping (.63). Four of the five dimensions of servant leadership demonstrate a high correlation in the perception of servant leadership as it relates to Supervision. Altruistic Calling, Emotional Healing, Wisdom, and Organizational Stewardship all indicate a high degree of relationship. This confirms the belief of the researcher that there is a strong relationship between the servant leadership of the pastor and trust in the Senior Pastor in the area of Supervision.

*Research Question 4*

The fourth research question examined the relationship between the five dimensions of servant leadership and staff member job satisfaction in the area of Fringe Benefits. Fringe Benefits may be defined as something given to workers in addition to their regular pay. Although a lower correlation was found in each in the area, positive correlations were still found between each of the five dimensions of servant leadership, and staff members' satisfaction in the area of Fringe Benefits. These ranged from a high of .27 in the area of Persuasive Mapping to a low of .17 in the area of Emotional Healing. Satisfaction in the area of Fringe Benefits ranked sixth out of the nine facets of Job Satisfaction, in the moderate range. In all five dimensions, the null hypothesis was rejected.

#### *Null Hypothesis 1*

H<sub>041</sub>: There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Fringe Benefits. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Altruistic Calling and their job satisfaction in the area of Fringe Benefits.

#### *Null Hypothesis 2*

H<sub>042</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Fringe Benefits. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Emotional Healing and their job satisfaction in the area of Fringe Benefits.

#### *Null Hypothesis 3*

H<sub>043</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Fringe Benefits. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Wisdom and their job satisfaction in the area of Fringe Benefits.

*Null Hypothesis 4*

H<sub>044</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Fringe Benefits. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Persuasive Mapping and their job satisfaction in the area of Fringe Benefits.

*Null Hypothesis 5*

H<sub>045</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Fringe Benefits. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Organizational Stewardship and their job satisfaction in the area of Fringe Benefits.

*Research Question 4-Discussion*

The relationship between the servant leadership of the pastor and Fringe Benefits was the weakest correlation recorded in the study. The average of the five servant leadership dimensions in the area of Fringe Benefits was .22, and all were under .40, falling within the low range. The lowest correlation was in the area of Emotional Healing, and at .17, Emotional Healing was the weakest correlation in the entire study.

It seems that Fringe Benefits and Pay are related. It is interesting to the researcher, as pointed out earlier, that in the area of Pay as well as Fringe Benefits, the pastor may not have much influence. However, it is certainly possible, if not probable, that staff members may perceive that if the pastor is a servant-leader and really desired to do so, they could increase Pay or Fringe Benefits for the staff. This could explain why the correlation between Emotional Healing and Fringe Benefits is the lowest of the entire study.

#### *Research Question 5*

The fifth research question examined the relationship between the five dimensions of servant leadership and staff member job satisfaction in the area of Contingent Rewards. Contingent Rewards may be defined as recognition, appreciation, or an award that workers receive that is dependent on the quality, quantity, or some other factor related to their work. Positive correlations were found between each of the five dimensions of servant leadership, and staff members' satisfaction in the area of Contingent Rewards. These ranged from a high of .64 in the area of Altruistic Calling to a low of .46 in the area of Wisdom. Satisfaction in the area of Contingent Rewards ranked fifth out of the nine facets of Job Satisfaction, in the high range. In all five dimensions, the null hypothesis was rejected.

#### *Null Hypothesis 1*

H<sub>051</sub>: There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Contingent Rewards. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Altruistic Calling and their job satisfaction in the area of Contingent Rewards.

#### *Null Hypothesis 2*

H<sub>052</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Fringe Benefits. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Emotional Healing and their job satisfaction in the area of Fringe Benefits.

*Null Hypothesis 3*

H<sub>053</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Contingent Rewards. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Wisdom and their job satisfaction in the area of Contingent Rewards.

*Null Hypothesis 4*

H<sub>054</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Contingent Rewards. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Persuasive Mapping and their job satisfaction in the area of Contingent Rewards.

*Null Hypothesis 5*

H<sub>055</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Contingent Rewards. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Organizational Stewardship and their job satisfaction in the area of Contingent Rewards.

*Research Question 5-Discussion*

The research indicated that church staff members do correlate the servant leadership of the pastor and the rewards they receive for a job well-done. In looking at the items in the category of Contingent Rewards, it appears that the staff members who took the survey would perceive these rewards as being not necessarily monetary in nature. Rather, these rewards would more likely include recognition and would be contingent on things like effort and excellence.

The highest dimension in this area was Altruistic Calling (.64), and the lowest was Wisdom (.46). All of these correlations are in the moderate category which demonstrates the satisfaction of a staff member when they feel they have been properly recognized for their work.

#### *Research Question 6*

The sixth research question examined the relationship between the five dimensions of servant leadership and staff member job satisfaction in the area of Conditions. Conditions may be defined as the operating conditions and processes and procedures of the job. Positive correlations were found between each of the five dimensions of servant leadership, and staff members' satisfaction in the area of Conditions. These ranged from a high of .43 in the area of Emotional Healing to a low of .32 in the area of Altruistic Calling. Satisfaction in the area of Conditions ranked seventh out of the nine facets of Job Satisfaction, in the high range. In all five dimensions, the null hypothesis was rejected.

#### *Null Hypothesis 1*

H<sub>061</sub>: There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Conditions. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Altruistic Calling and their job satisfaction in the area of Conditions.

#### *Null Hypothesis 2*

H<sub>062</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Conditions. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Emotional Healing and their job satisfaction in the area of Conditions.

*Null Hypothesis 3*

H<sub>063</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Conditions. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Wisdom and their job satisfaction in the area of Conditions.

*Null Hypothesis 4*

H<sub>064</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Conditions. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Persuasive Mapping and their job satisfaction in the area of Conditions.

*Null Hypothesis 5*

H<sub>065</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Conditions. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Organizational Stewardship and their job satisfaction in the area of Conditions.

*Research Question 6-Discussion*

One of the weakest correlations in this study was the relationship between the servant leadership of the pastor and Conditions. The items in this part of the survey involve the

satisfaction of the staff member with daily operating Conditions, such as rules, policies, and procedures. The correlations range from moderate to low in the area of Conditions. It is interesting that Emotional Healing was highest at .43, and Altruistic Calling ranked lowest at .32.

It is not surprising to the researcher that staff members do not indicate a higher degree of satisfaction with Conditions. Working in a volunteer organization is sometimes difficult when it comes to working procedures. Projects that could be done in a more efficient manner, often take longer and frustrate the staff member responsible for executing the plans. This research indicates that staff members have a low degree of satisfaction with the pastor and his ability to influence the working Conditions.

#### *Research Question 7*

The seventh research question examined the relationship between the five dimensions of servant leadership and staff member job satisfaction in the area of Coworkers. Coworkers may be defined as the other employees with whom a person works. Positive correlations were found between each of the five dimensions of servant leadership, and staff members' satisfaction in the area of Coworkers. These ranged from a high of .50 in the area of Wisdom to a low of .35 in the area of Persuasive Mapping. Satisfaction in the area of Coworkers ranked third out of the nine facets of Job Satisfaction, in the high range. In all five dimensions, the null hypothesis was rejected.

#### *Null Hypothesis 1*

H<sub>071</sub>: There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Coworkers. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Altruistic Calling and their job satisfaction in the area of Coworkers.

*Null Hypothesis 2*

H<sub>072</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Coworkers. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Emotional Healing and their job satisfaction in the area of Coworkers.

*Null Hypothesis 3*

H<sub>073</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Coworkers. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Wisdom and their job satisfaction in the area of Coworkers.

*Null Hypothesis 4*

H<sub>074</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Coworkers. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Persuasive Mapping and their job satisfaction in the area of Coworkers.

*Null Hypothesis 5*

H<sub>075</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Coworkers. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Organizational Stewardship and their job satisfaction in the area of Coworkers.

*Research Question 7-Discussion*

All five dimensions of servant leadership demonstrate a low to moderate correlation with Coworkers. Wisdom had the strongest correlation at .50. This would indicate that staff members are moderately satisfied with their pastor's leadership in managing situations with those with whom they work. The second highest dimension related to this facet was Emotional Healing at .49. Since the pastor usually fills the supervisory or lead role in most church staff situations, this would indicate a positive viewpoint from staff members in regards to Coworkers.

#### *Research Question 8*

The eighth research question examined the relationship between the five dimensions of servant leadership and staff member job satisfaction in the area of Nature of Work. Nature of Work may be defined as the amount of pleasure the employee finds in the work tasks, or the job itself. Positive correlations were found between each of the five dimensions of servant leadership, and staff members' satisfaction in the area of Nature of Work. These ranged from a high of .48 in the area of Emotional Healing to a low of .37 in the area of Persuasive Mapping. Satisfaction in the area of Nature of Work ranked first out of the nine facets of Job Satisfaction, with the highest means. In all five dimensions, the null hypothesis was rejected.

#### *Null Hypothesis 1*

H<sub>081</sub>: There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Nature of Work. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Altruistic Calling and their job satisfaction in the area of Nature of Work.

#### *Null Hypothesis 2*

H<sub>0</sub>8<sub>2</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Nature of Work. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Emotional Healing and their job satisfaction in the area of Nature of Work.

*Null Hypothesis 3*

H<sub>0</sub>8<sub>3</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Nature of Work. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Wisdom and their job satisfaction in the area of Nature of Work.

*Null Hypothesis 4*

H<sub>0</sub>8<sub>4</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Nature of Work. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Persuasive Mapping and their job satisfaction in the area of Nature of Work.

*Null Hypothesis 5*

H<sub>0</sub>8<sub>5</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Nature of Work. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Organizational Stewardship and their job satisfaction in the area of Nature of Work.

*Research Question 8-Discussion*

All five dimensions show a correlation between the servant leadership of the pastor and the Nature of Work. Nature of Work pertains to the satisfaction with the type work being performed. This includes things like finding meaning in the work, enjoying the things being done at work, and finding a sense of pride in the job. Emotional Healing was the strongest correlation at .48, and Persuasive Mapping was the lowest at .37. All of these fell into the moderate or low correlation category. Based on these findings, the researcher concludes that most staff members do find enjoyment and satisfaction in the work they are doing.

#### *Research Question 9*

The ninth research question examined the relationship between the five dimensions of servant leadership and staff member job satisfaction in the area of Communication. Communication may be defined as the exchanging of information within the organization. Positive correlations were found between each of the five dimensions of servant leadership, and staff members' satisfaction in the area of Communication. These ranged from a high of .56 in the area of Wisdom to a low of .51 in the area of Persuasive Mapping. Satisfaction in the area of Communication ranked fourth out of the nine facets of Job Satisfaction, in the high range. In all five dimensions, the null hypothesis was rejected.

#### *Null Hypothesis 1*

H<sub>091</sub>: There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Communication. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Altruistic Calling and their job satisfaction in the area of Communication.

#### *Null Hypothesis 2*

H<sub>092</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Communication. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Emotional Healing and their job satisfaction in the area of Communication.

*Null Hypothesis 3*

H<sub>093</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Communication. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Wisdom and their job satisfaction in the area of Communication.

*Null Hypothesis 4*

H<sub>094</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Communication. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Persuasive Mapping and their job satisfaction in the area of Communication.

*Null Hypothesis 5*

H<sub>095</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Communication. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Organizational Stewardship and their job satisfaction in the area of Communication.

*Research Question 9-Discussion*

All five dimensions fell within the moderate category for the correlation between servant leadership practices and job satisfaction in the area of Communication. Wisdom was the strongest at .56, and Persuasive Mapping was the lowest at .51. Since communication involves the goals of the organization being clear to the staff members, it is not surprising that Wisdom is ranks at the top of the list. Further, this could indicate that staff members feel called to be part of the team, and this calling is affirmed by the pastor as the direction of the organization is made clear.

#### *Research Question 10*

The tenth research question examined the relationship between the five dimensions of servant leadership and staff member job satisfaction in the area of Total Job Satisfaction. Total Job Satisfaction is a composite of all of the items, and provides a general idea of the staff members' level of satisfaction with their assignment. Positive correlations were found between each of the five dimensions of servant leadership, and staff members' Total Job Satisfaction. These ranged from a high of .66 in the area of Altruistic Calling to a low of .60 in the area of Persuasive Mapping. Total Job Satisfaction was in the high range. In all five dimensions, the null hypothesis was rejected.

#### *Null Hypothesis 1*

H<sub>0</sub>10<sub>1</sub>: There is no relationship between church staff members' perception of pastoral Altruistic Calling and their job satisfaction in the area of Total Job Satisfaction. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Altruistic Calling and their job satisfaction in the area of Total Job Satisfaction.

#### *Null Hypothesis 2*

H<sub>0</sub>10<sub>2</sub>: There is no relationship between church staff members' perception of pastoral Emotional Healing and their job satisfaction in the area of Total Job Satisfaction. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Emotional Healing and their job satisfaction in the area of Total Job Satisfaction.

*Null Hypothesis 3*

H<sub>0</sub>10<sub>3</sub>: There is no relationship between church staff members' perception of pastoral Wisdom and their job satisfaction in the area of Total Job Satisfaction. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Wisdom and their job satisfaction in the area of Total Job Satisfaction.

*Null Hypothesis 4*

H<sub>0</sub>10<sub>4</sub>: There is no relationship between church staff members' perception of pastoral Persuasive Mapping and their job satisfaction in the area of Total Job Satisfaction. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Persuasive Mapping and their job satisfaction in the area of Total Job Satisfaction.

*Null Hypothesis 5*

H<sub>0</sub>10<sub>5</sub>: There is no relationship between church staff members' perception of pastoral Organizational Stewardship and their job satisfaction in the area of Total Job Satisfaction. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' perception of Organizational Stewardship and their job satisfaction in the area of Total Job Satisfaction.

*Research Question 10-Discussion*

The overall Job Satisfaction results demonstrate moderately strong correlations in all five areas of servant leadership. A small range of .06 was observed from the lowest, Persuasive Mapping (.60), to the highest, Altruistic Calling (.66). The researcher concludes that there is a high degree of overall Job Satisfaction for church staff members in Alabama Baptist Churches. A strong connection between the servant leadership of the pastor and the Job Satisfaction of church staff members does exist.

#### Limitations

1. One limitation to this study relates to the sampling procedure that was used. Although it was possible to obtain the email addresses for most of the Senior Pastors in Alabama Baptist Churches with 200 or more in resident membership, it was not possible to obtain correct names and addresses for every staff member in those churches. Furthermore, even if it had been possible, the researcher determined that it was necessary to secure permission from the Senior Pastor before asking staff members to rate the pastor. Because the email had to first be delivered and read by the pastor, it presented a significant challenge and limitation in getting the email to the potential research subjects.
2. Due to the fact that the Senior Pastor was the person who initially received the email with the request for staff members to take the survey, it is probable that some pastors chose not to forward the email to their staff members. One reason might be that the pastor simply did not want to take the time to forward the message. It is also possible that a pastor who does not display characteristics of which make up a servant-oriented leader, would not want to be rated on such a survey. A pastor with unhealthy relationships with staff members might be less likely to ask staff members to take the survey.

3. Although both the email and the survey instructions clearly stated that no one from the research team would identify a specific individual or church, and that the survey was completely anonymous, it is possible that pastors or staff members might have been uneasy about giving negative ratings.
4. The survey may have seemed long to some respondents. Also, some questions in the survey do not apply as well in the church setting. For example, questions about promotion do not generally apply to church staff members who are usually specialists in their fields and are not seeking a promotion.

#### Observations

The results of this study may provide important insights into the relationship between the Senior Pastor and the church staff member. The following observations related to that relationship are found below:

1. Staff members in Alabama Baptist Churches rated their pastors highest in the areas of Emotional Healing and Wisdom. These two dimensions of servant leadership are critical if staff members are to trust and follow their pastor. Staff members rated pastors highest on Emotional Healing, indicating to the researcher that they would indeed turn to their Senior Pastor in a time of personal need or crisis. This is a good indication that a high level of satisfaction with the servant leadership characteristics of the pastor in this critical area does exist.
2. Although the researcher was pleased with the final sample size, the two limiting factors mentioned earlier regarding the fact that the researcher could not directly contact the potential respondents, combined with the obvious concerns of the pastor and the staff members about anonymity for themselves and their church, presented a significant

challenge to the results. The researcher is left to wonder if a pastor who may not display servant leadership behavior is less likely to forward the survey information to their staff members. Further, even if they do forward the survey information, it is possible that staff members who are in these situations might be afraid to give honest answers or even participate due to fears that the information may potentially be disclosed.

3. The ranges between the highest and lowest rated dimensions of servant leadership were narrow at .05. Emotional Healing was highest (.49), and Persuasive Mapping was the dimension rated lowest by Alabama Baptist church staff members (.44). These all fell within the moderate category making it difficult to draw conclusions in ranking the dimensions of servant leadership.

#### Recommendations for Further Research

1. Further research is needed to examine other variables which could impact job satisfaction. These variables could be compared with the leadership characteristics of the Senior Pastor to determine their impact on job satisfaction.
2. Similar research could be done to examine the relationships between pastoral leadership and staff member job satisfaction using different survey instruments. The researcher originally considered using the Multifactor Leadership Questionnaire before the final decision to use the Servant Leadership Questionnaire.
3. Further research is needed to study administrative staff members. Their level of job satisfaction could be compared to that of ministerial staff. Additionally, it would be interesting to compare the results of their perceptions of pastoral servant leadership with that of the ministerial staff.

4. Further research is needed to survey pastors using the self version of the Servant Leadership Questionnaire. It would be most interesting to compare the results from Senior Pastors using the self version of the survey with those offered by staff members using the rater form.
5. Further research is needed to conduct similar studies in other denominations. Denominational structures vary, providing different approaches to staffing, hiring, and how staff members relate to the Senior Pastor.
6. Further research is needed in other geographic regions. Southern Baptist Churches in other regions could be surveyed to compare results with this research.
7. Further research is needed to compare the results of this study to the job satisfaction rates in secular jobs. These same survey instruments could be used to survey employees in a secular setting including private business, education, government, medical, or a number of other areas.
8. Further research is needed to pursue a qualitative approach in analyzing church staff member job satisfaction in relationship to the servant leadership of Senior Pastors.

### Conclusion

This research, which identified and examined the relationship between the perception of the servant leadership of pastors and the Job Satisfaction of church staff members, confirmed many of the findings in the literature review. It certainly supports the idea that a strong relationship between the job satisfaction of the staff and the servant leadership of the pastor is present.

This research confirms that a majority of church staff members in Alabama Baptist churches with 200 or more in resident membership are satisfied in their jobs. The mean number

of years respondents have held their current position at their church was seven years. This is a relatively long time to serve on a church staff, which indicates a certain level of satisfaction. Further, the average age of respondents was 45. This indicates a level of maturity and experience by those participating in the research.

It could be concluded that the more satisfied the staff member, the more likely that staff member to stay in the church for a longer period of time. Longevity of staff can be a major contributor for strong and healthy churches. Overall, the research seems to indicate a high degree of satisfaction with the leadership of the Senior Pastor, which is a healthy indicator.

Altruistic Calling was the highest rated dimension, which indicates that staff members have a clear sense of their own calling, as well as confidence in the pastor to lead them to fulfill the calling God has placed on their life. This appears to be a very healthy indication gleaned from this research.

In some ways, the church staff setting is much like other jobs. On the other hand, in many ways, it is different. Pastors who exhibit the dimensions of servant leadership highlighted in this study are perceived by staff members as being more effective leaders. Clearly, staff members who serve with pastors who exhibit more servant leadership characteristics are more satisfied. This research will hopefully produce more healthy churches, and more Kingdom productivity will be the end result.

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Appendices

Appendices

Appendix A

Permission to use the Servant Leadership Questionnaire

Greetings Chip,

By all means, please use the SLQ for your research and I appreciate you sharing your results at the end of your study.

The items haven't been changed since the original publication - so you can use the items straight out of the 2006 article - these have held up extremely well in all statistical processes.

Good luck on your research!

Jay Barbuto  
John E. Barbuto, Jr. (Jay)  
Director, Center for Leadership

Past-President, Midwest Academy of Management  
Associate Professor of Organizational Behavior  
Mihaylo College of Business and Economics

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Appendices

Appendix B

Servant Leadership Rater Questionnaire

## SLQ (Servant Leadership Questionnaire) Rater Form

Name of Leader: \_\_\_\_\_

This questionnaire is to describe the leader behaviors and attitudes of the abovementioned individual as you perceive it. Please answer all of the questions to best describe this person. Please indicate how well each of the following statements describes this person. Please answer the questionnaire anonymously.

IMPORTANT (necessary for processing): Which best describes you?

- I am at a higher organizational level than the person I am rating.  
 The person I am rating is at my organizational level.  
 I am at a lower organizational level than the person I am rating.  
 I do not wish my organizational level to be known.

Use the following rating scale:

Not at all    Once in a While    Sometimes    Fairly Often    Frequently, if not Always    (0 1 2 3 4)

- \_\_\_\_ 1. This person puts my interests ahead of their own  
 \_\_\_\_ 2. This person does everything they can to serve me  
 \_\_\_\_ 3. This person is one I would turn to if I had a personal trauma  
 \_\_\_\_ 4. This person seems alert to what's happening  
 \_\_\_\_ 5. This person offers compelling reasons to get me to do things  
 \_\_\_\_ 6. This person encourages me to dream "big dreams" about the organization  
 \_\_\_\_ 7. This person is good at anticipating the consequences of decisions  
 \_\_\_\_ 8. This person is good at helping me with my emotional issues  
 \_\_\_\_ 9. This person has great awareness of what is going on  
 \_\_\_\_ 10. This person is very persuasive  
 \_\_\_\_ 11. This person believes that the organization needs to play a moral role in society  
 \_\_\_\_ 12. This person is talented at helping me to heal emotionally  
 \_\_\_\_ 13. This person seems very in touch with what is going on  
 \_\_\_\_ 14. This person is good at convincing me to do things  
 \_\_\_\_ 15. This person believes that our organization needs to function as a community  
 \_\_\_\_ 16. This person sacrifices their own interests to meet my needs  
 \_\_\_\_ 17. This person is one that could help me mend my hard feelings  
 \_\_\_\_ 18. This person is gifted when it comes to persuading me  
 \_\_\_\_ 19. This person sees the organization for its potential to contribute to society  
 \_\_\_\_ 20. This person encourages me to have a community spirit in the workplace  
 \_\_\_\_ 21. This person goes above and beyond the call of duty to meet my needs  
 \_\_\_\_ 22. This person seems to know what's going to happen  
 \_\_\_\_ 23. This person is preparing the organization to make a positive difference in the future.

Appendices

Appendix C

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Appendices

Appendix D

Permission to Use the Job Satisfaction Survey

Dear Chip:

You have my permission to use the JSS in your research. You can find copies of the scale in the original English and several other languages, as well as details about the scale's development and norms in the Scales section of my website <http://shell.cas.usf.edu/~spector>. I allow free use for noncommercial research and teaching purposes in return for sharing of results. This includes student theses and dissertations, as well as other student research projects. Copies of the scale can be reproduced in a thesis or dissertation as long as the copyright notice is included, "Copyright© Paul E. Spector 1994, All rights reserved." Results can be shared by providing an e-copy of a published or unpublished research report (e.g., a dissertation). You also have permission to translate the JSS into another language under the same conditions in addition to sharing a copy of the translation with me. Be sure to include the copyright statement, as well as credit the person who did the translation with the year.

Thank you for your interest in the JSS, and good luck with your research.

Best,  
Paul Spector, Professor

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Appendices

Appendix E

Job Satisfaction Survey

<b>JOB SATISFACTION SURVEY</b>  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.		Disagree very much Disagree moderately Disagree slightly Agree slightly Agree moderately Agree very much
1	I feel I am being paid a fair amount for the work I do.	1 2 3 4 5 6
2	There is really too little chance for promotion on my job.	1 2 3 4 5 6
3	My supervisor is quite competent in doing his/her job.	1 2 3 4 5 6
4	I am not satisfied with the benefits I receive.	1 2 3 4 5 6
5	When I do a good job, I receive the recognition for it that I should receive.	1 2 3 4 5 6
6	Many of our rules and procedures make doing a good job difficult.	1 2 3 4 5 6
7	I like the people I work with.	1 2 3 4 5 6
8	I sometimes feel my job is meaningless.	1 2 3 4 5 6
9	Communications seem good within this organization.	1 2 3 4 5 6
10	Raises are too few and far between.	1 2 3 4 5 6
11	Those who do well on the job stand a fair chance of being promoted.	1 2 3 4 5 6
12	My supervisor is unfair to me.	1 2 3 4 5 6
13	The benefits we receive are as good as most other organizations offer.	1 2 3 4 5 6
14	I do not feel that the work I do is appreciated.	1 2 3 4 5 6
15	My efforts to do a good job are seldom blocked by red tape.	1 2 3 4 5 6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1 2 3 4 5 6
17	I like doing the things I do at work.	1 2 3 4 5 6
18	The goals of this organization are not clear to me.	1 2 3 4 5 6

	<p style="text-align: center;">PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.</p> <p style="text-align: center; font-size: small;">Copyright Paul E. Spector 1994, All rights reserved.</p>	<p style="text-align: center;">Disagree very much Disagree moderately Disagree slightly Agree slightly Agree moderately Agree very much</p>
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

Appendices

Appendix F

Permission to use Database from the Alabama Baptist State Board of Missions

Sent: Tuesday, June 04, 2013 4:21 PM

To: Chip Colee

Chip:

Dr. Lance has signed off on getting the list you need. I have cleared this through Doug Rogers who supervises Mickey Crawford who will be getting the info to you. Mickey may be in touch to get some specifics. Wanted you to know of the green light. You have permission and we want to help.

Blessings!

Dale Huff

Director of the Office of LeaderCare & Church Administration  
Alabama Baptist State Board of Missions

Appendices

Appendix G

Email to Research Testing Group

Dear Friend,

As you know, I am working on a Ph.D. in Leadership, and as part of my dissertation requirement I will be conducting a research project. The explanation below will be sent via email to over 600 pastors across the state, asking them to forward the survey link to their staff members.

Thanks for testing the survey for me. Please read the instruction message below, then click the link and follow the instructions. If you are not currently on a church staff, just imagine that the “Pastor” is your current supervisor or coworker, and the “Church” is your workplace. Your answers will not be used in the actual research, as this is just a test to find any problems with the survey before we send it to the entire sample group. (Any answers are fine on the demographic questions.)

Once you have completed the survey and clicked “Done” at the end, please email me and let me know:

1. Exactly how long it took you to complete the survey.
2. If the email to the pastor is unclear.
3. If you find any unclear wording in the survey instructions. (The survey questions are validated, so the wording, order, etc. may not be changed. But please offer any feedback on the instructions.)
4. If you find any mistakes or misspelled words in the survey.
5. Anything that was confusing or slowed you down.
6. Suggestions about making the email or the survey instructions clearer.

Thanks so much for your help. I am asking that you take the survey test as soon as possible.

Thanks again.

Chip Colee

Appendices

Appendix H

Copy of Pastors' Survey Request Email

*(Initial email sent from Chip Colee's email via Mailchimp)*

Dear Pastor,

I am working on a doctorate at Tennessee Temple University and request your assistance with research in partial fulfillment of the requirements for a Ph.D. The purpose of my research is to evaluate the relationship, if any, between pastoral leadership and staff job satisfaction.

**I am requesting that you forward this message to your Ministerial Staff members (full or part-time), asking them to complete an online survey. It is completely anonymous and no one will identify an individual or specific church. (All Ministerial Staff Members take the survey using the link below.)**

The anonymous survey in the link below takes less than 10 minutes to complete. The input of your staff is essential to the success of my study. Again, all responses are confidential and anonymity is guaranteed.

**I greatly appreciate your help and respectfully ask you to forward this message to your staff.** We request that staff members take the survey before August 12. If you or your staff members have any questions or concerns, please contact me.

<https://www.surveymonkey.com/s/Z8FTDKH>

With sincere thanks,

Chip Colee, Minister of Music  
First Baptist Church, Montgomery, Alabama  
[ccolee@montgomeryfbc.org](mailto:ccolee@montgomeryfbc.org)  
334.241-5151

Appendices

Appendix I

Copy of Pastors' Survey Request Follow Up Email

*(Follow Up message sent from Chip Colee's email via Mailchimp)*

If your church staff participated in the survey, THANK YOU! We have had a great response and are grateful. If members of your church staff have not yet participated, please consider forwarding this link and asking them to take the survey before Monday, August 19, when the survey closes.

You will NOT receive another email about this survey. Thanks again for your help.

<http://www.surveymonkey.com/s/Z8FTDKH>

Dear Pastor,

I am working on a doctorate at Tennessee Temple University and request your assistance with research in partial fulfillment of the requirements for a Ph.D. The purpose of my research is to evaluate the relationship, if any, between pastoral leadership and staff job satisfaction.

**I am requesting that you forward this message to your Ministerial Staff members (full or part-time), asking them to complete an online survey. It is completely anonymous and no one will identify an individual or specific church. (All Ministerial Staff Members take the survey using the link below.)**

The anonymous survey in the link below takes less than 10 minutes to complete. The input of your staff is essential to the success of my study. Again, all responses are confidential and anonymity is guaranteed.

I greatly appreciate your help and respectfully ask you to forward this message to your staff. The survey will close on Monday, August 19. If you or your staff members have any questions or concerns, please contact me.

<https://www.surveymonkey.com/s/Z8FTDKH>

With sincere thanks,

Chip Colee, Minister of Music  
First Baptist Church, Montgomery, Alabama  
[ccolee@montgomeryfbc.org](mailto:ccolee@montgomeryfbc.org)  
334.241-5151

Appendices

Appendix J

Copy of Survey Instructions

Welcome to the Servant Leadership and Job Satisfaction Survey.

The purpose of this survey is to evaluate the relationship, if any, between church staff members' perceptions of their pastors' servant leadership and staff job satisfaction.

The survey should take approximately 10 minutes to complete. Your input is essential to the success of the study.

Your participation in this survey is completely confidential. The results of the research will be reported in aggregate form only. No one on the research team will be able to identify any specific participant or individual church. Your anonymity is protected.

Thank you for your participation!

Appendices

Appendix K

Copy of Survey Questionnaire

**Please answer the following demographic questions by selecting or typing in your response.**

1. Which of the following best describes the job title for your current position? (Check all that apply.)

Associate Pastor

Executive Pastor

Minister of Education

Minister of Music/Worship Pastor

Minister to Children/Youth/College Students

Minister to Singles

Minister of Missions

Other (please specify) \_\_\_\_\_

2. About how long have you been in your current position? (If less than one year, enter the number 1.)

3. What is the highest level of school you have completed or the highest degree you have received?

High school diploma or equivalent (e.g., GED)

Some college but no degree

Associate degree

Bachelor degree

Masters degree

Doctorate degree

4. What is your age?

Enter your age: \_\_\_\_\_

5. What is your marital status?

Single-never married

Divorced

Widowed

Married

**The first part of this survey is to describe your perceptions of the leadership behavior and attitudes of your Senior Pastor. Please indicate how well each of the following statements describes your pastor. All answers are confidential.**

1. My Pastor puts my interests ahead of his own.

*Not at all Once in a while Sometimes Fairly often Frequently, if not always*

2. My Pastor does everything he can to serve me.

3. My Pastor is the one I would turn to if I had personal trauma.

4. My Pastor seems alert to what is happening.

5. My Pastor offers compelling reasons to get me to do things.

6. My Pastor encourages me to dream "big dreams" about the organization.

7. My Pastor is good at anticipating the consequences of decisions.

8. My Pastor is good at helping me with my emotional issues.

9. My Pastor has great awareness of what is going on.

10. My Pastor is very persuasive.

11. My Pastor believes that the organization needs to play a moral role in society.

12. My Pastor is talented at helping me heal emotionally.

13. My Pastor seems very in touch with what is going on.

14. My Pastor is good at convincing me to do things.

15. My Pastor believes that our organization needs to function as a community.

16. My Pastor sacrifices his own interests to meet my needs.

17. My Pastor is one that could help me mend my hard feelings.

18. My Pastor is gifted when it comes to persuading me.

19. My Pastor sees the organization for its potential to contribute to society.

20. My Pastor encourages me to have a community spirit in the workplace.

21. My Pastor goes above and beyond the call of duty to meet my needs.

22. My Pastor seems to know what's going to happen.

23. My Pastor is preparing the organization to make a positive difference in the future.

**In the following section, please indicate the degree to which you agree or disagree with each statement, to determine the level of your job satisfaction. Please choose one answer for each question that comes closest to reflecting your opinion. All answers are confidential.**

1. I feel I am being paid a fair amount for the work I do.

*Disagree very much Disagree moderately Disagree slightly Agree slightly Agree moderately Agree very much*

2. There is really too little chance for promotion on my job.

3. My Pastor is quite competent in doing his 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 Pastor 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.

19. I feel unappreciated by the organization when I think about what they pay me.

20. People get ahead as fast here as they do in other places.

21. My Pastor shows too little interest in the feelings of subordinates.

22. The benefit package we have is equitable.

23. There are few rewards for those who work here.

24. I have too much to do at work.
25. I enjoy my coworkers.
26. I often feel that I do not know what is going on with the organization.
27. I feel a sense of pride in doing my job.
28. I feel satisfied with my chances for salary increases.
29. There are benefits we do not have which we should have.
30. I like my Pastor.
31. I have too much paperwork.
32. I don't feel my efforts are rewarded the way they should be.
33. I am satisfied with my chances for promotion.
34. There is too much bickering and fighting at work.
35. My job is enjoyable.
36. Work assignments are not fully explained.

**Thank you for participating. Remember that your answers are completely confidential. Please select DONE when all questions are answered.**