

THE RELATIONSHIP BETWEEN CHURCH STAFF MEMBERS' JOB SATISFACTION
AND THEIR PERCEPTION OF PASTORAL SERVANT LEADERSHIP PRACTICES

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The Relationship Between Church Staff Members' Job Satisfaction and
Their Perception of Pastoral Servant Leadership Practices

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ABSTRACT

The purpose of this dissertation was to explore the relationship between church staff members' job satisfaction and their perception of pastoral Servant Leadership practices. The researcher surveyed church staff members from Tennessee Southern Baptist churches that had a resident membership of five hundred or greater at the time of the study. The survey included 23 questions that were taken from Barbuto and Wheeler's Servant Leadership Questionnaire, which addresses five aspects: Wisdom; Persuasive Mapping; Altruistic Calling; Organizational Stewardship; and Emotional Healing. It also included 36 questions taken from Spector's Job Satisfaction Survey, which examines nine areas: Supervision; Pay and Remuneration; Promotion Opportunities; Fringe Benefits; Contingent Rewards; Conditions; Work Itself; Communication; and Coworkers. In addition, the relationship between Servant Leadership and Total job satisfaction was examined. This study confirmed many of the findings in the literature review and found that pastors who employ Servant Leadership practices are likely to have more highly satisfied staff members, which in turn can lead to pastors and staff members remaining in their positions for longer periods of time.

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CHAPTER 1

Introduction to the Study

People are captivated by the idea of leadership, and they seek more information on how to become effective leaders. Many people believe that leadership is a way to improve how they present themselves to others. Corporations want people who have leadership ability because they believe these people provide special assets to their organizations. Academic institutions throughout the country are creating programs in leadership studies. Generally, leadership is a highly sought-after and highly valued commodity.

- Peter G. Northouse, *Leadership: Theory and Practice*

The concept of leadership has increased in popularity and value, as demonstrated by the previous quote. According to Northouse (2007), leadership impacts a wide variety of organizations, and the church must also be viewed as an organization that can be influenced by leadership. The local church is an organization, in much the same way that a business, a non-profit, a school, or any other institution is an organization. All organizations experience degrees of success and of failure, and the methods by which those measurements are defined are as varied as the organizations themselves. Each organization is structured and operated according to rules and regulations, and there are norms that determine the ways and means of conducting the affairs of the organization. Measuring success and functioning within the standard operating procedures is at the core of leadership. Hatch (1997), in discussing organizations and the impact that leaders have upon them, wrote that “Decisions of all types and magnitudes shape and form organizations, and in this sense, you can look at an organization as a locus for decision-making activity” (p. 270).

One element of consistency in all organizations is leadership. For some, leadership is seen in the form of a group; for others, it is in the form of an individual. Every organization, however, must have leadership, and to the extent that the leadership thrives, so does the organization. The church is no different. Leadership is at the forefront of the local church as an organization, as well, and the effectiveness of the church can be tied, in large part, to the effectiveness of the leader. Barna (1993) wrote, in explaining why many churches in America produce little impact upon the culture around them, that the primary reason is a lack of leadership (p. 122).

The concept of a person or group leading others is not new. It has been said that “Leadership is one of the world’s oldest occupations” (Bass, 1990, p.3). Biblical accounts contain examples of leaders, some of whom were effective and others who failed. Some leaders are well-known, such as Moses, Abraham, Joshua, Peter, John, and Paul. Other leaders might include Nicodemus, Apollos, and Gideon. Regardless of the success of each leader, they were all in positions of influence in various organizations, including the local church, the council of Pharisees, or the Hebrew people, among others. Over time, leaders have been motivating individuals and organizations to achieve high levels of success in a variety of areas.

For the purposes of this study, the organization in which the research will be done is the local church. Organizational success will be defined as the fulfillment of the Great Commission, taken from Matthew 28:19-20, which directs the church to share the gospel, baptize those that are converted to the faith, and to disciple those believers in their relationship with Jesus Christ. God has called Christians to be leaders in affecting change in the culture.

While it may be argued that religious leadership differs somewhat from secular leadership because of the spiritual element involved, it is imperative to maintain the connection

between local church leadership and proven elements of leadership theory and practice. A church leader dare not be ignorant of the reality of proven leadership principles in striving to maintain a sense of divine direction. Local church leaders are similar to leaders in other professional occupations, such as doctors, lawyers, or engineers that must adopt certain values and norms that define their occupation, at the risk of being removed from that position (Schein, 2004). As leaders seek to become more effective and thus provide vision and direction for the corresponding effectiveness of their churches, they must consider the various components of successful leadership. As the focus of the church is enlarged in an ever-shrinking world, these organizations and their leaders will have to become perpetual learners (Schein, 2004). In addition, they should be familiar with historical leadership theories. The challenge for leaders is to continually seek to improve their skills and their relationships with followers.

One aspect of leadership is the relationship between leadership style and the impact that has upon followers. This relationship has a multitude of dynamics, involving such elements as personalities of leader and followers, the organizational environment, age and experience of the individuals, and more. The impact that leaders have on followers cannot be understated. “The compliance of followers is the mirror image of successful leadership” (Bass, 1990, p. 345). Leadership and followership are two concepts that are linked, and it is difficult to understand one without an understanding of the other (Heller & Van Til, 1982). Two specific elements of this relationship are the level of servant leadership of the leader and the level of job satisfaction of the follower.

Background of the Study

Churches have experienced a decline in the length of time that pastors (leaders) and staff members (followers) stay on the job. Near the end of the twentieth century, the average stay for a pastor or staff member was seven years (Concordia Journal, 1985). Pastors and staff members in mainline denominations continue to experience shorter stays at the churches they serve. “One of the enduring idiosyncrasies of mainline churches is the brief tenure of pastors in a church. On average, these pastors last four years before moving to another congregation. That is about half the average among Protestant pastors in non-mainline churches.” (Barna, 2009). A decrease in length of service may be attributed to a variety of reasons; however, a study on job satisfaction and the perceptions on leadership styles of pastors can provide some insight into this problem.

Pastoral leadership practices and church staff member job satisfaction has been studied in recent years, and the findings support the idea that leadership of the pastor affects the level of job satisfaction of church staff members. Patterson (1997) studied these relationships using different survey instruments, and found that behaviors with the highest correlation with job satisfaction were also most observable among pastors. These findings support the concept of leadership practices as influences on staff member job satisfaction.

The level of satisfaction of followers may be attributed to the perceived level of servant leadership style of the pastor for whom they work. The researcher has seen through observation, personal experience, and statistical data that the length of service of pastors and church staff members at any one church has been on a steady decline. While it is acknowledged that a variety of factors may play different roles in such circumstances, this researcher is interested in delving into this issue with the hope of providing some direction to pastors and staff members to

prevent premature departures and to increase the effectiveness of the local churches in which they serve. Finding ways to increase the effectiveness of the church is of paramount importance.

The church is an organization, and like any other organization, must have some form of leadership through which it receives direction, guidance, vision, and methods for carrying out its task. In general, church leadership consists of a Senior Pastor (sometimes referred to by other titles such as Lead Pastor or Teaching Pastor) along with a collection of staff members who serve the Senior Pastor, assisting in leadership functions. The church also has leaders who are not occupational ministers, such as deacons, elders, or trustees. This structure provides a framework by which decisions are made and guidance for the church is provided.

Within this organization there exists a variety of dynamics that can have impact upon the church's ministry. As with other organizations, the relationship between the Leader (Senior Pastor) and the Subordinates (church staff members) plays a significant role in determining the success of the church or of the church's organizational effectiveness. This study will correlate the level of job satisfaction of the church staff members and the perceived leadership styles and practices of the Senior Pastor.

Statement of the Problem

Job satisfaction can be directly linked to the performance and practices of the leader within an organization. This truth applies to a variety of fields (Judge et al. 1995). In education, for example, research has shown a link between the leadership of the school principal and the morale of the faculty (Rowland, 2008). At the college level, links have been identified between leadership practices and the job satisfaction of school faculty (McBride, Munday, & Tunnel, 1992). In another field, research of military organizations shows that officers' leadership habits dramatically impact the retention rate of enlisted soldiers (Randall, 2006). Employees in the

business world have been shown to experience an emotional roller coaster regarding organizational change as it relates to their perception of their leaders' abilities and practices (Smollan, 2009). Where there are organizations, there is the need for leadership that provides direction to followers. In the organization of the local church, the need for leaders' influence on followers for the goal of organizational success is as important as it is for educational, military, or business institutions.

As has been stated, churches are experiencing the departure of pastors and staff members at an increasing rate. While there may be other variables that affect this problem, one that must be examined is the relationship between the way pastors exhibit Servant Leadership and the level of job satisfaction his staff members experience. If higher levels of pastoral Servant Leadership practices correlate with more highly satisfied staff members, the chances are increased that the church will experience a staff that remains employed for a longer period of time.

In order to examine the potential correlation between church staff members' job satisfaction and their perceptions of pastoral servant leadership practices, the following research question will be addressed:

Research Question

What are the relationships, if any, between church staff members' job satisfaction and their perceptions of pastoral Servant Leadership practices?

The research was divided into ten sections based upon nine variables of job satisfaction, plus a total satisfaction score. These variables are: Supervision; Work Itself; Coworkers; Contingent Rewards; Communication; Pay and Remuneration; Conditions; Fringe Benefits; Promotion Opportunities; and Total Satisfaction. Each of these variables will be tested against five variables of perceived pastoral Servant Leadership. These variables are: Wisdom;

Emotional Healing; Altruistic Calling; Persuasive Mapping; and Organizational Stewardship. This will produce a total of fifty correlations. Each of these correlations will be tested using a Null Hypothesis, which will either be rejected or not rejected.

Significance of the Study

This study attempted to identify specific measurements in various areas of job satisfaction, and related those levels to the perceived level of servant leadership style of senior pastors. The researcher investigated whether any correlation between servant leadership and overall job satisfaction existed, to determine whether possible answers to a decline in tenure among pastors and staff members would be produced.

While this study could be replicated among various denominations and church sizes, the author focused on Southern Baptist churches in the state of Tennessee that had a resident membership of five hundred or greater. It was assumed that the majority of these churches would have a pastor as well as multiple staff members who function in a variety of roles. More specific insights may be garnered by determining what roles those staff members have, and if there is any fluctuation between staff roles and positions.

Overview of Methodology

This quantitative study used a correlation research design to examine and address the issues as defined in the research questions and their corresponding hypotheses. The research tools that were used in this process are two survey instruments, combined into one tool by the researcher, and the gathering of pertinent demographic data of each respondent. The study used the Servant Leadership Questionnaire (SLQ), produced by Barbuto and Wheeler (2006), and the Job Satisfaction Survey (JSS), produced by Spector (1994).

The survey was sent to as many Southern Baptist church in the state of Tennessee with a resident membership of five hundred or more as could be contacted. The total number of churches that could possibly respond was approximately 323. There is no accurate method to determine the exact number of church staff members from these churches, but information obtained from the North American Mission Board of the Southern Baptist Convention (Jones, 2001) states that the typical SBC church has one full-time staff member and one part-time staff member. Because this research is aimed at larger churches, those numbers are likely higher. It can be assumed that a minimum of 600 possible staff members could respond.

The pastor of each church was emailed a letter of explanation concerning the research project. This letter contained specific information regarding instructions, the purpose of the study, privacy issues, and contact information on the author of the study. In addition, a web site link was provided that allowed the respondents to take and submit the survey.

Each pastor was asked to forward the email to his staff, giving them the opportunity to participate in the survey. Once the surveys were submitted to a commercial surveying location, all information was kept private and confidential. No pastor will ever have access to any information provided by his staff members. The acquired data was forwarded to a professional statistician and the data was compiled independently of the author. 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 for relationships between staff members' perceptions of pastoral servant leadership and their own level of job satisfaction.

Definitions

Servant Leadership – A leadership philosophy that emphasizes such leader behaviors as putting others' needs before one's own; engaging in acts of service; and encouraging followers' moral development. The various aspects of leadership on the Servant Leadership Questionnaire form the basis for defining servant leadership. The Servant Leadership Questionnaire (SLQ) measures leadership characteristics of Altruistic Calling, Emotional Healing, Wisdom, Persuasive Mapping and Organizational Stewardship (Barbuto & Wheeler, 2006). These characteristics are further defined as follows:

Altruistic Calling – The idea that leadership begins with a conscious choice to serve others. Altruism is a desire to serve and a willingness to sacrifice self-interest for the benefit of others.

Emotional Healing – The ability to influence feelings and emotions to create the emotional heart of the organization. Also includes the ability to recognize when and how to foster the healing process in relationships.

Wisdom – The ability to pick up on clues in the environment for better decision making. Includes foresight to anticipate the future for the organization and its members and proactively navigating a course of action by anticipating challenges and consequences.

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

Organizational Stewardship – The preparation of the organization and its members for great contributions to society. Involves leaving a legacy of sustainability for the internal and external environment. (Barbuto & Wheeler, 2006).

Job Satisfaction – The job satisfaction is defined as the level of contentment that an employee, in this case a church staff member, has with his or her job. The various aspects of job satisfaction presented by Spector (1994) in the Job Satisfaction Survey (JSS) are further defined as follows:

Supervision – The relationship between the follower and the immediate supervisor.

Work Itself – The job tasks themselves that the follower does. Also referred to as the Nature of Work.

Coworkers – The people a follower works with.

Contingent Rewards – The appreciation, recognition, and rewards that followers receive for good work.

Communication – The communication within the organization that followers experience.

Pay and Remuneration – The financial compensation followers receive for service.

Conditions – The operating policies and procedures that followers use.

Fringe Benefits – The monetary and nonmonetary benefits as compensation for service.

Promotion Opportunities – The opportunity that followers receive for promotion within the organization.

Resident Membership of Churches – Church members that live in close enough proximity to attend regular services and activities of the local assembly.

Tennessee Baptist Convention – A statewide organization of Southern Baptist churches, consisting of sixty-eight Baptist associations and 3,200 churches. According to their website, the Convention' purpose is "Making Christ Known By Serving Churches."

Organization of Dissertation

After this introductory chapter, this dissertation is organized into four additional chapters. The second chapter deals with the review of the pertinent literature regarding leadership, the theory of Servant Leadership, and the relevance of job satisfaction. The third chapter is a detailed discussion of the methodology used in this study. The fourth chapter presents the results of the research as they relate to the ten research questions, and the fifth and final chapter summarizes and discusses the findings of the study, as well as makes suggestions for future research.

CHAPTER 2

Literature Review

This review of the literature presents an overview of past and current research and study on the topic of leadership in general, as well as the changes in leadership theory that have evolved as the study in the field has expanded. The role of the leader as one who influences individuals or groups to achieve a goal will be supported, as well as the role of the leader as it relates to organizational success and health. The concept of Servant Leadership will be examined, both from a biblical and secular perspective, and the literature discussing the importance of employee job satisfaction will be reviewed.

Leadership throughout History

Leadership has been a component of human history as long as man has organized into social groupings, and from the earliest days of human history. People have served their cultural or societal groups, in roles ranging from prophets, priests, chiefs, and kings, and they are found in such diverse and varied aspects of history, from the Old and New Testaments, the Greek and Latin classics, and even in such works as the Icelandic sagas (Bass, 1990). He also states that “Myths and legends about great leaders were important in the development of civilized societies. The study of leadership rivals in age the emergence of civilization” (p. 3).

Biblical accounts of leaders abound. The Scriptures contain the story of the development of human history, from the creation of man to the eventual forming of families, cities, societies, and cultures. Some biblical leaders include Abraham, the father of the nation of Israel; Moses, who led the people of Israel out of Egyptian captivity; Joshua, the man charged with leading the Hebrew people into the Promised Land and the conquest of that land; and David, the greatest

king of Israel. Whether the leaders were in a political, military, or spiritual position, they were all in places of influence.

The Bible is also the source of knowledge about the greatest and most influential leader of all time, Jesus Christ. MacArthur (2004) demonstrates this by providing Jesus' beliefs on what constitutes a leader, but also points out that "His [Jesus'] views on leadership are conspicuously out of step with the conventional wisdom of our age" (p. v). Jesus Christ stated that a true leader will become first of all a servant, just as He Himself came to serve (Matthew 20:25-28). It is this unconventional approach to leadership that forms the foundation of Servant Leadership that is applied in this research. Jesus Christ can be considered a relevant role model for modern leaders because He experienced every situation that leaders face today, and faced every need, concern, and problem that all leaders have faced (Blanchard & Hodges, 2005).

Defining Leadership

While the existence of leadership over the course of human history cannot be denied, the ability to clearly define the concept has been somewhat more difficult to achieve. Leadership has always been, and likely will continue to be, one of the most important factors in human affairs (Kotter, 1998). Yet, as Burns (1978) suggested, leadership, though closely observed by many, is one of the least understood phenomena on earth. Northouse (2007) wrote:

“(Leadership) is much like the words *democracy*, *love*, and *peace*. Although each of us intuitively knows what he or she means by such words, the words can have different meanings for different people. As soon as we try to define leadership, we immediately discover that leadership has many different meanings” (p. 2).

More than 350 definitions of leadership have been developed over decades of academic analysis, with no clear cut or unequivocal understanding brought to light (Bennis & Nanus, 1985). Fiedler (1996) asserted that:

Since the effectiveness of the leader has frequently determined the survival or demise of a group, organization, or an entire nation, it has been of concern to some of the foremost thinkers in history, like Plato, Machiavelli, or von Clausewitz. If leadership were easy to understand, we would have had all the answers long before now (p. 241).

Smith, et al. (2004) stated that, despite more than two decades of research, “there is still no comprehensive understanding of what leadership is, nor is there an agreement among different theorists on what good or effective leadership should be.” (p. 1).

Leadership has had a variety of definitions assigned to it over the years of study and research. One very practical and accurate definition is posed by Northouse (2007): “Leadership is a process whereby an individual influences a group of individuals to achieve a common goal” (p.3). Northouse offers the following descriptors to further clarify his position:

1. Leadership is a process – An interactive event that means influence is available to everyone, and describes a situation where the leader both affects and is affected by followers.
2. Leadership involves influence – This is the measureable impact or affect that the leader brings to bear upon an individual or an organization.
3. Leadership occurs in groups – The group of individuals, often referred to as an organization, can range from small to large, but is the context in which leadership takes place.

4. Leadership includes attention to goals – The guiding of a group toward the accomplishment of some task or end involves the energies of the leader being directed toward a common goal. (Northouse 2007, p. 3).

Blanchard and Hodges (2005) define leadership as a process of influence. “Anytime you seek to influence the thinking, behavior, or development of people toward accomplishing a goal in their personal or professional lives, you are taking on the role of a leader” (p.5).

Philip (2008) provides a list of comparison and contrast that illustrates the subtle differences in views on the role of leadership. This list further defines the role, task, and importance of leadership.

1. Leadership is not position or title; it is influence.
2. Leadership is not role: it is a function.
3. Leadership is not a right; it is a responsibility.
4. Leadership is not gaining power; it is empowering people.
5. Leadership is not winning popularity; it is influencing people.
6. Leadership is not an age, gender, or race issue; it is a service.

As the study of leadership continues to expand, its definition has also evolved. Patterson and Winston (2006) took a more broad approach in developing a new conception of leadership by asserting that previous studies have focused on the individual elements of leadership rather than viewing it as a whole. The authors likened the study of leadership to the story of the various blind men who each described an elephant in different ways, depending upon their differing viewpoints. Leadership, they contend, has been studied, and thus defined, in a similar manner, and should be redefined from an overarching perspective. By taking such a broad approach, they have formulated a definition that is detailed and all-encompassing. Patterson and Winston

arrived at this definition after researching 160 books and articles that contained any definition, scale, or construct of the concept leadership. They collected more than one thousand different constructs of leadership, and honed them down to a model containing just over ninety dimensions, ultimately arriving at this integrative definition. This definition is introduced as follows:

“A leader is one or more people who selects, equips, trains, and influences one or more follower(s) who have diverse gifts, abilities, and skills and focuses the follower(s) to the organization’s mission and objectives causing the follower(s) to willingly and enthusiastically expend spiritual, emotional, and physical energy in a concerted effort to achieve the organizational mission and objectives. The leader achieves this influence by humbly conveying a prophetic vision of the future in clear terms that resonates with the follower(s) beliefs and values in such a way that the follower(s) can understand and interpret the future into present-time action steps” (p. 7).

This integrated definition exemplifies Servant Leadership, with its emphasis on developing the follower, with the corresponding benefits of follower well-being and ultimately organizational success. Patterson and Winston propose that, by providing actions steps, leaders can help followers “see what must be done in the short and intermediate-term through strategies and tactics to achieve the vision of the organization” (p. 16). Such goals can be attained when leaders engage followers in interaction and feedback, resulting in increased credibility, trust, and the shaping of followers’ values, attitudes, and behaviors. In doing so:

“The leader throughout each leader-follower-audience interaction demonstrates his/her commitment to the values of (a) humility, (b) concern for others, (c) controlled discipline, (d) seeking what is right and good for the organization, (e) showing mercy in beliefs and

actions with all people, (f) focusing on the purpose of the organization and on the well-being of the followers, and (g) creating and sustaining peace in the organization – not a lack of conflict but a place where peace grows. These values are the seven Beatitudes found in Matthew 5 and are the base of the virtuous theory of Servant Leadership” (Patterson & Winston, p. 30).

There is a clear connection between the elements of this detailed definition of leadership and the servant leadership found in the Bible. Table 1 shows this comparison between Patterson and Winston’s list of values and the seven Beatitudes found in Matthew 5: 3-10 (New King James Version).

Table 1

Patterson & Winston’s Values Compared to Beatitudes

Humility	“Blessed are the poor in spirit...”
Concern for Others	“Blessed are those who mourn...”
Controlled Discipline	“Blessed are the meek...”
Doing What is Right and Good for the Organization	“Blessed are those who hunger and thirst after righteousness...”
Showing Mercy in Beliefs and Actions with All People	“Blessed are the merciful...”
Focusing on the Purpose of the Organization and the Well-Being of the Followers	“Blessed are the pure in heart...”
Creating and Sustaining Peace in the Organization	“Blessed are the peacemakers...”

This definition of leadership also provides an in-depth perspective on Servant Leadership, and incorporates such elements of the theory as influencing followers to achieve greater success; working with the intention of bettering the followers, the organization, and the leader; encouraging growth in the followers; casting vision; and a concern for the environment in which the organization finds itself. These aspects correlate with the eleven dimensions of Servant Leadership: calling, listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, growth, and community building. (Barbuto & Wheeler, 2006. p. 304).

In all of the above definitions and descriptions, the critical role of the leader as one who influences people for the purpose of achieving a common goal in accordance with the plans and purpose of the organization is evident. However, as Patterson and Winston (2006) point out, “the definition of leadership will continue to develop as scholars, researchers, and practicing leaders gain greater insight into the concept.” (p.32). As these definitions continue to evolve, they will still maintain various aspects of influence that comes from leadership.

Leaders as Influencers

The concepts of leadership and influence have been linked for many years. Nearly eighty years ago, Nash stated that leadership implied the changing of peoples’ conduct (1929). Influencing a group of people toward a common goal was discussed in the mid-nineteen thirties (Teard, 1935). In the middle of the twentieth century, the idea of influencing a group to achieve common goals was espoused by Stogdill (1950). The issue of influence is not in question; what does need examining is how that influence is best applied. “The concept of influence recognizes the fact that individuals differ in the extent to which their behaviors affect the activities of a group” (Bass, 1990, p. 13).

The idea of influence as the main component of leadership can be seen in a multitude of areas and disciplines. In academia, for example, the type of influence of a leader (typically a principal) over a group of followers (typically teachers) has been shown to positively or negatively affect the performance of those followers. Faculty morale can be greatly enhanced when a principal adopts or implements certain leadership styles or habits (Rowland, 2008). Blase, Dedrick, and Slathe (1986) showed a link between teachers' perceptions of principals' influence through assistance and the overall level of job satisfaction of those teachers. At levels of higher education, the influence of leaders is also seen in the satisfaction of college faculty based upon the practices of their leaders (McBride, Munday, & Tunnel, 1992).

A study by Alexson (2008) found similar findings that support the important role of the principal in the overall success of the school. Vision, mission, and culture within the organization were positively affected, as "the principal's ideas for success of the school greatly impacted the learning in the school." (p. 91).

Kasun (2009) studied the link between the practice of Servant Leadership among school principals in New Jersey and the success of their schools. His findings reveal a strong connection with effective leadership to the fulfillment of organizational goals primarily because a high level of Servant Leadership was being achieved. In addition, the study shows that by applying Servant Leadership characteristics, principals could foster an environment where teacher empowerment and student achievement levels would be increased.

In the business arena, leadership often translates into higher levels of financial performance. Dissatisfied or disgruntled employees are generally less successful and thus have a negative impact upon the fiscal success of the company or business. Smollan (2009) showed a connection between employees' perception of their leaders' abilities and practices and a negative

impact upon how those employees performed, describing it as an emotional roller coaster when working in an environment clouded by negative influence from the leaders.

As leaders assert their influence upon the often highly competitive corporate environment, the importance of influential leadership is magnified. Kotter (1996) is a proponent of the need for change in an ever-evolving corporate culture that is fast becoming a world-wide marketplace. Daft (1998) mentioned several corporations that are experiencing this global mindset change, including Ryder Systems, Gillette, Hewlett-Packard, 3M, and others that are “looking for new ways to fight on the increasingly competitive global battleground” (p. 245). Business leaders are expected to ensure the success and validity of their organizations in the midst of a changing culture.

Influential leaders play an important role in determining organizational viability and profitability. Thompson (2010) found, in a business-related study of Servant Leadership and project management, the existence of “a strong correlation between the belief that servant leader behaviors applied to successful project managers and factors of project success” (p. ii).

Leadership plays a tremendously vital role in military life, which is an area that emphasizes the application of leadership and the development of future leaders. In the military sector, morale can often be difficult to maintain, given the sometimes harsh surroundings, the physical and emotional demands, and the life-and-death circumstances in which soldiers can find themselves. The ability to influence soldiers becomes a critical skill for leaders to develop. Soldier retention is one such area that can be affected by the influence of superior officers and research has shown that ineffective leadership results in a decline in the retention rate of enlisted personnel (Bolton, 2002; Masi & Cook, 200). Randall (2006) found that retention rates in the United States Army, including the Army National Guard, were decreasing.

In 2005, the Army failed to reach its monthly recruitment goals for the first time in five years, falling short by 27%. Despite increased advertising, education benefits, signing bonuses, and increasing the number of recruiters, the Army continued to fall short over the next several years. Randall demonstrated that retention rates were increased when positive leadership skills, such as communication, team-building, and morale-building skills were implemented by the soldiers' leaders. Similar findings supporting the influence of leaders upon the retention rate of workers in the corporate sector (Baron, Hannan & Burton, 2001; Kleinman, 2004; Lock, 2003).

Studies in the medical field also show the necessity for effective leadership and the power of leader influence. In the specific area of medical research, the ability to create an environment of innovation is critical to the general knowledge of medicine, as well as for the well-being of patients. Wilson-Evered, et al., (2001) asserted that certain styles of leadership actually serve to foster such an environment, resulting in higher levels of team member morale, along with a corresponding increase in innovation. Similar results have been found in the medical field in cultures beyond the borders of the United States, further promoting the idea that effective leadership is not limited by geographic or cultural boundaries (Smith, 2002). Other cultural studies that extend beyond the scope of medicine show a consistent emphasis on leadership behavior that affects follower performance (Dorfman & Howell, 1998).

The application of servant leadership principles in the medical field produces an environment of success. A study of the North Mississippi Medical Center (Goonan & Musikowski, 2008) showed that the adoption of Servant Leadership principles paid dividends of hospital success. The Medical Center, the largest rural hospital in the United States, was awarded the 2006 Malcolm Baldrige National Quality Award, an accomplishment that the hospital achieved due to its adoption of Servant Leadership practices.

Regardless of the field, leadership that is based on inspirational theories appear to have the most dramatic effect on followers, which lifts individual levels of performance and also leads to social and environmental change, a concept put forth by Burns (1978) and supported by others (Conger & Kanungo, 1988; House, 1977, 1995).

Organizational Leadership

From an organizational standpoint, leadership becomes the key factor that motivates a given organization to focus on and achieve its stated goals. Bass (1990) stated that “leaders are agents of change – persons whose acts affect other people more than other peoples’ acts affect them. Leadership occurs when one group member modifies the motivation or competencies of others in the group” (p. 20). Schein (2004) describes the relationship between a leader and the culture of the organization which is being led, and in doing so demonstrates how dramatic the influence of a leader upon the organization can be. This “dynamic process” involves the constant evolution of creating, maintaining, and changing organizational culture. In pinpointing a definition of culture among a long list of potential descriptors, Schein chooses to view culture as the environment and atmosphere that exists in any group whose members have a shared history (2004). He proposes that leaders are the very source of organizational culture, specifically from three areas:

1. The beliefs, values, and assumptions of founders of organizations.
2. The learning experiences of group members as their organization evolve.
3. New beliefs, values, and assumptions brought in by new members and leaders.

In this construct, the leaders themselves serve not only to create the existing culture, but also to ensure the proper adjustments within that culture as needs and environment evolve. As leadership is seen as influence over the organizational culture, leaders are “challenged to balance

the goal of self-actualization of individuals while bringing the organization into its full potential of alignment” (Echols, 2009, p. 88). The organization must be healthy to successfully accomplish the mission that matches its purpose; conversely, a sick or weak organization will be unable to fully achieve its stated goals. Leaders, and the roles they play within various organizations, are in position to positively influence this level of health and of goal achievement (Kouzes and Posner, 2002).

Leadership Theories

“A theory is an explanation, that is, it is an attempt to explain a segment of experience in the world” (Hatch, 1997, p. 9). Various leadership theories have emerged over time that attempt to explain the roles that leaders play as influencers in organizations and societies. Several of these theories are discussed below:

1. *Great Man Theory*. This concept, widely thought to have derived from the Trait Theory, suggests that leaders are born with certain characteristics that provided a natural bent toward leadership. Such traits include physical appearance or stature, level of intelligence, and charismatic personality, among others (Jago, 1982; Bass, 1990). The Great Man theory “implies that people are somehow endowed with some ‘essence’ of leadership” (Patterson & Winston, 2006). The emphasis of the Great Man theory, as well as the Trait Theory, is on the individual (Bass & Stogdill, 1990). One limitation of this theory is the apparent devaluation of the female leader, a phenomenon seen more in the twenty-first century than in the days when the Great Man Theory was being formed. Some research shows, however, that even females can be attracted to the advantages of this concept (Eckmann, 2005).

2. *Situational Approach*. This leadership model emphasizes flexibility in leadership depending upon the changing needs of an organization, and takes the emphasis away from the individual's traits to the needs of the circumstances or environment. "From this perspective, to be an effective leader requires that a person adapt his or her style to the demands of different situations" (Northouse, 2007). Emphasis is placed on both the style of leadership and the development of the subordinate. Early proponents of this theory espoused the benefits of diagnosing and prescribing solutions to a variety of situations and environments (Hersey & Blanchard, 1993).
3. *Path-Goal Theory*. This theory of leadership resembles the Situational Approach in that it provides for flexibility; however, the determining factors that lead to change are based not upon the style of the leader but upon the development level of the subordinates (Northouse, 2007). Initial forays into this concept were tied to positive follower satisfaction and motivation (House & Mitchell, 1974). Specific emphasis is placed upon characteristics of both subordinates and the actual tasks, along with leader behaviors, with the goal of providing motivation for followers to achieve an organizational target.
4. *Leader-Member Exchange Theory*. As theories have evolved, the emphasis has shifted from just the leader's point of view, followers' point of view, or even the context of a situation, and toward the interactions between leaders and followers (Northouse, 2007). The Leader-Member Exchange Theory, or LMX, provided an analysis of relationships, called linkages, which existed between leaders and followers. These interactions are the exchanges that occur in a working relationship, and the study of such exchanges has provided some direction on how leaders are made (Graen & Uhl-Bien, 1991).

5. *Transformational Leadership*. According to Northouse (2007), this ideology is “a process that changes and transforms people.” Emphasis is placed upon the charisma, or behavior, of the leader, and the effect it can have on the followers as far as motivation. Rowland (2008) asserted that transformational leadership’s “aim extends to reaching the higher level needs through empowerment and inspiration.” This theory of charismatic leadership was initially developed by Weber (1947), who used the term *charisma* to describe special skills, gifts, or abilities that allowed them to accomplish great things. This concept was built upon by others, including House (1976), who further defined the concept by showing specific leader characteristics and behaviors and their corresponding effects upon followers. House determined four personality characteristics of charismatic leaders: dominant; desire to influence; confident; and possessing strong moral values. The corresponding effects upon followers include increased trust in the leader’s ideology; belief similarity between leader and follower; unquestioning acceptance; affection toward the leader; obedience; identification with the leader; emotional involvement; heightened goals; and increased confidence.
- Further modifications to this theory were provided by Burns (1978) and Bass (1985).

Bass states that the motivation from leaders to followers takes place in three ways:

- a. Raising followers’ levels of consciousness about the importance and value of specified and idealized goals.
- b. Getting followers to transcend their own self-interest for the sake of the team or organization.
- c. Moving followers to address higher-level needs.

Additional expansion in this area has been provided in further work by Bass (1995), Bass and Avolio (1993, 1994), as well as research done by Kouzes and Posner (2002), who determined five key practices of exemplary leaders as a part of their study on transformational leadership. These five practices are: Challenging the Process; Inspiring a Shared Vision; Enabling Others to Act; Modeling the Way; and Encouraging the Heart.

The previous list offers some information into some of the basic theories of leadership over the years. There is another concept to be discussed, however, which is Servant Leadership.

Servant Leadership

In providing a definition of servant leadership as seen in the word of God, Sachem (2010) gives a concise summary that demonstrates how this concept is seen in the Scriptures:

“What is servant leadership? The concept of servant leadership begins by being a servant first. A servant leader must first learn to serve before taking on a leadership position. Servant leaders serve because they are motivated by love and humility. Jesus is the perfect example of servant leadership. Jesus humbled himself and became a servant of all.”

The concept of leading from a servant’s perspective has been encouraged by some in the economic marketplace because of its emphasis on service with the customer in mind. Block (1993) offered a challenge to business leaders to serve with an economic incentive:

“It is concerned with creating a way of governing ourselves that creates a strong sense of ownership and responsibility for outcomes at the bottom of the organization. It means giving control to customers and creating self-reliance on the part of all who are touched by the institution. The answer to economic problems is not more money; it is to focus on quality, service, and participation first. This is what will put us closer to our marketplace.

It is the connection with our marketplace that is the answer to our concerns about economics” (p. 5).

The concept of servant leadership is anything but new; the Bible contains many passages that promote the essence and tenor of leading with the attitude of a servant, some examples of which are listed below:

1. But Jesus called them to Himself and said, "You know that the rulers of the Gentiles lord it over them, and those who are great exercise authority over them. Yet it shall not be so among you; but whoever desires to become great among you, let him be your servant. And whoever desires to be first among you, let him be your slave—just as the Son of Man did not come to be served, but to serve, and to give His life a ransom for many" (Matthew 20:25-28 [New King James Version]).
2. “Jesus, knowing that the Father had given all things into His hands, and that He had come from God and was going to God, rose from supper and laid aside His garments, took a towel and girded Himself. After that, He poured water into a basin and began to wash the disciples' feet, and to wipe them with the towel with which He was girded... So when He had washed their feet, taken His garments, and sat down again, He said to them, "Do you know what I have done to you? You call Me Teacher and Lord, and you say well, for so I am. If I then, your Lord and Teacher, have washed your feet, you also ought to wash one another's feet. For I have given you an example, that you should do as I have done to you” (John 13:3-5, 12-15 [New King James Version]).
3. “Let nothing be done through selfish ambition or conceit, but in lowliness of mind let each esteem others better than himself. Let each of you look out not only for his own interests, but also for the interests of others. Let this mind be in you which was also in

Christ Jesus, who, being in the form of God, did not consider it robbery to be equal with God, but made Himself of no reputation, taking the form of a bondservant, and coming in the likeness of men. And being found in appearance as a man, He humbled Himself and became obedient to the point of death, even the death of the cross” (Philippians 2:3-8 [New King James Version])

Wallace (2007) stated that there is significant compatibility between the values and components of Servant Leadership and a biblical worldview. These verses show the value that Christ placed upon not only His own servant leadership actions, but also upon developing those traits and behaviors in the hearts of His followers.

The concept of Servant Leadership as it is seen in leadership studies has developed over time in its own right. Greenleaf (1970) was an early proponent of integrating leadership with servanthood. Greenleaf described his philosophy of servant leadership by defining its foundational principle, which is putting others before self, a leadership philosophy that is based on service:

“The servant-leader is servant first. . . 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 needs are being served” (Greenleaf, 1970, p. 13).

Greenleaf’s concepts have been refined, both in his research as well as that of others. He extended his principles to the world of education, stating that a connection exists between servant leadership and effective teaching (1977). Metzger (2008) also found a strong correlation between servant leadership and the effectiveness of board-certified school teachers. These findings are supported by numerous other studies that have found a connection between servant

leadership and effective teaching (Bowman, 2004; Van Brummelen, 2005; Herman & Marlowe, 2005; Crippen, 2005; Kasum, 2009).

Greenleaf (1991) also wrote of the importance of servant leadership in the public sector, suggesting that large organizations, such as government agencies or bureaucracies that have the ability and responsibility to serve society, must be (a) organized to serve and (b) develop organizational constituents who are continually maturing in their level of servant leadership. White (2003) found that such servant leadership principles had a positive effect upon local government administrators.

Greenleaf's ideas on servant leadership have been expanded upon by other researchers. Some, however, have proposed that more needs to be done. Russell and Stone (2002) found that the literature on servant leadership was indeterminate, ambiguous, and mostly anecdotal. Avolio and Gardner (2005) noted that the contributions servant leadership make to sustainable and veritable performance are not clearly articulated.

Beck (2010) expanded the application of servant leadership as a viable theory, and reported these key findings in his research on the antecedents of servant leadership:

- a. The longer a leader is in a leadership role, the more frequent the servant leader behaviors.
 - b. Leaders that volunteer at least one hour per week demonstrate higher servant leader behaviors.
 - c. Servant leaders influence others through building trusting relationships.
 - d. Servant leaders demonstrate an altruistic mindset.
 - e. Servant leaders are characterized by interpersonal competence.
 - f. A servant leader may not necessarily lead from the front, or the top of the organization.
- (p. 78-87).

Such findings support the increased acceptance and use of the theory of leadership from the perspective of a servant's heart. The heart of a servant is exemplified in Servant Leadership. This model emphasizes first and foremost the development of others, with the foundation being that this type of leader will ensure that "other people's highest priority needs are being served" (Greenleaf, 1977, p. 13).

Servant leadership is a model in which the leader provides an opportunity for the follower(s) to achieve organizational success and individual success. This differs from older models of leadership, in which the success of the organization was the primary measurement of leader effectiveness. Increasingly, effective leadership is seen in the ability for that leader to exhibit a higher level of personal power and human development, as is proposed by Lee (1997), who divided the ability to influence people, which is defined as power, into three levels:

- a. Coercive Power – Bullying or forcing people to act in a certain way.
- b. Utility Power – Achieving follower performance by exchanging mutual benefits.
- c. Principle-Centered Power – the ability of an individual to have another carry out a desired act because he or she wants to out of a feeling of respect and honor for the individual.

While each of these levels can provide follower results, it is the higher level (principle-centered) that yields results based upon honoring the individual, a key aspect of servant leadership. It is assumed that a leader will have influence over followers; it is the servant leader who finds a form of influence that offers dignity and development of the followers. Research by Patterson (2003) was instrumental in the construct of the leader serving with a focus on the follower, with the development of the Servant Leadership Theory.

The concept of servant leadership has been examined in light of other theories, and has

been found to offer valid paradigms for contemporary leadership in a variety of organizations (Stone, Russell, & Patterson, 2003), and that it offers great opportunities for leaders. Laub (1999) was the first to create a written instrument by which servant leadership can be measured as a valid theory as compared to others concepts that have existed for a longer period of time. Laub (1999) developed the Organizational Leadership Assessment (OLA). According to Stone, et al., (2003), Laub's research validated the idea of values as a basis for servant leadership. Laub (1999) defined servant leadership as:

“An understanding and practice of leadership that places the good of those led over the self interest of the leader. Servant leadership promotes the valuing and development of people, the building of community, the practice of authenticity, the providing of leadership for the good of those led and the sharing of power and status for the common good of each individual, the total organization and those served by the organization” (p. 81).

Laub (1999) found six organizational levels of health that form the basis for a model of leadership assessment. These levels range from Toxic Health at the lowest end to Optimal Health at the highest end. Laub found that the servant mindset of a leader creates the possibility of Excellent to Optimal Health of an organization, as opposed to the health in autocratic or paternalistic mindsets, which is typically Toxic or Poor. As Laub (2008) later demonstrated:

“The view of leadership views leadership as serving the needs of those led over the self-interest of the leader. In this kind of organization all people are encouraged to lead and serve. This produces a community of care where the needs of all are served and the organization is able to put its energy into fulfilling its shared mission.”

(www.olagroup.com).

Further, in the Servant Leader mindset, the leader is seen as a steward. The needs of the led are put before those of the leader and others are treated as partners. Hong (2009) found that having a values-based method of leadership such as servant leadership is a desirable mode of decision-making in a business setting.

In addition to individual successes, Thompson (2010) showed that servant leadership behaviors apply to successful project management and factors of project success, showing the increasing acceptance of servant leadership as a useful and valid methodology for influencing followers. The concept of servant leadership has even been researched in governmental and corporate arenas in other countries, and across racial boundaries. Nelson (2003) found that leaders in South Africa from the business and government sectors were accepting of the components of Servant Leadership. He also discovered a strong connection between these components and the spirituality and interpersonal relations of the South African society.

In general, servant leaders have been found to develop others, thus helping them to thrive and flourish. Research has shown this to be true in the church, specifically those that are members of the Southern Baptist Convention (McMinn, 2001). No matter the environment, Servant Leadership is a method of leadership that places emphasis upon the development of followers within an organization.

Job Satisfaction

Job satisfaction is defined here as the level of contentment that an employee has with his or her job. Numerous research projects have been undertaken to examine the levels of satisfaction of employees across a wide spectrum of work environments, but research on the satisfaction of church staff members is difficult to find. For example, the Job Satisfaction Survey that is employed in this research, has been used in over fifty studies, but with little implementation in a church environment (see Appendix C for a partial list of studies that used the JSS). Some research has shown, however, that there are factors in place that have a direct impact upon the satisfaction level of clergy members (Jones, 2000).

There is a great deal of literature on the subject of job satisfaction. It has been stated that job satisfaction is the single most frequently studied variable in organizational research (Spector, 1997). Hogue (1986) found that by the mid-eighties, more than five thousand articles had been written on the subject of job satisfaction. Spector (1997) offered two reasons for the growing research on the topic of job satisfaction:

- a. Humanitarian Purposes – The idea that people in a working environment deserve to be treated equally and with respect.
- b. Utilitarian Purposes – The idea that the more satisfied a person is with his or her job, the more likely that he or she will perform in a manner that positively affects the organization and the reaching of its goals. (p. 2).

Strong, goal-oriented leadership can have a dramatic impact organizational success. This can be seen in maximizing employee efforts (Steen, 1997), increasing employee morale (Terez, 1998), and creating a more equitable working environment (Abraham, 1999). It is essential that

leaders within organizations be aware of and be able to identify the aspects within their organizations that impact their employees' levels of job satisfaction (Judge, et al. 1995).

Job satisfaction levels have been on the decrease in the United States over the past several years. According to a report by The Conference Board (2010), the job satisfaction level in this country is at its lowest level in two decades. The study showed that "only 45 percent of those surveyed say they are satisfied with their jobs, down from 61.1 percent in 1987, the first year in which the survey was conducted."

Job satisfaction has been studied in religious organizations, including agencies that send Christian missionaries around the world. Trimble (2006) wrote that mission agencies should be encouraged not to ignore the role that job satisfaction plays in the member's decisions concerning organizational commitment and dedication. Hence, even in the work places found in religious settings, it is important for leaders to assess and understand employees' levels of satisfaction.

The concept of job satisfaction began to emerge in the United States in the 1930's. Fisher and Hanna (1931) identified the fact that some employees experienced levels of dissatisfaction in their work, although their early findings placed the emphasis more upon the emotional imbalances of the employees rather than on the environment in which they worked. Later that decade, Hoppock (1935) purported that dissatisfaction was a result of a combination of environmental concerns, including family relationships, health, social status, and a multitude of other factors.

Job stress is one such factor that has been cited as a source of dissatisfaction. Olsen (1993) found in research on a school that in the sometimes confusing early years of employment, the stress of learning the in's and out's of the organization, the demanding schedule, and

increased work pressure led to lower levels of job satisfaction. Lack of support from supervisors is another factor that has been shown to lead to job satisfaction. Support from leadership in the health-care industry has been shown to impact the emotional well-being and contentment of medical staff (Tyler & Cushway, 1998). On the opposing side, studies have also shown that a positive work environment can have a positive effect upon the level of employee satisfaction (Johnson & MacIntye, 1998).

Some research has indicated that there is a benefit to an employee when a strong relationship exists between job satisfaction and personal, professional, and material success (Lore, 1988). Among these benefits are greater productivity (which in itself should serve as a motive for increasing job satisfaction), employees with a brighter outlook on their individual situations, and workers who are prone to becoming positive role models for their co-workers to emulate. Whether the impact is positive or negative, there are factors present that influence the satisfaction of employees.

One of the most dramatic indicators of dissatisfied employees in an organization is an increase in the rate of staff turnover. Numerous studies have made the connection between low job satisfaction levels and the fact that employees leave their jobs, thus hampering the efforts and purposes of the organization (Allcorn & Diamond, 1997; Batlis, 1980; Harris & Brannick, 1999; McBride, Munday, & Tunnell, 1992; Stevens, 1995). The turnover rate in churches among pastors and staff members is relatively high (Jones, 2002). Turnover generally has a negative outcome for the organization, and is usually considered as detrimental to the organization (Hellman, 1997), and the church is not exempt from the effects of higher turnover rates.

Gaertner and Nolan (1992) offered a definition of employee turnover as “a behavioral resulting from company policies, labor market characteristics, and employee perceptions” (p. 448). This further supports the idea that keeping employees at a higher level of job satisfaction will increase the chances that those employees will remain committed to the organization. In doing so, the organization is better poised to achieve its stated goals.

Research at some colleges has shown that by emphasizing job satisfaction, a reduction in faculty turnover has been witnessed (Satterlee, 2008). The simple fact is that job satisfaction is an important aspect of the overall picture of employee health, as dissatisfied workers are more likely to leave an organization (Stevens 1995). In addition, educational institutions want faculty members to be satisfied because most satisfied employees will gravitate toward working at their highest capacities while serving the overall good of the organization (Tack & Patitu, 1992).

Summary

This chapter has provided an overview of the relevant literature in the areas of leadership theory, servant leadership, and job satisfaction. Leadership has been a vital component of civilized society since the beginning of time, and has been defined as a person or group exercising influence over another person or group for the purpose of getting them to achieve common goals. Leadership, then, is influence. Various theories of leadership have been reviewed, with special attention paid to the theory of servant leadership, which emphasizes the leader acting from a servant’s heart, and with the good of others in mind. The review of the literature shows that employees’ perceptions of job satisfaction is largely a result of their working environment, which includes supervisors’ influence over them.

The purpose of this research is to evaluate any correlation between the job satisfaction levels of church staff members their perceptions of pastoral Servant Leadership practices. The

literature demonstrates that Servant Leadership is a model that is consistent with the biblical idea of serving others, even from a position of leadership; in addition, the literature also reveals that when employees are more satisfied, they are more likely to remain committed to their organizations and to promote an environment of organizational success.

CHAPTER 3

Research Design and Methodology

This chapter presented the research design, which was a quantitative study using two survey instruments. The population and sample were identified, and the procedures both for collecting data and for statistical analysis were discussed.

Purpose of the study

The purpose of this research is to identify specific measurements in various areas of job satisfaction, and relate those levels to the perceived level of Servant Leadership style of senior pastors, in order to determine if relationships between these aspects exist. The question to be examined is as follows: Did the perceived level of pastoral Servant Leadership style have an effect on the level of job satisfaction of church staff members? To investigate this question, the following research questions and null hypotheses were analyzed:

Research Question 1. What are the relationships, if any, between church staff members' job satisfaction in the area of Supervision and their perceptions of pastoral Servant Leadership practices?

H₀1₁: There is no relationship between church staff members' job satisfaction in the area of Supervision and their perception of pastoral Altruistic Calling.

H₀1₂: There is no relationship between church staff members' job satisfaction in the area of Supervision and their perception of pastoral Emotional Healing.

H₀1₃: There is no relationship between church staff members' job satisfaction in the area of Supervision and their perception of pastoral Wisdom.

H₀1₄: There is no relationship between church staff members' job satisfaction in the area of Supervision and their perception of pastoral Persuasive Mapping.

H₀₁₅: There is no relationship between church staff members' job satisfaction in the area of Supervision and their perception of pastoral Organizational Stewardship.

Research Question 2. What are the relationships, if any, between church staff members' job satisfaction in the area of Pay and Remuneration and their perception of pastoral Servant Leadership practices?

H₀₂₁: There is no relationship between church staff members' job satisfaction in the area of Pay and Remuneration and their perception of pastoral Altruistic Calling.

H₀₂₂: There is no relationship between church staff members' job satisfaction in the area of Pay and Remuneration and their perception of pastoral Emotional Healing.

H₀₂₃: There is no relationship between church staff members' job satisfaction in the area of Pay and Remuneration and their perception of pastoral Wisdom.

H₀₂₄: There is no relationship between church staff members' job satisfaction in the area of Pay and Remuneration and their perception of pastoral Persuasive Mapping.

H₀₂₅: There is no relationship between church staff members' job satisfaction in the area of Pay and Remuneration and their perception of pastoral Organizational Stewardship.

Research Question 3. What are the relationships, if any, between church staff members' job satisfaction in the area of Promotion Opportunities and their perception of pastoral Servant Leadership practices?

H₀₃₁: There is no relationship between church staff members' job satisfaction in the area of Promotion Opportunities and their perception of pastoral Altruistic Calling.

H₀₃₂: There is no relationship between church staff members' job satisfaction in the area of Promotion Opportunities and their perception of pastoral Emotional Healing.

H₀₃₃: There is no relationship between church staff members' job satisfaction in the area of Promotion Opportunities and their perception of pastoral Wisdom.

H₀₃₄: There is no relationship between church staff members' job satisfaction in the area of Promotion Opportunities and their perception of pastoral Persuasive Mapping.

H₀₃₅: There is no relationship between church staff members' job satisfaction in the area of Promotion Opportunities and their perception of pastoral Organizational Stewardship.

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

H₀₄₁: There is no relationship between church staff members' job satisfaction in the area of Fringe Benefits and their perception of pastoral Altruistic Calling.

H₀₄₂: There is no relationship between church staff members' job satisfaction in the area of Fringe Benefits and their perception of pastoral Emotional Healing.

H₀₄₃: There is no relationship between church staff members' job satisfaction in the area of Fringe Benefits and their perception of pastoral Wisdom.

H₀₄₄: There is no relationship between church staff members' job satisfaction in the area of Fringe Benefits and their perception of pastoral Persuasive Mapping.

H₀₄₅: There is no relationship between church staff members' job satisfaction in the area of Fringe Benefits and their perception of pastoral Organizational Stewardship.

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

H₀₅₁: There is no relationship between church staff members' job satisfaction in the area of Contingent Rewards and their perception of pastoral Altruistic Calling.

H₀₅₂: There is no relationship between church staff members' job satisfaction in the area of Contingent Rewards and their perception of pastoral Emotional Healing.

H₀₅₃: There is no relationship between church staff members' job satisfaction in the area of Contingent Rewards and their perception of pastoral Wisdom.

H₀₅₄: There is no relationship between church staff members' job satisfaction in the area of Contingent Rewards and their perception of pastoral Persuasive Mapping.

H₀₅₅: There is no relationship between church staff members' job satisfaction in the area of Contingent Rewards and their perception of pastoral Organizational Stewardship.

Research Question 6. What are the relationships, if any, between church staff members' job satisfaction in the area of Conditions and their perception of pastoral Servant Leadership practices?

H₀₆₁: There will is no relationship between church staff members' job satisfaction in the area of Conditions and their perception of pastoral Altruistic Calling.

H₀₆₂: There is no relationship between church staff members' job satisfaction in the area of Conditions and their perception of pastoral Emotional Healing.

H₀₆₃: There is no relationship between church staff members' job satisfaction in the area of Conditions and their perception of pastoral Wisdom.

H₀₆₄: There is no relationship between church staff members' job satisfaction in the area of Conditions and their perception of pastoral Persuasive Mapping.

H₀₆₅: There is no relationship between church staff members' job satisfaction in the area of Conditions and their perception of pastoral Organizational Stewardship.

Research Question 7. What are the relationships, if any, between church staff members' job satisfaction in the area of the Work Itself and their perception of pastoral Servant Leadership practices?

H₀₇₁: There is no relationship between church staff members' job satisfaction in the area of the Work Itself and their perception of pastoral Altruistic Calling.

H₀₇₂: There is no relationship between church staff members' job satisfaction in the area of the Work Itself and their perception of pastoral Emotional Healing.

H₀₇₃: There is no relationship between church staff members' job satisfaction in the area of the Work Itself and their perception of pastoral Wisdom.

H₀₇₄: There is no relationship between church staff members' job satisfaction in the area of the Work Itself and their perception of pastoral Persuasive Mapping.

H₀₇₅: There is no relationship between church staff members' job satisfaction in the area of the Work Itself and their perception of pastoral Organizational Stewardship.

Research Question 8. What are the relationships, if any, between church staff members' job satisfaction in the area of Communication and their perception of pastoral Servant Leadership practices?

H₀₈₁: There is no relationship between church staff members' job satisfaction in the area of Communication and their perception of pastoral Altruistic Calling.

H₀₈₂: There is no relationship between church staff members' job satisfaction in the area of Communication and their perception of pastoral Emotional Healing.

H₀₈₃: There is no relationship between church staff members' job satisfaction in the area of Communication and their perception of pastoral Wisdom.

H₀₈₄: There is no relationship between church staff members' job satisfaction in the area of Communication and their perception of pastoral Persuasive Mapping.

H₀₈₅: There is no relationship between church staff members' job satisfaction in the area of Communication and their perception of pastoral Organizational Stewardship.

Research Question 9. What are the relationships, if any, between church staff members' job satisfaction in the area of Coworkers and their perception of pastoral Servant Leadership practices?

H₀₉₁: There is no relationship between church staff members' job satisfaction in the area of Coworkers and their perception of pastoral Altruistic Calling.

H₀₉₂: There is no relationship between church staff members' job satisfaction in the area of Coworkers and their perception of pastoral Emotional Healing.

H₀₉₃: There is no relationship between church staff members' job satisfaction in the area of Coworkers and their perception of pastoral Wisdom.

H₀₉₄: There is no relationship between church staff members' job satisfaction in the area of Coworkers and their perception of pastoral Persuasive Mapping.

H₀₉₅: There is no relationship between church staff members' job satisfaction in the area of Coworkers and their perception of pastoral Organizational Stewardship.

Research Question 10. What are the relationships, if any, between church staff members' Total job satisfaction and their perception of pastoral Servant Leadership practices?

H₀₁₀₁: There is no relationship between church staff members' Total job satisfaction and their perception of pastoral Altruistic Calling.

H₀₁₀₂: There is no relationship between church staff members' Total job satisfaction and their perception of pastoral Emotional Healing.

H₀10₃: There is no relationship between church staff members' Total job satisfaction and their perception of pastoral Wisdom.

H₀10₄: There is no relationship between church staff members' Total job satisfaction and their perception of pastoral Persuasive Mapping.

H₀10₅: There is no relationship between church staff members' Total job satisfaction and their perception of pastoral Organizational Stewardship.

Significance of the study

As has been stated in the literature review, there is an existing issue of declining tenure of pastors and church staff members in local churches. The purpose of this research is to identify specific measurements in various areas of job satisfaction, and relate those levels to the perceived level of Servant Leadership practices of senior pastors, in order to determine if relationships between these aspects exist. It was assumed that answers that contribute to pastors and church staff members remaining in their positions for longer periods of time would lead to more effective local church ministry, and therefore a greater increase in the success of the organization.

Research Perspective

The study was quantitative in nature, and used a correlation research design. It correlated the results of two surveys, combined into one questionnaire, to attempt to answer the research questions by testing the null hypotheses. For this research, questions from two survey instruments were combined into one questionnaire, with an additional five demographic questions, for a total of 64 questions. The Servant Leadership Questionnaire (SLQ) was used for Part One of the research questionnaire, and the Job Satisfaction Survey (JSS) was used for Part

Two of the research questionnaire. There were no significant changes to the wording of either survey, with the exception of identifying the leader to be rated in Part One. Where the original items from the SLQ were worded “This person,” the researcher changed that designation to “My Pastor,” for the purpose of clearly identifying the person to be rated.

Both survey instruments have a high degree of internal reliability. The Cronbach’s Alpha coefficients used to measure that reliability will be discussed in the descriptions of each survey that follows. Cronbach’s Alpha is a statistic that is generally used as a measure of internal consistency or reliability of a psychometric instrument. According to Streiner and Norman (1989):

“The value of alpha (α) may lie between negative infinity and 1. However only positive values of α 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).

Participants were asked to complete both surveys, and their responses were scored, providing a comprehensive score and categorical scores based on the various aspects of servant leadership and job satisfaction. Pearson r correlation coefficient calculations 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).

The Servant Leadership Questionnaire contained five dimensions and the Job Satisfaction Survey contained nine dimensions. Following is a discussion on each of the survey instruments, and their reliability.

Survey Instruments

Servant Leadership Questionnaire

Barbuto and Wheeler (2006) developed the Servant Leadership Questionnaire (SLQ), an instrument that has been widely used and is considered highly valid and reliable. The Servant Leader Questionnaire was designed with two instruments – a questionnaire for the leader to fill out, and a rater form for followers to fill out. For the purpose of this research, the rater form was the only tool used, as pastors were not asked to participate. This research deals solely with the perception of servant leadership by church staff members; hence, the rater form was the only instrument used from the SLQ. The rater form is used to describe the leader behaviors and attitudes of the leader or individual, as perceived by the follower. It is a 23 item, five facet scale ranked on a 5-point Likert scale.

The Servant Leadership Questionnaire is comprised of the following five aspects: Altruistic Calling, Emotional Healing, Wisdom, Persuasive Mapping, and Organizational Stewardship. A list of the five dimensions, along with the questions from this research that applied to each, are found in Table 2. Permission to use the SLQ was requested from, and granted by, Dr. Barbuto (see Appendix A). For a full copy of the SLQ, see Appendix B.

Table 2

Servant Leadership Questionnaire

Dimension	<i>Questions</i>
Altruistic Calling	6, 7, 21, 26
Wisdom	9, 12, 14, 18, 27
Organizational Stewardship	16, 20, 24, 25, 28
Emotional Healing	8, 13, 17, 22
Persuasive Mapping	10, 11, 15, 19, 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 SLQ rater form is a reliable instrument. The reliability coefficients established by the authors of the SLQ are seen in Table 3.

Table 3

SLQ Cronbach's Reliability Coefficients

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

Job Satisfaction Survey

The Job Satisfaction Survey (JSS) was developed by Spector (1994) and has been used in numerous research projects (see Appendix C). It is a 36 item, nine facet scale ranked on a 6-point Likert scale, and has a total coefficient alpha of .91 for internal consistency reliabilities (Spector, 2001). It was designed to assess employee attitudes about the job and aspects of the job, and was originally designed for use in human service organizations; however, it is applicable to all organizations, making it an appropriate instrument for a church environment. The JSS is composed of the following nine aspects: Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards, Conditions, Communication, and Coworkers. A list of the dimensions, along with the research questions that applied to each, is found in Table 4. Permission to use the JSS was asked for, and granted by, Dr. Spector (see Appendix D). For a full copy of the JSS, see Appendix E.

Table 4

Job Satisfaction Survey

Dimension	<i>Question Numbers</i>
Pay	29, 38, 47, 56
Promotion	30, 39, 48, 61
Supervision	31, 40, 49, 58
Fringe Benefits	32, 41, 50, 57
Contingent Rewards	33, 42, 51, 60
Conditions	34, 43, 52, 59
Communication	37, 46, 54, 64
Coworkers	35, 44, 53, 62

According to Spector (1997), the JSS subscales demonstrated Cronbach's reliabilities ranging from .60 to .82, with a total score of .91. The generally accepted minimum reliability coefficient is .70; therefore, the coefficients show that the JSS is a reliable instrument. The complete reliability coefficients established by the authors of the SLQ are found in Table 5.

Table 5

JSS Cronbach's Reliability Coefficients

Satisfaction Aspect	<i>Coefficient Alpha</i>
Pay	.75
Promotion	.73
Supervision	.82
Fringe Benefits	.73
Contingent Rewards	.76
Conditions	.62
Work Itself	.78
Communication	.71
Coworkers	.60
Total Satisfaction	.91

Research Subjects/Procedures

The population of this study consisted of people currently serving on the staff of Southern Baptist churches located within the state of Tennessee. The churches were chosen based upon their size. The data pool from which this research was conducted was collected from a representative sampling of church staff members based upon criteria set forth by the researcher.

It was assumed by the researcher that only churches of a certain size would qualify for the surveys because many larger churches have multiple staff members, and enough people that could respond to the survey.

The population of this research would be church staff members located in the state of Tennessee. The parameters set forth by the researcher limited this study to Southern Baptist churches in the state of Tennessee that have a resident membership of five hundred or greater. To obtain a list of all churches that met the criteria, the researcher contacted the Tennessee Baptist Convention (TBC) in Nashville, Tennessee. Permission was asked for, and granted by, a representative of the TBC to receive contact information for all Senior Pastors of churches that fit within the parameters of the study. The representative provided the information with the proviso that a copy of the research be sent to the Convention upon completion. For a copy of this communication, see Appendix F.

The initial participant contact information that was received by the researcher included a total of 348 churches within the state of Tennessee. However, the TBC was not able to supply full contact information on every church, which necessitated additional effort to obtain the missing data. Of this list, only 282 churches could be immediately contacted via email. The researcher performed an internet search of the 66 churches that lacked email addresses and obtained an additional 30 addresses. This brought the total number of potential churches to 312.

Of the remaining 36 churches, the researcher placed personal telephone calls in an attempt to obtain as many email addresses as possible. These phone calls yielded another 11 email addresses, which left a total of 323 total churches that could be contacted via email to participate in the survey.

The researcher sent a letter of explanation (Appendix G) to the Senior Pastor of the 323 churches for which email addresses could be acquired. The letter contained information about the research project, along with instructions, a timeline for completion, assurance of anonymity, and contact information for the researcher. The pastors were asked to forward a copy of the email to each of the staff members that were employed by their church at that time, along with a letter of explanation written for the staff members (Appendix H). For the purpose of this research, staff members were defined as those who were in either full- and part-time ministerial positions. No administrative or non-ministerial personnel were asked to participate in the survey. The pastors were given assurances that no staff member would be able to identify their particular church, and the staff members were given assurances that no pastor would be able to read their submissions. The email that was to be forward included a link to a secure web site that was created for the purpose of conducting online surveys. Upon completion of the questionnaire, participants clicked the “submit” button to complete the survey.

The survey was designed to last for a total of ten days, after which the study would be closed. After the initial emails were sent by the researcher on day one, a second follow-up email was sent on day four to all 323 pastors. This follow-up served as a reminder to those who had not yet sent the survey to their staff members, and as a way of saying “thank you” to those who had already responded. A follow-up email in this case was also a way of increasing participation. Kittleson (1997) found that follow-up emails in online surveys almost doubled the amount of responses. It should be noted that, upon delivery of the initial email to pastors, 23 were returned for various reasons, such as invalid email address, or the church was without a pastor at that time. This reduced the actual number of successfully delivered emails to 300.

At the conclusion of the survey, the data was collected and condensed into a Microsoft Excel document in preparation for statistical analysis. The data was then delivered to the statistician for this research study. The data was analyzed using the Statistical Package for the Social Sciences (SPSS) software, and delivered to the researcher for interpretation and inclusion into the study.

Summary of Methodology

This chapter contained a description and explanation of the research design that was used in this study. The purposes and problems were discussed, and the population and sample were described. Both survey instruments were identified and described, and the procedure for conducting the research was delineated.

CHAPTER 4

Results

The purpose of this study was to identify specific measurements in various areas of job satisfaction, and to relate those levels to the perceived level of Servant Leadership style of senior pastors. The research examined how church staff members rated the Servant Leadership of pastors and how they rated their own job satisfaction. The results of the data analyses are presented in this chapter, including the reliability of each of the five Servant Leadership practices and the dimensions of the Job Satisfaction Survey. The data analyses of the ten research questions using Pearson r correlations will then be presented. The chapter will conclude with a summary of the major findings of the research.

Survey Instruments

Servant Leadership Questionnaire

The survey questions concerning how church staff members rated the pastors' level of Servant Leadership practices are from the Servant Leadership Questionnaire (SLQ). The SLQ consists of five aspects: Altruistic Calling, Emotional Healing, Wisdom, Persuasive Mapping, and Organizational Stewardship.

SLQ Reliability

The survey instrument was examined for internal reliability and compared to the reliability coefficients produced by the authors of the original test. The Cronbach's alpha reliability coefficients for the five aspects of the SLQ for the current study are shown in Table 6, 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 ranged from a low of .87 for Persuasive Mapping and for Organizational Stewardship to a high

of .92 for Wisdom. The reliability coefficients show the five Servant Leadership practices were reliable and consistent with the reliability coefficients produced by the authors of the original test (Barbuto & Wheeler, 2006).

Table 6

SLQ Cronbach's Reliability Coefficients – Comparison between Current Study and Original Authors' Findings

Servant Leadership Scale	<i>N</i>	<i>N of Items</i>	<i>Current Study</i>	<i>Original Authors</i>
Altruistic Calling	81	4	.90	.82
Emotional Healing	81	4	.92	.91
Wisdom	81	5	.92	.92
Persuasive Mapping	81	5	.87	.87
Organizational Stewardship	81	5	.87	.89

SLQ Means and Standard Deviations

The means and standard deviations of the SLQ are shown in Table 7. It must be noted that the five scales for the Servant Leadership practices varied in the number of items that made up the scales. Because the SLQ scales were scored by summing the items that make up each of the scales, making comparisons among the five leadership practices required the creation of new variables measured as the average of the items. Table 9 shows the revised means and standard deviations that resulted from this averaging.

Table 7

SLQ 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	81	19	17.85	2.99	3	20
Wisdom	81	16	15.78	3.68	6	20
Persuasive Mapping	81	15	15.03	3.78	0	20
Altruistic Calling	81	12	11.15	3.89	1	16
Emotional Healing	81	12	10.72	4.45	0	16

As shown in Table 8, church staff members rated their pastors highest in the area of Organizational Stewardship ($M = 3.57$). Wisdom ($M = 3.16$) and Persuasive Mapping ($M = 3.00$) ranked second and third, respectively, while Altruistic Calling ($M = 2.79$) ranked fourth. Church staff members ranked their pastors lowest in the area of Emotional Healing ($M = 2.68$). Each of the five sub-scales of the Servant Leadership Questionnaire had a potential range of 0 – 4. Based upon that range, a mean of 2.5 could be considered Moderate. The means ranged from a low of 2.68 to a high of 3.57, indicating a rating by church staff members of pastors' Servant Leadership practices that is fairly high.

Table 8

SLQ Means and Standard Deviations (revised by averaging)

Servant Leadership Scale	<i>N</i>	<i>Mdn</i>	<i>M</i>	<i>SD</i>	<i>Min.</i>	<i>Max.</i>
Organizational Stewardship	81	3.8	3.57	.59	.60	4
Wisdom	81	3.2	3.16	.74	1.20	4
Persuasive Mapping	81	3.0	3.00	.75	.00	4
Altruistic Calling	81	3.0	2.79	.97	.25	4
Emotional Healing	81	3.0	2.68	1.11	.00	4

Job Satisfaction Survey

The survey questions concerning how satisfied church staff members were with their jobs are from the Job Satisfaction Survey (JSS). The JSS consists of nine aspects: Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards, Conditions, Work Itself, Communication, and Coworkers.

JSS Reliability

The nine dimensions of the Job Satisfaction Survey and Total job satisfaction scores were evaluated for internal reliability and compared to the reliability coefficients produced by the author of the original test. The Cronbach's alpha reliability coefficients for the nine aspects of the JSS, plus the total score, are shown in Table 9, along with the author's original findings. The Cronbach's alpha reliability coefficients for the JSS in this research ranged from a low of .62 for Conditions to a high of .87 for Pay. The reliability coefficient for Total job satisfaction was .91. With the exception of Conditions, the reliability coefficients for job satisfaction showed the scales to be reliable and consistent with the reliabilities produced by the author of the original test (Spector, 1997). The reliability coefficient for Conditions was only .62. However, because

the Job Satisfaction Survey is an established instrument in the literature, and the fact that the reliability coefficients for job satisfaction in the area of Conditions in the current study and in Spector's research were identical, the aspect of Conditions was included in the data analysis.

Table 9

JSS Cronbach's Reliability Coefficients – Comparison between Current Study and Original Author's Findings

Job Satisfaction Aspect	<i>N</i>	<i>N of Questions</i>	<i>Current Study</i>	<i>Original Author</i>
Pay	81	4	.87	.75
Promotion	81	4	.78	.73
Supervision	81	4	.81	.82
Fringe Benefits	81	4	.86	.73
Contingent Rewards	81	4	.86	.76
Conditions	81	4	.62	.62
Work Itself	81	4	.79	.78
Communication	81	4	.80	.71
Coworkers	81	4	.70	.60
Total Job Satisfaction	81	36	.94	.91

JSS Means and Standard Deviations

The means and standard deviations of the JSS are shown in Table 10. Each of the nine sub-scales of the Job Satisfaction Survey had a potential range of 4 to 24. As shown in Table 10, church staff members rated their own level of satisfaction highest in the area of Supervision ($M = 21.63$). Work Itself ($M = 21.52$) and Coworkers ($M = 21.52$) were ranked equally at second.

These were followed by Contingent Rewards ($M = 18.46$), Communication ($M = 17.57$), Pay ($M = 17.52$), Conditions ($M = 16.50$), Fringe Benefits ($M = 16.46$), and Promotion ($M = 14.72$).

Table 10

JSS Means and Standard Deviations

Satisfaction Aspect	<i>N</i>	<i>Mdn</i>	<i>M</i>	<i>SD</i>	<i>Min.</i>	<i>Max.</i>
Supervision	81	23	21.63	2.97	13.00	24
Work Itself	81	22	21.52	2.93	13.00	24
Coworkers	81	22	21.52	2.49	14.00	24
Contingent Rewards	81	19	18.46	4.78	5.00	24
Communication	81	18	17.57	4.70	5.00	24
Pay	81	18	17.52	5.40	4.00	24
Conditions	81	17	16.51	4.20	4.00	24
Fringe Benefits	81	17	16.46	5.50	4.00	24
Promotion	81	15	14.72	4.89	4.00	24
Total Job Satisfaction Score	81	165	165.89	28.20	79.00	216

To evaluate the Means, the following scale was used. This range shows the true upper and lower limits of the scale. Since the potential range of the sub-scales was from 4 to 24, a mean of 3.5 – 10.5 could be considered as Low; a mean of 10.5 – 17.5 could be considered as Moderate; and a mean of 17.5 – 24.5 could be considered as High. This scale shows that six of the nine sub-scale Means fell within the range of High satisfaction from a low of 17.52 to a high of 21.63. Three of the nine sub-scales Means fell within the range of Moderate satisfaction from a low of 14.72 to a high of 16.51. This scale is illustrated in Table 11.

Table 11

Evaluation Scale for JSS Means	
3.5 – 10.5	Low Satisfaction
10.5 – 17.5	Moderate Satisfaction
17.5 – 24.5	High Satisfaction

Demographic Data

A total of 81 completed surveys were turned in. With the exact number of church staff members unavailable but assumed to be a minimum of 600, the total of 81 surveys represents approximately 13% of staff members responding. The demographic portion of the survey asked five questions: staff position, level of education attained, marital status, age, and length of service at the current church. Of the 81 surveys, 80 staff members completed the demographic portion of the questionnaire. One respondent left the demographic information blank; the actual survey questions for the SLQ and the JSS were completed in their entirety on this survey, so the data was included as a part of the research. However, the demographic totals show 80 responses.

The staff positions were divided into 10 categories by the researcher, based upon the responses of the participants. For a list of the categories, as well as the frequency of responses, see Table 12. The staff positions with the largest representation were: 24% Administrative/Executive Pastors, 21% Student Pastors, and 20% Music Ministers. The respondents had an average of 6.25 years of experience at their current churches, and had an average age of 49. 6 % of the respondents had achieved a Doctorate degree, 40% of the respondents had achieved a Master's degree, and 28% had earned a Bachelor's degree. 94% of the respondents were married.

Table 12

List of Church Staff Member Jobs and Frequencies

Job Title	<i>Frequency</i>	<i>Percentage of Respondents</i>
Administrative/Executive Pastor	19	23.5
Student Pastor	17	21.0
Music Minister	16	19.8
Minister of Education	7	8.6
Children's Pastor	6	7.5
Associate Pastor	5	6.2
Pastoral Care Pastor	4	4.9
Preschool Minister	3	3.7
Family Ministries Pastor	2	2.5
Recreation Pastor	1	1.2
Total*	80	100

*Note: One respondent did not fill out demographic data.

Research Questions and Hypotheses

To investigate the first research question and evaluate the hypotheses, Pearson r coefficients were calculated to determine the strength of the relationships between dimensions of the SLQ and the JSS. For the calculations of the correlations, the 81 fully completed surveys were used. No surveys were incomplete, so the number of SLQ surveys and JSS surveys were identical.

Pearson r correlation coefficients can 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 showed all coefficients to be positive, with varying degrees of magnitude. To further support the findings in the data, the r values were squared, which provide the shared variance between each of the paired variables.

When Pearson r values are determined, it is necessary to establish a scale by which to evaluate the magnitude of those values. Any scale that is employed is arbitrary, as no established scale exists. Williams and Monge (2001) asserted that there is not a great deal of consistency in the research literature, and deferred to a scale created by Guilford (1956), who suggested the following as a rough 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 has chosen to use Guilford’s scale to evaluate the magnitude of the values researched.

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' job satisfaction in the area of Supervision and their perceptions of pastoral Servant Leadership practices?

H₀₁₁: There is no relationship between church staff members' job satisfaction in the area of Supervision and their perception of pastoral Altruistic Calling.

H₀₁₂: There is no relationship between church staff members' job satisfaction in the area of Supervision and their perception of pastoral Emotional Healing.

H₀₁₃: There is no relationship between church staff members' job satisfaction in the area of Supervision and their perception of pastoral Wisdom.

H₀₁₄: There is no relationship between church staff members' job satisfaction in the area of Supervision and their perception of pastoral Persuasive Mapping.

H₀₁₅: There is no relationship between church staff members' job satisfaction in the area of Supervision and their perception of pastoral Organizational Stewardship.

Pearson *r* correlations were conducted to evaluate the relationships between church staff members' job satisfaction in the area of supervision and their perceptions of their pastors' servant leadership characteristics. Table 13 shows that all five correlations were positive and significant at $< .05$. Therefore, all five null hypotheses were rejected.

The correlations between Supervision and Wisdom ($r = .76$), Altruistic Calling ($r = .74$), and Emotional Healing ($r = .70$) were high, while the correlations between Supervision and Persuasive Mapping ($r = .62$) and Organizational Stewardship ($r = .57$) were moderate.

Table 13

Correlations between Servant Leadership Characteristics and Job Satisfaction in the Area of Supervision

Supervision	<i>r</i>	<i>r</i> ²	<i>p</i>
Altruistic Calling	.74	.55	< .001
Wisdom	.76	.58	<.001
Emotional Healing	.70	.49	<.001
Persuasive Mapping	.62	.38	<.001
Organizational Stewardship	.57	.32	<.001

Research Question 2. What are the relationships, if any, between church staff members' job satisfaction in the area of Pay and Remuneration and their perception of pastoral Servant Leadership practices?

H₀2₁: There is no relationship between church staff members' job satisfaction in the area of Pay and Remuneration and their perception of pastoral Altruistic Calling.

H₀2₂: There is no relationship between church staff members' job satisfaction in the area of Pay and Remuneration and their perception of pastoral Emotional Healing.

H₀2₃: There is no relationship between church staff members' job satisfaction in the area of Pay and Remuneration and their perception of pastoral Wisdom.

H₀2₄: There is no relationship between church staff members' job satisfaction in the area of Pay and Remuneration and their perception of pastoral Persuasive Mapping.

H₀2₅: There is no relationship between church staff members' job satisfaction in the area of Pay and Remuneration and their perception of pastoral Organizational Stewardship.

Pearson r correlations were conducted to evaluate the relationships between church staff members' job satisfaction in the area of Pay and Remuneration and their perceptions of their pastors' Servant Leadership characteristics. Table 14 shows that all five correlations were positive and significant at $< .05$. Therefore, all five null hypotheses were rejected.

The correlation between Pay and Persuasive Mapping ($r = .40$) was moderate, while the correlations between Pay and Wisdom ($r = .39$), Altruistic Calling ($r = .38$), Organizational Stewardship ($r = .37$) and Emotional Healing ($r = .34$) were low but definite.

Table 14

Correlations between Servant Leadership Characteristics and Job Satisfaction in the Area of Pay

Pay	r	r^2	p
Persuasive Mapping	.40	.16	<.001
Wisdom	.39	.15	<.001
Altruistic Calling	.38	.14	.001
Organizational Stewardship	.37	.14	.001
Emotional Healing	.34	.12	.002

Research Question 3. What are the relationships, if any, between church staff members' job satisfaction in the area of Promotion Opportunities and their perception of pastoral Servant Leadership practices?

H₀₃₁: There is no relationship between church staff members' job satisfaction in the area of Promotion Opportunities and their perception of pastoral Altruistic Calling.

H₀₃₂: There is no relationship between church staff members' job satisfaction in the area of Promotion Opportunities and their perception of pastoral Emotional Healing.

H₀₃₃: There is no relationship between church staff members' job satisfaction in the area of Promotion Opportunities and their perception of pastoral Wisdom.

H₀₃₄: There is no relationship between church staff members' job satisfaction in the area of Promotion Opportunities and their perception of pastoral Persuasive Mapping.

H₀₃₅: There is no relationship between church staff members' job satisfaction in the area of Promotion Opportunities and their perception of pastoral Organizational Stewardship.

Pearson *r* correlations were conducted to evaluate the relationships between church staff members' job satisfaction in the area of Promotion Opportunities and their perceptions of their pastors' Servant Leadership characteristics. Table 15 shows that two correlations (Promotion Opportunities and Altruistic Calling, and Promotional Opportunities and Emotional Healing) tested at $> .05$, which means there was insufficient evidence to reject the null hypotheses. Three correlations (Wisdom, Persuasive Mapping, and Organizational Stewardship) were positive and significant at $< .05$, and therefore the null hypotheses were rejected.

The correlations between Promotion Opportunities and Persuasive Mapping ($r = .38$), Organizational Stewardship ($r = .29$), Wisdom ($r = .28$), Altruistic Calling ($r = .22$), and Emotional Healing ($r = .20$) were low but definite.

Table 15

Correlations between Servant Leadership Characteristics and Job Satisfaction in the Area of Promotion Opportunities

Promotion Opportunities	<i>r</i>	<i>r</i> ²	<i>p</i>
Persuasive Mapping	.38	.14	.001
Organizational Stewardship	.29	.08	.009
Wisdom	.28	.08	.011
Altruistic Calling	.22	.05	.052
Emotional Healing	.20	.04	.077

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

H₀4₁: There is no relationship between church staff members' job satisfaction in the area of Fringe Benefits and their perception of pastoral Altruistic Calling.

H₀4₂: There is no relationship between church staff members' job satisfaction in the area of Fringe Benefits and their perception of pastoral Emotional Healing.

H₀4₃: There is no relationship between church staff members' job satisfaction in the area of Fringe Benefits and their perception of pastoral Wisdom.

H₀4₄: There is no relationship between church staff members' job satisfaction in the area of Fringe Benefits and their perception of pastoral Persuasive Mapping.

H₀4₅: There is no relationship between church staff members' job satisfaction in the area of Fringe Benefits and their perception of pastoral Organizational Stewardship.

Pearson r correlations were conducted to evaluate the relationships between church staff members' job satisfaction in the area of Fringe Benefits and their perceptions of their pastors' Servant Leadership characteristics. Table 16 shows that one correlation (Fringe Benefits and Emotional Healing) tested at $> .05$, which means there was insufficient evidence to reject the null hypothesis. Four correlations (Fringe Benefits and Altruistic Calling, Wisdom, Persuasive Mapping, and Organizational Stewardship) were positive and significant at $< .05$, and therefore the null hypotheses were rejected.

The correlations between Fringe Benefits and Wisdom ($r = .44$) and Persuasive Mapping ($r = .40$) were moderate. The correlations between Fringe Benefits and Organizational Stewardship ($r = .31$) and Altruistic Calling ($r = .24$) were low but definite, while the correlation between Fringe Benefits and Emotional Healing ($r = .14$) was slight.

Table 16

Correlations between Servant Leadership Characteristics and Job Satisfaction in the Area of Fringe Benefits

Fringe Benefits	r	r^2	p
Wisdom	.44	.20	<.001
Persuasive Mapping	.40	.16	<.001
Organizational Stewardship	.31	.01	.005
Altruistic Calling	.24	.06	.030
Emotional Healing	.14	<.001	.216

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

H₀₅₁: There is no relationship between church staff members' job satisfaction in the area of Contingent Rewards and their perception of pastoral Altruistic Calling.

H₀₅₂: There is no relationship between church staff members' job satisfaction in the area of Contingent Rewards and their perception of pastoral Emotional Healing.

H₀₅₃: There is no relationship between church staff members' job satisfaction in the area of Contingent Rewards and their perception of pastoral Wisdom.

H₀₅₄: There is no relationship between church staff members' job satisfaction in the area of Contingent Rewards and their perception of pastoral Persuasive Mapping.

H₀₅₅: There is no relationship between church staff members' job satisfaction in the area of Contingent Rewards and their perception of pastoral Organizational Stewardship.

Pearson r correlations were conducted to evaluate the relationships between church staff members' job satisfaction in the area of Contingent Rewards and their perceptions of their pastors' Servant Leadership characteristics. Table 17 shows that all five correlations were positive and significant at $< .05$. Therefore, all five null hypotheses were rejected.

The correlations between Contingent Rewards and Wisdom ($r = .58$), Organizational Stewardship ($r = .54$), Persuasive Mapping ($r = .52$), Altruistic Calling ($r = .52$) and Emotional Healing ($r = .46$) were moderate.

Table 17

Correlations between Servant Leadership Characteristics and Job Satisfaction in the Area of Contingent Rewards

Contingent Rewards	<i>r</i>	<i>r</i> ²	<i>p</i>
Wisdom	.58	.34	<.001
Organizational Stewardship	.54	.29	<.001
Altruistic Calling	.52	.27	< .001
Persuasive Mapping	.52	.27	<.001
Emotional Healing	.46	.21	<.001

Research Question 6. What are the relationships, if any, between church staff members' job satisfaction in the area of Conditions and their perception of pastoral Servant Leadership practices?

H₀₆₁: There will is no relationship between church staff members' job satisfaction in the area of Conditions and their perception of pastoral Altruistic Calling.

H₀₆₂: There is no relationship between church staff members' job satisfaction in the area of Conditions and their perception of pastoral Emotional Healing.

H₀₆₃: There is no relationship between church staff members' job satisfaction in the area of Conditions and their perception of pastoral Wisdom.

H₀₆₄: There is no relationship between church staff members' job satisfaction in the area of Conditions and their perception of pastoral Persuasive Mapping.

H₀₆₅: There is no relationship between church staff members' job satisfaction in the area of Conditions and their perception of pastoral Organizational Stewardship.

Pearson r correlations were conducted to evaluate the relationships between church staff members' job satisfaction in the area of Conditions and their perceptions of their pastors' Servant Leadership characteristics. Table 18 shows that three correlations (Conditions and Emotional Healing, Persuasive Mapping, and Organizational Stewardship) tested at $> .05$, which means there was insufficient evidence to reject the null hypothesis. Two correlations (Conditions and Altruistic Calling and Conditions and Wisdom) were positive and significant at $< .05$, and therefore the null hypotheses were rejected.

The correlations between Conditions and Wisdom ($r = .32$) and Altruistic Calling ($r = .29$) were low but definite, while the correlations between Conditions and Organizational Stewardship ($r = .19$), Emotional Healing ($r = .17$), and Persuasive Mapping ($r = .14$) were slight.

Table 18

Correlations between Servant Leadership Characteristics and Job Satisfaction in the Area of Conditions

Conditions	r	r^2	p
Wisdom	.32	.10	.003
Altruistic Calling	.29	.01	.011
Organizational Stewardship	.19	<.001	.105
Emotional Healing	.17	<.001	.122
Persuasive Mapping	.14	<.001	.213

Research Question 7. What are the relationships, if any, between church staff members' job satisfaction in the area of the Work Itself and their perception of pastoral Servant Leadership practices?

H₀₇₁: There is no relationship between church staff members' job satisfaction in the area of the Work Itself and their perception of pastoral Altruistic Calling.

H₀₇₂: There is no relationship between church staff members' job satisfaction in the area of the Work Itself and their perception of pastoral Emotional Healing.

H₀₇₃: There is no relationship between church staff members' job satisfaction in the area of the Work Itself and their perception of pastoral Wisdom.

H₀₇₄: There is no relationship between church staff members' job satisfaction in the area of the Work Itself and their perception of pastoral Persuasive Mapping.

H₀₇₅: There is no relationship between church staff members' job satisfaction in the area of the Work Itself and their perception of pastoral Organizational Stewardship.

Pearson *r* correlations were conducted to evaluate the relationships between church staff members' job satisfaction in the area of Work Itself and their perceptions of their pastors' Servant Leadership characteristics. Table 19 shows that all five correlations were positive and significant at $< .05$. Therefore, all five null hypotheses were rejected.

The correlations between Work Itself and Organizational Stewardship ($r = .45$), Persuasive Mapping ($r = .44$), Wisdom ($r = .43$), and Altruistic Calling ($r = .40$) were moderate. The correlation between Work Itself and Emotional Healing ($r = .27$) was somewhat low.

Table 19

Correlations between Servant Leadership Characteristics and Job Satisfaction in the Area of Work Itself

Work Itself	<i>r</i>	<i>r</i> ²	<i>p</i>
Organizational Stewardship	.45	.20	<.001
Persuasive Mapping	.44	.19	<.001
Wisdom	.43	.18	<.001
Altruistic Calling	.40	.16	< .001
Emotional Healing	.27	.07	.014

Research Question 8. What are the relationships, if any, between church staff members' job satisfaction in the area of Communication and their perception of pastoral Servant Leadership practices?

H₀8₁: There is no relationship between church staff members' job satisfaction in the area of Communication and their perception of pastoral Altruistic Calling.

H₀8₂: There is no relationship between church staff members' job satisfaction in the area of Communication and their perception of pastoral Emotional Healing.

H₀8₃: There is no relationship between church staff members' job satisfaction in the area of Communication and their perception of pastoral Wisdom.

H₀8₄: There is no relationship between church staff members' job satisfaction in the area of Communication and their perception of pastoral Persuasive Mapping.

H₀8₅: There is no relationship between church staff members' job satisfaction in the area of Communication and their perception of pastoral Organizational Stewardship.

Pearson r correlations were conducted to evaluate the relationships between church staff members' job satisfaction in the area of Communication and their perceptions of their pastors' Servant Leadership characteristics. Table 20 shows that all five correlations were positive and significant at $< .05$. Therefore, all five null hypotheses were rejected.

The correlations between Communication and Wisdom ($r = .66$), Altruistic Calling ($r = .44$), Organizational Stewardship ($r = .43$), and Persuasive Mapping ($r = .40$) were moderate, while the correlation between Communication and Emotional Healing ($r = .38$) was low but definite.

Table 20

Correlations between Servant Leadership Characteristics and Job Satisfaction in the Area of Communication

Communication	r	r^2	p
Wisdom	.66	.44	<.001
Altruistic Calling	.44	.19	< .001
Organizational Stewardship	.43	.18	<.001
Persuasive Mapping	.40	.16	<.001
Emotional Healing	.38	.14	.001

Research Question 9. What are the relationships, if any, between church staff members' job satisfaction in the area of Coworkers and their perception of pastoral Servant Leadership practices?

H₀₉₁: There is no relationship between church staff members' job satisfaction in the area of Coworkers and their perception of pastoral Altruistic Calling.

H₀₉₂: There is no relationship between church staff members' job satisfaction in the area of Coworkers and their perception of pastoral Emotional Healing.

H₀₉₃: There is no relationship between church staff members' job satisfaction in the area of Coworkers and their perception of pastoral Wisdom.

H₀₉₄: There is no relationship between church staff members' job satisfaction in the area of Coworkers and their perception of pastoral Persuasive Mapping.

H₀₉₅: There is no relationship between church staff members' job satisfaction in the area of Coworkers and their perception of pastoral Organizational Stewardship.

Pearson r correlations were conducted to evaluate the relationships between church staff members' job satisfaction in the area of Coworkers and their perceptions of their pastors' Servant Leadership characteristics. Table 21 shows that all five correlations were positive and significant at $<.05$. Therefore, all five null hypotheses were rejected.

The correlation between Coworkers and Wisdom ($r = .42$) was moderate. The correlations between Coworkers and Altruistic Calling ($r = .38$), Emotional Healing ($r = .30$) Organizational Stewardship ($r = .28$), and Persuasive Mapping ($r = .23$) were low but definite.

Table 21

Correlations between Servant Leadership Characteristics and Job Satisfaction in the Area of Coworkers

Coworkers	<i>r</i>	<i>r</i> ²	<i>p</i>
Wisdom	.42	.18	<.001
Altruistic Calling	.38	.14	<.001
Emotional Healing	.30	.10	.006
Organizational Stewardship	.28	.08	.013
Persuasive Mapping	.23	.05	.039

Research Question 10. What are the relationships, if any, between church staff members' Total job satisfaction and their perception of pastoral Servant Leadership practices?

H₀10₁: There is no relationship between church staff members' Total job satisfaction and their perception of pastoral Altruistic Calling.

H₀10₂: There is no relationship between church staff members' Total job satisfaction and their perception of pastoral Emotional Healing.

H₀10₃: There is no relationship between church staff members' Total job satisfaction and their perception of pastoral Wisdom.

H₀10₄: There is no relationship between church staff members' Total job satisfaction and their perception of pastoral Persuasive Mapping.

H₀10₅: There is no relationship between church staff members' Total job satisfaction and their perception of pastoral Organizational Stewardship.

Pearson r correlations were conducted to evaluate the relationships between church staff members' job satisfaction in the area of Total job satisfaction and their perceptions of their pastors' Servant Leadership characteristics. Table 22 shows that all five correlations were positive and significant at $< .05$. Therefore, all five null hypotheses were rejected.

The correlations between Total job satisfaction and Wisdom ($r = .63$), Persuasive Mapping ($r = .53$), Altruistic Calling ($r = .51$), Organizational Stewardship ($r = .50$) and Emotional Healing ($r = .42$) were moderate.

Table 22

Correlations between Servant Leadership Characteristics and Job Satisfaction in the Area of Total Job Satisfaction

Total Job Satisfaction	r	r^2	p
Wisdom	.63	.40	<.001
Persuasive Mapping	.53	.28	<.001
Altruistic Calling	.51	.26	< .001
Organizational Stewardship	.50	.25	<.001
Emotional Healing	.42	.18	<.001

Summary

The results presented in this chapter are from the surveys collected from Southern Baptist church staff members across the state of Tennessee with a resident membership of five hundred or greater. These surveys yielded data that was tested for strength of relationship between variables of job satisfaction and perceived Servant Leadership practices. Data was presented analyzing the strength of these correlations. Positive correlations were found in the majority of tests, with a variance in level of strength. Some of the correlations, however, did not provide sufficient evidence to support the conclusion that relationships exist. The means and standard deviations for both survey instruments were provided, along with the reliability coefficients from this research. Discussion about these findings will be presented in chapter 5.

CHAPTER 5

Discussion

This final chapter of this dissertation restates the problem of the study and provides a brief overview of the methodology. A summary of the major results from the research is given, followed by discussion by the researcher on these findings. In addition, several limitations for the study are listed, followed by some observations by the researcher. Finally, recommendations for future research are presented.

As has been stated in this dissertation, the purpose of the research was to identify specific measurements in various areas of job satisfaction, and relate those levels to the perceived level of servant leadership style of senior pastors, in order to determine if relationships between these aspects exist. As has also been shown, pastors and church staff members are experiencing shorter terms of service in local Southern Baptist churches. This research attempted to identify relationships between staff members' perceptions of pastoral servant leadership practices and their own levels of job satisfaction as a means of investigating potential causes for reduced terms of service among staff members. The question to be examined was as follows: Did the perceived level of pastoral servant leadership style have an effect on the level of job satisfaction of church staff members?

To evaluate this problem, the researcher analyzed the following ten research questions and testing the corresponding hypotheses:

Research Question 1. What are the relationships, if any, between church staff members' job satisfaction in the area of supervision and their perceptions of pastoral servant leadership practices?

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

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

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

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

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

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

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

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

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

To analyze the research questions, the researcher distributed a questionnaire to Southern Baptist churches in Tennessee that had a resident membership of five hundred or greater at the time of the survey. This questionnaire was created using the Servant Leadership Questionnaire and the Job Satisfaction Survey. Pearson r coefficients were calculated for each research question to determine the existence of or strength of relationships between staff members' perception of pastoral servant leadership practices and their own levels of job satisfaction. The first nine research questions examine the relationships between individual aspects of job satisfaction and of servant leadership. The tenth research question examines the relationship between the total job satisfaction score and the aspects of servant leadership.

Summary of Results

Part One of the research questionnaire was from the Servant Leadership Questionnaire by Barbuto and Wheeler (2006). The research shows that Tennessee Southern Baptist church staff members view their pastors in a fairly positive light in the five aspects of Servant Leadership. The highest evaluation of the pastors was in the area of Organizational Stewardship, which indicates that pastors are very active in involving their churches in efforts to impact their communities. The second highest evaluation of the pastors was in Wisdom, again demonstrating that church staff members perceive their pastors to be acting in ways that guide the church on a positive course, and are proactive concerning the future. The third highest evaluation of pastors

was in the area of Persuasive Mapping, which involves the ways that pastors influence their followers in a positive manner without using force or position to gain power or to get their way. All three of these aspects of Servant Leadership had a Mean of 3.0 or higher out of a possible 4.0.

The two lowest evaluations, Altruistic Calling (2.79) and Emotional Healing (2.68), were both still above average. With a score of 2.5 as a Median, these two aspects were still higher than that. The researcher was expecting somewhat higher scores in these two categories from the pastors, so these results were somewhat surprising.

Part Two of the research questionnaire was from the Job Satisfaction Survey by Spector (1997). Of the nine aspects of job satisfaction that were evaluated by church staff members, the area of Supervision was rated highest, followed closely by Work Itself and Coworkers. All three had a Mean above 21.5 out of a possible 36. A Mean of 17.5 – 24.5 was considered High, so six of the nine satisfaction aspects fell within the High range. It is interesting that two of the three highest rated aspects of job satisfaction deal with personal relationships of staff members (pastors and the other people they work with).

On the lower end of job satisfaction, church staff members rated Fringe Benefits and Promotion Opportunities at the bottom. From the personal experience of the researcher, fringe benefits are often low in a local church setting. In addition, there is typically little chance or desire for one staff member to be promoted to another staff member's job, so these findings are not surprising.

Research Question 1

The first research question examined the relationship between staff member job satisfaction in the area of Supervision and five Servant Leadership practices. Supervision has

been defined as the relationship between the follower and the immediate supervisor. A positive correlation was found between staff members' satisfaction and each of the five variables of Servant Leadership, ranging from a high of .76 with Wisdom and a low of .57 with Organizational Stewardship. Of the ten research questions, the relationships between supervision and the five variables of Servant Leadership were the strongest overall. This high level of correlation might be expected, as church staff members likely have close relationships with their immediate supervisors, which in this case is their pastor. In all five aspects the null hypothesis was rejected.

Null Hypothesis 1

H₀₁: There is no relationship between church staff members' job satisfaction in the area of Supervision and their perception of pastoral Altruistic Calling. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Supervision and their perception of pastoral Altruistic Calling, which shows how highly-related these two variables are for the population included in this research.

Null Hypothesis 2

H₀₂: There is no relationship between church staff members' job satisfaction in the area of Supervision and their perception of pastoral Emotional Healing. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Supervision and their perception of pastoral Emotional Healing.

Null Hypothesis 3

H₀1₃: There is no relationship between church staff members' job satisfaction in the area of Supervision and their perception of pastoral Wisdom. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Supervision and their perception of pastoral Wisdom.

Null Hypothesis 4

H₀1₄: There is no relationship between church staff members' job satisfaction in the area of Supervision and their perception of pastoral Persuasive Mapping. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Supervision and their perception of pastoral Persuasive Mapping.

Null Hypothesis 5

H₀1₅: There is no relationship between church staff members' job satisfaction in the area of Supervision and their perception of pastoral Organizational Stewardship. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Supervision and their perception of pastoral Organizational Stewardship.

Research Question 1 – Discussion

The researcher expected to see a strong correlation between church staff member job satisfaction in the area of Supervision and their perception of Servant Leadership practices. Pastors often assemble their own staffs, especially in larger churches, and those staffs are often made up of ministers with previous relationships. It would be expected that the Servant Leadership practices of the pastors would also be adopted and implemented by the ministerial staff.

Church staff members gave their pastors a moderate rating in the area of Emotional Healing, which includes such practices as using leader influence to create the heart of an organization, and the ability to recognize how to foster healing in relationships. Even though Emotional Healing was the lowest of all the SLQ variables, it still received an above-average score among church staff members. The conclusion could be stated that staff members are highly satisfied in environments where pastors are sensitive to their emotional needs, and to the reasons why the organization exists, so these findings are not surprising.

Church staff members rated their pastors relatively high in Wisdom, a leadership practice that includes intelligent decision-making, the ability to perceive the future direction of the organization, and offering guidance in future organizational plans. Staff members who have high levels of satisfaction with their pastors tend to rank their pastors high in leadership wisdom.

Church staff members rated their pastors moderately high in the category of Altruistic Calling, which reflects a better-than-average practice of altruism among Southern Baptist pastors in Tennessee. Altruistic practices, such as the desire to put others' needs before one's own and the willingness to serve other sacrificially, engender positive reactions in followers, so these findings are not surprising.

Church staff members gave their pastors a moderate rating in the area of Emotional Healing, which includes such practices as using leader influence to create the heart of an organization, and the ability to recognize how to foster healing in relationships. Even though Emotional Healing was the lowest of all the SLQ variables, it still received an above-average score among church staff members. The conclusion could be stated that staff members are highly satisfied in environments where pastors are sensitive to their emotional needs, and to the reasons why the organization exists, so these findings are not surprising.

Staff members perceive their pastors' level of Persuasive Mapping to be relatively high, indicating that they have observed such practices as using convincing rationale to affect change and using persuasive influence rather than formal power. Staff members are more satisfied with supervisors that exhibit such practices, so these findings are not surprising.

The Organizational Stewardship aspect of leadership is seen in those who prepare their organizations and members to have an impact upon their society. Staff members are in ministry, and it is assumed that their desire is to impact their world for Jesus Christ, so a strong relationship between these two variables is not surprising.

Research Question 2

The second research question examined the relationship between staff member job satisfaction in the area of Pay and Remuneration and five Servant Leadership practices. Pay has been defined as the financial compensation received by followers for service. A positive correlation was found between staff members' satisfaction and each of the five variables of Servant Leadership, ranging from a high of .40 with Persuasive Mapping and a low of .34 with Emotional Healing. Satisfaction in the area of Pay and Remuneration ranked sixth out of the nine variables of Job Satisfaction, but was still in a moderate range. In all five aspects the null hypothesis was rejected.

Null Hypothesis 1

H₀₂₁: There is no relationship between church staff members' job satisfaction in the area of Pay and Remuneration and their perception of pastoral Altruistic Calling. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Pay and Remuneration and their perception of pastoral Altruistic Calling.

Null Hypothesis 2

H₀₂: There is no relationship between church staff members' job satisfaction in the area of Pay and Remuneration and their perception of pastoral Emotional Healing. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Pay and Remuneration and their perception of pastoral Emotional Healing.

Null Hypothesis 3

H₀₃: There is no relationship between church staff members' job satisfaction in the area of Pay and Remuneration and their perception of pastoral Wisdom. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Pay and Remuneration and their perception of pastoral Emotional Healing.

Null Hypothesis 4

H₀₄: There is no relationship between church staff members' job satisfaction in the area of Pay and Remuneration and their perception of pastoral Persuasive Mapping. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Pay and Remuneration and their perception of pastoral Persuasive Mapping.

Null Hypothesis 5

H₀₅: There is no relationship between church staff members' job satisfaction in the area of Pay and Remuneration and their perception of pastoral Organizational Stewardship. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church

staff members' job satisfaction in the area of Pay and Remuneration and their perception of pastoral Organizational Stewardship.

Research Question 2 –Discussion

The researcher was somewhat surprised at these findings. Church staff members are not typically highly-paid, yet the population in this research was fairly satisfied with their compensation. In addition, pastors are often not in a direct position of determining salary packages for staff members, as this process often involves committees or Administrative Pastors that make those decisions. In the area of altruism, pastors who put the needs of staff members ahead of their own may be viewed by staff members in a positive light in the area of pay when they are in a position to influence that aspect of employment.

There was a total spread of .06 from the lowest-related aspect, Emotional Healing (.34) to the highest-rated aspect, Persuasive Mapping (.40). These closely related scores indicate that overall, the satisfaction of church staff members in the area of their Pay is fairly uniform regardless of the Servant Leadership practices of their pastors. It may not be surprising to note that Persuasive Mapping demonstrated the strongest relationship, as pay can often be a source of motivation that leaders have on their followers. Overall, the correlations between Pay and Remuneration and pastoral Servant Leadership practices was low to moderate, and among the lowest correlations of this research.

Research Question 3

The third research question examined the relationship between staff member job satisfaction in the area of Promotion Opportunities and five Servant Leadership practices. Promotion Opportunities has been defined as the opportunities that followers receive for promotion within the organization. Promotion Opportunities was the second lowest rated aspect

of job satisfaction among church staff members. Positive correlations were found in three of the five aspects of Servant Leadership (Wisdom, Persuasive Mapping, and Organizational Stewardship) and therefore those null hypotheses were rejected. Two aspects (Altruistic Calling and Emotional Healing) had insufficient evidence to reject the null hypotheses, so therefore the nulls were not rejected.

Null Hypothesis 1

H₀₃₁: There is no relationship between church staff members' job satisfaction in the area of Promotion Opportunities and their perception of pastoral Altruistic Calling. The research conducted provides insufficient evidence to conclude that a relationship exists between church staff members' job satisfaction in the area of Promotion Opportunities and their perception of pastoral Altruistic Calling, so therefore the null hypothesis was retained.

Null Hypothesis 2

H₀₃₂: There is no relationship between church staff members' job satisfaction in the area of Promotion Opportunities and their perception of pastoral Emotional Healing. The research conducted provides insufficient evidence to conclude that a relationship exists between church staff members' job satisfaction in the area of Promotion Opportunities and their perception of pastoral Emotional Healing, so therefore the null hypothesis was retained.

Null Hypothesis 3

H₀₃₃: There is no relationship between church staff members' job satisfaction in the area of Promotion Opportunities and their perception of pastoral Wisdom. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Promotion Opportunities and their perception of pastoral Wisdom.

Null Hypothesis 4

H₀₃₄: There is no relationship between church staff members' job satisfaction in the area of Promotion Opportunities and their perception of pastoral Persuasive Mapping. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Promotion Opportunities and their perception of pastoral Persuasive Mapping.

Null Hypothesis 5

H₀₃₅: There is no relationship between church staff members' job satisfaction in the area of Promotion Opportunities and their perception of pastoral Organizational Stewardship. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Promotion Opportunities and their perception of pastoral Organizational Stewardship.

Research Question 3 – Discussion

The two aspects of Servant Leadership that demonstrated little to no relationship to Promotion Opportunities (Altruistic Calling and Emotional Healing) are not surprising. Promotion within the workplace is likely more highly related to issues of pastoral Wisdom, Persuasive Mapping, and Organizational Stewardship rather than feelings of self-sacrifice and of relationship issues, so these findings are not surprising. Also, it is the researcher's professional experience that the local church is atypical of organizations that employ people, in that there is not the normal corporate ladder that ministers climb. For example, a Minister of Music would not aspire to be promoted to Minister of Education, or even to the position of Senior Pastor, so it is not surprising that Promotion Opportunities have some of the weakest correlations to Servant Leadership.

Research Question 4

The third research question examined the relationship between staff member job satisfaction in the area of Fringe Benefits and five Servant Leadership practices. Fringe Benefits has been defined as the monetary and non-monetary compensation that followers receive for service. Fringe Benefits ranked eighth out of the nine aspects of job satisfaction, but was still in a moderate range. Positive correlations were found in four of the five aspects of Servant Leadership (Altruistic Calling, Wisdom, Persuasive Mapping, and Organizational Stewardship) and therefore those null hypotheses were rejected. One aspect (Emotional Healing) had insufficient evidence to reject the null hypothesis, so therefore the null was not rejected.

Null Hypothesis 1

H₀₄₁: There is no relationship between church staff members' job satisfaction in the area of Fringe Benefits and their perception of pastoral Altruistic Calling. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Fringe Benefits and their perception of pastoral Altruistic Calling.

Null Hypothesis 2

H₀₄₂: There is no relationship between church staff members' job satisfaction in the area of Fringe Benefits and their perception of pastoral Emotional Healing. The research conducted provided insufficient evidence that a relationship exists between church staff members' job satisfaction in the area of Fringe Benefits and their perception of pastoral Emotional Healing, so therefore the null hypothesis was not rejected.

Null Hypothesis 3

H₀₄₃: There is no relationship between church staff members' job satisfaction in the area of Fringe Benefits and their perception of pastoral Wisdom. This null hypothesis was rejected.

The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Fringe Benefits and their perception of pastoral Wisdom.

Null Hypothesis 4

H₀₄: There is no relationship between church staff members' job satisfaction in the area of Fringe Benefits and their perception of pastoral Persuasive Mapping. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Fringe Benefits and their perception of pastoral Persuasive Mapping.

Null Hypothesis 5

H₀₅: There is no relationship between church staff members' job satisfaction in the area of Fringe Benefits and their perception of pastoral Organizational Stewardship. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Fringe Benefits and their perception of pastoral Organizational Stewardship.

Research Question 4 – Discussion

The findings of the research of Fringe Benefits show moderate correlations in areas such as Wisdom, Persuasive Mapping, and Organizational Stewardship aspects of Servant Leadership that deal with the way a leader uses influence to make decisions. Those correlations fall lower in the relational aspects of Emotional Healing and Altruistic Calling. The correlation between Emotional Healing and Fringe Benefits (.14) was tied for the weakest correlation of all facets in this study. This is not surprising, since the benefits package that a minister might receive have little to do with fostering relationships and creating the heart of an organization. That hypothesis

was, in fact, the only one of this section that was not rejected, because there was not enough evidence to demonstrate any relationship between these two variables.

Research Question 5

The fifth research question examined the relationship between staff member job satisfaction in the area of Contingent Rewards and five Servant Leadership practices. Contingent Rewards has been defined as the appreciation, recognition, and rewards that followers receive for good work. A positive correlation was found between staff members' satisfaction and each of the five variables of Servant Leadership, ranging from a high of .58 with Wisdom and a low of .46 with Emotional Healing. Satisfaction in the area of Contingent Rewards ranked sixth out of the nine variables of Job Satisfaction, and was in a moderate range. In all five aspects the null hypothesis was rejected.

Null Hypothesis 1

H₀₅₁: There is no relationship between church staff members' job satisfaction in the area of Contingent Rewards and their perception of pastoral Altruistic Calling. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Contingent Rewards and their perception of pastoral Altruistic Calling.

Null Hypothesis 2

H₀₅₂: There is no relationship between church staff members' job satisfaction in the area of Contingent Rewards and their perception of pastoral Emotional Healing. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Contingent Rewards and their perception of pastoral Emotional Healing.

Null Hypothesis 3

H₀5₃: There is no relationship between church staff members' job satisfaction in the area of Contingent Rewards and their perception of pastoral Wisdom. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Contingent Rewards and their perception of pastoral Wisdom.

Null Hypothesis 4

H₀5₄: There is no relationship between church staff members' job satisfaction in the area of Contingent Rewards and their perception of pastoral Persuasive Mapping. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Contingent Rewards and pastoral Persuasive Mapping.

Null Hypothesis 5

H₀5₁: There is no relationship between church staff members' job satisfaction in the area of Contingent Rewards and their perception of pastoral Organizational Stewardship. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Contingent Rewards and pastoral Organizational Stewardship.

Research Question 5 – Discussion

The research findings show that church staff members connect the idea of rewards that show appreciation from leadership for their efforts and service. Because this category of job satisfaction is termed as “contingent,” it assumes that the rewards staff members receive are based upon their actions, work, and performance. It might be expected that a higher level of relationship between job satisfaction in this area and with the contingent rewards exists if the

staff members see their own performance as high. While the overall correlations in each category are moderate, there is a relatively small range of scores from highest to lowest (.12 separates the high of .58 (Wisdom) and the low of .46 (Emotional Healing). The researcher has concluded that a high correlation between the rewards pastors give to staff members and those staff members' job satisfaction is explained by a common feeling among most people that being recognized and rewarded for service leaves a sense of satisfaction, especially when that satisfaction stems from their own job performance.

Research Question 6

The sixth research question examined the relationship between staff member job satisfaction in the area of Conditions and five Servant Leadership practices. Conditions has been defined as the operating policies and procedures that followers use. Conditions was ranked ninth in the list of aspects of job satisfaction among church staff members. Positive correlations were found in just two of the five aspects of Servant Leadership (Wisdom and Altruistic Calling) and therefore those null hypotheses were rejected. Three aspects (Emotional Healing, Persuasive Mapping, and Organizational Stewardship) had insufficient evidence to reject the null hypotheses, so therefore the nulls were retained.

Null Hypothesis 1

H₀₆₁: There will is no relationship between church staff members' job satisfaction in the area of Conditions and their perception of pastoral Altruistic Calling. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of conditions and their perception of pastoral altruistic calling.

Null Hypothesis 2

H₀₆₂: There is no relationship between church staff members' job satisfaction in the area of Conditions and their perception of pastoral Emotional Healing. The research conducted provided insufficient evidence that a relationship exists between church staff members' job satisfaction in the area of Conditions and their perception of pastoral Emotional Healing, so therefore the null hypothesis was retained.

Null Hypothesis 3

H₀₆₃: There is no relationship between church staff members' job satisfaction in the area of Conditions and their perception of pastoral Wisdom. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff member's job satisfaction in the area of Conditions and their perception of pastoral Wisdom.

Null Hypothesis 4

H₀₆₄: There is no relationship between church staff members' job satisfaction in the area of Conditions and their perception of pastoral Persuasive Mapping. The research conducted provided insufficient evidence that a relationship exists between church staff members' job satisfaction in the area of Conditions and their perception of pastoral Persuasive Mapping, so therefore the null hypothesis was retained.

Null Hypothesis 5

H₀₆₅: There is no relationship between church staff members' job satisfaction in the area of Conditions and their perception of pastoral Organizational Stewardship. The research conducted provided insufficient evidence that a relationship exists between church staff members' job satisfaction in the area of Conditions and their perception of pastoral Persuasive Mapping, so therefore the null hypothesis was retained.

Research Question 6 – Discussion

The satisfaction aspect of Conditions had the weakest overall correlations among all five variables in Servant Leadership. In addition, the aspect of Conditions had three of the five hypotheses retained, due to insufficient evidence to demonstrate a strong correlation. Only two of the hypotheses were rejected. These findings were somewhat surprising to the researcher, as they demonstrate that the population sampled for this research is not highly satisfied with their working conditions or operating procedures. It is interesting that the correlation between Conditions and pastoral Persuasive Mapping (.14) was tied for the weakest overall in this study. Because Conditions is defined as the policies and procedures that are used in the job, there is a low level of satisfaction with the pastors' ability to influence the team using convincing rationale.

Research Question 7

The seventh research question examined the relationship between staff member job satisfaction in the area of Work Itself and five Servant Leadership practices. Work Itself has been defined as the tasks themselves that the follower does, and is also referred to as Nature of Work. A positive correlation was found between staff members' satisfaction and each of the five variables of Servant Leadership, ranging from a high of .45 with Organizational Stewardship and a low of .27 with Emotional Healing. Satisfaction in the area of Work Itself ranked fifth out of the nine variables of Job Satisfaction, and was in a moderate range. In all five aspects the null hypothesis was rejected.

Null Hypothesis 1

H₀₇₁: There is no relationship between church staff members' job satisfaction in the area of the Work Itself and their perception of pastoral Altruistic Calling. This null hypothesis was

rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Work Itself and their perception of pastoral Altruistic Calling.

Null Hypothesis 2

H₀₇₂: There is no relationship between church staff members' job satisfaction in the area of the Work Itself and their perception of pastoral Emotional Healing. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Work Itself and their perception of pastoral Emotional Healing.

Null Hypothesis 3

H₀₇₃: There is no relationship between church staff members' job satisfaction in the area of the Work Itself and their perception of pastoral Wisdom. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Work Itself and their perception of pastoral Wisdom.

Null Hypothesis 4

H₀₇₄: There is no relationship between church staff members' job satisfaction in the area of the Work Itself and their perception of pastoral Persuasive Mapping. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Work Itself and their perception of pastoral Persuasive Mapping.

Null Hypothesis 5

H₀₇₅: There is no relationship between church staff members' job satisfaction in the area of the Work Itself and their perception of pastoral Organizational Stewardship. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Work Itself and their perception of pastoral Organizational Stewardship.

Research Question 7 – Discussion

In all five aspects of Servant Leadership, a positive correlation was found with the job satisfaction in the area of the actual work that church staff members perform. Four of the five variables were almost evenly scored, ranging from .40 to .45. The fifth variable, which is Emotional Healing, had the weakest relationship (.27), but a relationship was definite.

The fact that all five aspects of leadership practices were related to job satisfaction in this area may stem from the idea that when followers are performing tasks that they deem meaningful and with purpose, they feel a sense of satisfaction based upon accomplishment and of doing a job well. For people in full-time Christian service, the work they perform is likely highly associated with a calling upon their lives, and to that degree, church staff members and their pastors are not unlike. This shared sense of calling may explain the positive correlations here, and are not surprising.

Research Question 8

The eighth research question examined the relationship between staff member job satisfaction in the area of Communication and five Servant Leadership practices.

Communication has been defined as the communication within the organization that followers experience. A positive correlation was found between staff members' satisfaction and each of the five variables of Servant Leadership, ranging from a high of .66 with Wisdom and a low of .38 with Emotional Healing. Satisfaction in the area of Communication ranked second out of the nine variables of Job Satisfaction, and was in a high moderate range. In all five aspects the null hypothesis was rejected.

Null Hypothesis 1

H₀₈₁: There is no relationship between church staff members' job satisfaction in the area of Communication and their perception of pastoral Altruistic Calling. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Communication and their perception of pastoral Altruistic Calling.

Null Hypothesis 2

H₀₈₂: There is no relationship between church staff members' job satisfaction in the area of Communication and their perception of pastoral Emotional Healing. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Communication and their perception of pastoral Emotional Healing.

Null Hypothesis 3

H₀₈₃: There is no relationship between church staff members' job satisfaction in the area of Communication and their perception of pastoral Wisdom. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Communication and their perception of pastoral Wisdom.

Null Hypothesis 4

H₀₈₄: There is no relationship between church staff members' job satisfaction in the area of Communication and their perception of pastoral Persuasive Mapping. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Communication and their perception of pastoral Persuasive Mapping.

Null Hypothesis 5

H₀₈₅: There is no relationship between church staff members' job satisfaction in the area of Communication and their perception of pastoral Organizational Stewardship. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Communication and their perception of pastoral Organizational Stewardship.

Research Question 8 – Discussion

The existence of a relationship between Communication and church staff member job satisfaction is not surprising. Wisdom (.66) in particular had the strongest correlation with job satisfaction, which relates to a pastor's ability to pick up on clues and to be observant of the organization. Much of this information gathering takes place through interoffice communication. Pastors are evidently rated high in wisdom as it relates to their ability to communicate organizational vision and purpose. When information is properly and wisely disseminated, followers are more apt to be satisfied with leadership. An interesting note is that Emotional Healing showed a relationship, albeit the weakest of the five aspects. One would expect to find that pastors who are in position to foster healing in relationships and to be aware of the emotional pulse of the organization would be better at communicating to their staff members, so this finding was somewhat surprising.

Research Question 9

The ninth research question examined the relationship between staff member job satisfaction in the area of Coworkers and five Servant Leadership practices. Coworkers has been defined as the people a follower works with. A positive correlation was found between staff members' satisfaction and each of the five variables of Servant Leadership, ranging from a high

of .42 with Wisdom and a low of .23 with Persuasive Mapping. Satisfaction in the area of Coworkers ranked second sixth out of the nine variables of Job Satisfaction, and was in a moderate range. In all five aspects the null hypothesis was rejected.

Null Hypothesis 1

H₀9₁: There is no relationship between church staff members' job satisfaction in the area of Coworkers and their perception of pastoral Altruistic Calling. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Coworkers and their perception of pastoral Altruistic Calling.

Null Hypothesis 2

H₀9₂: There is no relationship between church staff members' job satisfaction in the area of Coworkers and their perception of pastoral Emotional Healing. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Coworkers and their perception of pastoral Emotional Healing.

Null Hypothesis 3

H₀9₃: There is no relationship between church staff members' job satisfaction in the area of Coworkers and their perception of Pastoral Wisdom. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Coworkers and their perception of pastoral Wisdom.

Null Hypothesis 4

H₀9₄: There is no relationship between church staff members' job satisfaction in the area of Coworkers and their perception of pastoral Persuasive Mapping. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Coworkers and their perception of pastoral Persuasive Mapping.

Null Hypothesis 5

H₀₉₅: There is no relationship between church staff members' job satisfaction in the area of Coworkers and their perception of pastoral Organizational Stewardship. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' job satisfaction in the area of Coworkers and their perception of pastoral Organizational Stewardship.

Research Question 9 – Discussion

Each of the five variables of Servant Leadership showed a correlation with church staff member job satisfaction concerning Coworkers. Some of the team attitude concepts shown in research question 9 that deals with the Work Itself may be found in this aspect as well. Church staff teams are made up of people who have similar callings upon their lives, and they view their tasks as ministry. This common goal and sense of unity may lead to higher relationship levels among Coworkers on a church staff. The pastor is the team leader in that process, and is very likely to be in a position of influence over common goals.

The aspect of Wisdom has the strongest correlation, which may be an indicator of one who oversees such a team of followers who have a sense of common goals. When the pastor successfully leads a team of people who work together, the satisfaction of those team members is likely to increase.

Research Question 10

The tenth research question examined the relationship between staff members' total job satisfaction and five Servant Leadership practices. The total is a composite of all nine variables of job satisfaction, and gives an overall view of staff members' general view toward their tasks and jobs. A positive correlation was found between staff members' total satisfaction and each of

the five variables of Servant Leadership, ranging from a high of .63 with Wisdom and a low of .42 with Emotional Healing. Total job satisfaction was in a high moderate range. In all five aspects the null hypothesis was rejected.

Null Hypothesis 1

H₀10₁: There is no relationship between church staff members' total job satisfaction and their perception of pastoral Altruistic Calling. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' total job satisfaction and their perception of pastoral Altruistic Calling.

Null Hypothesis 2

H₀10₂: There is no relationship between church staff members' total job satisfaction and their perception of pastoral Emotional Healing. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' total job satisfaction and their perception of pastoral Emotional Healing.

Null Hypothesis 3

H₀10₃: There is no relationship between church staff members' total job satisfaction and their perception of pastoral Wisdom. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' total job satisfaction and their perception of pastoral Wisdom.

Null Hypothesis 4

H₀10₄: There is no relationship between church staff members' total job satisfaction and their perception of pastoral Persuasive Mapping. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' total job satisfaction and their perception of pastoral Persuasive Mapping.

Null Hypothesis 5

H₀10₅: There is no relationship between church staff members' total job satisfaction and their perception of pastoral Organizational Stewardship. This null hypothesis was rejected. The researcher has concluded that a relationship exists between church staff members' total job satisfaction and their perception of pastoral Organizational Stewardship.

Research Question 10 – Discussion

The relationship between Total job satisfaction of church staff members and their pastors' Servant Leadership practices are strong as a whole. The researcher was pleased to find a highly moderate level of relationship between the leadership of Tennessee Southern Baptist pastors and the staff members who serve with them. The probability in each aspect of Servant Leadership and total satisfaction was $<.001$, indicating a strong connection between the pastors' ability to lead as a servant and the sense of satisfaction his staff members sense. Based on the researcher's personal experience, these results were not surprising.

Limitations

1. One possible limitation of this study was in the sampling procedure used. Pastors were asked to distribute materials to their staff members to complete the rater version of the questionnaires, which takes away much of the randomness of the sample. However, pastors were not asked to select individuals but rather to distribute the questionnaires to all of their ministerial staff, thus limiting some of the potential bias in rater selection. An alternative strategy may have been to obtain a list of all church staff members; however, obtaining this list would have proved difficult. In addition, the selected format of

distribution allowed the pastors to effectively “grant permission” to their staff to participate when they forwarded the emails to their staff members.

2. Another possible limitation of the sampling procedure was that pastors may have had a negative feeling about being rated by their staff members. If this was the case, they may have chosen not to forward the emails on, thus possibly reducing the number of staff members that could participate in the study. By the same token, some staff members may have had negative feeling about honestly rating their pastors or their levels of job satisfaction, despite the assurance of anonymity provided by the researcher.
3. Another limitation was found with the Job Satisfaction Survey. Because the JSS measures overall satisfaction of an employee, in this case a church staff member, it should be understood that there can be reasons for a subject’s dissatisfaction that are unrelated to the leadership of a pastor. A very dissatisfied staff member could adversely skew the mean job satisfaction without it being a true reflection of the leadership of a pastor, if there were other factors leading to that dissatisfaction.
4. A final limitation may be found in the survey method, which was done by email as opposed to standard postal mail or in-person delivery of the surveys. The efficiency of email provided a rapid dispersal and collection of results. The fact that the research was state-wide prohibited in-person delivery of the surveys. The use of email does, however, present the possible challenge of obtaining informed consent from the participants. This issue was addressed by consent being implied through the completion of the questionnaires, and therefore the researcher has concluded that this potential limitation has been satisfactorily addressed. Miars (2004) approached his email based research in this way:

“Getting formal consent on-line can be problematic in that there is not a signed consent form and most respondents will not have access to digital signature technologies Therefore, permission is implied upon completion of the survey instrument. While in a technical sense implied permission does not carry the same legal weight as a signed form, unless the researcher has reason to believe that participants will misrepresent themselves, implied permission is generally acceptable for informed consent” (pp. 47-48).

Observations

There are some results of this study that may provide insight into pastor-staff member relations. These observations are listed below:

1. Overall, church staff members in Tennessee rated their pastors highest in wisdom, the pastoral leadership practice that has been defined as the ability to pick up on clues in the environment for better decision making. This also includes foresight to anticipate the future for the organization and its members and proactively navigating a course of action by anticipating challenges and consequences. These results are encouraging to this researcher because of the indication that church staff members view their pastors as forward-thinking, wise in making decisions concerning the future of the churches, and as being proactive.

2. Several of the pastors responded directly to the researcher, stating that they had received numerous requests in recent months for their churches and staff members to participate in research or study surveys. One pastor stated that his church was “overwhelmed” with requests, and even wondered why his church was “on the radar” of researchers. These responses were certainly in the minority, but it does bring into mind the possibility that email surveys, even

though they are convenient and fast, are becoming a burden to certain populations, and therefore not providing adequate or accurate information or response rates.

3. Overall, Tennessee Southern Baptist pastors were rated the lowest in Emotional Healing is defined as influencing feelings to create the emotional heart of the organization, and knowing how and when to foster healing in relationships. This may be an indicator that many church staff members do not view their pastors in a pastoral light, but more as a supervisor, especially in a larger church setting. It might be expected that pastors would be rated higher in this important area of Servant Leadership, and offers room for pastoral growth as they seek to lead their staff members.

Recommendations for Further Research

While this study shows a relationship between pastoral leadership behavior and the follower outcome of job satisfaction, there are still aspects of these relationships that should be studied further, particularly in the areas that showed weaker correlations. On the basis of the research completed in this study, the following recommendations for further research are made:

1. Further research is needed to identify other variables that might impact job satisfaction. Variables other than those used in this research might be analyzed in comparison with leader behavior in impacting the job satisfaction of church staff members.
2. Further research is needed to study the leader behaviors and staff member job satisfaction by testing for relationships using different analysis methods. A multiple regression model might demonstrate a different correlation between leader behavior and staff member job satisfaction.
3. Further research is needed to identify other variables of staff member job satisfaction that

may have nothing to do with pastoral leadership. The importance of job satisfaction has been established in this and other studies, and further research may provide insights into aspects of job dissatisfaction that are not related to pastoral leadership practices.

4. Further research is needed by extending the testing beyond the scope of ministerial staff members. Administrative personnel employed by a church could be tested in order to determine their levels of job satisfaction, and to explore the differences or similarities between their responses and those of the ministerial staff members.

5. Further research is needed by expanding the geographic boundaries of the study. This research focused on the state of Tennessee but could be replicated in other states, in other regions of the country, or across all Southern Baptist churches in the United States. Differences may exist in the studies that reflect cultural influences based upon the different areas studied. In addition, this study could be replicated by local or state Southern Baptist associations for a more local analysis and results.

6. Further research is needed by examining churches with larger resident memberships than five hundred, as larger churches can provide expanded research opportunities. For example, this study could be done by a Minister of Education and the ministerial staff that serve under him. Comparisons could be made between the results and those found in this study.

7. Further research is needed by taking a qualitative approach to analyzing the job satisfaction in church staff members, through interviews and personal interactions rather than statistically based surveys. Further examination as to why some of the findings occurred would be in order, and could shed further light into the causes behind some of these findings.

Conclusion

This study of church staff members' job satisfaction and their perception of pastoral Servant Leadership practices confirmed many of the findings presented in the literature review and found that higher satisfaction levels are related to leadership practices that put the needs of followers above those of the leader.

Overall, this research shows that church staff members in Tennessee Southern Baptist churches with resident memberships of five hundred or greater are generally satisfied with their work. In addition, this research shows that these church staff members appear to rate their pastors favorably in areas of Servant Leadership. These favorable numbers may be related to the average length of service at their churches that was found in this study. It has been contended that more highly satisfied employees are generally more productive and more content, leading to the conclusion that the happier they are in their work, the more likely they are to be committed to the organization.

Local church work is often difficult. The demands of ministry require round-the-clock availability, the emotional stress of dealing with death and tragedy, and working with a variety of people in the most important area of their lives, their spiritual well-being and development. It is within this environment that pastors have the opportunity to exemplify leadership to their staff members within the context of Servant Leadership. Pastors that exhibit high levels of wisdom, for example, foster an environment wherein staff members have a greater level of trust in their pastors, and the pastors enjoy a higher level of credibility to their staff members.

Pastors that practice the art of persuading their staff members to act without undue coercion appear to enjoy a greater level of respect among the staff. The pastor who resorts to force, or constant badgering, to accomplish organizational goals creates a working environment

of greater stress and a lower sense of staff job enjoyment. Pastors who practice leadership through the lens of altruism see their positions as a platform for service, choosing to serve others, including their staff members, rather than to pursue their own desires.

Pastors who see their churches as forces for societal change lead by preparing their organizations for change, and in the process create mechanisms of stewardship that are designed to give back, to edify the community, and to make contributions to society. Staff members that catch this vision of change are likely to experience greater excitement and purpose within their tasks. Pastors who lead by influencing emotions are more able to build strong relationships with staff members, and are poised to offer healing when relationships are strained.

These five aspects of Servant Leadership have been shown to be highly effective in motivating followers toward individual and organizational growth. This study shows that church staff members are moderately to highly satisfied in their work, and that they rate their pastors' Servant Leadership as moderate to high. When Servant Leadership practices are employed, it is not surprising that followers are likely to be more committed, more passionate, and more focused upon the success of the organization. In light of lower lengths of stay among pastors and staff members, it would appear that Servant Leadership may provide an answer that can reverse this trend, thus giving churches the leadership and ability to succeed as they have been commanded.

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Appendices

Appendix A

Permission to use the Servant Leadership Questionnaire

Chuck,

You have permission to use the items from the servant leadership questionnaire for your dissertation research. Please let me know how else I may assist. We do ask that you share your results of the study once it is completed so that we can stay in touch with what is happening with the instrument. We also ask for the raw data to assist with ongoing scale development procedures. A confirmatory factor analysis should be performed in all cases and it should hold together pretty well.

Thanks,

Jay Barbuto

John E. Barbuto, Jr., Ph.D.

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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.

Appendix C

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Appendix D

Permission to use the Job Satisfaction Survey

Dear Chuck:

You have my permission to use the JSS in your research. You can find details about the scale in the Scales section of my website. 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).

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

Best,

Paul Spector
Department of Psychology
PCD 4118
University of South Florida
Tampa, FL 33620

Appendix E
Job Satisfaction Survey

<p align="center">JOB SATISFACTION SURVEY</p> <p align="center">Paul E. Spector Department of Psychology University of South Florida</p> <p align="center">Copyright Paul E. Spector 1994, All rights reserved.</p>							
<p align="center">PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.</p>		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

Job Satisfaction Survey (continued)

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

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Appendix F

Permission from the Tennessee Baptist Convention to use church database

Chuck,

I spoke with Randy yesterday and he gave his permission for me to supply you with the list of churches > 499 in Resident Members for 2009. You will also find the contact information for the pastor of these churches.

Chuck, we respectfully request that you use this list only for this project and not share it with others. I'm sure you understand. Also, Randy expressed great interest in your dissertation and said that he would love to receive a copy of it when it is complete.

If I can be of further service to you or to Chilhowee Hills in the future, please let me know. It is my joy to serve you and our churches.

Blessings,

Libby Eaton
Information Specialist
Tennessee Baptist Convention

Appendix G

Copy of Pastors' Survey Request Letter

Fellow Servant,

As a part of the requirements to complete my Ph.D. at Tennessee Temple University, I am conducting research for the dissertation component of my degree program. I am requesting your participation in this study. Please take a moment to review the following project information:

Project Identification

The Relationship between church staff members' perception of Pastoral Servant Leadership and levels of Job Satisfaction.

Purpose of the Research

This study is designed to examine how church staff members perceive their pastor's level of servant leadership, as well as their own levels of job satisfaction, with the goal of finding ways to increase length of tenure in ministerial positions.

Procedures

As a church staff member in Tennessee, are invited to participate. Each staff member will complete an assessment consisting of 64 questions, including 5 demographic questions. Test surveys have shown that this questionnaire should take approximately 10 minutes to complete. This is an online survey, so once you complete the questionnaire, will simply close out the window to submit your responses. No further action on your part will be required. Please submit the survey as soon as possible, as the study ends on January 31, 2011, and no further participation will be permitted after that date.

Privacy

All responses will remain confidential. There will be no way to identify Pastors or churches based upon the responses of staff members. The research is designed this way in an effort to achieve a higher rate of response as well as increased openness in the staff members' responses. The records of the study will be kept private, and neither Pastors or staff members will have access to individual survey responses.

Participation

Your participation will be completely voluntary. Your decision to take part in this research will in no way affect your standing with any organization, denomination, or with Tennessee Temple University.

Contacts and Questions

The researcher for this project is Rev. Chuck Morris. If you have any questions about this study, you are encouraged to contact him at XXX-XXX-XXXX, or at XXXXX@XXXXXXXXXXXX. If you would like to talk with someone other than the researcher about this study, you are encouraged to contact Dr. Andrew Alexson at Tennessee Temple University, 423-493-4469, or alexson@tntemple.edu. If you would like to receive a copy of the completed research, you may contact the researcher with that request.

To participate in the survey before January 31, 2011, please click on the following link:

<http://churchstaffmember.speedsurvey.com>

Thank you in advance for your participation in this study.

Rev. Chuck Morris

Appendix H

Copy of Staff Member Survey Request Letter

Fellow Servant,

As a part of the requirements to complete my Ph.D. at Tennessee Temple University, I am conducting research for the dissertation component of my degree program. I am requesting your participation in this study. Please take a moment to review the following project information:

Project Identification

The Relationship between church staff members' perception of Pastoral Servant Leadership and levels of Job Satisfaction.

Purpose of the Research

This study is designed to examine how church staff members perceive their pastor's level of servant leadership, as well as their own levels of job satisfaction, with the goal of finding ways to increase length of tenure in ministerial positions.

Procedures

As a church staff member in Tennessee, are invited to participate. Each staff member will complete an assessment consisting of 64 questions, including 5 demographic questions. Test surveys have shown that this questionnaire should take approximately 10 minutes to complete. This is an online survey, so once you complete the questionnaire, will simply close out the window to submit your responses. No further action on your part will be required. Please submit the survey as soon as possible, as the study ends on January 31, 2011, and no further participation will be permitted after that date.

Privacy

All responses will remain confidential. There will be no way to identify Pastors or churches based upon the responses of staff members. The research is designed this way in an effort to achieve a higher rate of response as well as increased openness in the staff members' responses. The records of the study will be kept private, and neither Pastors or staff members will have access to individual survey responses.

Participation

Your participation will be completely voluntary. Your decision to take part in this research will in no way affect your standing with any organization, denomination, or with Tennessee Temple University.

Contacts and Questions

The researcher for this project is Rev. Chuck Morris. If you have any questions about this study, you are encouraged to contact him at XXX-XXX-XXXX, or at XXXXX@XXXXXXXXXXXX. If you would like to talk with someone other than the researcher about this study, you are encouraged to contact Dr. Andrew Alexson at Tennessee Temple University, 423-493-4469, or alexson@tn temple.edu. If you would like to receive a copy of the completed research, you may contact the researcher with that request.

To participate in the survey before January 31, 2011, please click on the following link:

<http://churchstaffmember.speedsurvey.com>

Thank you in advance for your participation in this study.

Rev. Chuck Morris

Appendix I

Copy of Survey Questionnaire

Fellow Church Staff Member,

The first part of this survey is for you to rate the Pastor for whom you work, as it relates to his level of Servant Leadership.

The second part is for you to describe your satisfaction in your job.

Please be candid and honest in your responses. Individual surveys will not be available for Pastor or staff member to examine.

Thank you again for taking your valuable time for this research!

Chuck Morris

Please answer the following demographic questions, either by choosing from the drop-down menu or typing in your response, whichever is appropriate.

1. What is your current position at your church?
2. What is your length of service at your current church?
3. What is the highest degree you have earned?
4. What is your age?
5. What is your marital status?

The first part of this survey is to describe the leader behavior and attitudes of the Pastor for whom you work/serve as you perceive it. Please answer all the questions to best describe the person. Please indicate how well each of the following statements describes this person. All answers are confidential. (Each question offers the following selections from which to choose: Not at all; Once in a while; Sometimes; Fairly often; or Frequently, if not always).

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

The second part of this survey is to determine your perceived level of satisfaction in the job that you do at your church. Please choose one answer for each question that comes closest to reflecting your opinion about it. (Each question offers the following selections from which to choose: Disagree very much; Disagree moderately; Disagree slightly; Agree slightly; Agree Moderately; or Agree very much).

29. I feel I am being paid a fair amount for the work I do.
30. There is really too little chance for promotion on my job.
31. My Pastor is quite competent in doing his job.

Survey Questionnaire, cont.

32. I am not satisfied with the benefits I receive.
33. When I do a good job, I receive the recognition for it that I should receive.
34. Many of our rules and procedures make doing a good job difficult.
35. I like the people I work with.
36. I sometimes feel my job is meaningless.
37. Communications seem good within this organization.
38. Raises are too few and far between.
39. Those who do well on the job stand a fair chance of being promoted.
40. My Pastor is unfair to me.
41. The benefits we receive are as good as most other organizations offer.
42. I do not feel that the work I do is appreciated.
43. My efforts to do a good job are seldom blocked by red tape.
44. I find I have to work harder at my job because of the incompetence of people I work with.
45. I like doing the things I do at work.
46. The goals of this organization are not clear to me.
47. I feel unappreciated by the organization when I think about what they pay me.
48. People get ahead as fast here as they do in other places.
49. My Pastor shows too little interest in the feelings of subordinates.
50. The benefit package we have is equitable.
51. There are few rewards for those who work here.
52. I have too much to do at work.
53. I enjoy my coworkers.
54. I often feel that I do not know what is going on with the organization.
55. I feel a sense of pride in doing my job.
56. I feel satisfied with my chances for salary increases.
57. There are benefits we do not have which we should have.
58. I like my Pastor.
59. I have too much paperwork.
60. I don't feel my efforts are rewarded the way they should be.
61. I am satisfied with my chances for promotion.
62. There is too much bickering and fighting at work.
63. My job is enjoyable.
64. Work assignments are not fully explained.

Thank you for taking the time to fill out this survey. Again, your answers are fully confidential, and your participation will prayerfully make a difference!