

A STUDY OF THE CHURCH STAFF ORGANIZATION'S SERVANT LEADERSHIP
TENDENCY AND JOB SATISFACTION OF THE PASTOR AND OF
ANOTHER MINISTERIAL STAFF PERSON IN SOUTHERN
BAPTIST CONVENTION CHURCHES IN
TARRANT COUNTY, TEXAS

A Dissertation
Presented to
the Faculty of
the School of Educational Ministries
Southwestern Baptist Theological Seminary

In Partial Fulfillment
of the Requirements for the Degree
Doctor of Philosophy

by
Paul Kong
December 2007


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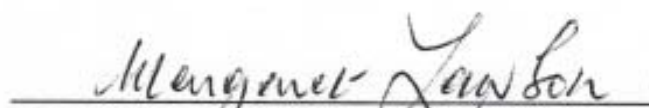
APPROVAL SHEET

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TARRANT COUNTY, TEXAS

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To God who saved and blessed me;

To my parents who loved and supported me;

To my wife and children who encouraged and stood by me;

And to my parents-in-law who believed in me.

ABSTRACT

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DATE DEGREE GRANTED: December 2007

NAME OF DEGREE: Doctor of Philosophy

SCHOOL: Southwestern Baptist Theological Seminary

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TITLE: A Study of the Church Staff Organization's Servant Leadership Tendency and Job Satisfaction of the Pastor and of Another Ministerial Staff Person in Southern Baptist Convention Churches in Tarrant County, Texas

PROBLEM: The three-fold problem of this study was (1) to determine the relationship between the pastor's perception of the organizational servant leadership tendency within his church staff team and his job satisfaction; (2) to determine the relationship between the minister's perception of the organizational servant leadership tendency within his or her church staff team and his or her job satisfaction; and (3) to determine the difference in their perceptions concerning the organizational servant leadership tendency within their same church staff team between the pastor and the minister in Southern Baptist Convention (SBC) churches in Tarrant County, Texas.

PROCEDURES: An introductory letter was mailed to the pastor and another ministerial staff person in each of the identified 145 multi-staff SBC churches in Tarrant County, Texas on 16 January 2007. The first survey packet with the Organizational Leadership Assessment (OLA)

and the Minnesota Satisfaction Questionnaire (MSQ short-form) was sent to them two days later. A thank you postcard followed one week after that. On 13 February 2007 the second survey packet was sent to the pastors and ministers of qualified churches who had not yet responded. The last follow-up letter without survey packet was mailed three weeks later, and the data collection ended on 17 March 2007. A total of 102 potential and qualified churches were sent packets. Return rates of the pastor and the minister groups were 70.6% (72/102) and 71.6% (73/102), respectively. Pearson's r and a t -test for independent samples were conducted for testing hypotheses, utilizing SPSS 14.0.

FINDINGS AND CONCLUSION: There was a significant, positive relationship between the pastor's perception of the organizational servant leadership tendency within his church staff team and his job satisfaction in SBC churches in Tarrant County, Texas ($n=72$, $r=.577$, $p<.0005$, 1-tailed). There was also a significant, positive relationship between the minister's perception of the organizational servant leadership tendency within his or her church staff team and his or her job satisfaction in SBC churches in Tarrant County, Texas ($n=73$, $r=.650$, $p<.0005$, 1-tailed). Thirdly, there was a significant difference in their perceptions concerning the organizational servant leadership tendency within their same church staff team between the pastor and the minister with the pastor perceiving higher in SBC churches in Tarrant County, Texas [$t(130)=2.585$, $p=.0055$, 1-tailed, $\eta^2=.049$; the OLA $M=260$ and 248 , respectively].

In conclusion, pastors and ministers who perceived higher, organizational servant leadership tendencies within their church staff teams seemed to have greater satisfaction with their ministries and vice versa in SBC churches in Tarrant County, Texas. Also, there seemed to be a moderate discrepancy between the two groups concerning the organizational servant leadership tendency within their same church staff teams in SBC churches in Tarrant County, Texas.

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PREFACE

A few special individuals come to my mind, such as my parents, wife and children, and Mrs. Judy Welch. Without their love, support, and help, I could not have come this far; and I am so grateful to God and to each of them. I would like to also express my sincere gratitude to Dr. Tom Law for his introductory letter and to Mrs. Becky Biser for providing the list of the accessible target population. Lastly, to each of the 145 pastors and ministers in Southern Baptist Convention churches in Tarrant County, Texas who took time out of their busy schedules to complete the surveys so that the present study could come to fruition, I owe a debt of gratitude.

Paul Kong
Fort Worth, Texas
September 2007

CHAPTER ONE

INTRODUCTION

Introductory Statement

Leadership has been one of the oldest human interests.¹ Ancient Egypt used symbols for “leadership, leader, and the follower” as early as 3,000 B.C.² Early thinkers such as Ashoka, Confucius, Plato, and Aristotle were interested in leadership.³ As recorded in the Bible, individuals such as Joseph, Joshua, and Nehemiah served as leaders.⁴ Whereas hundreds of leadership-related books and thousands of articles were published by 1990,⁵ the combined number increased dramatically to more than 30,000 within a decade.⁶ James Hunter notes that

¹Tim Barnett, “Leadership,” in *Encyclopedia of Management*, ed. Marilyn M. Helms, 4th ed. (Detroit: Gale Group, 2000), 490; Bernard M. Bass, *Bass & Stogdill’s Handbook of Leadership: Theory, Research, and Managerial Applications*, 3rd ed. (New York: Free Press, 1990), 3; and Georgia J. Sorenson and George R. Goethals, “Leadership Theories: Overview,” in *Encyclopedia of Leadership*, ed. George R. Goethals, Georgia J. Sorenson, and James MacGregor Burns, 4 vols. (Thousand Oaks: Sage Publications, 2004), 867.

²Bass, *Handbook*, 3-4.

³Bernard M. Bass, “Concepts of Leadership,” in *Leadership: Understanding the Dynamics of Power and Influence in Organizations*, ed. Robert P. Vecchio (Notre Dame, IN: University of Notre Dame Press, 1997), 3.

⁴Lorin Woolfe, *The Bible on Leadership: From Moses to Matthew—Management Lessons for Contemporary Leaders* (Amacom: New York, 2002), ix-xii. See Gen 41:41-55; Josh 1:6; and Neh 4:19.

⁵Bass, *Handbook*, 10.

⁶Robert N. Lussier and Christopher F. Achua, *Management Effectiveness: Developing Leadership Skills* (Cincinnati: South-Western College Publishing, 2001), 4.

“Three-quarters of American corporations send people off to leadership classes each year and spend an estimated \$15 billion on training and consulting for those on their leadership teams.”⁷

James MacGregor Burns once lamented that “Leadership is one of the most observed and least understood phenomena on earth.”⁸ Due to its complex concept Afsaneh Nahavandi even speculates that finding definitive answers would be impossible for leadership is “by its very nature subject to constant change.”⁹ In spite of the vast accumulated information on leadership today, many questions are still unanswered.¹⁰ One such unanswered question is the relationship between leadership and job satisfaction noticed by Barnett: “Despite the thousands of pages devoted to leadership in academic books and journals, business-oriented publications, and general-interest publications, the precise nature of leadership and its relationship to key criterion variables such as subordinate satisfaction, commitment, and performance is still uncertain.”¹¹

The concept of servant leadership contributes to the understanding of leadership.¹² Its focus is on the needs of others and not on the leader.¹³ However familiar its term, concept,

⁷James C. Hunter, *The World's Most Powerful Leadership Principle: How to Become a Servant Leader* (New York: Crown Business, 2004), 14.

⁸James MacGregor Burns, *Leadership* (New York: Harper & Row, 1978), 2.

⁹Afsaneh Nahavandi, *The Art and Science of Leadership*, 4th ed. (Upper Saddle River, NJ: Pearson Prentice Hall, 2006), 305.

¹⁰Gary Yukl, *Leadership in Organizations*, 6th ed. (Upper Saddle River, NJ: Pearson Prentice Hall, 2006), 2.

¹¹Barnett, “Leadership,” 490.

¹²Brien N. Smith, Ray V. Montagno, and Tatiana N. Kuzmenko, “Transformational and Servant Leadership: Content and Contextual Comparisons,” *Journal of Leadership and Organizational Studies* 10, no. 4 (2004): 80; Larry C. Spears, “Practicing Servant-Leadership,” *Leader to Leader*, Fall 2004, 11; and Yukl, *Leadership*, 417, 420.

¹³Ken Blanchard, Scott Blanchard, and Drea Zigarmi, “Servant Leadership,” in *Leading at a Higher Level: Blanchard on Leadership and Creating High Performance*

or principles may be to the Christian community, one needs to understand that the servant leadership model is not “a Christian-only leadership model.”¹⁴ Even though servant leadership is gradually gaining in popularity,¹⁵ empirical research is lacking and much needed in the field.¹⁶

Statement of the Problem

The three-fold problem of this study was:

1. To determine the relationship between the pastor’s perception of the organizational servant leadership tendency within his church staff team, as measured by the Organizational Leadership Assessment (OLA), and his job satisfaction, as measured by the Minnesota Satisfaction Questionnaire (MSQ short-form), in Southern Baptist Convention (SBC) churches in Tarrant County, Texas
2. To determine the relationship between the minister’s perception of the organizational servant leadership tendency within his or her church staff team, as measured by the OLA, and his or her job satisfaction, as measured by the MSQ short-form, in SBC churches in Tarrant County, Texas

Organizations, ed. Tim Moore (Upper Saddle River, NJ: Pearson Prentice Hall, 2007), 254; Mike Bonem and Roger Patterson, *Leading from the Second Chair: Serving Your Church, Fulfilling Your Role, and Realizing Your Dreams* (San Francisco: Jossey-Bass, 2005), 97; Robert K. Greenleaf, “Essentials of Servant-Leadership,” in *Focus on Leadership: Servant-Leadership for the Twenty-First Century*, ed. Larry C. Spears and Michele Lawrence (New York: John Wiley & Sons, 2002), 24; Lussier and Achua, *Management Effectiveness*, 278; and Robert P. Neuschel, *The Servant Leader: Unleashing the Power of Your People* (Evanston, IL: Northwestern University Press, 2005), 95.

¹⁴James K. Dittmar, “An Interview with Larry Spears,” *Journal of Leadership and Organizational Studies* 13, no. 1 (2006): 118.

¹⁵Michael Ba Banutu-Gomez, “Great Leaders Teach Exemplary Followership and Serve As Servant Leaders,” *The Journal of American Academy of Business, Cambridge* 4, no. 1/2 (2004): 150; Archie B. Carroll, “Servant Leadership: An Ideal for Nonprofit Organizations,” *Nonprofit World*, May/June 2005, 18; and Spears, “Practicing Servant-Leadership,” 11.

¹⁶James Alan Laub, “Assessing the Servant Organization: Development of the Servant Organizational Leadership Assessment (SOLA) Instrument” (Ed.D. diss., Florida Atlantic University, 1999), 17; and Herman S. Ming, “Servant Leadership and Its Effect on Church Organization” (Ph.D. diss., Walden University, 2005), 126.

3. To determine the difference in their perceptions concerning the organizational servant leadership tendency within their same church staff team between the pastor and the minister in SBC churches in Tarrant County, Texas.

Purpose of the Study

The purposes of this study were:

1. To measure a multi-staff pastor's perception of the servant leadership tendency within his church staff organization in SBC churches in Tarrant County, Texas
2. To measure another ministerial staff person's perception of the servant leadership tendency within the same church staff organization in SBC churches in Tarrant County, Texas
3. To measure the job satisfaction of the multi-staff pastor in SBC churches in Tarrant County, Texas
4. To measure the job satisfaction of the other ministerial staff person in SBC churches in Tarrant County, Texas
5. To determine the relationship between the multi-staff pastor's perception of the servant leadership tendency within his church staff organization and his job satisfaction in SBC churches in Tarrant County, Texas
6. To determine the relationship between the other ministerial staff person's perception of the servant leadership tendency within the same church staff organization and his or her job satisfaction in SBC churches in Tarrant County, Texas
7. To assess any difference in their perceptions concerning the servant leadership tendency within their same church staff organization between the multi-staff pastor and the other ministerial staff person in SBC churches in Tarrant County, Texas.

Synthesis of Related Literature

It is interesting to note that the four-volume, 1,927 page, *Encyclopedia of Leadership* (2004) does not mention the term servant leadership, let alone describe it in any part of its main entries. Perhaps servant leadership has not yet gained theory-level status. Nevertheless, leadership literature recognizes its contribution. For example, Stephen Covey identifies servant

leadership as one of the leadership theories.¹⁷ In the present section of literature review, an overview of leadership theories, servant leadership, job satisfaction, and servant leadership and job satisfaction will be addressed in order.

Overview of Leadership Theories

From the outset, it needs to be noted that various leadership theories or models “are not discrete or linear, but make their appearances in varying degrees throughout the history of leadership studies.”¹⁸ In general, different authors tend to group them differently with various terms, examples of which are Bass, House, and Gill. Bernard Bass classifies leadership theories into Personal and Situational, Interaction and Social Learning, Interactive Processes, Perceptual and Cognitive, and Hybrid Explanations,¹⁹ and Robert House categorizes them as Instrumental, Inspirational, and Informal.²⁰ Roger Gill views them as Trait, Emergent Leadership, Leadership-Style, Psychodynamic, Contingency, New Leadership, and Pragmatic and Strategic, and servant leadership is viewed as one of the Emergent Leadership theories.²¹ For this overview section, only major theory approaches such as trait, behavioral, power-influence, situational, and integrative will be addressed.²²

¹⁷Stephen R. Covey, *The 8th Habit: From Effectiveness to Greatness* (New York: Free Press, 2004), 358.

¹⁸Sorenson and Goethals, “Leadership Theories,” 867-68.

¹⁹Bass, *Handbook*, 37-53.

²⁰Robert J. House, “Leadership,” in *The Blackwell Encyclopedic Dictionary of Organizational Behavior*, ed. Nigel Nicholson (Malden, MA: Blackwell Publications, 1995, 1998 with corrections), 286.

²¹Roger Gill, *Theory and Practice of Leadership* (Thousand Oaks: Sage Publications, 2006), 36-60.

²²Covey, *The 8th Habit*, 352; and Yukl, *Leadership*, 12.

From the early 1900s to Stogdill's major review in 1948, the trait theory sought a universally acceptable set of the personality traits that only great or effective leaders would innately or naturally possess.²³ However, not only did it fail to identify the set but also neglected situational factors.²⁴ Nevertheless, the trait theory is still "alive and well," asserts Northouse. For example, Sorenson and Goethals consider Stephen Covey's noted book, *The 7 Habits of Highly Effective People: Restoring the Character Ethic* (1989), as a trait approach.²⁵ In addition, the trait theory may be considered to be part of the integrative theory.²⁶

After the diminishing recognition of the trait theory in the late 1940s, leadership research shifted its focus to leader behavior, examples of which are the Ohio State, the Michigan, and Blake and Mouton's Managerial (later renamed Leadership) Grid studies.²⁷ In essence, the behavioral theory examined leader behavior with task and relationship dimensions.²⁸ Even so, it could not identify the most effective leadership style that would be applicable in all situations.²⁹

²³Paul Hersey, Kenneth H. Blanchard, and Dewey E. Johnson, *Management of Organizational Behavior*, 7th ed. (Upper Saddle River, NJ: Prentice Hall, 1996), 101-02; and Peter G. Northouse, *Leadership Theory and Practice*, 2nd ed. (Thousand Oaks: Sage Publications, 2001), 15.

²⁴Northouse, *Leadership Theory and Practice*, 22-23.

²⁵Sorenson and Goethals, "Leadership Theories," 869.

²⁶Northouse, *Leadership Theory and Practice*, 16.

²⁷Barnett, "Leadership," 491-92; Hersey, Blanchard, and Johnson, *Management*, 105; Northouse, *Leadership Theory and Practice*, 35-43; Sorenson and Goethals, "Leadership Theories," 869; and Yukl, *Leadership*, 13.

²⁸Barnett, "Leadership," 492; Gill, *Theory and Practice*, 42-43; Hersey, Blanchard, and Johnson, *Management*, 105-07, 114-16; Nahavandi, *The Art and Science*, 39-40; Northouse, *Leadership Theory and Practice*, 35-43; and Sorenson and Goethals, "Leadership Theories," 869.

²⁹Northouse, *Leadership Theory and Practice*, 45;

Like the trait theory, the behavioral theory did not consider situational factors either.³⁰ On the other hand, two strengths are noteworthy. It has contributed to leadership understanding with the discovery of task and relationship dimensions of leader behavior and it is “heuristic” and applicable.³¹ Blake and Mouton’s Managerial (Leadership) Grid, for example, “is used in consulting for organizational development throughout the world.”³²

The power-influence theory deals with the process, interaction, or relationship between the leader and the follower.³³ Due to its relational nature between the leader and the follower, the power-influence theory permeates other theories such as the behavioral, situational, transactional, and transformational theories.³⁴ In other words, any leadership theory or model that includes leader-follower interaction may be examined in light of power-influence theory. For example, Vroom and Yetten’s Normative Decision Model (1973), which is a situational or contingency theory, is viewed as a power-influence theory.³⁵ Another typical power-influence theory model is Leader-Member Exchange (1975) developed by Graen and others that focuses

³⁰Barnett, “Leadership,” 492; Gill, *Theory and Practice*, 45; and Hersey, Blanchard, and Johnson, *Management*, 117.

³¹Northouse, *Leadership Theory and Practice*, 44.

³²*Ibid.*, 43.

³³Edwin P. Hollander, “Legitimacy, Power, and Influence: A Perspective on Relational Features of Leadership,” in *Leadership Theory and Research: Perspectives and Directions*, ed. Martin M. Chemers and Roya Ayman (San Diego: Academic Press, 1993), 29-30; and Yukl, *Leadership*, 14.

³⁴Hollander, “Legitimacy, Power, and Influence,” 29-43; and Robert P. Vecchio, ed., *Leadership: Understanding the Dynamics of Power and Influence in Organizations* (Notre Dame, IN: University of Notre Dame Press, 1997).

³⁵Yukl, *Leadership*, 89-95.

on a dyadic relationship between the leader and the follower.³⁶ Studies confirm a positive relationship between a good dyadic relationship and organizational outcome.³⁷

The situational or contingency theory was first implied by Lewin (1938), proposed by Stogdill (in the late 1940s),³⁸ and began to emerge “with the publication of Fiedler’s first articles (1964).”³⁹ The major assertion was that leadership effectiveness depends on a situation.⁴⁰ “During the 1970s and 1980s,” various situational or contingency models enjoyed their popularity, examples of which include Fiedler’s LPC Contingency Model (1964), House’s Path-Goal Theory (1971), Hersey and Blanchard’s Situational Leadership Theory (1969), Kerr and Jermier’s Leadership Substitutes Theory (1978), Yukl’s Multiple-Linkage Theory (1981), Fiedler’s Cognitive Resources Theory (1986), and lastly, Vroom and Yetten’s Normative Decision Model (1973).⁴¹ However, empirical evidence regarding the assertion is not conclusive. Gill observes as follows: “There is little conclusive research evidence to support situational and

³⁶Ibid., 117.

³⁷Kathleen Boies and Jane M. Howell, “Leader-Member Exchange in Teams: An Examination of the Interaction between Relationship Differentiation and Mean LMX in Explaining Team-Level Outcomes,” *The Leadership Quarterly* 17 (2006): 246; and Olga Epitropaki and Robin Martin, “From Ideal to Real: A Longitudinal Study of the Role of Implicit Leadership Theories on Leader-Member Exchanges and Employee Outcomes,” *Journal of Applied Psychology* 90 (2005): 661.

³⁸Nahavandi, *The Art and Science*, 131.

³⁹Martin M. Chemers, “Leadership Research and Theory: A Functional Integration,” *Group Dynamics: Theory, Research, and Practice* 4, no. 1 (2000): 29.

⁴⁰Barnett, “Leadership,” 491; Lussier and Achua, *Management Effectiveness*, 116; Nahavandi, *The Art and Science*, 131; and Yukl, *Leadership*, 215.

⁴¹Yukl, *Leadership*, 215, 239.

contingency models of leadership. Problems to do with methodology, analysis and ambiguity in its implications led to much disillusionment with the contingency approaches.”⁴²

Lastly, the integrative theory includes charismatic (House, 1977; Conger and Kanungo, 1987), transformational (Burns, 1978; Bass, 1985), and visionary (Bennis and Nanus, 1985) leadership theories that consist of leadership variables such as leader traits, leader behaviors, situational factors, and leader-follower interactions.⁴³ This theory has been very active since the 1980s.⁴⁴ While charismatic and transformational theories may be viewed somewhat differently, both theories, according to Conger, are “examining the same phenomenon from different vantage points.”⁴⁵ The charismatic theory focuses on perceived leader behavior whereas the transformational theory focuses on follower outcome.⁴⁶ Overall, the integrative theory addresses change, vision, empowerment, modeling, and values in the organization.⁴⁷ For instance, vision, empowerment, confidence in the follower, flexibility, change, and teamwork are some major issues in visionary leadership theory.⁴⁸

⁴²Gill, *Theory and Practice*, 50.

⁴³Marshall Sashkin, “Transformational Leadership Approaches: A Review and Synthesis,” in *The Nature of Leadership*, ed. John Antonakis, Anna T. Cianciolo, and Robert J. Sternberg (Thousand Oaks: Sage Publications, 2004), 171; and Yukl, *Leadership*, 15.

⁴⁴John Antonakis, Anna T. Cianciolo, and Robert J. Sternberg, “Leadership: Past, Present, and Future,” in *The Nature of Leadership*, 7.

⁴⁵Jay A. Conger, “Transformational and Visionary Leadership,” in *Encyclopedia of Leadership*, 1568.

⁴⁶*Ibid.*, 1567.

⁴⁷House, “Leadership,” 286-87.

⁴⁸Nahavandi, *The Art and Science*, 245-46.

“Transformational leadership and servant leadership,” observe Smith, Montagno, and Kuzmenko, “have many of the same qualities.”⁴⁹ For example, Kouzes and Posner’s five leadership practices—model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart—addressed in their book *The Leadership Challenge* are similar to the core values of servant leadership addressed in *Christian Reflections on the Leadership Challenge*, edited by Kouzes and Posner. Regarding the five leadership practices, John Maxwell affirms as follows: “Though originally aimed at a general leadership market, the message of *The Leadership Challenge*, by James M. Kouzes and Barry Z. Posner, could have been lifted from the pages of scripture.”⁵⁰

The major difference between transformational leadership and servant leadership, however, is found in leader focus in that a transformational leader tends to focus on his or her organization whereas a servant leader tends to focus on his or her subordinates.⁵¹ Concerning leadership in the future, Nahavandi implies the importance of servant leadership in this way: “Although it is difficult to predict the future, several themes emerge based on past and current research about leadership, analysis of organizational practices, and predictions about social and cultural factors. . . . Future leaders must adopt a service mentality”⁵²

⁴⁹Smith, Montagno, and Kuzmenko, “Transformational and Servant Leadership,” 86.

⁵⁰John C. Maxwell, “Foreword,” in *Christian Reflections on the Leadership Challenge*, ed. James M. Kouzes and Barry Z. Posner (San Francisco: Jossey-Bass, 2004), ix-x.

⁵¹A. Gregory Stone, Robert F. Russell, and Kathleen Patterson, “Transformational versus Servant Leadership: A Difference in Leader Focus,” *Leadership & Organizational Development Journal* 25, no. 3/4 (2004): 354-55.

⁵²Nahavandi, *The Art and Science*, 304.

Servant Leadership

Servant leadership is the highest form of leadership. It's not the same as doormat leadership. To see your role as servant leader is the ultimate biblical model of leadership. I expect our employees to treat others like they want to be treated, that they understand their job is not to be served but to serve, that they are never to be rude. The people out there who call, write, or visit are not our problem, irritation, or interruption; they are our *job*. Our challenge is not to get those people out of the way so that we can do our work; our work is to help those people. Those people are citizens of the state, and they are our bosses.⁵³

The Honorable Mike Huckabee, Governor of Arkansas

The term servant leadership was first coined by Robert Greenleaf as indicated in the title of his book *Servant Leadership* (1977). So, who is a servant leader? “The servant-leader,” answers Greenleaf, “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. That person is sharply different from one who is leader first Between them [the servant-first and the leader-first] there are shadings and blends that are part of the infinite variety of human nature.”⁵⁴

Greenleaf continues to prescribe the outcomes in a question format of those who are served by the servant-first as follows: “The difference manifests itself in the care taken by the servant-first to make sure that other people’s highest priority needs are being served. The best test, and difficult to administer, is: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society; will they benefit, or, at least, not be further deprived?”⁵⁵

⁵³Mike Huckabee, *Character IS the ISSUE: How People with Integrity Can Revolutionize America* (Nashville: Broadman & Holman, 1997), 43.

⁵⁴Robert K. Greenleaf, *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness* (New York: Paulist Press, 1977), 13.

⁵⁵*Ibid.*, 13-14.

Table 1 lists and compares servant leadership characteristics posited by Larry Spears, Kathleen Patterson, Russell and Stone, and Jim Laub. Spears, who is the chief executive officer of The Greenleaf Center for Servant-Leadership, states that the ten characteristics in his list were identified “after some years of carefully considering Greenleaf’s original writings.”⁵⁶ Based on Patterson’s seven servant leadership characteristics, Dennis and Bocarnea developed a servant leadership instrument.⁵⁷ The list of Russell and Gregory is based on servant leadership literature and it is labeled as “accompanying attributes” to servant leadership.⁵⁸

Table 1. Characteristics of servant leadership

Spears	Patterson	Russell and Stone	Laub
1. Listening 2. Empathy 3. Healing 4. Awareness 5. Persuasion 6. Conceptualization 7. Foresight 8. Stewardship 9. Commitment to the growth of people 10. Building community	1. Agape love 2. Humility 3. Altruistic 4. Visionary for the followers 5. Trusting 6. Serving 7. Empowers followers	1. Communication 2. Credibility 3. Competence 4. Stewardship 5. Visibility 6. Influence 7. Persuasion 8. Listening 9. Encouragement 10. Teaching 11. Delegation	1. Values people 2. Develops people 3. Builds community 4. Displays authenticity 5. Provides leadership 6. Shares leadership ⁵⁹

⁵⁶Larry C. Spears, “Tracing the Past, Present, and Future of Servant-Leadership,” in *Focus on Leadership: Servant Leadership for the Twenty-First Century*, ed. Larry C. Spears and Michele Lawrence (New York: John Wiley & Sons, 2002), 4.

⁵⁷Robert S. Dennis and Mihai Bocarnea, “Development of the Servant Leadership Assessment Instrument,” *Leadership & Organization Development Journal* 26, no. 8 (2005): 600-15.

⁵⁸Russell and Stone, “A Review of Servant Leadership Attributes,” 147.

⁵⁹Spears, “Tracing the Past, Present, and Future,” 4-10; Dennis and Bocarnea, “Development of the Servant Leadership,” 601-02; Robert F. Russell and A. Gregory Stone, “A Review of Servant Leadership Attributes: Developing a Practical Model,” *Leadership & Organization Development Journal* 23, no. 3/4 (2002): 147; and Laub, “Assessing the Servant Organization,” 83.

The six servant leadership constructs posited by Laub are the six potential subscales of the Organizational Leadership Assessment (OLA) he developed. Kelly Anderson, referencing Laub, provides the OLA score ranges and their respective organizational health as follows:

1. 60.0 – 119.4 indicates absence of servant leadership characteristics in the organization
2. 119.5 – 179.4 indicates autocratic organization
3. 179.5 – 209.4 indicates negative paternalistic organization
4. 209.5 – 239.4 indicates positive paternalistic organization
5. 239.5 – 269.4 indicates servant-oriented organization
6. 269.5 – 300.0 indicates servant-minded organization.⁶⁰

Debra Arfsten, also referring to Laub, presents the OLA item mean ranges that are equivalent to the OLA score ranges.⁶¹ One may, therefore, convert any OLA score to an equivalent item mean score by simply dividing it with the respective item number.

As shown above, Laub's cut off score for the servant-oriented organization is 239.5. Any organization that would score less than the cut off score would indicate its lack of servant leadership in the organization. Likewise, the equivalent item mean scores of 4 and 4.5 would indicate servant-oriented and servant-minded organizations, respectively. The official OLA group website, www.olagroup.com, provides a detailed explanation about the OLA as well as other helpful information such as two sample evaluation reports.⁶²

Previous studies that have used the OLA instrument are listed in Table 2 with the present study at the bottom. Approximately, three-fourths of the studies in Table 2 used the

⁶⁰Kelly Preston Anderson, "A Correlational Analysis of Servant Leadership and Job Satisfaction in a Religious Educational Organization" (Doctor of Management diss., University of Phoenix, 2005), 75.

⁶¹Debra J. Arfsten, "Servant Leadership: A Quantitative Study of the Perceptions of Employees of a Christian-Based, For-Profit Organization" (Ph.D. diss., Colorado State University, 2006), 38.

⁶²Complete Org 3 Sample Report and Complete Org 4 Sample Report [on-line]; accessed 15 June 2007; available from <http://www.olagroup.com/Display.asp?Page=report>; Internet.

Table 2. Previous studies that have used the OLA

Researcher	Organizational Type	N	Score Mean	SD
Laub (1999)	Business, Government, Religious, Community Service, Medical Service Provider, and Education	828	223.79	41.08
Horsman (2001)	Identical types with Laub's	540	214.74	48.57
Beazley (2002)	TDIndustries in Dallas, Texas	159	N/A	---
Thompson (2002)	A church-related, CCCU member college	116	213.73	35.10
Hebert (2003)	Local and Federal Government, Health Care, Technology, Utilities, and Distribution	136	200.76	41.92
Herbst (2003)	24 high schools in Broward County, Florida	884	---	---
Ledbetter (2003)	8 Police agencies from several states	138	Test 210.52 Retest 214.80	39.16 36.76
Drury (2004)	A Midwest nontraditional college	170	224.65	34.18
Miears (2004)	15 Texas public high schools in Region X	165	211.43	50.67

K. Anderson (2005)	Church Educational System of The LDS Church in six counties of Utah	430	247.08	38.85
J. Anderson (2006)	One rural, Midwestern public school district	53	(Item Mean 4.26)	---
Arfsten (2006)	Omega Publishing Company	262	(Item Mean 3.96)	---
McCann (2006)	A Catholic Charities Social Services Agency	229	249.48	---
Ross (2006)	The P-12 school system in the North American Division of Seventh-Day Adventists	371	(Item Mean 3.88)	---
Tassell (2006)	A Franciscan-sponsored university	166	195.7	50.04
Kong (2007)	Church staff organization of SBC churches in Tarrant County, Texas	Total 145	254.40	27.48
			(Item Mean 4.24)	(.46)
		Pastors 72	260.23	24.13
			(Item Mean 4.34)	(.40)
		Ministers	248.65	29.47
		73	(Item Mean 4.14)	(.49) ⁶³

⁶³Laub, "Assessing the Servant Organization," 64, 67, 78-79 (The mean score of 223.79 is from the reduced, 60-item OLA.); John Henry Horsman, "Perspectives of Servant-Leadership and Spirit in Organizations" (Ph.D. diss., Gonzaga University, 2001), 118, 120; Debra Ann Beazley, "Spiritual Orientation of a Leader and Perceived Servant Leader Behavior: A Correlational Study" (Ph.D. diss., Walden University, 2002), 38-39, 41, 45 [Beazley used only section 2 of the OLA (33 items) and modified the 5-point Likert scale into 7-point.]; Robert S. Thompson, "The Perception of Servant Leadership Characteristics and Job Satisfaction in a Church-Related College" (Ph.D. diss., Indiana State University, 2002), 6, 69; Sherri C. Hebert, "The Relationship of Perceived Servant Leadership and Job Satisfaction from the Follower's Perspective" (Ph.D. diss., Capella University, 2003), 77, 80; Joel David Herbst, "Organizational Servant Leadership and Its Relationship to Secondary School Effectiveness" (Ed.D. diss., Florida Atlantic University, 2003), 61, 68; D. Steven Ledbetter, "Law Enforcement Leaders and Servant Leadership: A Reliability Study of the Organizational Leadership Assessment" (Ph.D. diss., Regent University, 2003), 71-72, 82; Sharon Drury, "Employee Perceptions of Servant Leadership: Comparisons by Level and with Job Satisfaction and Organizational Commitment" (Regent University, Ph.D. diss., 2004), 51, 56; Larry D. Mears, "Servant-Leadership and Job Satisfaction: A Correlational Study in Texas Education Agency Region X Public Schools" (Ed.D. diss., Texas A&M University-Commerce, 2004), 41-43, 66, 78; K. Anderson, "A Correlational Analysis of Servant Leadership," 67-69, 78, 85; Jason D. Anderson, "Servant Leadership in Public Schools: A Case Study" (Ed.D. diss., University of Missouri-Columbia, 2006), 53, 71, 81 [The item mean of 4.26 was obtained by adding six individual subscale item means divided by the total subscales number 6]; Arfsten, "Servant Leadership," 57-58, 63 [The item mean of 3.96 was obtained by adding six individual subscale item means divided by the total subscales number 6]; Robert J. McCann, "Servant-Leadership in a Catholic Charities Agency: A Case Study" (Ph.D. diss., Gonzaga University, 2006), 112, 120, 216; Donovan B. Ross, "Perceptions of the Evidence of a Servant Leadership Culture among Educators in the P-12 School System in the North American Division of Seventh-Day Adventists" (Ph.D. diss., Andrews University, 2006), 74-75, 84 [The item mean of 3.88 was obtained by adding six individual subscale item means divided by the total subscales number 6]; Malachi Van Tassell, "Called to Serve: Servant-Leadership Perceptions at a Franciscan-Sponsored University Correlated with Job Satisfaction" (Ph.D. diss., Capella University, 2006), 71, 76; and Paul Kong (2007).

OLA score and the other one-fourth used the OLA item mean. One may logically assume that church-related or religiously affiliated organizations would score higher on the OLA than secular organizations would in relation to organizational servant leadership. The findings displayed in Table 2, however, do not seem to support that assumption.

Job Satisfaction

*The best leaders may well be those who can motivate workers to perform at a high level while maintaining an equally high level of job satisfaction.*⁶⁴

Hughes, Ginnett, and Curphy

While satisfaction and motivation are different and it has been cautioned that managers should be aware of this difference,⁶⁵ a literature review of motivation and job satisfaction theories conducted by this researcher revealed otherwise. Therefore, job satisfaction and motivation are closely linked together. “As a matter of fact,” assert Hughes, Ginnett, and Curphy, “many theories of motivation are also theories of job satisfaction.”⁶⁶ Almost thirty years ago, Grunerberg observed that the motivation theories had two branches, content and process.⁶⁷ As of 2002, those content (factors or needs that influence job satisfaction) and process (cognitive processes that influence behavior) theories have been divided further as shown in Table 3.

Table 3. Four categories of motivation theories

Category	Theory
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⁶⁴Richard L. Hughes, Robert C. Ginnett, and Gordon J. Curphy, *Leadership: Enhancing the Lessons of Experience*, 4th ed. (Boston: McGraw-Hill, 2002), 245.

⁶⁵Hersey, Blanchard, and Johnson, *Management of Organizational Behavior*, 84.

⁶⁶Hughes, Ginnett, and Curphy, *Leadership*, 246.

⁶⁷Michael M. Gruneberg, *Understanding Job Satisfaction* (New York: John Wiley & Sons, 1979), 9.

Need	<ul style="list-style-type: none"> • Maslow's Hierarchy of Needs • Alderfer's ERG Theory • Herzberg's Two-Factor Theory
Individual Difference	<ul style="list-style-type: none"> • Achievement Orientation • Intrinsic Motivation
Cognitive	<ul style="list-style-type: none"> • Goal Setting • Expectancy Theory • ProMES
Situational	<ul style="list-style-type: none"> • Job Characteristics Model • Operant Approach⁶⁸

As motivation theories provide insight into job satisfaction,⁶⁹ several scholars seem to view some of them as of job satisfaction, presumably distinctive from motivation theories. For example, David Hogue describes Discrepancy and Equity theories as of job satisfaction;⁷⁰ Greenberg and Baron consider Herzberg's Two-Factor and Locke's Value theories as job satisfaction theories;⁷¹ and also Hughes, Ginnett, and Curphy perceive Affectivity, Equity, and Organizational Justice theories as job satisfaction theories.⁷² Therefore, a brief examination of above-mentioned job satisfaction theories is in order.

Discrepancy theory views job satisfaction as "the difference between the expected or desired rewards from a job and the actual rewards,"⁷³ whereas Equity theory views job satisfaction in terms of fairness in that an employee compares his or her "efforts and rewards

⁶⁸Ibid., 249.

⁶⁹Hughes, Ginnett, and Curphy, *Leadership*, 281.

⁷⁰David Allen Hogue, "The Measurement of Job Satisfaction for Clergy" (Ph.D. diss., Northwestern University, 1985), 65-66.

⁷¹Jerald Greenberg and Robert A. Baron, *Behavior in Organizations: Understanding and Managing the Human Side of Work*, 6th ed. (Upper Saddle River, NJ: Prentice Hall, 1997), 183-84.

⁷²Hughes, Ginnett, and Curphy, *Leadership*, 280-84.

⁷³Hogue, "The Measurement of Job Satisfaction for Clergy," 65.

with those of others in similar work situations.”⁷⁴ Herzberg’s Two-Factor theory views job satisfaction in terms of “motivators” and “hygiene factors” in that motivators (achievement, recognition, the work itself, responsibility, and advancement and growth) lead to job satisfaction, whereas lack of hygiene factors (supervision, working condition, co-workers, pay, policies/procedures, and job security) lead to job dissatisfaction.⁷⁵ Locke’s Value theory is considered the same as Discrepancy theory.⁷⁶

Affectivity theory refers to one’s consistent reaction to a stimulus. In other words, person A (negatively affective) might be naturally negative and irritable no matter what whereas person B (positively affective) would be exactly the opposite, given the same stimulus. In terms of hiring, employers are suggested to be discerning in their hiring process. Selecting or hiring a negatively affective worker would be a potential problem, according to the theory.⁷⁷ Lastly, Organizational Justice theory views job satisfaction in terms of fair treatment to its employees such as fair reward/punishment system perceived by its individual employees.⁷⁸

Little attention has been given concerning clergy or ministerial job satisfaction.⁷⁹ Robert Welch measured job satisfaction of SBC pastors and ministers utilizing the Job Attitude Scale (JAS) that was based on Herzberg’s Two-Factor theory. He found that the pastor group

⁷⁴John M. Ivancevich, Robert Konopaske, and Michael T. Matteson, *Organizational Behavior and Management*, 7th ed. (Boston: McGraw-Hill, 2005), 152.

⁷⁵Hughes, Ginnett, and Curphy, *Leadership*, 252.

⁷⁶Hogue, “The Measurement of Job Satisfaction for Clergy,” 65.

⁷⁷Hughes, Ginnett, and Curphy, *Leadership*, 281.

⁷⁸*Ibid.*, 284.

⁷⁹Hogue, “The Measurement of Job Satisfaction for Clergy,” iii; Kenneth B. Jones, “Factors Effecting Job Satisfaction among Ordained Presbyterian Clergy” (Ph.D. diss., The

(n=91, M=31.6) scored the highest intrinsic job satisfaction among twelve staff categories.⁸⁰

Jane Carr found that the children's minister group scored significantly higher in job satisfaction than the preschoolers' minister group did.⁸¹ Also in John Kiemele's study that involved thirty church staff organizations, there was a significant difference in job satisfaction across ministerial position with the pastor group scoring the highest ($F=16.6$, $p=.001$).⁸²

While it is not always the case, as shown in Steven Christopher's findings in that there was no significant difference in job satisfaction between pastor and minister of education groups (n=159, M=80.9; and n=198, M=80.3, respectively),⁸³ numerous empirical findings seem to support a conventional belief that people in a higher position tend to be more satisfied. "They are," speculates John Newstrom, "usually better paid, have better working conditions, and hold jobs that make fuller use of their abilities."⁸⁴ In addition, a meta-analysis study that

University of South Dakota, 2000), i; and William K. Kay, "Job Satisfaction of British Pentecostal Ministries," *Asian Journal of Pentecostal Studies* 3/1 (2000): 84.

⁸⁰Robert Horton Welch, "A Study of Selected Factors Related to Job Satisfaction in the Staff Organizations of Large Southern Baptist Churches" (Ed.D. diss., Southwestern Baptist Theological Seminary, 1990), abstract, 85.

⁸¹Jane L. Carr, "An Investigation into Job Satisfaction among Female and Male Protestant Children's Ministry Professionals" (Ph.D. diss., Biola University, 2000), abstract.

⁸²John S. Kiemele, "An Investigation of the Relationship between Quality of Friendship and Ministry Satisfaction among Vocational Church Ministry Leadership Teams from Four Protestant Evangelical Denominations" (Ph.D. diss., Biola University, 2002), 160.

⁸³Steven L. Christopher, "The Relationship between Leadership Style and Job Satisfaction among Directors of Christian Education and their Senior Pastors in the Lutheran Church Missouri Synod" (Ph.D. diss., Biola University, 2001), 124, 151.

⁸⁴John W. Newstrom, *Organizational Behavior: Human Behavior at Work*, 12th ed. (Boston: McGraw-Hill, 2007), 206.

analyzed thirty five studies in relation to the two variables seems to be in keeping with the common view ($r=.26$).⁸⁵

The negative relationship between job satisfaction and turnover has been known and empirically supported for decades.⁸⁶ According to Hughes, Ginnett, and Curphy, “the direct costs of replacing a first-line supervisor or an executive can range from \$5,000 to \$200,000 per hire.”⁸⁷ As expected, Gregg Makin found a strong, negative relationship between job satisfaction and turnover intention among youth ministers ($n=393$, $r=-.664$).⁸⁸

Regarding job satisfaction and gender, Paul Spector observes that their relationship has been “extremely inconsistent across studies. . . . In other words, men and women have the same levels of job satisfaction.”⁸⁹ Likewise, Kiemele found a significant difference in job satisfaction between male and female ministers, whereas Christopher found no significant difference in job satisfaction between male and female ministers of education [$t(145)=2.81$, $p=.006$; and $F(1, 196)=.756$, $p>.05$, respectively].⁹⁰

⁸⁵Chet Robie et al., “The Relation between Job Level and Job Satisfaction,” *Group & Organization Management* 23, no. 4 (1998): 470, 487.

⁸⁶Hughes, Ginnett, and Curphy, *Leadership*, 273; Newstrom, *Organizational Behavior*, 209-11; and Catherine E. Seta, Paul B. Paulus, and Robert A. Baron, *Effective Human Relations: A Guide to People at Work*, 4th ed. (Boston: Allyn and Bacon, 2000), 327.

⁸⁷Hughes, Ginnett, and Curphy, *Leadership*, 273-74.

⁸⁸Gregg A. Makin, “Understanding the Turnover Intentions of Youth Pastors” (Ph.D. diss, Regent University, 2004), 190-91.

⁸⁹Paul E. Spector, *Job Satisfaction: Application, Assessment, Causes, and Consequences* (Thousand Oaks: Sage Publications, 1997), 28.

⁹⁰Kiemele, “An Investigation of the Relationship between Quality of Friendship and Ministry Satisfaction,” 165; and Christopher, “The Relationship between Leadership Style and Job Satisfaction,” 158.

Correlational studies between job satisfaction and age have indicated mixed findings.⁹¹

In the context of ministry settings, however, the two variables seem to be unrelated. Michael Alexander divided 147 male ministers into four age groups and conducted a One-Way ANOVA in that there was no significant difference in job satisfaction across age [$F(3,143)=.069$, $p=.976$].⁹² Each of the findings of Carr and Christopher also revealed no significant relationship between the two variables among children's ministers and ministers of education, respectively ($n=472$, $r=.05$, $p=.24$; and $n=198$, $r=.089$, $p>.05$).⁹³

Empirical studies done in the context of ministry settings seem to indicate non-relationships between job satisfaction and each of the three variables—education, ministry experience, and tenure. Stevens found that education was not a significant predictor of job satisfaction among 253 SBC youth ministers in Texas.⁹⁴ Carr found no significant difference in job satisfaction across educational level in children's ministers [$F(3, 445)=.07$, $p=.98$].⁹⁵ Christopher also found no significant difference in job satisfaction between two educational groups (Bachelors and Masters) in ministers of education [$F(1, 196)=.641$, $p>.05$].⁹⁶

⁹¹Spector, *Job Satisfaction*, 25.

⁹²Michael A. Alexander, "Job Satisfaction and Organizational Commitment in the Local Church; A Study of African-American Male Ministers" (Doctor of Business Administration diss., Nova Southeastern University, 2004), 87-88.

⁹³Carr, "An Investigation into Job Satisfaction," 113, 125; and Christopher, "The Relationship between Leadership Style and Job Satisfaction," 151, 153.

⁹⁴Scott Hamilton Stevens, "A Study of the Relationship between Faith Maturity and Job Satisfaction among Full-Time Youth Ministers Serving the Six Hundred Largest Southern Baptist Churches in the State of Texas" (Ph.D. diss., Southwestern Baptist Theological Seminary, 2001), abstract, 50.

⁹⁵Carr, "An Investigation into Job Satisfaction," 131.

⁹⁶Christopher, "The Relationship between Leadership Style and Job Satisfaction," 154.

Carr and Christopher each found no significant relationship between job satisfaction and ministry experience among children's ministers and ministers of education, respectively ($n=471$, $r=.03$, $p=.47$; and $n=198$, $r=.064$, $p>.05$).⁹⁷ They also found no significant relationship between job satisfaction and tenure in the same respective groups ($r=.01$; and $r=.57$).⁹⁸ In addition, Stevens found that tenure was not a significant predictor of job satisfaction among 253 SBC youth ministers in Texas.⁹⁹ Lastly, Alexander also found no significant difference in job satisfaction among five tenure groups in male ministers [$F(4, 142)=.819$, $p=.515$].¹⁰⁰

⁹⁷Carr, "An Investigation into Job Satisfaction," 120, 132; and Christopher, "The Relationship between Leadership Style and Job Satisfaction," 151, 153.

⁹⁸Carr, "An Investigation into Job Satisfaction," 133; and Christopher, "The Relationship between Leadership Style and Job Satisfaction," 153.

⁹⁹Stevens, "A Study of the Relationship between Faith Maturity and Job satisfaction," abstract, 50.

¹⁰⁰Alexander, "Job Satisfaction and Organizational Commitment," 90.

Servant Leadership and Job Satisfaction

Eight empirical studies of correlation between servant leadership and job satisfaction have been identified and thus listed in Table 4 with the present study at the bottom. Laub field-tested his (74-item) OLA with more than 800 people from 41 different organizations that included business, government, religious, community service, medical service provider, and education.¹⁰¹ It needs to be noted at this point that the reduced, 60-item OLA contains six additional items of job satisfaction that are not part of the servant leadership assessment. According to Laub's findings, 43% ($r^2=.653^2=.43$) of the OLA score is accounted for by the job satisfaction score in his sample. Furthermore, 43% indicates a strong, positive relationship between the two variables in his sample.

Table 4. Correlational studies of servant leadership and job satisfaction

Researcher	Pearson's r	Two Measuring Instruments
Laub (1999)	$r=.653$	OLA and built-in job satisfaction scale
Thompson (2002)	$r=.704$	OLA and MSQ Short-form
Hebert (2003)	$r=.753$	OLA and MCMJSS
Drury (2004)	$r=.631$	OLA and built-in job satisfaction scale
Miears (2004)	$r=.723$	OLA and built-in job satisfaction scale
K. Anderson (2005)	$r=.675$	OLA and built-in job satisfaction scale
Bivins (2005)	$r=.046$	HTIV and MSS
Tassell (2006)	$r=.577177$	OLA and JIG (subscale of the JDI)
Kong (2007)	Pastor Group (n=72) $r=.577$ Minister Group (n=73) $r=.650$ Combined (n=145) $r=.630$	OLA and MSQ Short-form OLA and MSQ Short-form ¹⁰²

¹⁰¹Laub, "Assessing the Servant Organization," 64.

¹⁰²Laub, "Assessing the Servant Organization," v; Thompson, "The Perception of Servant Leadership Characteristics," 74; Hebert, "The Relationship of Perceived Servant Leadership," 84; Drury, "Employee Perceptions of Servant Leadership," 59; Miears, "Servant-Leadership and Job Satisfaction," 68; K. Anderson, "A Correlational Analysis of Servant Leadership," 90 [$r=.675$ converted from $r^2=.456$ by Kong]; Dallas Calhoun Bivins III, "A Study of the Correlation between Servant Leadership and Ministry Satisfaction in Church Leaders in Alaska" (Ed.D. diss., The Southern Baptist Theological Seminary, 2005), 124; Tassell, "Called to Serve," 81; and Kong.

As shown in Table 4, Thompson (2002), Hebert (2003), Bivins (2005), and Tassell (2006) each used a different job satisfaction instrument whereas Drury (2004), Mears (2004), and K. Anderson (2005) each used the same built-in, 6-item job satisfaction scale in their correlational studies. In addition, Bivins (2005) was the only one who used a different instrument to measure servant leadership in his sample. It was unfortunate, however, that he apparently overlooked the possible range of the servant leadership scores that would affect the size of Pearson's r . Thus, his finding, unlike other findings shown in Table 4, was $r=.046$. In other words, even if there was a significant correlation in his sample, his instruments did not have sufficient power to detect it. Nonetheless, a significance of his study would be that while all the others (including the present study) focused on organizational servant leadership, Bivins alone examined individual or member servant leadership.

Thompson (2002) determined the relationship between servant leadership of a church-related college and its employee job satisfaction ($n=116$). He used the Minnesota Satisfaction Questionnaire short-form instead. This short form contains 20 items whereas the OLA's built-in job satisfaction scale contains only 6 items. Like Thompson, Hebert (2003) employed a different job satisfaction instrument called Mohrman-Cooke-Mohrman Job Satisfaction Scale. His study sample ($n=136$) represented twelve organizations from six different types.¹⁰³

Drury (2004) studied a Midwestern nontraditional college, of which top leadership ($n=10$), management ($n=62$), faculty ($n=22$), and hourly workers ($n=76$) were the four position categories,¹⁰⁴ while Mears (2004) examined a Texas public high school system in Region X

¹⁰³Hebert, "The Relationship of Perceived Servant Leadership," 76-77.

¹⁰⁴Drury, "Employee Perceptions of Servant Leadership," 55.

with a stratified sample of 165 teachers.¹⁰⁵ K. Anderson (2005) examined the relationship between servant leadership of the Church Educational System (CES) of The Church of Jesus Christ of Latter-Day Saints (LDS Church) and its employee satisfaction. From the target population of 3,253 full-time and 38,470 part-time teachers and administrators, he used 285 teachers and 145 administrators (n=430) for his study.¹⁰⁶

Bivins (2005) investigated the relationship between servant leadership and ministry job satisfaction in church leaders of Alaska (n=60). His measuring instruments were the Hall-Tonna Inventory of Values (HTIV) and the Ministry Satisfaction Survey (MSS). The MSS was designed by him. As mentioned earlier, the limited, servant leadership score ranges were 12-14 for the servant leader group and 7-10 for the non-servant leader group.¹⁰⁷

Lastly, Tassell (2006) determined the relationship between servant leadership of a Franciscan-sponsored university and its employee job satisfaction (n=166). Ironically, while the call to serve was an important aspect of Franciscan Leadership, the university turned out to be a non-servant leadership organization. Nevertheless, the positive relationship between the variables organizational servant leadership and individual job satisfaction was rather strong ($r=.577$).¹⁰⁸

Theological Foundations

Jesus called them together and said, “You know that the rulers of the Gentiles lord it over them, and their high officials exercise authority over them. Not so with you. Instead,

¹⁰⁵Miears, “Servant-Leadership and Job Satisfaction,” 43, 78.

¹⁰⁶K. Anderson, “A Correlational Analysis of Servant Leadership,” 67, 78.

¹⁰⁷Bivins, “A Study of the Correlation,” 120-22.

¹⁰⁸Tassell, “Called to Serve,” abstract, 76, 81.

whoever wants to become great among you must be your servant, and whoever wants to be first must be your slave just as the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many” (Matt 20:25-28 NIV).

The terms servant and serve appear about 500 times in the Bible.¹⁰⁹ According to the *Wycliffe Bible Dictionary*, four Hebrew words used for servant in the Old Testament are *na‘ar* (Num 22:22), *meshārēt* (Joel 1:9), *śākîr* (Exod 12:45), and *‘ebed* (Deut 5:15). In the New Testament, five Greek words may be translated as servant: *doulos*, *pais*, *diakonos*, *oiketēs*, and *hypēretēs*.¹¹⁰ The Greek word translated as servant in Matthew 20:26 is *diakonos*. *Diakonos* “primarily denotes a servant, whether as doing servile work, or as an attendant rendering free service, without particular reference to its character. . . . *Diakonos* is, generally speaking, to be distinguished from *doulos*, a bondservant, slave; *diakonos* views a servant in relationship to his work; *doulos* views him in relationship to his master.”¹¹¹

As recorded in John 13:4-17, Jesus Himself demonstrated servant leadership by washing His disciples’ feet. Paul the Apostle encouraged the Christians in Philippi to imitate Christ’s humility (Phil 2:3-8). Peter also urged the elders in Pontus, Galatia, Cappadocia, Asia, and Bithynia to serve God’s people as shepherds, not to lord it over them and to be examples to them (1 Pet 5:1-3). In fact, servanthood was one of the leadership principles in the Gospels and Acts.¹¹²

¹⁰⁹Nelson L. Price, *Servant not Celebrities* (Nashville: Broadman Press, 1989), 10.

¹¹⁰J. R., *Wycliffe Bible Dictionary*, ed. Charles F. Pfeiffer, Howard F. Vos, and John Rea (Peabody, MA: Hendrickson Publishers, Fourth Printing—November 2000; first published by Moody Press in two volumes with the title *The Wycliffe Bible Encyclopedia*, 1975), s.v. “OCCUPATIONS: Servant.”

¹¹¹W. E. Vine, *Vine’s Expository Dictionary of New Testament Words* (McLean, VA: MacDonald Publishing Company, n.d.), s.v. “DEACON.”

¹¹²Kenneth O. Gangel, *Team Leadership in Christian Ministry: Using Multiple Gifts to Build A Unified Church* (Chicago: Moody Press, 1997), 58.

Millard J. Erickson, a noted contemporary theologian, referencing Matthew 20:28 and Philippians 2:7-8, insists that “The church must display a similar willingness to serve. . . . Jesus did not associate with people for what they could in turn do for him. . . . Similarly, the church today will not determine its activity on the basis of what will enable it to prosper and grow. Rather, it will seek to follow its Lord’s example of service. It will be willing to go to the undesirables and helpless, those who cannot give anything in return to the church.”¹¹³ The church staff team, according to Brown, “has the opportunity to model for the church what servanthood really is by being servant leaders to the congregation. If the church experiences the staff as getting down under them and lifting them to greater heights, the church will be more likely to understand how they themselves can be servants in the world.”¹¹⁴ In short, “Ministry is serving.”¹¹⁵

Chuck Swindoll once said that “The art of unselfish living is practiced by few and mastered by even fewer. . . . It is difficult to cultivate a servant’s heart when you are trying to survive in a chaotic society dominated by selfish pursuits.”¹¹⁶ The Bible values humility, and humility is the first principle for being a servant leader.¹¹⁷ As described in the book *Good to Great*, Jim Collins and his team discovered the Level 5 leader who “builds enduring greatness

¹¹³Millard J. Erickson, *Christian Theology* (Grand Rapids: Baker Book House, 1985), 1067-68.

¹¹⁴Jerry W. Brown, *Church Staff Teams That Win* (Nashville: Convention Press, 1979), 122.

¹¹⁵Frank H. Olsen, *Church Staff Support: Cultivating and Maintaining Staff Relationships* (Minneapolis: Augsburg Publishing House, 1982), 5.

¹¹⁶Charles R. Swindoll, *Improving Your Serve: The Art of Unselfish Living* (Waco, TX: Word Books, 1981), 210.

¹¹⁷C. Gene Wilkes, *Jesus on Leadership* (Wheaton, IL: Tyndale House Publishers, 1998), 25.

through a paradoxical blend of personal humility and professional will.”¹¹⁸ While servant leadership may be viewed as business servant leadership (described in Collins’s book *Good to Great*), humanitarian servant leadership (expressed in Greenleaf’s writings), and biblical servant leadership (shown in the Bible, especially Jesus being the model),¹¹⁹ its principle of serving with humility encompasses all. That is why Billy Graham is viewed as a Level 5 leader in *The Leadership Secrets of Billy Graham*.¹²⁰

Regarding job satisfaction, it is related to servant leadership as expressed in Price’s statement: “Service performed in the name of Jesus rewards the worker with more real happiness and satisfaction than any other venture in life. It is the sure and safe way to the ‘abundant life’ of which our prototype of a servant, Jesus Christ, spoke.”¹²¹ Perhaps, having this kind of attitude when serving God and others may prevent some church leaders from unnecessary burnout that may have resulted from having wrong motives such as to be served, gain recognition or expecting something in return, rather than to serve with humility and determination. Also, one should not think of church staff members as second class regardless of their functions. They are equal with the senior pastor in terms of value, importance, and priority.¹²²

¹¹⁸Jim Collins, *Good to Great* (New York: Harper Business, 2001), 20.

¹¹⁹Bivins, “A Study of the Correlation,” 13-59.

¹²⁰Harold Myra and Marshall Shelley, *The Leadership Secrets of Billy Graham* (Grand Rapids: Zondervan, 2005), 13-14.

¹²¹Price, *Servants not Celebrities*, 10.

¹²²Bonem and Patterson, *Leading from the Second Chair*, 2-3; and Martin E. Hawkins, *The Associate Pastor: Second Chair, Not Second Best* (Nashville: Broadman & Holman, 2005), 28, 45.

Lastly, Robert Welch emphasizes the importance of healthy relationships not only among church leaders but also with other people.¹²³ The pastor and the staff need others for the ministry. No wonder Agosto states that “both Jesus and Paul refused to work alone.”¹²⁴ Perhaps, the implication would be that servant leadership works best with others as a team. Combined with healthy relationships, strong servant leadership and positive job satisfaction would provide a lasting outcome.

Significance of the Study

The present study contributed to the field of church administration in both academic and practical ways. Academically, it provided the very first empirical data concerning the relationship between organizational (not individual) servant leadership and individual job satisfaction within the context of a local church staff team. In addition, it provided aid to prospective researchers who would further explore the relationship between the two variables within other church-related contexts.

Practically, the present study informed the 145 pastors and ministers who participated, of the availability of an assessment tool that diagnosed organizational servant leadership. Some of the previous studies that examined the relationship between the two variables revealed a discrepancy across position or job level. In the context of a local church, if the pastor and a staff person have a discrepancy concerning the servant leadership tendency within their same church staff team, the church may need to take appropriate measures to narrow the perception gap.

¹²³Robert H. Welch, *Church Administration: Creating Efficiency for Effective Ministry* (Nashville: Broadman & Holman, 2005), 27.

¹²⁴Efrain Agosto, *Servant Leadership: Jesus and Paul* (St. Louis: Chalice, 2005), 207.

Since the whole population was sampled with a high return rate (71.1%), some of the findings and implications presented in this study may be applicable to SBC churches in other counties in Texas, and perhaps even farther afield. Lastly, findings from the MSQ short-form instrument would make “an important and valuable contribution to the new MSQ manual.”¹²⁵

Hypotheses

Hypothesis 1 posited that there would be a significant, positive relationship between the pastor’s perception of the organizational servant leadership tendency within his church staff team and his job satisfaction in SBC churches in Tarrant County, Texas.

Hypothesis 2 posited that there would be a significant, positive relationship between the minister’s perception of the organizational servant leadership tendency within his or her church staff team and his or her job satisfaction in SBC churches in Tarrant County, Texas.

Hypothesis 3 posited that there would be a significant difference in their perceptions concerning the organizational servant leadership tendency within their same church staff team between the pastor and the minister with the pastor perceiving higher in SBC churches in Tarrant County, Texas.

¹²⁵See the letter of permission to use the MSQ short-form in Appendix 5.

CHAPTER TWO

METHOD

The Population

According to the Annual Church Profile information acquired through the Tarrant Baptist Association database,¹ the matched population of the multi-staff pastor and another ministerial staff person in Southern Baptist Convention churches in Tarrant County, Texas consisted of 145 pastors and 145 ministers.

Sampling

Gay and Airasian state that “there is little point in sampling” for a small population of 100 or fewer.² Considering the expected return rate and the busy schedules of clergy, the whole population of the multi-staff pastor and the other ministerial staff person in SBC churches in Tarrant County, Texas was sampled.

Instruments

Two instruments that were used for collecting data were the Organizational Leadership Assessment (OLA) which measured organizational (not individual) servant leadership and the Minnesota Satisfaction Questionnaire (MSQ short-form) which measured

¹Becky L. Biser, Director of Leadership Development of the Tarrant Baptist Association, interview by author, print hand-out, Fort Worth, Texas, 18 October 2006.

²L. R. Gay and Peter Airasian, *Educational Research: Competencies for Analysis and Application*, 6th ed. (Upper Saddle River, NJ: Merrill, 2000), 134.

individual job satisfaction. On the back of the MSQ short-form were several demographic questions that the respondents were also asked to complete. From the demographic questions, the following variables were generated: gender, age, education, ministerial position, ministerial type, ministry experience, and tenure.

The OLA

Laub (1999) initially developed a 74-item, five-point Likert scale that measured organizational servant leadership after the three-step Delphi survey with fourteen authorities in the field of servant leadership. The instrument was then field-tested and later was reduced to the 60-item OLA by removing fourteen items with lower item-to-test correlations. The comparison between the original and the reduced instruments revealed almost no change in reliability (Cronbach's Alpha=.9827; Cronbach's Alpha=.9802, respectively).³

One would, therefore, score the minimum of 60 and the maximum of 300 in the reduced OLA. The OLA scores may be converted into item means of 1 ($60/60=1$) and 5 ($300/60=5$), respectively. Laub had added six job satisfaction items in the OLA instrument for a comparison purpose between organizational servant leadership and member job satisfaction. They were item numbers 56, 58, 60, 62, 64, and 66 in section 3 of the reduced OLA, as displayed in Appendix 4.

Section 1 included twenty one items (1-21) that measured organizational servant leadership in general. Each item in this section began with the phrase, "In general, people within this organization ..." as shown in Appendix 4. Section 2 had thirty three items (22-54) that measured the servant leadership tendency of organizational leaders. These leaders included both the top and the rest of the leaders, excluding workers in the organization.

³Laub, "Assessing the Servant Organization," 79.

Each item in section 2 began with the phrase, “managers/supervisors and top leadership in this organization” as shown in Appendix 4. Lastly, section 3 had six items (55, 57, 59, 61, 63, and 65) that measured one’s own perspective of the organizational servant leadership. Each item in section 3 began with the phrase, “In viewing my own role . . .” as shown in Appendix 4.

Laub also considered six potential subscales or constructs of the OLA instrument. His dissertation, however, did not designate the 60 items that belonged to each specific subscale of the reduced OLA. Upon email request, Dr. Laub kindly supplied the necessary information on 13 November 2006 as shown in Table 5.

Table 5. OLA items of six potential subscales

Six Potential Subscales	Related Items
Values People (10)	1, 4, 9, 15, 19, 52, 54, 55, 57, and 63
Develops People (9)	20, 31, 37, 40, 42, 44, 46, 50, and 59
Builds Community (10)	7, 8, 12, 13, 16, 18, 21, 25, 38, and 47
Displays Authenticity (12)	3, 6, 10, 11, 23, 28, 32, 33, 35, 43, 51, and 61
Provides Leadership (9)	2, 5, 14, 22, 27, 30, 36, 45, and 49
Shares Leadership (10)	17, 24, 26, 29, 34, 39, 41, 48, 53, and 65

The six potential subscales, however, had high correlations among them, as displayed in Table 6. Laub, therefore, excluded the possibility of using them individually in research. He suggested instead that “they may be useful for diagnostic purpose in working with individual organizations.”⁴ Although Laub recommended using the overall OLA score in research,

⁴Ibid., 81.

Table 6. Correlations of six potential subscales of the OLA

	VP	DP	BC	DA	PL	SL
VP	1	.859	.862	.892	.748	.847
DP		1	.818	.889	.836	.868
BC			1	.876	.825	.736
DA				1	.825	.875
PL					1	.736 ⁵
SL						1

several researchers, including the present researcher, chose to address the six potential subscales in their respective studies as well.⁶

For the validity of the OLA, Laub asserted that the procedures taken for the three-step Delphi survey provided “a strong basis for the validity of the constructs being assessed through the instrument.”⁷ In addition, numerous OLA studies listed in Table 2 seemed to prove the validity of the instrument.

The MSQ Short-Form

Weiss and others developed the MSQ short-form that was a 20-item, five-point Likert scale which measured individual job satisfaction. One would therefore score the minimum of 20 and the maximum of 100. According to the manual, the 20 items were composed from the original MSQ which had 100 items. Besides the general job satisfaction which was the overall

⁵Ibid., 68.

⁶Laub, “Assessing the Servant Organization,” abstract; Horsman, “Perspectives of Servant-Leadership,” 121; Thompson, “The Perception of Servant Leadership Characteristics,” 69; Hebert, “The Relationship of Perceived Servant Leadership and Job Satisfaction,” 82; Ledbetter, “Law Enforcement Leaders and Servant Leadership,” 84; Mears, “Servant-Leadership and Job Satisfaction,” 66; K. Anderson, “A Correlational Analysis of Servant Leadership,” 88; J. Anderson, “Servant Leadership in Public Schools,” 71; Arfsten, “Servant Leadership,” 63; McCann, “Servant-Leadership in a Catholic Charities Agency,” 202; and Ross, “Perceptions of the Evidence of a Servant Leadership Culture,” 84.

⁷Laub, “Assessing the Servant Organization,” 80.

score, the MSQ short-form included two subscales, namely intrinsic satisfaction (1, 2, 3, 4, 7, 8, 9, 10, 11, 15, 16, and 20) and extrinsic satisfaction (5, 6, 12, 13, 14, and 19). In addition, there were eight demographic questions listed in the back of the MSQ short-form.

The reliability of the intrinsic satisfaction subscale ranged from .84 to .91; the extrinsic satisfaction subscale, from .77 to .82; and the general job satisfaction scale, from .87 to .92.⁸ The manual, regarding the validity of the instrument, referred to the validity of the original MSQ.⁹ Moreover, Hogue noted that the MSQ was one of the preferred measuring instruments for clergy job satisfaction.¹⁰

Limitations

The present study was limited to the information provided by the Tarrant Baptist Association. For instance, a few multi-staff SBC churches in Tarrant County were not listed in the information given. Also, some churches that were initially identified as multi-staffed turned out to be single-staffed at the time of the study.

Assumptions

It was assumed that the OLA and the MSQ short-form were valid instruments for measuring the organizational servant leadership tendency of a church staff organization and its member job satisfaction, respectively. It was also assumed that the respondents would complete the forms honestly and accurately.

⁸David J. Weiss et al., *Manual for the Minnesota Satisfaction Questionnaire* (Minnesota: University of Minnesota, 1967), 2, 4, 23-24.

⁹Ibid., 24.

¹⁰Hogue, "The Measurement of Job Satisfaction for Clergy," 62.

Definitions

A Multi-Staff Church – A local church with a paid ministerial staff team, which includes at least a senior pastor and another ministerial staff person, such as preschool minister, children’s minister, youth minister, minister of music, minister of education, church business administrator, associate pastor, minister of discipleship, and the like.

A Church Staff Organization – As operationalized above, it is a paid ministerial staff team, which includes at least a senior pastor and another ministerial staff person.

Servant Leadership – “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.”¹¹ It is measured by the OLA.

A Servant Leadership Organization – “An organization in which the characteristics of servant leadership are displayed through the organizational culture and are valued and practiced by the leadership and workforce.”¹² The OLA score mean of 240 or the OLA item mean of 4 and up would be considered a servant leadership organization, according to Laub.

Six Potential Subscales or Constructs of the OLA – They include Values People, Develops People, Builds Community, Displays Authenticity, Provides Leadership, and Shares Leadership. Each potential subscale is operationalized with respective OLA item numbers displayed in Table 5.

Job Satisfaction – One’s attitude toward his or her job, as measured by the MSQ short-form. According to David Weiss who created the MSQ short-form, intrinsic satisfaction relates to aspects of satisfaction that are internal to the job and extrinsic satisfaction refers to aspects of job satisfaction that are unique to job situation, as stated in Appendix 6. The items of the intrinsic satisfaction include 1, 2, 3, 4, 7, 8, 9, 10, 11, 15, 16, and 20 while the items of the extrinsic satisfaction include 5, 6, 12, 13, 14, and 19 of the MSQ short-form. With permission from Weiss, only two samples (item numbers 19 and 20) are displayed in Appendix 7.

¹¹Laub, “Assessing the Servant Organization,” 83.

¹²Ibid.

Design

The design of the present study was both correlational and descriptive. The correlational design utilized Pearson's r to describe the present condition. The correlational design, therefore, described the relationship between the pastor's perception of the organizational servant leadership tendency within his church staff team and his job satisfaction in SBC churches in Tarrant County, Texas. It also described the relationship between the minister's perception of the organizational servant leadership tendency within his or her church staff team and his or her job satisfaction in SBC churches in Tarrant County, Texas.

The descriptive design, on the other hand, utilized a t-test for independent samples to describe the present condition as well. The descriptive design, therefore, described the perception difference concerning the organizational servant leadership tendency within their same church staff team between the pastor and the minister in SBC churches in Tarrant County, Texas.

Procedure for Collecting Data

Permission to use the OLA and the MSQ short-form instruments was obtained from their respective authors as shown in Appendixes 3 and 5. In addition, the author of the OLA instrument allowed the researcher to make the necessary copies for the present study. On the other hand, the researcher had to purchase 500 copies of the MSQ short-form from the Vocational Psychology Research, University of Minnesota.

The population list enumerating 145 multi-staff SBC churches in Tarrant County, Texas, along with the individual church addresses and phone numbers, was obtained from the Tarrant Baptist Association in Fort Worth, Texas. Dillman suggests several contacts for achieving high response rates as follows: a prenotice letter, a questionnaire mailing, a thank

you postcard, a replacement questionnaire, and a final contact.¹³ Therefore, the following procedures occurred for collecting the data needed for the present study:

1. An introductory letter prepared by Dr. Thomas Law, Executive Director of the Tarrant Baptist Association, was mailed to the pastor and his ministerial staff person in each of the identified 145, multi-staff SBC churches in Tarrant County, Texas on 16 January 2007 (Appendix 8).
2. A questionnaire packet was sent out on 18 January 2007. Each packet included a serial numbered, self-addressed stamped envelope, consent form, OLA instrument, MSQ short-form, cover letter, and a pen (Appendixes 4, 7, and 9).
3. A thank you postcard followed on 24 January 2007. The two-fold purpose was to express appreciation for those who had already responded and to remind and prompt those who had not yet responded (Appendix 10).
4. A replacement packet with a follow-up letter was sent to those who had not yet responded on 13 February 2007 (Appendix 11).
5. The final follow-up letter without survey packet was mailed on 1 March 2007 (Appendix 12).
6. The data collection ended on 17 March 2007.

Unforeseen Problems

Two problems occurred. First, the population of the initially identified 145 multi-staff SBC churches in Tarrant County, Texas decreased to 102 as a result of the verification process according to the criteria stated in the operational definitions. It was anticipated that the substantial difference in these two population sizes would surely affect the return rate.

Contingency measures were taken therefore by removing any church from the population list that did not meet the criteria (Appendix 13). Doing so consequently adjusted the return rate.

The second unforeseen problem occurred in some churches when one member returned his packet while the other did not. For instance, in some churches the pastor returned

¹³Don A. Dillman, *Mail and Internet Surveys: The Tailored Design Method*, 2nd ed. (New York: John Wiley & Sons, 2000), 151.

his packet whereas the minister did not and vice versa. Due to the nature of the present study that was to determine the perception difference between the pastor and the minister concerning the organizational servant leadership tendency within their same church staff team, participation from both was necessary. Their paired participation was repeatedly requested in the consent form, introductory letter, cover letter, and follow-up letter as planned. Even though every effort was made to obtain both responses, and the follow-up letters were specifically designed for each situation (Appendixes 11 and 12), thirteen churches still had to be discarded. In other words, six pastors and seven ministers were omitted from testing hypothesis 3.

CHAPTER THREE

ANALYSIS

Descriptions of the Sample

Gender

Among 145 respondents, only ten were female and they all belonged to the minister group. The low percentage of female respondents was understandable for it is not customary for Southern Baptist Convention churches to call females as senior pastors. Figure 1 compares the pastor group (n=72, left graph) and the minister group (n=73, right graph) based on gender.

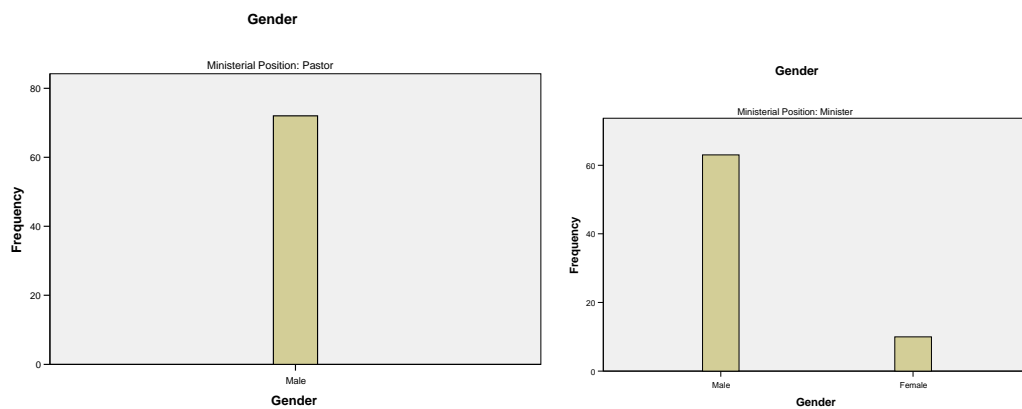


Figure 1. Gender

Age

Two respondents (one male minister and one female minister) did not specify their ages. According to Table 7, the age of the pastors ranged from 32 to 74 whereas the age of the ministers ranged from 23 to 76. As the sum and the mean values indicated, the

Table 7. Age

Ministerial Position		N	Range	Minimum	Maximum	Sum	Mean
		Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
Pastor	Age	72	42	32	74	3637	50.51
	Valid N (listwise)	72					
Minister	Age	71	53	23	76	3087	43.48
	Valid N (listwise)	71					

average pastor was about seven years older than the average minister in the church. Also, the histograms displayed in Figure 2 seemed to indicate that there were more younger respondents than older ones in both the pastor group (left histogram) and the minister group (right histogram) with the minister group being more positively skewed.

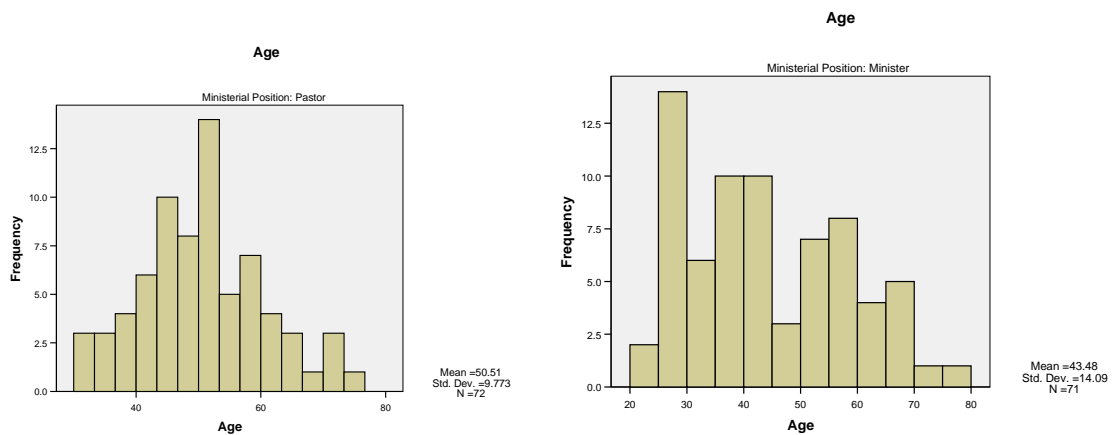


Figure 2. Age

Education

All 145 respondents indicated their education level as in years of schooling from the possible range of 4 to 20. School year 12 indicated high school graduate, and school year 17 indicated the first year in the Master's level. Unfortunately, however, the maximum number given was school year 20, and several respondents put added plus signs to indicate their higher education level. Both the pastors and the ministers ranged from 12 to 20 in school years. The

mean and the sum of the school years were also examined. The pastor group had a mean of 19.40 and the sum of 1,397 whereas the minister group had a mean of 18.01 and the sum of 1,315. The pie charts in Figure 3 revealed that the pastor group had more higher education than the minister group in that 55 pastors (76.4% of the left pie chart) indicated 20 years of education whereas 28 ministers (38.4% of the right pie chart) indicated 20 years of education.

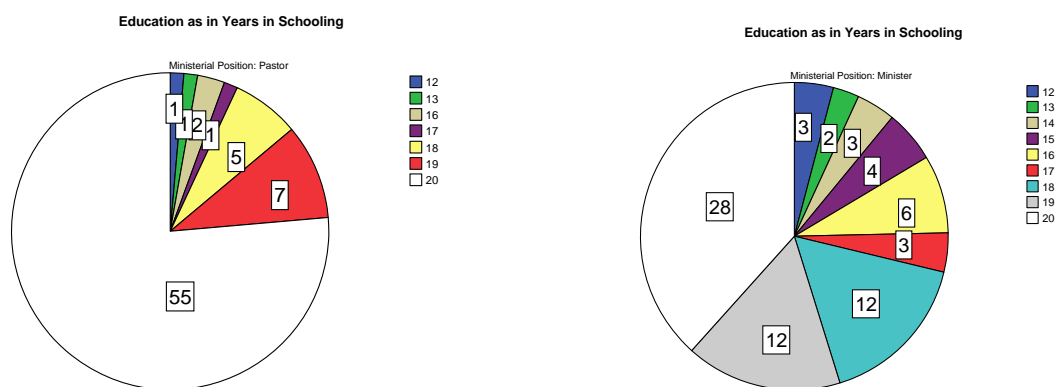


Figure 3. Education

Ministerial Type

The variable ministerial type was generated from the MSQ demographic questions 4, 5, and 7 that asked the respondents the following questions: “What is your present job called?”; “What do you do on your present job?”; and “What would you call your occupation, your usual line of work?”, respectively. Since the pastor group consisted of all male senior pastors, the focus of the present section was on the minister group. Table 8 lists nine different ministerial types found in the minister group (n=73). The findings also showed that the ten female respondents were involved in various ministries except music and administration.

Table 8. Ministerial type

Minister Group		Frequency (Female)	Percent	Valid Percent	Cumulative Percent
Valid	Associate Pastor	9 (1)	12.3	12.3	12.3
	Minister of Music/Worship	14 (0)	19.2	19.2	31.5
	Minister of Education	2 (1)	2.7	2.7	34.2
	Youth/Student Minister	10 (2)	13.7	13.7	47.9
	Administrator	8 (0)	11.0	11.0	58.9
	Children's Minister	2 (1)	2.7	2.7	61.6
	Preschool Minister	1 (1)	1.4	1.4	63.0
	Minister with Multiple Responsibilities	22 (3)	30.1	30.1	93.2
	Other	5 (1)	6.8	6.8	100.0
Total		73 (10)	100.0	100.0	

Another interesting finding was that almost one third of the ministers (n=22, 30.1%) had multiple responsibilities such as education and discipleship, music and youth, counseling and administration, etc. This finding seemed to indicate that one third of SBC multi-staff churches in Tarrant County, Texas were probably smaller in size. Five respondents who were labeled as “Other” each had the following titles: executive pastor, minister to adults, pastor of operations, English minister, and pastor to men.

Ministry Experience

One pastor did not specify his years in ministry. Ministry experience in the pastor group ranged from 1.4 to 53 years whereas ministry experience in the minister group ranged from .4 to 42 years as of March 2007. The mean years in ministry experience for both groups were 24 and 14.6, respectively. In other words, pastors seemed to have almost 10 more years in ministry experience than ministers in SBC churches in Tarrant County, Texas. The minister group (n=73) with nine ministry categories was further examined based on ministry experience. According to the findings, youth/student ministers had the least ministry experience (n=10, M=8.4) whereas the administrators had the most ministry experience (n=8, M=23.1) among the 73 ministers in SBC churches in Tarrant County, Texas.

Tenure

All 145 respondents specified tenure or years in their present ministry. Tenure in the pastor group ranged from 1.1 to 35.6 whereas tenure in the minister group ranged from .2 to 20.9 as of March 2007. The mean years of tenure in the pastor group and the minister group were 11.1 and 4.8, respectively. According to the findings, pastors seemed to have longer than twice the tenure than ministers in SBC churches in Tarrant County, Texas.

Procedure for Analyzing Data

Regarding return rates of the present study, the pastor group was 70.6% (n=72/102), the minister group was 71.6% (n=73/102), and together were 71.1% (n=145/204). As surveys were returned, data were entered into an Excel (2003) file and later were imported to a SPSS (14.0) file for statistical analysis. In the present study, the reliability of the OLA was .967 in Cronbach's Alpha. The reliabilities of the intrinsic satisfaction, extrinsic satisfaction, and general job satisfaction of the MSQ short-form were .855, .790, and .904 in Cronbach's Alpha, respectively.

As Julie Pallant suggested in the *SPSS Survival Manual*,¹ a preliminary data analysis was conducted for checking missing data, outliers, and normality assumption of the OLA (servant leadership) and the MSQ short-form (job satisfaction) scores in the pastor and the minister groups. The pattern of the missing data appeared to be non-systematic and the solution for replacing the missing data was the insertion of the respective group item means, as displayed in Table 9. A few outlier cases were also examined and deemed valid.

¹Julie Pallant, *SPSS Survival Manual* (Philadelphia: Open University Press, 2001), 49-73.

Table 9. Cases with missing data and group item means

	Ministerial Position	Cases						
		Valid		Missing		Total		Group Item Mean
		N	Percent	N	Percent	N	Percent	
Servant Leadership	Pastor	62	86.1%	10	13.9%	72	100.0%	4.3156
	Minister	68	93.2%	5	6.8%	73	100.0%	4.1647
Job Satisfaction	Pastor	65	90.3%	7	9.7%	72	100.0%	4.345
	Minister	71	97.3%	2	2.7%	73	100.0%	4.2099

Table 10 revealed significant non-normality on three of the four frequency (not sampling) distributions. An examination of respective histograms and normal Q-Q plots displayed in Appendix 14, however, showed rather minor non-normality. Besides, based on the central limit theorem which states that any sampling distribution is “approximately normal for sufficiently large sample sizes [$n > 30$],”² the present study had sufficient sample sizes in the pastor group ($n=72$) and the minister group ($n=73$). Therefore, the data were not transformed.

Table 10. Normality testing

	Ministerial Position	Kolmogorov-Smirnov(a)			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Servant Leadership	Pastor	.078	72	.200(*)	.959	72	.020
	Minister	.110	73	.028	.955	73	.010
Job Satisfaction	Pastor	.129	72	.005	.896	72	.000
	Minister	.117	73	.015	.932	73	.001

Testing the Hypotheses

Hypothesis 1

The null form of hypothesis 1 stated that there would be no significant relationship between the pastor’s perception of the organizational servant leadership tendency within his

²Deborah Rumsey, *Statistics for Dummies* (Hoboken, NJ: Wiley Publishing, 2003), 166.

church staff team and his job satisfaction in SBC churches in Tarrant County, Texas ($H_0: r=0$).

Pearson's r was computed to test the null hypothesis with $\alpha=.05$, 1-tailed. According to the results in Table 11 and the scatterplot displayed in Figure 4, there was a significant, positive relationship between the pastor's perception concerning the church staff servant leadership tendency and his job satisfaction ($n=72$, $r=.577$, $p<.0005$, 1-tailed). The null hypothesis was, therefore, rejected and the research hypothesis was supported.

Table 11. Pearson's r between the church staff servant leadership tendency and job satisfaction in the pastor group

	Mean	Std. Deviation	N
Servant Leadership	260.225	24.1284	72
Job Satisfaction	87.509	9.1909	72

		Servant Leadership	Job Satisfaction
Servant Leadership	Pearson Correlation	1	.577(**)
	Sig. (1-tailed)		.000
	N	72	72
Job Satisfaction	Pearson Correlation	.577(**)	1
	Sig. (1-tailed)	.000	
	N	72	72

** Correlation is significant at the 0.01 level (1-tailed).

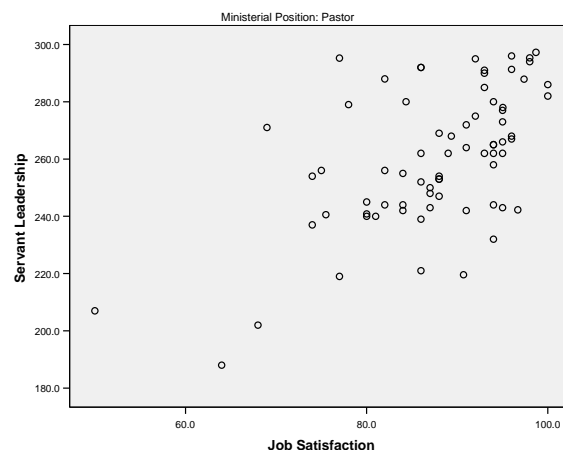


Figure 4. Scatterplot of the church staff servant leadership tendency and job satisfaction in the pastor group

Hypothesis 2

The null form of hypothesis 2 stated that there would be no significant relationship between the minister's perception of the organizational servant leadership tendency within his or her church staff team and his or her job satisfaction in SBC churches in Tarrant County, Texas ($H_0: r=0$). Pearson's r was computed to test the null hypothesis with $\alpha=.05$, 1-tailed. According to the results in Table 12 and the scatterplot displayed in Figure 5, there was a significant, positive relationship between the minister's perception of the church staff servant leadership tendency and his or her job satisfaction ($n=73$, $r=.650$, $p<.0005$, 1-tailed). The null hypothesis was, therefore, rejected and the research hypothesis was supported.

Table 12. Pearson's r between the church staff servant leadership tendency and job satisfaction in the minister group

	Mean	Std. Deviation	N
Servant Leadership	248.651	29.4683	73
Job Satisfaction	84.077	9.4270	73

		Servant Leadership	Job Satisfaction
Servant Leadership	Pearson Correlation	1	.650(**)
	Sig. (1-tailed)		.000
	N	73	73
Job Satisfaction	Pearson Correlation	.650(**)	1
	Sig. (1-tailed)	.000	
	N	73	73

** Correlation is significant at the 0.01 level (1-tailed).

Hypothesis 3

The null form of hypothesis 3 stated that there would be no significant difference in their perceptions concerning the organizational servant leadership tendency within their same church staff team between the pastor and the minister in SBC churches in Tarrant County, Texas ($H_0: \mu_x - \mu_y = 0$). A t-test for independent samples was conducted to test the null hypothesis with $\alpha=.05$, 1-tailed.

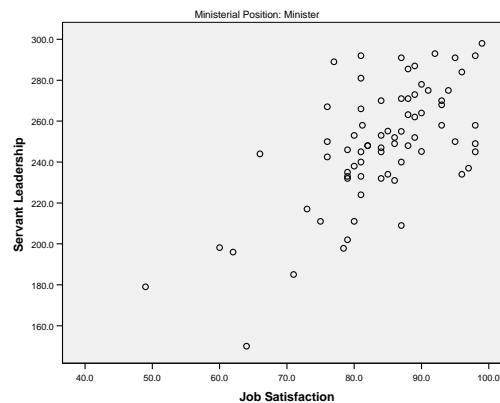


Figure 5. Scatterplot of the church staff servant leadership tendency and job satisfaction in the minister group

Due to the nature of hypothesis 3, only the paired pastor and minister samples (66 pastors and their respective 66 ministers) were used in testing the null hypothesis. The remaining six unpaired pastors and seven unpaired ministers were, therefore, omitted from testing the null hypothesis. Interestingly, with the removal of the thirteen unpaired respondents the normality assumption was met as shown in Table 13. Respective histograms and Q-Q plots of the data were also examined (Appendix 15).

Table 13. Normality testing of the OLA frequency distribution

	Ministerial Position	Kolmogorov-Smirnov(a)			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Servant Leadership	Pastor	.071	66	.200(*)	.968	66	.084
	Minister	.105	66	.066	.955	66	.018

* This is a lower bound of the true significance

According to the results, the pastor group scored significantly higher than the minister group in their perceptions concerning the organizational servant leadership tendency within their respective church staff teams [$t(130)=2.585$, $p=.0055$, 1-tailed; the OLA $M=260.1$ and 248.0 ; $SD=22.8$ and 30.3 , respectively]. The null hypothesis was, therefore, rejected and the research hypothesis was supported.

Table 14. T-test for independent samples

	Ministerial Position	N	Mean	Std. Deviation	Std. Error Mean
Servant Leadership	Pastor	66	260.090	22.7752	2.8034
	Minister	66	248.023	30.3164	3.7317

Independent Samples Test					
			Servant Leadership		
			Equal variances assumed	Equal variances not assumed	
Levene's Test for Equality of Variances	F		1.939		
	Sig.		.166		
t-test for Equality of Means	t		2.585	2.585	
	df		130	120.645	
	Sig. (2-tailed)		.011	.011	
	Mean Difference		12.0671	12.0671	
	Std. Error Difference		4.6674	4.6674	
	95% Confidence Interval of the Difference	Lower	2.8331	2.8264	
		Upper	21.3010	21.3077	

	Eta	Eta Squared
Servant Leadership * Ministerial Position	.221	.049

Other Findings

Ministry Experience and Tenure

Pearson's r was simultaneously conducted to determine the relationship between the variables ministry experience and tenure in each of the pastor and the minister groups in SBC churches in Tarrant County, Texas. According to the results, there was a significant, positive relationship between the two variables in each of the pastor group and the minister group in SBC churches in Tarrant County, Texas, as displayed in Table 15 ($r=.489$, $p<.0005$; and $r=.254$, $p<.03$, respectively).

Six Potential Subscales of the OLA

Since the OLA items were not equally divided among the six potential subscales, the OLA scores within the six subscales could not be compared with one another. In order for a comparison to be made, the scores were converted to equivalent OLA item mean scores.

Table 15. Pearson' r between ministry experience and tenure

Ministerial Position			Years in Ministry	Tenure: Years in Present Ministry
Pastor	Years in Ministry	Pearson Correlation	1	.489(**)
		Sig. (2-tailed)		.000
		N	71	71
	Tenure: Years in Present Ministry	Pearson Correlation	.489(**)	1
		Sig. (2-tailed)	.000	
		N	71	72
Minister	Years in Ministry	Pearson Correlation	1	.254(*)
		Sig. (2-tailed)		.030
		N	73	73
	Tenure: Years in Present Ministry	Pearson Correlation	.254(*)	1
		Sig. (2-tailed)	.030	
		N	73	73

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Table 16 displays such converted item means of the six subscales and the overall OLA across ministerial position with 72 pastors and 73 ministers in SBC churches in Tarrant County, Texas.

Table 16. Item means of the six potential subscales and the overall OLA

Ministerial Position			Values People Item Mean	Develops People Item Mean	Builds Community Item Mean	Displays Authenticity Item Mean	Provides Leadership Item Mean	Shares Leadership Item Mean	OLA Item Mean
Pastor	N	Valid	72	72	72	72	72	72	72
		Missing	0	0	0	0	0	0	0
	Mean		4.34	4.28	4.36	4.38	4.15	4.47	4.34
Minister	N	Valid	73	73	73	73	73	73	73
		Missing	0	0	0	0	0	0	0
	Mean		4.27	4.08	4.12	4.18	3.87	4.31	4.14

The lowest item mean among the six potential subscales was found in the Provides Leadership subscale in each of the pastor and the minister groups, whereas the highest item mean was found in the Shares Leadership subscale in each of the pastor and the minister groups. While providing leadership and sharing leadership may sound similar, they were two different constructs. According to Laub, Provides Leadership referred to such characteristics as envisioning the future, taking initiative, and clarifying goals, whereas Shares Leadership referred

to such characteristics as facilitating a shared vision, sharing power and status, releasing control, and promoting others.³

To investigate possible altering effects of the thirteen unpaired respondents, another set of the item means was computed without them, as displayed in Table 17. Then, tables 16 and 17 were compared to detect any changes or differences in the lowest and the highest ranks in each of the pastor and the minister groups. No altering effects of the unpaired respondents were found in each of the groups.

Table 17. Item means of the six potential subscales and the overall OLA without 13 unpaired respondents

Ministerial Position			Values People Item Mean	Develops People Item Mean	Builds Community Item Mean	Displays Authenticity Item Mean	Provides Leadership Item Mean	Shares Leadership Item Mean	OLA Item Mean
Pastor	N	Valid	66	66	66	66	66	66	66
		Missing	0	0	0	0	0	0	0
	Mean		4.36	4.27	4.35	4.38	4.14	4.48	4.33
Minister	N	Valid	66	66	66	66	66	66	66
		Missing	0	0	0	0	0	0	0
	Mean		4.25	4.07	4.12	4.17	3.84	4.32	4.13

The OLA and Gender

A t-test for independent samples was conducted to determine the difference in the OLA score between the male and the female minister groups in SBC churches in Tarrant County, Texas. The results displayed in Table 18 revealed that the female minister group scored significantly higher on the OLA than the male minister group did, concerning their perceptions of the organizational servant leadership tendency within their respective church staff teams [t(71)=-1.992, p=.05, 2-tailed; M=265 and 246 with n=10 and 63, respectively].

³Laub, "Assessing the Servant Organization," 83.

Table 18. T-test for independent samples of the OLA across gender

		Servant Leadership	
		Equal variances assumed	Equal variances not assumed
Levene's Test for Equality of Variances	F	.611	
	Sig.	.437	
t-test for Equality of Means	t	-1.992	-2.675
	df	71	16.389
	Sig. (2-tailed)	.050	.016
	Mean Difference	-19.5819	-19.5819
	Std. Error Difference	9.8305	7.3212
	95% Confidence Interval of the Difference	Lower	-39.1834
		Upper	-4.0916

The OLA and Age

Pearson's r was simultaneously conducted to determine the relationship between the OLA and age in each of the pastor and the minister groups in SBC churches in Tarrant County, Texas. The results showed that there was no significant relationship between the two variables in each of the groups, as shown in Table 19.

Table 19. Pearson's r between the OLA and age

Descriptive Statistics				
Ministerial Position		Mean	Std. Deviation	N
Pastor	Servant Leadership	260.225	24.1284	72
	Age	50.51	9.773	72
Minister	Servant Leadership	248.651	29.4683	73
	Age	43.48	14.090	71

Correlations				
Ministerial Position			Servant Leadership	Age
Pastor	Servant Leadership	Pearson Correlation	1	.151
		Sig. (2-tailed)		.204
		N	72	72
	Age	Pearson Correlation	.151	1
		Sig. (2-tailed)	.204	
		N	72	72
Minister	Servant Leadership	Pearson Correlation	1	.205
		Sig. (2-tailed)		.086
		N	73	71
	Age	Pearson Correlation	.205	1
		Sig. (2-tailed)	.086	
		N	71	71

The OLA and Education

Pearson's r was simultaneously conducted to determine the relationship between the OLA and education in each of the pastor and the minister groups in SBC churches in Tarrant County, Texas. The results showed that there was no significant relationship between the two variables in each of the groups, as shown in Table 20.

Table 20. Pearson's r between the OLA and education

Descriptive Statistics				
Ministerial Position		Mean	Std. Deviation	N
Pastor	Servant Leadership	260.225	24.1284	72
	Education as in Years of Schooling	19.40	1.479	72
Minister	Servant Leadership	248.651	29.4683	73
	Education as in Years of Schooling	18.01	2.336	73

Correlations				
Ministerial Position			Servant Leadership	Education as in Years of Schooling
Pastor	Servant Leadership	Pearson Correlation	1	-.072
		Sig. (2-tailed)		.548
		N	72	72
	Education as in Years of Schooling	Pearson Correlation	-.072	1
		Sig. (2-tailed)	.548	
		N	72	72
Minister	Servant Leadership	Pearson Correlation	1	.147
		Sig. (2-tailed)		.215
		N	73	73
	Education as in Years of Schooling	Pearson Correlation	.147	1
		Sig. (2-tailed)	.215	
		N	73	73

The OLA and Ministerial Type

Three largest ministerial types in the minister group included the minister with multiple responsibilities, the minister of music/worship, and the youth/student minister ($M=248.4$, 257.3 , and 238.9 with $n=22$, 14 , and 10 , respectively). Due to small sample sizes, the Kruskal-Wallis H test, instead of One Way ANOVA, was utilized to determine the

difference in the OLA score among the three ministerial types. The results showed that there was no significant difference among the groups, as shown in Table 21.

Table 21. Kruskal-Wallis H test of the OLA across ministerial type

Ranks			
	Ministerial Type	N	Mean Rank
Servant Leadership	Minister of Music/Worship	14	26.61
	Youth/Student Minister	10	20.80
	Minister with multiple responsibilities (education & discipleship, music & youth, counselor & administrator, etc.)	22	22.75
	Total	46	

Test Statistics(a,b)

	Servant Leadership
Chi-Square	1.224
df	2
Asymp. Sig.	.542

a Kruskal Wallis Test

b Grouping Variable: Ministerial Type

The OLA and Ministry Experience

Ministry experience or years in ministry in the pastor group ranged from 1.4 to 53 whereas ministry experience in the minister group ranged from .4 to 42. The OLA score ranged from 188 to 297.3 in the pastor group and from 150 to 298 in the minister group. Pearson's r was simultaneously conducted to determine the relationship between the OLA score and ministry experience in each of the pastor and the minister groups in SBC churches in Tarrant County, Texas. The results showed that there was no significant relationship between the two variables in each of the groups, as shown in Table 22.

Table 22. Pearson's r between the OLA and ministry experience

Correlations				
Ministerial Position			Servant Leadership	Years in Ministry
Pastor	Servant Leadership	Pearson Correlation	1	.165
		Sig. (2-tailed)		.168
		N	72	71
	Years in Ministry	Pearson Correlation	.165	1
		Sig. (2-tailed)	.168	
		N	71	71
Minister	Servant Leadership	Pearson Correlation	1	.145
		Sig. (2-tailed)		.220
		N	73	73
	Years in Ministry	Pearson Correlation	.145	1
		Sig. (2-tailed)	.220	
		N	73	73

The OLA and Tenure

Tenure or years in present ministry in the pastor group ranged from 1.1 to 35.6 whereas tenure in the minister group ranged from .2 to 20.9. Pearson's r was simultaneously conducted to determine the relationship between the OLA score and tenure in each of the pastor and the minister groups in SBC churches in Tarrant County, Texas. The results showed that there was no significant relationship between the two variables in each of the groups, as displayed in Table 23.

Table 23. Pearson's r between the OLA and tenure

Ministerial Position			Servant Leadership	Tenure: Years in Present Ministry
Pastor	Servant Leadership	Pearson Correlation	1	.142
		Sig. (2-tailed)		.236
		N	72	72
	Tenure: Years in Present Ministry	Pearson Correlation	.142	1
		Sig. (2-tailed)	.236	
		N	72	72

Table 23—Continued. Pearson's *r* between the OLA and tenure

Minister	Servant Leadership	Pearson Correlation	1	-.021
		Sig. (2-tailed)		.859
		N	73	73
	Tenure: Years in Present Ministry	Pearson Correlation	-.021	1
		Sig. (2-tailed)	.859	
		N	73	73

The MSQ Short-Form and Its Two Subscales

The MSQ short-form, which consisted of 20 five-point Likert scale items, measured general job satisfaction of an individual. In addition, its two subscales further measured the individual's intrinsic as well as extrinsic job satisfaction. The intrinsic satisfaction subscale consisted of 12 items whereas the extrinsic satisfaction subscale consisted of only 6 items. The remaining two job satisfaction items 17 and 18 did not belong to either of the subscales.

In order to compare the three constructs (general, intrinsic, and extrinsic) of job satisfaction addressed in the present study, the score means were converted into equivalent item means. According to Table 24, the pastor group scored higher item means in all three job satisfaction constructs than the minister group did. This seemed to indicate a possible significant difference in job satisfaction between the two groups. It was also interesting to note that the respondents' extrinsic item mean scores were noticeably lower than their intrinsic item mean scores, regardless of ministerial position.

Table 24. Respective item means between the pastor and the minister groups

	Intrinsic Satisfaction Item Mean		Extrinsic Satisfaction Item Mean		General Job Satisfaction Item Mean	
	Ministerial Position		Ministerial Position		Ministerial Position	
	Pastor	Minister	Pastor	Minister	Pastor	Minister
N	72	73	72	73	72	73
Mean	4.52	4.33	4.06	3.91	4.38	4.20

The MSQ Short-Form and Its Two Subscales across Ministerial Position

A t-test for independent samples was simultaneously conducted for each of the three job satisfaction constructs to determine the difference in respective job satisfaction between the pastor and the minister groups in SBC churches in Tarrant County, Texas. The results revealed that the pastor group scored significantly higher than the minister group in two job satisfaction constructs—the intrinsic and general job satisfaction [$t(143)=2.697$, $p=.008$; and $t(143)=2.219$, $p=.028$, respectively]. No significant difference was found in the extrinsic satisfaction between the two groups [$t(143)=1.402$, $p=.163$].

The MSQ Short-Form and Its Two Subscales across Gender

Only the minister group was considered in this section for the pastor group consisted of only males. Descriptive statistics indicated that the ten female ministers were intrinsically more satisfied whereas the sixty three male ministers were extrinsically more satisfied (the MSQ $M=4.41$ and 4.32 , respectively). Overall, the female ministers were slightly more satisfied than the male ministers ($M=4.25$ and 4.20 , respectively). A t-test for independent samples was simultaneously conducted to determine the difference in each of the intrinsic, extrinsic, and general job satisfaction between the male and the female ministers. According to the results, there was no significant difference in any of the three job satisfaction constructs across gender [$t(71)=-.617$, $p=.539$; $t(71)=.493$, $p=.623$; and $t(71)=-.331$, $p=.741$, respectively].

The MSQ Short-Form and Its Two Subscales across Age

Two respondents did not specify their ages. The continuous variable age with 143 respondents was collapsed into a categorical variable with three age groups for comparison

purposes. The ranges of the three age groups were 23-41, 42-52, and 53-76. A One-Way ANOVA was simultaneously conducted for each of the three job satisfaction constructs to determine the difference in respective job satisfaction among the three age groups. According to the results displayed in Table 25, there was a significant difference in intrinsic satisfaction among the three age groups [$F(2, 140)=3.2, p=.043$]. There was, however, no significant difference in each of the extrinsic and general job satisfaction across age [$F(2, 140)=2.6, p=.074$; and $F(2, 140)=3.0, p=.052$, respectively].

Table 25. One-Way ANOVA of job satisfaction across age

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
MSQ Item Mean	Between Groups	1.328	2	.664	3.026	.052
	Within Groups	30.716	140	.219		
	Total	32.044	142			
Intrinsic Satisfaction Item Mean	Between Groups	1.258	2	.629	3.208	.043
	Within Groups	27.443	140	.196		
	Total	28.701	142			
Extrinsic Satisfaction Item Mean	Between Groups	2.218	2	1.109	2.646	.074
	Within Groups	58.673	140	.419		
	Total	60.890	142			

(Bonferroni)

Multiple Comparisons

Dependent Variable	(I) age groups	(J) age groups	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Intrinsic Satisfaction Item Mean	23-41	42-52	-.22637(*)	.09135	.043	-.4477	-.0050
		53-76	-.15654	.09089	.262	-.3768	.0637
	42-52	23-41	.22637(*)	.09135	.043	.0050	.4477
		53-76	.06983	.08991	1.000	-.1480	.2877
	53-76	23-41	.15654	.09089	.262	-.0637	.3768
		42-52	-.06983	.08991	1.000	-.2877	.1480

* The mean difference is significant at the .05 level.

To find out where the significant difference in intrinsic satisfaction lay among the three age groups, post-hoc comparisons using the Bonferroni test were conducted, as shown in the latter part of Table 25 above. The significant difference in the item mean scores of intrinsic satisfaction was found between the youngest and the middle age groups. ($M=4.30$ and 4.52 with

n=46 and 48, respectively). Figure 6 displays the line graph showing the item means of intrinsic satisfaction among the three age groups.

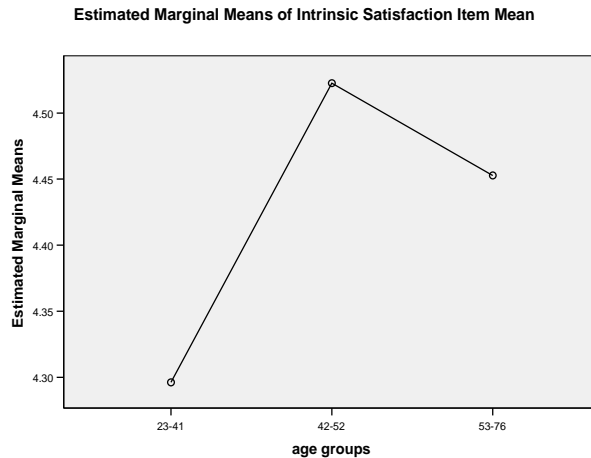


Figure 6. Line graph showing the item means of intrinsic satisfaction across age

The MSQ Short-Form and Its Two Subscales across Education

All 145 respondents indicated their educational levels expressed in years of schooling. The continuous variable education was collapsed into a categorical variable with two educational groups for comparison purposes. Collapsing into three groups was initially considered. However, due to the fact that 83 out of 145 respondents (57%) alone indicated 20 years of education, it was decided to have just two groups. The 12-19 years of schooling group, therefore, had 62 respondents whereas the 20 years of schooling group had 83 respondents.

A t-test for independent samples was simultaneously conducted for each of the three job satisfaction constructs to determine the difference in respective job satisfaction between the two educational groups. According to the results, there was no significant difference in each of the intrinsic, extrinsic, and general job satisfaction between the two groups [$t(143)=-1.624$, $p=.107$; $t(143)=.363$, $p=.717$; and $t(143)=-.802$, $p=.424$, respectively].

The MSQ Short-Form and Its Two Subscales across Ministerial Type

As in the OLA and Ministerial Type section on page 52, the same three largest ministerial types within the minister group were utilized in this section. It was interesting to note that the minister with multiple responsibilities group scored the lowest in each of the intrinsic, extrinsic, and general job satisfaction ($M=4.20, 3.78$, and 4.09 , respectively). Perhaps, concentrating on more than one ministry area might have negatively affected their job satisfaction. A One-Way ANOVA was simultaneously conducted for each of the three job satisfaction constructs to determine the difference in respective job satisfaction among the three groups. According to the results, there was no significant difference in each of the intrinsic, extrinsic, and general job satisfaction across ministerial type [$F(2, 43)=.996, p=.378$; $F(2, 43)=.241, p=.787$; and $F(2, 43)=.611, p=.548$, respectively].

The MSQ Short-Form and Its Two Subscales across Ministry Experience

One respondent did not specify his ministry experience expressed in years in ministry. The continuous variable ministry experience or years in ministry with 144 respondents was collapsed into a categorical variable with three groups in similar size, as shown in Table 26. It was interesting to note that the group with the longest years in ministry (25.0-53.0) scored the highest in each of the three job satisfaction constructs among the three groups. A One-Way ANOVA was simultaneously conducted for each of the three job satisfaction constructs to determine the difference in respective job satisfaction among the three groups. According to the results, there was no significant difference in each of the intrinsic satisfaction, extrinsic satisfaction, and general job satisfaction across ministry experience [$F(2, 141)=2.874, p=.060$; $F(2, 141)=1.668, p=.192$; and $F(2, 141)=2.322, p=.102$, respectively].

Table 26. Descriptive statistics of job satisfaction across ministry experience

	Group	N	Item Mean
MSQ	.4-11.6	48	4.20
	11.7-24.5	47	4.27
	25.0-53.0	49	4.40
	Total	144	4.29
Intrinsic Satisfaction	.4-11.6	48	4.32
	11.7-24.5	47	4.42
	25.0-53.0	49	4.54
	Total	144	4.43
Extrinsic Satisfaction	.4-11.6	48	3.93
	11.7-24.5	47	3.91
	25.0-53.0	49	4.13
	Total	144	3.99

The MSQ Short-Form and Its Two Subscales across Tenure

All 145 respondents indicated tenure in their present ministries. The continuous variable tenure or years in present ministry was collapsed into a categorical variable with three tenure groups in almost equal size for comparison purposes, as shown in Table 27. It was interesting to note that as tenure increased, so did job satisfaction item means in each of the three job satisfaction constructs. This seemed to indicate a possible, significant positive relationship between the two variables. Two statistics, Pearson's r and One-Way ANOVA, were conducted separately to further investigate the relationship between the two variables among the respondents.

Table 27. Descriptive statistics of job satisfaction across tenure

Years in the Present Ministry		N	Item Mean
General Job Satisfaction	.2- 3.0	49	4.19
	3.2- 8.6	48	4.31
	9.0-35.6	48	4.37
Intrinsic Satisfaction	.2- 3.0	49	4.34
	3.2- 8.6	48	4.44
	9.0-35.6	48	4.50
Extrinsic Satisfaction	.2- 3.0	49	3.86
	3.2- 8.6	48	4.03
	9.0-35.6	48	4.07

First, Pearson's r was simultaneously conducted to determine the relationship between each of the three job satisfaction constructs and tenure among the 145 respondents in SBC churches in Tarrant County, Texas. According to the results, there were significant, positive relationships between intrinsic satisfaction and tenure and between general job satisfaction and tenure among the 145 respondents ($r=.210$, $p=.011$; and $r=.208$, $p=.012$, respectively). The effect size in each of the two correlations was small ($r^2=.044$ and $.043$, respectively). There was no significant relationship between extrinsic satisfaction and tenure among the respondents ($r=.157$, $p=.06$).

Second, a One-Way ANOVA was simultaneously conducted for each of the three job satisfaction constructs to determine the difference in respective job satisfaction among the three tenure groups. According to the results, there was no significant difference in each of the intrinsic, extrinsic, and general job satisfaction across tenure [$F(2, 142)=1.578$, $p=.210$; $F(2,142)=1.356$, $p=.261$; and $F(2, 142)=1.722$, $p=.182$, respectively]. It would have been a significant finding indeed had the F-test revealed a significant difference in job satisfaction across tenure. Perhaps, with an adequate sample size in each tenure group, the F-test might have revealed a significant difference in job satisfaction since there were significant, positive relationships between intrinsic satisfaction and tenure and between general job satisfaction and tenure among the 145 respondents.

CHAPTER 4

DISCUSSION

The present chapter includes four sections—Interpretations, Implications, Recommendations, and Theological Reflections. The Interpretations section briefly restates major and minor findings of the present study, relates to previous findings, and offers subjective interpretations in light of the present findings. The Implications section consists of two subsections—the implications for the church and the implications for the seminary. The Recommendations section suggests five further studies. Lastly, the Theological Reflections section addresses the present researcher's theological thoughts on servant leadership and job satisfaction in light of the present findings, interpretations, implications, and recommendations presented in this chapter.

Interpretations

It needs to be noted at this juncture that major findings may not necessarily carry more weight in terms of significance or contribution to the field of church administration. By the same token, minor findings may not necessarily imply less important or secondary to the major findings in the present study. Perhaps, the reader's interest or preference would dictate the importance. Major findings will address the three hypotheses of the present study whereas minor findings will address the OLA and the MSQ across each of the demographic variables.

Major Findings

Hypothesis 1. There was a significant, positive relationship between the pastor's perception concerning the church staff servant leadership tendency and his job satisfaction in SBC churches in Tarrant County, Texas. In fact, 33% of his job satisfaction was accounted for by how he perceived the organizational servant leadership tendency within his church staff team.

The current findings supported all findings in previous studies in that each empirical study found a significant, positive relationship between the organizational servant leadership tendency and individual job satisfaction in various organizational settings.¹ It was, therefore, interpreted that pastors who perceived higher, organizational servant leadership tendencies within their church staff teams seemed to have more satisfaction with their ministries and vice versa in SBC churches in Tarrant County, Texas.

Hypothesis 2. There was a significant, positive relationship between the minister's perception concerning the church staff servant leadership tendency and his or her job satisfaction in SBC churches in Tarrant County, Texas. In fact, 42% of the minister's job satisfaction was accounted for by how he or she perceived the organizational servant leadership tendency within his or her church staff team.

The present findings also supported all the previous findings that were mentioned in the Hypothesis 1 section above. It was, therefore, interpreted that ministers who perceived higher,

¹Laub, "Assessing the Servant Organization," v; Thompson, "The Perception of Servant Leadership Characteristics," 74; Hebert, "The Relationship of Perceived Servant Leadership," 84; Drury, "Employee Perceptions of Servant Leadership," 59; Miears, "Servant-Leadership and Job Satisfaction," 68; K. Anderson, "A Correlational Analysis of Servant Leadership," 90; and Tassell, "Called to Serve," 81.

organizational servant leadership tendencies within their church staff teams seemed to have more satisfaction with their ministries and vice versa in SBC churches in Tarrant County, Texas.

Hypothesis 3. The pastor group scored significantly higher than the minister group in their perceptions concerning the organizational servant leadership tendency within their same, respective church staff teams in SBC churches in Tarrant County, Texas. While the present findings supported the significant findings of Laub [F(2, 807)=9.611, $p<.05$], Horsman [F(2, 537)=4.686, $p=.01$], Ledbetter, and Drury [F(3, 164)=3.085, $p=.029$] with the top position perceiving higher,² they did not support the non-significant findings of Thompson [F(3, 112)=2.322, $p=.079$] and Ledbetter.³ In addition, the present findings contradicted the findings of Tassell in that there was a significant difference in perception, concerning the organizational servant leadership tendency, with the lowest position perceiving higher [F(3, 162)=14.6305109, $p=.0000000177229$].⁴

²Laub, "Assessing the Servant Organization," 70; Horsman, "Perspectives of Servant-Leadership," 133; Ledbetter, "Law Enforcement Leaders and Servant Leadership," 86 [Ledbetter did not run the F-test in either the test or retest in his study, and the present footnote refers to the test. By simply looking at the means of the leadership (M=230), management (M=184.86), and workforce (M=200.62), one would know that there would be a significant difference in the OLA score means across position]; and Drury, "Employee Perceptions of Servant Leadership," 57.

³Thompson, "The Perception of Servant Leadership Characteristics," 71; and Ledbetter, "Law Enforcement Leaders and Servant Leadership," 86 [the present footnote refers to the retest in that the leadership scored less whereas both the management and workforce scored noticeably higher, compared to their first test (from 230 to 225.50; 184.86 to 212.63; and 200.62 to 222.50, respectively). By looking at the means of the leadership (M=225.50), management (M=212.63), and workforce (M=222.50) in the retest, one would know that there would be no significant difference in the OLA score means across position].

⁴Tassell, "Called to Serve," 78.

In light of the mixed findings, one should interpret the present findings with caution. Considering the fact of a near-medium effect size in the present findings ($\eta^2=.049$)⁵ and the fact that 66 pastors and 66 ministers were from the same, respective church staff teams, it was interpreted that pastors and ministers seemed to have a moderate discrepancy in their perceptions of the organizational servant leadership tendencies within their respective church staff teams in SBC churches in Tarrant County, Texas.

Minor Findings

Table 2 Revisited. Table 2 on page 14 described sixteen studies that used the OLA instrument in various organizations. Approximately, one-third examined church-related or religiously affiliated organizations and two-thirds examined secular organizations. Overall, the two organizational types did not differ from each other based on their OLA scores. Within each type of organization, some were servant-leadership oriented and others were not. It was, therefore, interpreted that the organizational servant leadership tendency was weakly present in both organizational types.

Ministry Experience and Tenure. There was a significant, positive relationship between the two variables of ministry experience and tenure in each of the pastor and the minister groups in SBC churches in Tarrant County, Texas. It was interpreted that pastors and ministers who had longer years in ministry seemed to have had longer years in their present ministries and vice versa in SBC churches in Tarrant County, Texas.

⁵Jacob Cohen, *Statistical Power Analysis for the Behavioral Sciences*, 2nd ed. (Hillsdale, NJ: Lawrence Erlbaum, 1988), 281, 283, 286.

Six Potential Subscales of the OLA. Pastors and ministers in SBC churches in Tarrant County, Texas perceived their church staff teams as being servant-leadership oriented with the strength of Shares Leadership and the weakness of Provides Leadership tendencies. The present findings were further compared with the previous findings displayed in Table 28. For easy identification, the strongest (bold face) and the weakest (asterisk) tendencies were marked in each study.

Table 28. Twelve OLA studies that addressed the six potential subscales

	Values People	Develops People	Builds Community	Displays Authenticity	Provides Leadership	Shares Leadership
Laub (1999)	3.85	3.74	3.77	3.70*	3.80	3.75
Horsman (2001)	3.71	3.50*	3.69	3.54	3.51	3.51
Thompson (2002)	3.69	3.46	3.23	3.48	3.76	3.08*
Hebert (2003)	3.51	3.24	3.52	3.28	3.38	3.15*
Ledbetter (2003)						
Test	3.48	3.90	3.56	2.95*	3.78	3.56
Retest	3.56	3.99	3.64	2.99*	3.87	3.62
Miears (2004)	3.65	3.47	3.57	3.45*	3.52	3.49
K. Anderson (2005)						
Teachers	4.21	4.13	4.12	4.12	4.10	4.07*
Administrators	4.24	4.11	4.16	4.19	3.98*	4.02
J. Anderson (2006)	4.18*	4.19	4.24	4.20	4.34	4.42
Arfsten (2006)	4.01	3.90	4.03	3.94	4.05	3.85*
McCann (2006)	4.25	4.05	4.16	4.09	3.98*	4.07
Ross (2006)	3.99	3.82	3.90	3.87	3.75*	3.93
Kong (2007)						
Pastors	4.34	4.28	4.36	4.38	4.15*	4.47
Ministers	4.27	4.08	4.12	4.18	3.87*	4.31⁶
Total Item Mean	3.93	3.86	3.87	3.76	3.86	3.82

⁶Laub, "Assessing the Servant Organization," 67 [the OLA item means converted by Kong]; Horsman, "Perspectives of Servant-Leadership," 121 [the OLA item means converted by Kong]; Thompson, "The Perception of Servant Leadership," 69 [the OLA item means converted by Kong]; Hebert, "The Relationship of Perceived Servant Leadership," 82 [the OLA item means converted by Kong]; Ledbetter, "Law Enforcement Leaders and Servant Leadership," 84 [the OLA item means converted by Kong]; Miears, "Servant-Leadership and Job Satisfaction," 66 [the OLA item means converted by Kong]; K. Anderson, "A Correlational Analysis of Servant Leadership," 88 [the OLA item means converted by Kong]; J. Anderson, "Servant Leadership in Public Schools," 71; Arfsten, "Servant Leadership," 63; McCann, "Servant-Leadership in a Catholic Charities Agency," 202-11; Ross, "Perceptions of the Evidence of a Servant Leadership Culture," 84; and Kong.

It was interesting to note that six out of the twelve studies revealed the Values People tendency as the strongest within their respective organizations. The Values People tendency, according to Laub, referred to such characteristics as believing in people, serving their needs before self, and listening receptively.⁷ It was, therefore, logical to think that the average organization may value highly the three characteristics of the Values People tendency fifty percent of the time.

The Total Item Mean row at the bottom of Table 28 on page 66 indicated the Displays Authenticity tendency as the weakest. The Displays Authenticity tendency, according to Laub, referred to such characteristics as being transparent, willing to learn from others, and maintaining integrity and trust.⁸ It seemed, therefore, that the average organization may be the most sensitive to the lack or absence of the Displays Authenticity characteristics.

The OLA and Gender. The female minister group scored significantly higher on the OLA than the male minister group did, concerning their perception of the organizational servant leadership tendency within their respective church staff teams in SBC churches in Tarrant County, Texas. The present findings were partially in keeping with the findings of Laub [$F(1, 789)=.998, p>.05$], Horsman [$F(1, 538)=3.572, p=.059$], and Miears [$F(1, 163)= 3.381, p>.05$] in that each found the female group perceiving higher in the organizational servant leadership tendency within their respective organizations, though there was no significant difference in each study.⁹

⁷Laub, "Assessing the Servant Organization," 83.

⁸Ibid.

⁹Laub, "Assessing the Servant Organization," 69; Horsman, "Perspectives of Servant-Leadership," 128; and Miears, "Servant-Leadership and Job Satisfaction," 70.

The present findings, however, contradicted the findings of Ross in that the male group scored significantly higher on the OLA than the female group did [$F(1, 328)=4.09$, $p=.044$; $M=3.28$ and $M=3.14$, respectively].¹⁰ Despite the previous mixed findings, it was interpreted that female ministers seemed to perceive the organizational servant leadership tendency higher or more favorably than did the male ministers, concerning their respective church staff teams in SBC churches in Tarrant County, Texas.

The OLA and Age. There was no significant relationship between the two variables the OLA score and age in each of the pastor and the minister groups in SBC churches in Tarrant County, Texas. The present findings supported the findings of Laub and Ross in that each found no significant difference in the OLA score among respective age groups [$F(5, 810)=2.273$, $p>.05$; and $F(4, 323)=2.28$, $p=.06$, respectively].¹¹ The present findings, however, did not support the significant findings of Horsman in that the youngest age group scored the highest OLA [$F(3, 534)=4.021$, $p=.008$].¹² Despite the previous mixed findings, the two variables, perception of the organizational servant leadership tendency and age, therefore, seemed to be unrelated among pastors and ministers in SBC churches in Tarrant County, Texas.

The OLA and Education. There was no significant relationship between the two variables the OLA score and education in each of the pastor and the minister groups in SBC churches in Tarrant County, Texas. While the present findings supported the findings of Laub and Ross in that each found no significant difference in the OLA score among respective

¹⁰Ross, "Perceptions of the Evidence of a Servant Leadership Culture," 85.

¹¹Laub, "Assessing the Servant Organization," 71; and Ross, "Perceptions of the Evidence of a Servant Leadership Culture," 85.

¹²Horsman, "Perspectives of Servant-Leadership," 128.

educational groups [$F(5, 807)=2.699, p>.05$; and $F(4, 320)=.974, p=.422$, respectively],¹³ they did not support the significant findings of Horsman in that the highest educational-level group scored the highest OLA [$F(2, 535)=15.076, p<.0005$].¹⁴ The two variables, perception of the organizational servant leadership tendency and educational level, seemed to be unrelated among pastors and ministers in SBC churches in Tarrant County, Texas.

The OLA and Ministerial Type. There was no significant difference in the OLA score among the three largest ministerial types within the minister group in SBC churches in Tarrant County, Texas. The present findings contradicted the findings of Laub, Horsman, Thompson, and Tassell in that each found the significant perception difference across organizational type, concerning the organizational servant leadership tendency [$F(5, 809)=13.091, p<.05$; $F(4, 535)=12.977, p<.0005$; $F(1, 102)=12.55, p<.05$; and $F(5, 160)=10.98414461, p<.00000000419589$, respectively].¹⁵ Despite the previous findings, it was interpreted that the two variables, perception of the organizational servant leadership tendency and ministerial type, seemed to be unrelated among ministers in SBC churches in Tarrant County, Texas.

The OLA and Ministry Experience. There was no significant relationship between the two variables the OLA score and ministry experience in each of the pastor and the minister groups in SBC churches in Tarrant County, Texas. The present findings supported the findings

¹³Laub, "Assessing the Servant Organization," 69; and Ross, "Perceptions of the Evidence of a Servant Leadership Culture," 88.

¹⁴Horsman, "Perspectives of Servant-Leadership," 130.

¹⁵Laub, "Assessing the Servant Organization," 69; Horsman, "Perspectives of Servant-Leadership," 131; Thompson, "The Perception of Servant Leadership Characteristics," 72; and Tassell, "Called to Serve," 81.

of Miears in that there was also no significant difference in the OLA score among three high school teacher groups with 1-4, 5-10, and over 10 years of teaching experience [$F(2, 162)=1.556, p>.05$].¹⁶ On the other hand, the present findings did not support the findings of Hebert in that there was a significant difference in the OLA score among three groups with under 15, 15-24, and 25+ years of working experience [$F(2, 133)=4.24, p=.016$].¹⁷ It was interpreted that the two variables, perception of the organizational servant leadership tendency and ministry experience, seemed to be unrelated among pastors and ministers in SBC churches in Tarrant County, Texas.

The OLA and Tenure. There was no significant relationship between the two variables the OLA score and tenure in each of the pastor and the minister groups in SBC churches in Tarrant County, Texas ($n=72, r=.142, p=.236$; and $n=73, r=-.021, p=.859$, respectively). While the present findings supported the findings of Laub and Miears in that each found no significant difference in the OLA score among their respective tenure groups [$F(5, 810)=.606, p<.05$; and $F(2, 162)=.590, p>.05$],¹⁸ they did not support the findings of Horsman in that there was a significant difference in the OLA score among tenure groups [$F(3, 536)=7.795, p<.0005$].¹⁹ It was interpreted that the two variables, perception of the organizational servant leadership tendency and years in the present ministry, seemed to be unrelated among pastors and ministers in SBC churches in Tarrant County, Texas.

¹⁶Miears, "Servant-Leadership and Job Satisfaction," 72.

¹⁷Hebert, "The Relationship of Perceived Servant Leadership," 97.

¹⁸Laub, "Assessing the Servant Organization," 72; and Miears, "Servant-Leadership and Job Satisfaction," 73.

¹⁹Horsman, "Perspectives of Servant-Leadership," 133.

The MSQ Short-Form and Its Two

Subscales across Ministerial Position. The pastor group scored significantly higher than the minister group in two of the three job satisfaction constructs—intrinsic and general—in SBC churches in Tarrant County, Texas. The present findings supported the findings of Welch in that there was a significant difference in the intrinsic job satisfaction, as measured by the JAS, between two ministerial cluster groups (pastor, minister of education, minister of music vs. other ministerial personnel) with the upper-level cluster group scoring higher [$t(454)=2.59$, $p<.05$, 1-tailed].²⁰

The present findings, however, contradicted the findings of Hebert in that there was a significant difference in the overall job satisfaction score, as measured by the MCMJSS, among three groups of position with the top level scoring the lowest [$F(2, 133)=3.547$, $p=.032$].²¹ In addition, the present findings did not support the findings of Drury in that there was no significant difference in job satisfaction among four groups of position [$F(3, 163)=2.571$, $p=.056$].²² Despite the previous mixed findings, it was interpreted that pastors were more likely to be satisfied intrinsically and generally than were ministers in SBC churches in Tarrant County, Texas.

The MSQ Short-Form and Its

Two Subscales across Gender. There was no significant difference in each of the intrinsic, extrinsic, and general job satisfaction between male and female ministers in SBC churches in Tarrant County, Texas. While the present findings supported the findings of Welch and Christopher in that each found no significant difference in job satisfaction across gender

²⁰Welch, “A Study of Selected Factors Related to Job Satisfaction,” 107.

²¹Hebert, “The Relationship of Perceived Servant Leadership,” 94.

²²Drury, “Employee Perceptions of Servant Leadership,” 60.

[$t(453)=-1.5212$, $p>.05$; and $F(1, 196)=.756$, $p>.05$, respectively],²³ they did not support the findings of Kiemele in that there was a significant difference in job satisfaction across gender [$t(145)=2.81$, $p=.006$].²⁴ The two variables, job satisfaction and gender, seemed to be unrelated among ministers in SBC churches in Tarrant County, Texas.

The MSQ Short-Form and

Its Two Subscales across Age.

Mixed results were found concerning the two variables job satisfaction and age among 143 respondents in SBC churches in Tarrant County, Texas. No significant differences were found in extrinsic and general job satisfaction across three age groups (23-41, 42-52, and 53-76) while there was a significant difference in the remaining construct—intrinsic—with a somewhat curvilinear relationship across age, as shown in Figure 6 on page 58.

The present, general construct findings supported the findings of Alexander, Carr, and Christopher [$F(3, 143)=.069$, $p=.976$; $r=.05$, $p=.24$; and $r=.089$, $p>.05$, respectively]²⁵ except Hebert [$F(2, 133)=4.202$, $p<.05$].²⁶ The present, intrinsic construct findings, however, did not support the findings of Welch in that the variable age was not a significant predictor of intrinsic job satisfaction among ministerial staff persons in large SBC churches (1,000+ resident

²³Welch, "A Study of Selected Factors Related to Job Satisfaction," 105; and Christopher, "The Relationship between Leadership Style and Job Satisfaction," 158.

²⁴Kiemele, "An Investigation of the Relationship between Quality of Friendship and Ministry Satisfaction," 165.

²⁵Alexander, "Job Satisfaction and Organizational Commitment," 88; Carr, "An Investigation into Job Satisfaction," 125; and Christopher, "The Relationship between Leadership Style and Job Satisfaction," 153.

²⁶Hebert, "The Relationship of Perceived Servant Leadership," 92.

membership).²⁷ It was interpreted that the overall job satisfaction of the respondents and their age seemed to be unrelated in SBC churches in Tarrant County, Texas.

The MSQ Short-Form and Its

Two Subscales across Education. There was no significant difference in each of the intrinsic, extrinsic, and general job satisfaction between two educational-level groups among all 145 respondents in SBC churches in Tarrant County, Texas. The present findings supported the findings of Carr and Christopher in that each found no significant difference in job satisfaction across educational level [$F(3, 445)=.07, p=.98$; and $F(1, 196)=.641, p>.05$, respectively].²⁸ The present findings, however, did not support the findings of Welch in that the variable education was one of the predictor variables of both intrinsic and extrinsic job satisfaction among ministerial staff persons in large SBC churches.²⁹ Despite the previous mixed findings, it was interpreted that job satisfaction of the respondents and their educational level seemed to be unrelated in SBC churches in Tarrant County, Texas.

The MSQ Short-Form and Its Two

Subscales across Ministerial Type. There was no significant difference in each of the intrinsic, extrinsic, and general job satisfaction among the three largest ministerial types within the minister group in SBC churches in Tarrant County, Texas. The present findings did not support the findings of Welch in that the variable ministry, which had twelve categories, was one of the significant predictor variables of both intrinsic and extrinsic job satisfaction among

²⁷Welch, "A Study of Selected Factors Related to Job Satisfaction," 105.

²⁸Carr, "An Investigation into Job Satisfaction," 131; and Christopher, "The Relationship between Leadership Style and Job Satisfaction," 154.

²⁹Welch, "A Study of Selected Factors Related to Job Satisfaction," 103, 109.

ministerial staff persons in large SBC churches.³⁰ It was interpreted that job satisfaction and ministerial type seemed to be unrelated within the minister group in SBC churches in Tarrant County, Texas.

The MSQ Short-Form and Its Two

Subscales across Ministry Experience. There was no significant difference in each of the intrinsic, extrinsic, and general job satisfaction among three groups of ministry experience in SBC churches in Tarrant County, Texas. The present findings supported the findings of Carr and Christopher in that each found no significant relationship between job satisfaction and ministry experience among children's ministers and ministers of education, respectively [$r=.03$, $p=.47$; and $r=.064$, $p>.05$].³¹ The present findings, however, did not support the findings of Hebert in that there was a significant difference in job satisfaction among three groups of under 15, 15-24, and 25+ years in working experience [$F(2, 133)=4.113$, $p=.018$].³² It was interpreted that job satisfaction of the respondents and their ministry experience seemed to be unrelated in SBC churches in Tarrant County, Texas.

The MSQ Short-Form and Its

Two Subscales across Tenure. Two out of the three job satisfaction constructs, intrinsic and general, significantly and positively correlated with tenure among all 145 respondents in SBC churches in Tarrant County, Texas. The present findings, however, did not support the non-significant findings of Alexander, Carr, Christopher, and Welch in that all addressed the two variables ministerial job satisfaction and tenure among other variables in their

³⁰Ibid.

³¹Carr, "An Investigation into Job Satisfaction," 132; and Christopher, "The Relationship between Leadership Style and Job Satisfaction," 153.

³²Hebert, "The Relationship of Perceived Servant Leadership," 97.

respective studies [$F(4, 142) = .819, p = .515; r = .01, p = .83; r = .057, p > .05$; and tenure, not a significant predictor, respectively].³³ It was, therefore, interpreted with caution that respondents who had longer years in tenure seemed to have more satisfaction with their ministries and vice versa in SBC churches in Tarrant County, Texas.

Implications

Six implications for the church and two implications for the seminary are addressed in the following two subsections, respectively. While these implications are mostly drawn from significant findings in the present study, the reader may draw other implications from non-significant findings in the present study.

Implications for the Church

First, the church should adopt and implement servant leadership principles within its staff organization for two reasons—the Bible supports servant leadership principles; and empirical data supports the positive relationship between the organizational servant leadership tendency and member job satisfaction. Based on the present findings, pastors and ministers who perceived higher servant leadership tendencies within their church staff teams tended to be more satisfied with their ministries in SBC churches in Tarrant County, Texas and vice versa. Prior to adoption and implementation, however, the church needs to consider its motives. While to improve staff job satisfaction is a noble thing, to utilize servant leadership principles just for the sake of improving staff job satisfaction may be an unethical thing to do.

³³Alexander, “Job Satisfaction and Organizational Commitment,” 90; Carr, “An Investigation into Job Satisfaction,” 133; Christopher, “The Relationship between Leadership Style and Job Satisfaction,” 153; and Welch, “A Study of Selected Factors Related to Job Satisfaction,” 104.

Second, the church should take appropriate measures to narrow any perception gap within its staff team. The present findings revealed a perception difference concerning organizational servant leadership within church staff teams across ministerial position and gender. While it would be understandable that a difference in perception among members may exist due to various individual as well as organizational factors, reducing a perception difference would be very beneficial for an organization. Laub, based on his findings, suggests that a discrepancy within an organization be considered and resolved as follows:

Another interesting, though not surprising, result of this study is that people in top leadership positions have a more positive perception of the organization and its leadership than do manager/supervisors and those in the workforce. This may suggest that the top leadership of our organizations are insulated from the realities faced by their managers and workforce. This difference in perception is important for top leaders to grasp if they are seeking to foster servant values for the entire organization. Top leaders must recognize their managers and workforce are experiencing the organization in a different and less positive way than they are.³⁴

Third, the church should help its staff organization become a better servant leadership team. As shown in the last part of Table 28 on page 66, the average church staff organization was servant-leadership oriented in SBC churches in Tarrant County, Texas. It did not reach the optimal level, or servant-leadership minded that indicated the highest obtainable level in organizational servant leadership (4.5-5). In addition, it did not reach the highest level in any of the six potential subscales of the OLA. In fact, the ministers' perception concerning the Provides Leadership aspect of organizational servant leadership was actually below the servant leadership level (4.0). Interestingly, the pastors also perceived the Provides Leadership aspect to be the lowest among the six. A suggestion to improve the Provides Leadership aspect, which was the lowest within the average church staff team in SBC churches in Tarrant County, Texas, would be that the church will help and support its staff team reevaluate and practice the three servant

³⁴Laub, "Assessing the Servant Organization," 84-85.

leadership characteristics of the Provides Leadership tendency, such as envisioning the future, taking initiative, and clarifying goals.

Fourth, based on the findings in Table 24 on page 55 in that the average respondent regardless of ministerial position was noticeably less satisfied extrinsically than he or she was intrinsically in SBC churches in Tarrant County, Texas, the church should provide better extrinsic care for the balanced wellbeing of its staff personnel. Some ideas may include better pay, better work conditions and policies, and better staff relationships. When efficiently and effectively implemented by the church, the difference between intrinsic and extrinsic satisfaction within the average respondent will be lessened, and his or her satisfaction will be more balanced.

Fifth, based on the significant difference in each of the intrinsic and general job satisfaction between the pastor group and the minister group in SBC churches in Tarrant County, Texas, the church should take appropriate measures to narrow each difference across ministerial position. Ideally, there should be no significant difference in job satisfaction between the pastor and the minister within their same church staff team. The church may, therefore, conduct a survey or an interview as to why the minister is significantly less satisfied compared with the pastor and implement appropriate solutions.

Lastly, based on the significant, positive relationships between intrinsic satisfaction and tenure and between general job satisfaction and tenure among respondents in SBC churches in Tarrant County, Texas ($r=.210$, $p=.011$; and $r=.208$, $p=.012$, respectively), the church should take appropriate measures in such a way that the variable tenure will not affect individual job satisfaction. Ideally, there should be no significant difference in job satisfaction across tenure among church staff persons. One solution would be, therefore, that the church will be especially considerate to its staff persons with fewer years in tenure for they will be likely to have less satisfaction in their ministries compared with staff persons with longer years in tenure. The

church may do well when its staff persons with fewer years in tenure adjust well, do ministries together as a team, and appreciate the church for being sensitive to their needs from the beginning.

Implications for the Seminary

The seminary should educate its students to become better servant leaders wherever they serve. The fact that the average church staff organization in SBC churches in Tarrant County, Texas is servant-leadership oriented, but not yet servant-leadership minded may imply that the average church staff person may be also servant-leadership oriented. Future pastors and ministers will likely have received seminary training. When the seminary lays the solid foundation of servant leadership today through training, education, modeling, and research, its students will be likely to demonstrate strong servant leadership tendencies wherever they serve that will exceed the present level.

Second, the seminary should keep informing the church with continued empirical data so that the church may apply some of the findings in church administration. For instance, the seminary may inform the church of the six implications for the church addressed in the previous section. A practical suggestion would be that the seminary will provide an empirical database in such a way that the church will not only have free access but also receive consultation as to how to appropriately apply the findings.

Recommendations

The present study found that the average church staff organization was servant-leadership oriented and that the pastor group perceived more favorably than the minister group concerning servant leadership within their church staff teams in SBC churches in Tarrant County, Texas. A comparative study is, therefore, recommended in that one or more of the six SBC

seminaries and one of the SBC agencies be measured by the OLA and the MSQ short-form and the findings be compared with the present study.

The six potential subscales of the OLA revealed the strongest and the weakest facets of the servant leadership tendency within the average church staff team in SBC churches in Tarrant County, Texas. It is, therefore, recommended to conduct a replication study within the SBC churches with three different ethnic groups (e.g., Korean, Hispanic, etc.) and compare the findings.

The present study found several differences between groups concerning servant leadership and job satisfaction. A replication study followed by an interview is, therefore, recommended to further investigate the differences.

The present study found a significant relationship between job satisfaction and tenure among the respondents in SBC churches in Tarrant County, Texas. More investigation is warranted.

Lastly, it is recommended to include various ministry units, teams, or organizations within the church setting and conduct a comprehensive research statewide and compare the findings in terms of organizational servant leadership and job satisfaction or some other variable such as commitment or performance.

Theological Reflections

In Matthew 20:25-28, Jesus taught His disciples about servant leadership because they seemed to have misconceptions or incorrect motives about being great. When the ten disciples heard the mother of James and John ask a favor of Jesus, they became “indignant with the two brothers” (Matt 20:24 NIV). There would be, of course, nothing wrong with church leaders who aspire to greatness, provided their motives are to serve God and others, and not themselves.

The present study found a significant, positive relationship between organizational servant leadership and individual job satisfaction in each of the pastor and the minister groups in SBC churches in Tarrant County, Texas. Based on empirical data, some churches may unintentionally manipulate servant leadership principles just for the sake of improving staff job satisfaction. Rick Ferguson in *The Servant Principle* warns against such an intent as follows:

Some pastors today will start a church only after consulting extensive demographic studies in several cities with emerging populations. These pastors search for young adults with high-paying job living in suburban neighborhoods. They seek young families with small children and disposable incomes. They profess they are working to serve Christ, but if they are honest with themselves, they may discover a hidden agenda. They may want to start a church only if it is a potential megachurch. They may learn they're more concerned with money than ministry. They may worry more about being cutting-edge than being Bible-believing. They may be more impassioned with becoming a big name than being a nameless servant. They may have a hidden agenda, and if so, shame and pain will be the inevitable results.³⁵

The present study also found that both pastors and ministers perceived the organizational servant leadership tendency of Provides Leadership to be the lowest within their church staff teams in SBC churches in Tarrant County, Texas. This included envisioning the future, taking initiative, and clarifying goals. Recent empirical research among Roman Catholic and Protestant pastors (n=235) revealed the importance of clearly defined and specific goals.³⁶ God expects His people to be good stewards. Good stewardship involves planning, organizing, leading, and controlling all God-given resources. Planning, in turn, involves setting goals. "The effective servant leader," asserts Bob Agee, "envision goals for the future and involves others with him/her in sharing the sense of direction the organization should be headed. A study of

³⁵Rick E. Ferguson, *The Servant Principle: Finding Fulfillment through Obedience to Christ* (Nashville: Broadman & Holman, 1999), 37-38.

³⁶Hessel J. Zondag, "Knowing You Make a Difference: Result Awareness and Satisfaction in the Pastoral Profession," *Review of Religious Research* 45, no. 3 (2004): 254.

leaders in the Bible like Moses, Joshua, David, Nehemiah, Jesus, Paul, and others reveals that there was always a future toward which they pushed themselves and led others.”³⁷

Based on 1 Corinthians chapter 12 regarding spiritual gifts and the analogy of one body with many parts, Kenneth Gangel states that “there are no menial jobs in Christian service.”³⁸ In terms of job satisfaction, however, there seems to be a difference across ministerial position, as found in the present study. In addition, both pastors and ministers were extrinsically less satisfied than they were intrinsically and that respondents with fewer years in tenure seemed to be less satisfied with their ministries. Not surprisingly, pastors and ministers who are less satisfied with their ministries would be more likely to search for other positions and vice versa. While a sense of calling matters regardless of job satisfaction, the church also needs to treat its pastor and ministers, as well as support staff and volunteers, fairly so that they would do God’s work together in gratitude and contentment.

A recent study examined factors that related to clergy seeking new positions in two Protestant denominations—the United Church of Christ and the Christian Church. It found that the variable job satisfaction among other variables correlated most closely with clergy job search ($r=-.498$, $n=2,139$) and the variable tenure was also negatively related to clergy job search.³⁹ Unlike a common assumption that calling would play a vital role in clergy job search, the researchers concluded otherwise as follows: “We conclude, that, contrary to stereotypical views

³⁷Bob R. Agee, “Servant Leadership as an Effective Approach to Leadership in the Church,” *Southwestern Journal of Theology* 43, no. 3 (2001): 12.

³⁸Gangel, *Team Leadership in Christian Ministry*, 361.

³⁹Tina Wildhagen, Charles W. Mueller, and Minglu Wang, “Factors Leading to Clergy Job Search in Two Protestant Denominations,” *Review of Religious Research* 46, no. 4 (2005): 387, 394, 397.

of them as guided primarily by faith-based concerns, ministers consider many of the same factors as do other employees when deciding whether to search for new jobs.”⁴⁰

The present study found a significant gender difference among ministers in perception of organizational servant leadership within their respective church staff organizations with the female group’s perception being higher. Regarding job satisfaction, though not significantly different, the female ministers were more satisfied than the male ministers. Elaine McDuff observes that “Studies of other occupations have consistently found that while women’s work conditions and rewards are inferior to those of men in comparable positions, women report being as satisfied or more satisfied with their work. This discrepancy is called the ‘gender paradox’ in work situation.”⁴¹

Genesis 1:27 (NIV) reads, “So God created man in his own image, in the image of God he created him; male and female he created them.” According to the *Holman Bible Dictionary*, “the essence of being human consists in a three-fold relationship: towards God as Lord, towards other humans as fellow servants, and towards creation as entrusted to our care.”⁴² The apparent gender paradox or gender difference may be attributable to various factors such as culture or conditions within society and not to God. Nowhere in the Bible does it seem to support the notion of gender paradox or gender difference.

Jesus clearly pointed to God’s original intent that marriage was to be permanent, concerning the issue of divorce (Matt 19:8); and concerning the Sadducees’ question about

⁴⁰Ibid., 380.

⁴¹Elaine M. McDuff, “The Gender Paradox in Work Satisfaction and the Protestant Clergy,” *Sociology of Religion* 62, no. 1 (2001): 1.

⁴²Thomas Finger, *Holman Bible Dictionary*, ed. Trent C. Butler (Nashville: Holman Bible Publishers, 1991), s.v. “HUMANITY.”

marriage at the resurrection, Jesus pointed to their misunderstanding of the Scriptures (Matt 22:29). Continuing research concerning gender paradox or gender difference in job satisfaction with better measuring instruments that control for extraneous variables would reveal that there would be no difference across gender after all.

James Draper observes that “Every human heart seeks purpose for living. All of us want to contribute to a cause greater than ourselves. . . . The greatest cause that produces the biggest dividends is serving God.”⁴³ Nowadays, leadership literature seems to address greatness. Jesus demonstrated exactly that about 2,000 years ago as follows:

Jesus modeled greatness through service to others when he did not seek a public office, earn a degree, lead an army, or discover some scientific truth. Jesus’ entire ministry was about service to his Father in heaven, service to his mission, service to his followers, and, ultimately, service to those he came to save. Jesus was a great man because he was a servant. We acknowledge him as great because he lived beyond the noise of life and purposefully lived to bring people closer to their Creator. As Lord of all, he might have lived above us and demanded blind allegiance. But he served us, teaching us the truth and how to live by it. He served us in our misunderstanding, our selfishness, and our weakness. He saw what we needed and helped us. He knew where we needed to be and took us there—with great love and respect for us.⁴⁴

⁴³James T. Draper, Jr., *Every Christian a Minister: Finding Joy and Fulfillment in Serving God* (Nashville: LifeWay, 2000), 8.

⁴⁴Wilkes, *Jesus on Leadership*, 110.

APPENDIX 1

HUMAN SUBJECTS RESEARCH CONSENT FORM

Introduction

Thank you for agreeing to participate as a subject in this research study. This form will provide you a brief description of the research goals, methodology, and your rights as a participant. If you have any questions or feedback regarding the following information or the research project in general, please feel free to contact me. You may also address questions about the study or complaints regarding your participation in the study, to the Chairperson of my Guidance Committee.

Researcher: Paul Kong
Address: 8309 Hearthstone Ct.
Fort Worth, TX 76123

Phone: (817) 370-1130

Chairperson: Dr. Bob Welch
Address: SWBTS The School of
Educational Ministries
P.O. Box 22360
Fort Worth, TX 76122
Phone: (817) 923-1921, ext. 2140

Research Goals

From the research topic of “A Study of the Church Staff Organization’s Servant Leadership Tendency and Job Satisfaction of the Pastor and of Another Ministerial Staff Person in Southern Baptist Convention Churches in Tarrant County, Texas” three research goals are derived as follows:

1. To determine the relationship between a multi-staff pastor’s perception of the servant leadership tendency of his church staff organization and his job satisfaction in SBC churches in Tarrant County, Texas
2. To determine the relationship between another ministerial staff person’s perception of the servant leadership tendency of the same church staff organization and his or her job satisfaction in SBC churches in Tarrant County, Texas
3. To assess any difference in perception of servant leadership in their church staff organization between the multi-staff pastor and the other ministerial staff person in SBC churches in Tarrant County, Texas.

Methodology

This study requests a multi-staff pastor and another ministerial staff person in SBC churches in Tarrant County, Texas to fill out two questionnaires: the Organizational Leadership Assessment (OLA), which measures their church staff organization's servant leadership tendency (20 minutes), and the Minnesota Satisfaction Questionnaire (MSQ short-form), which measures their job satisfaction (10 minutes). The nature of this study requires that both the pastor and the other ministerial staff person fill out the OLA and the MSQ. Also, your participation involves returning this consent form signed along with the filled out questionnaires.

Participant's Rights and Consent Declaration

I understand that information about me obtained from this research will be kept strictly confidential. I give my permission for the use of this information with the understanding that my identity will be protected at all times. I understand that my name or other identifying information will never be disclosed or referenced in any way, in any written or verbal context. I understand that the filled out instruments (the OLA and the MSQ short-form) will be stored securely by the researcher.

I understand that participation in this study is completely voluntary. I may refuse to participate or withdraw at any time without explanation. If I refuse to participate, or elect to withdraw my consent to further participation in this research study, I understand that any information I have provided up until the time of my withdrawal will be destroyed by the researcher.

I agree to the terms set forth in this document:

Participant's Signature

Date

I agree to the terms set forth in this document:

Researcher's Signature

Date

APPENDIX 2

EMAIL PERMISSION TO USE THE OLA INSTRUMENT

p-kong@sbcglobal.net

From: JIM LAUB [JIM_Laub@pba.edu]
Sent: Thursday, October 12, 2006 11:58 AM
To: p-kong@sbcglobal.net
Subject: RE: Paul Kong- OLA permission Request
Attachments: OLA Instrument (readonly).doc

Dear Paul: I hereby give you my permission to use the Organizational Leadership Assessment (OLA) for the purpose of your dissertation study according to the understandings and agreements in the document I sent to you. I wish you well with your study. You can find information about reliability and validity on the www.olagroup.com site under the OLA tab. The OLA instrument is attached.

Jim Laub

From: p-kong@sbcglobal.net [mailto:p-kong@sbcglobal.net]
Sent: Thursday, October 12, 2006 12:20 PM
To: JIM LAUB
Subject: Paul Kong- OLA permission Request

Oct. 12, 2006(Th)
Dear Dr. Laub:

May I ask for (1) your permission letter to use the OLA instrument and
(2) the OLA instrument itself?

I lost all my emails yesterday including your email permission letter along with the attached OLA instrument.

I remember you sent them on Oct. 6, last Friday.

Dr. Laub. In addition, I would appreciate any reference you would suggest for OLA's reliability and validity.

Thank you very much.

Sincerely,

Paul Kong

APPENDIX 3

EMAIL PERMISSION TO INCLUDE THE OLA INSTRUMENT

p-kong@sbcglobal.net

From: JIM LAUB [JIM_Laub@pba.edu]
Sent: Monday, November 13, 2006 10:48 AM
To: p-kong@sbcglobal.net
Subject: RE: Paul Kong- Sample Permission Request

Yes – that would be fine.

Jim Laub

From: p-kong@sbcglobal.net [mailto:p-kong@sbcglobal.net]
Sent: Monday, November 13, 2006 11:12 AM
To: JIM LAUB
Subject: Paul Kong- Sample Permission Request

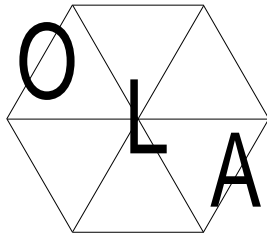
Nov. 13, 2006(M)
Dear Dr. Laub:

Thank you for your prompt reply. I meant to ask you whether I could include the OLA in the Appendix section in my proposal (which is due next Tuesday, by the way) as well as in my future dissertation. Many times, questionnaires are copyrighted so that permission is required in order to do so. May I?

Thank you again for your help.

Sincerely,
Paul Kong

APPENDIX 4
THE OLA INSTRUMENT



www.olagroup.com

Organizational Leadership Assessment

General Instructions

The purpose of this instrument is to allow organizations to discover how their leadership practices and beliefs impact the different ways people function within the organization. This instrument is designed to be taken by people at all levels of the organization including workers, managers and top leadership. As you respond to the different statements, please answer as to what you believe is generally true about your organization or work unit. Please respond with your own personal feelings and beliefs and not those of others, or those that others would want you to have. Respond as to how things *are* ... not as they could be, or should be.

Feel free to use the full spectrum of answers (from Strongly Disagree to Strongly Agree). You will find that some of the statements will be easy to respond to while others may require more thought. If you are uncertain, you may want to answer with your first, intuitive response. Please be honest and candid. The response we seek is the one that most closely represents your feelings or beliefs about the statement that is being considered. There are three different sections to this instrument. Carefully read the brief instructions that are given prior to each section. Your involvement in this assessment is anonymous and confidential.

Before completing the assessment it is important to fill in the name of the organization or organizational unit being assessed. If you are assessing an organizational unit (department, team or work unit) rather than the entire organization you will respond to all of the statements in light of that work unit.

IMPORTANT please complete the following

Write in the name of the organization or organizational unit (department, team or work unit) you are assessing with this instrument.

Organization (or Organizational Unit) Name: _____

Indicate **your present role/position** in the organization or work unit. Please **circle one**.

- 1 = Top Leadership (top level of leadership)
- 2 = Management (supervisor, manager)
- 3 = Workforce (staff, member, worker)

Please provide your response to each statement by placing an **X** in one of the five boxes

1	2	3	4	5
Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree

Section 1

In this section, please respond to each statement as you believe it applies to **the entire organization** (or organizational unit) including workers, managers/supervisors and top leadership.

In general, people within this organization

	1	2	3	4	5
1 Trust each other					
2 Are clear on the key goals of the organization					
3 Are non-judgmental – they keep an open mind					
4 Respect each other					
5 Know where this organization is headed in the future					
6 Maintain high ethical standards					
7 Work well together in teams					
8 Value differences in culture, race & ethnicity					
9 Are caring & compassionate towards each other					
10 Demonstrate high integrity & honesty					
11 Are trustworthy					
12 Relate well to each other					
13 Attempt to work with others more than working on their own					
14 Are held accountable for reaching work goals					
15 Are aware of the needs of others					
16 Allow for individuality of style and expression					
17 Are encouraged by supervisors to share in making <i>important</i> decisions					
18 Work to maintain positive working relationships					
19 Accept people as they are					
20 View conflict as an opportunity to learn & grow					
21 Know how to get along with people					

Please provide your response to each statement by placing an **X** in one of the five boxes

1	2	3	4	5
Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree

Section 2

In this next section, please respond to each statement as you believe it applies to the **leadership** of the organization (or organizational unit) including managers/supervisors and top leadership

Managers/Supervisors and Top Leadership in this Organization

	1	2	3	4	5
22 Communicate a clear vision of the future of the organization					
23 Are open to learning from those who are <i>below</i> them in the organization					
24 Allow workers to help determine where this organization is headed					
25 Work alongside the workers instead of separate from them					
26 Use persuasion to influence others instead of coercion or force					
27 Don't hesitate to provide the leadership that is needed					
28 Promote open communication and sharing of information					
29 Give workers the power to make <i>important</i> decisions					
30 Provide the support and resources needed to help workers meet their goals					
31 Create an environment that encourages learning					
32 Are open to receiving criticism & challenge from others					
33 Say what they mean, and mean what they say					
34 Encourage each person to exercise leadership					
35 Admit personal limitations & mistakes					
36 Encourage people to take risks even if they may fail					
37 Practice the same behavior they expect from others					
38 Facilitate the building of community & team					
39 Do not demand special recognition for being leaders					
40 Lead by example by modeling appropriate behavior					
41 Seek to influence others from a positive relationship rather than from the authority of their position					
42 Provide opportunities for all workers to develop to their full potential					
43 Honestly evaluate themselves before seeking to evaluate others					

44	Use their power and authority to benefit the workers					
45	Take appropriate action when it is needed					
46	Build people up through encouragement and affirmation					
47	Encourage workers to work <i>together</i> rather than competing against each other					
48	Are humble – they do not promote themselves					
49	Communicate clear plans & goals for the organization					
50	Provide mentor relationships in order to help people grow professionally					
51	Are accountable & responsible to others					
52	Are receptive listeners					
53	Do not seek after special status or the “perks” of leadership					
54	Put the needs of the workers ahead of their own					

1	2	3	4	5
Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree

Section 3

In this next section, please respond to each statement as you believe it is true about **you personally** and **your role** in the organization (or organizational unit).

In viewing my own role . . .

	1	2	3	4	5
55	I feel appreciated by my supervisor for what I contribute				
56	I am working at a high level of productivity				
57	I am listened to by those <i>above</i> me in the organization				
58	I feel good about my contribution to the organization				
59	I receive encouragement and affirmation from those <i>above</i> me in the organization				
60	My job is important to the success of this organization				
61	I trust the leadership of this organization				
62	I enjoy working in this organization				
63	I am respected by those <i>above</i> me in the organization				
64	I am able to be creative in my job				
65	In this organization, a person's <i>work</i> is valued more than their <i>title</i>				
66	I am able to use my best gifts and abilities in my job				

APPENDIX 5

LETTER OF PERMISSION TO USE THE MSQ SHORT-FORM

UNIVERSITY OF MINNESOTA

Twin Cities Campus

*Department of Psychology
College of Liberal Arts*

*N218 Elliott Hall
75 East River Road
Minneapolis, MN 55455
Office: 612-625-2818
Fax: 612-626-2079
www.psych.umn.edu
Email: psymain@umn.edu*

Oct. 10, 2006

Paul Kong
Southwestern Baptist Theological Seminary
School of Educational Ministries
PO Box 22360
Fort Worth, TX 76122

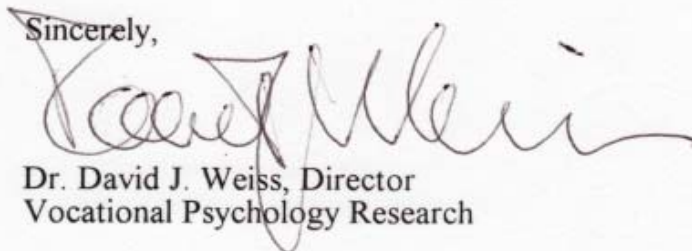
Dear Paul Kong:

We are pleased to grant you permission to use the Minnesota Satisfaction Questionnaire 1977 short form version in your research project.

Vocational Psychology Research is currently in the process of revising the MSQ manual and it is very important that we receive copies of your research study results in order to construct new norm tables. Therefore, we would appreciate receiving a copy of your results including 1) demographic data of respondents, including age, education level, occupation and job tenure; and 2) response statistics including scale means, standard deviations, reliability coefficients, and standard errors of measurement. If your tests are scored by us, we will already have the information detailed in item #2.

Your providing this information will be an important and valuable contribution to the new MSQ manual. If you have any questions concerning this request, please feel free to call us at 612-625-1367.

Sincerely,



Dr. David J. Weiss, Director
Vocational Psychology Research

APPENDIX 6

EMAIL PERMISSION TO INCLUDE A SAMPLE OF THE MSQ SHORT-FORM

From: David J. Weiss [djweiss@umn.edu]
Sent: Thursday, November 16, 2006 4:13 PM
To: p-kong@sbcglobal.net
Subject: Re: Paul Kong - MSQ Short form Questions

At 07:23 AM 11/15/2006, you wrote:

Nov 15, 2006 (W)
Dear Dr. Weiss:

Thank you for the permission letter (Oct. 10, 2006). I am planning to compute the reliability coefficients of the Intrinsic Satisfaction subscale, Extrinsic Satisfaction subscale, and General Satisfaction scale as your permission letter has requested. May I ask the following questions?

1. What is the operational definition of the Intrinsic Satisfaction, Extrinsic Satisfaction, and General Satisfaction used in the MSQ short form? The manual does not seem to provide any.

The operational definition is the set of items that constitute the scale. Intrinsic refer to aspects of satisfaction that are internal to the job (and likely would generalize across different job locations); Extrinsic is aspects that are unique to a given job location (environmental factors), and General is the combination of both of the others.

1. May I ask for your permission to include a sample of the MSQ short form (just one or two items) in my proposal as well as in my future dissertation?

You may include one or to items, but you must reproduce or copyright statement and indicate that you have reproduced them with our permission.

APPENDIX 7

SAMPLE OF THE MSQ SHORT-FORM

On my present job, this is how I feel about . . .

	Very Dissat.	Dissat.	N	Sat.	Very Sat.
...					
19. The praise I get for doing a good job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. The feeling of accomplishment					
I get from the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

APPENDIX 8
INTRODUCTORY LETTER



TARRANT BAPTIST ASSOCIATION

Assisting churches individually and cooperatively in carrying out the Great Commission.

Thomas L. Law, III
Executive Director

January 15, 2007

Dear Pastor and Ministerial Staff Person:

Periodically, we have the opportunity to help students at Southwestern Baptist Theological Seminary with their doctoral projects. In a few days you will receive a survey packet from Paul Kong, doctoral student at Southwestern. I would appreciate it if you would help Paul as he does this research.

Because of the nature of the study, both the pastor and another ministerial staff person need to fill out two questionnaires: the Organizational Leadership Assessment (OLA), which measures an organization's servant leadership tendency (20 minutes), and the Minnesota satisfaction Questionnaire (MSQ short-form), which measures your job satisfaction (10 minutes). Also, your participation involves returning a signed consent form, along with the filled out questionnaires.

The focus of Paul's dissertation project is to determine the relationship between the servant leadership tendency within a church staff organization, as measured by the OLA instrument, and the job satisfaction of its multi-staff pastor and of another ministerial staff person, as measured by the MSQ short-form, in Southern Baptist churches in Tarrant County, Texas.

I know that you get stacks of mail each day asking for your time and I know how valuable your time is. Paul will provide a copy of the study results to you by the end of 2007. Your involvement will help better understand the relationship between servant leadership and ministerial job satisfaction.

Sincerely,

Thomas L. Law, III

APPENDIX 9
COVER LETTER

Paul Kong (a SWBTS student)
8309 Hearthstone Ct.
Fort Worth, TX 76123
(817)370-1130
p-kong@sbcglobal.net

(Church Address)

January 18, 2007

Dear (Pastor's Name) and Ministerial Staff Person:

Why do we need servant leaders? Are we satisfied as we serve God and others? I am conducting a study of the church staff organization's servant leadership tendency and job satisfaction of the pastor and of another ministerial staff person in SBC churches in Tarrant County, Texas.

Your responses will be held in strict confidentiality, and the study findings or results will be shown only as collective terms or summaries in which no individual churches or names will be identified. In addition, the results of this study that would be beneficial to the health of your church staff organization will be sent to you by the end of this year.

Lastly, as Dr. Law has mentioned in his introductory letter (Jan. 15, 2007), it is necessary for both the pastor and another ministerial staff person to participate. If you have any questions or comments about this study or the questionnaires, I would be happy to communicate with you. Thank you very much for helping with this study.

Please mail your completed surveys (including the demographics section) and the signed consent form by February 8, 2007. For your convenience, a self-addressed stamped envelope is enclosed in the packet.

Sincerely,

Paul Kong
P.S. The pen is for you to use and keep. Thank you.

APPENDIX 10

THANK YOU POSTCARD

January 24, 2007 (W)

Dear (Pastor's Name) and Ministerial Staff Person:

I would like to thank you for returning the questionnaires (including the demographics section) and the signed consent form. If you have not, may I ask you if you would do so today? Perhaps, the packet has been misplaced, or maybe you did not receive it. If so, please either call me or email me. I will send one to you right away. Thank you again for your time.

Sincerely,

Paul Kong
817-370-1130
p-kong@sbcglobal.net

(The back of the postcard)

APPENDIX 11

THREE DIFFERENT TYPES OF FOLLOW-UP LETTER

Paul Kong
8309 Hearthstone Ct.
Fort Worth, TX 76123
(817)370-1130
p-kong@sbcglobal.net

(Church Address)

February 13, 2007

Dear (Pastor's Name) and Ministerial Staff Person:

About three weeks ago, I sent you a survey packet. To the best of my knowledge, it has not yet been returned.

My study is to determine the relationship between the servant leadership tendency of your church staff organization and the job satisfaction of each of you in SBC churches in Tarrant County, Texas.

Once again, your responses will be held in strict confidentiality, and the study findings or results will be shown only as collective terms or summaries in which no individual churches or names will be identified. In addition, the results of this study that would be beneficial to the health of your church staff organization will be sent to you by the end of this year.

Just to remind you, it is necessary for each of you to participate due to the nature of this study. You may call or email me if you have any questions, and your participation is greatly appreciated.

Please mail your completed surveys (including the demographics section) and the signed consent form as soon as possible. For your convenience, a self-addressed stamped envelope is enclosed in the packet.

In Jesus,

Paul Kong

Paul Kong (a SWBTS student)
8309 Hearthstone Ct.
Fort Worth, TX 76123
(817)370-1130
p-kong@sbcglobal.net

(Church Address)

February 13, 2007

Dear (Pastor's Name):

This is Paul Kong, a SWBTS student. I thank you for returning the survey packet to me. However, I have not received the other packet from one of your paid ministerial staff persons. Would you please hand him or her this packet? If you are the only paid staff person, please let me know so that I may withdraw your church from my study. Please understand that my study only includes multi-staff SBC churches in Tarrant County, Texas. Also, rest assured even if you are the only paid staff person in your church; to honor your time and effort, I will surely send the study results by the end of this year.

If your church does have at least one additional (either part time or full time) ministerial staff person besides you, and he or she still does not want to respond, then, your survey packet will still stand valid. Lastly, please tell the staff person that the deadline would be the end of February. Thank you again for your help.

Sincerely,

Paul Kong

Paul Kong (a SWBTS student)
8309 Hearthstone Ct.
Fort Worth, TX 76123
(817)370-1130
p-kong@sbcglobal.net

(Church Address)

February 13, 2007

Dear (Pastor's Name):

This is Paul Kong, a SWBTS student. Your ministerial staff person has returned the survey packet to me. However, I have not received yours yet. Would you please fill out this survey packet and mail it to me by the end of February? Thank you very much for your time.

Sincerely,

Paul Kong

P.S.

If your church does not have a senior pastor, or what your church has now is an interim, please let me know so that I may withdraw your church from my study. Please understand that my study only includes multi-staff SBC churches in Tarrant County, Texas. Even if your church is withdrawn from my study, please rest assured that I will send the study results by the end of this year to honor your ministerial staff person for he or she has returned the survey. Thank you.

APPENDIX 12
FINAL FOLLOW-UP LETTER

Paul Kong (a SWBTS student)
8309 Hearthstone Ct.
Fort Worth, TX 76123
(817)370-1130
p-kong@sbcglobal.net

(Church Address)

March 1, 2007

Dear (Pastor's Name) or To Whom It May Concern:

This is Paul Kong, a SWBTS student. Dr. Tom Law and I have asked you to participate in an important study to ascertain servant leadership qualities in SBC church staffs in Tarrant County, Texas. So far, the return rate has been about 66%. Your involvement will surely increase it, and my goal is to reach at least 70%.

To the best of my knowledge, the survey packet has not been returned to me from one of the following:

1. Both the senior pastor and his ministerial staff person
2. The senior pastor
3. The ministerial staff person.

Would you please take time to complete and return the survey packet by the middle of March? If you have misplaced or never received the packet, please let me know. I will send another one right away.

Lastly, if your church is one of the following, please let me know so that I may withdraw your church from my study:

1. Our church does not have a senior pastor
2. Our church has an interim senior pastor or staff and does not have 2 qualifying staff members
3. Our senior pastor is the only paid staff person, and all other leaders are lay volunteers.

Thank you and I look forward to hearing from you.

Sincerely,
Paul Kong

APPENDIX 13

EMAIL CORRESPONDENCE WITH A SINGLE-STAFF PASTOR

p-kong@sbcglobal.net

From: paul kong [p-kong@sbcglobal.net]
Sent: Saturday, January 20, 2007 1:22 PM
To: Travis Welch
Subject: Re: Ministerial Survey

Jan. 20, 2007(Sat.)

Dear Rev. Welch:

Thank you for your willingness to help. Unfortunately, the survey is for the pastor and the paid ministerial staff person, not volunteers.

I will surely remember you and send the study results by the end of 2007.

Thank you again for your kindness.

Sincerely,

Paul Kong

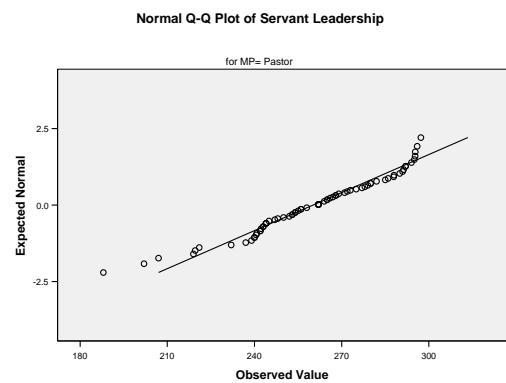
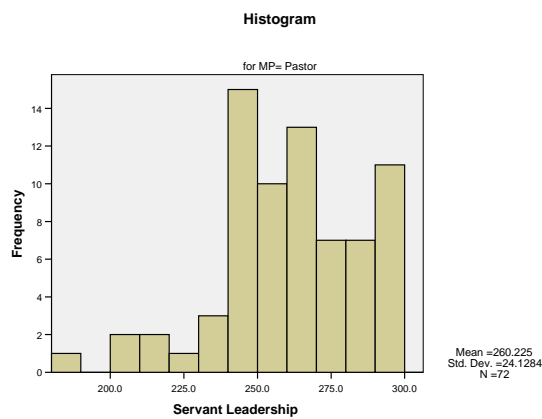
Travis Welch <twelch0882@msn.com> wrote:

Hello Paul. I am the pastor of Decatur Avenue Baptist Church in Fort Worth. I received your survey and I am more than willing to help. However, this is not a multi staffed church. I am it when it comes to staff. All other positions within the church are filled by lay volunteers. Is this what you want?

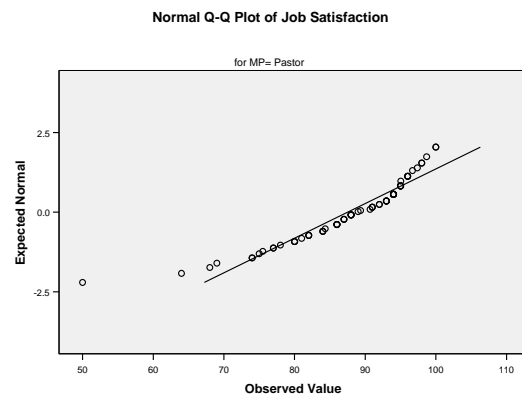
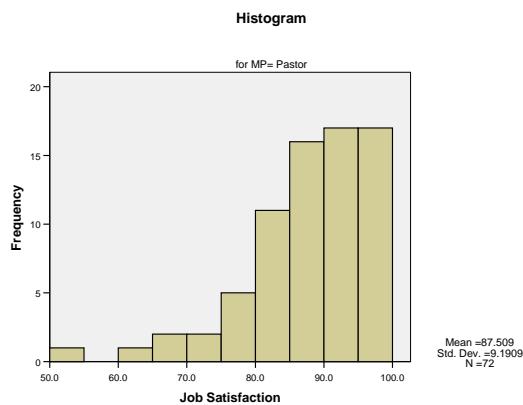
Travis Welch

APPENDIX 14

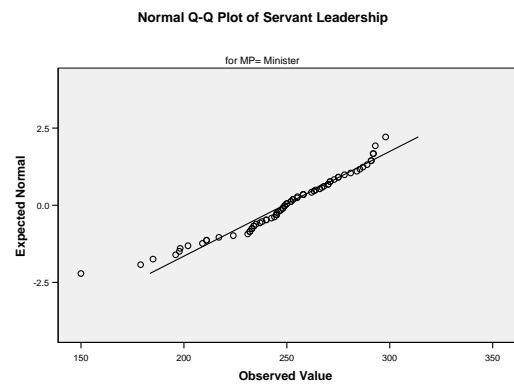
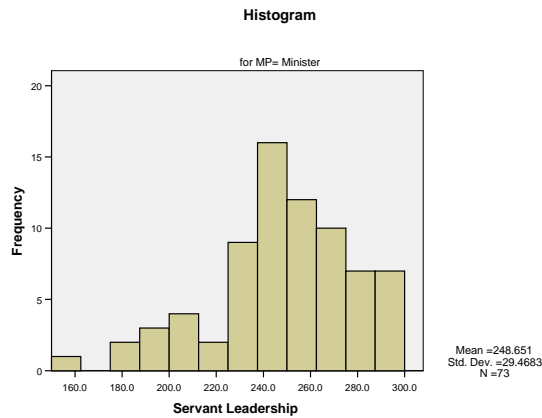
HISTOGRAMS AND NORMAL Q-Q PLOTS OF THE PASTOR GROUP (n=72) AND THE MINISTER GROUP (n=73)



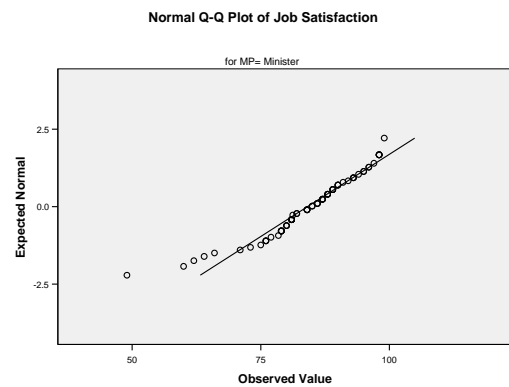
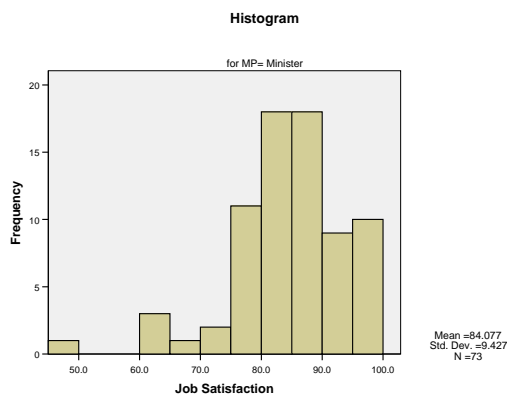
Church Staff Servant Leadership Perceived by the Pastor Group (n=72)



Job Satisfaction of the Pastor Group (n=72)



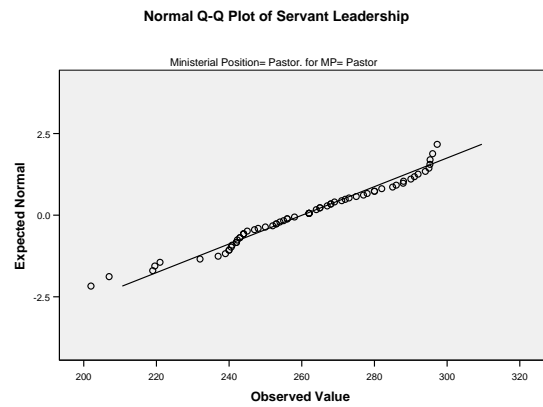
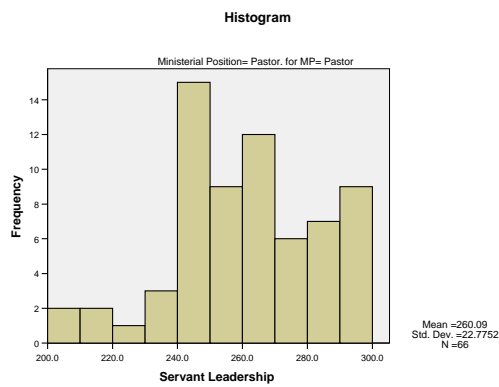
Church Staff Servant Leadership Perceived by the Minister Group (n=73)



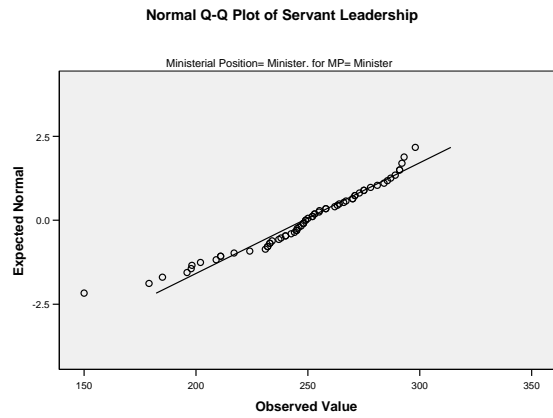
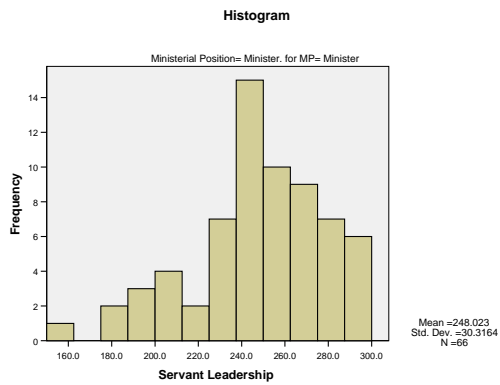
Job Satisfaction of the Minister Group (n=73)

APPENDIX 15

HISTOGRAMS AND NORMAL Q-Q PLOTS OF THE PASTOR GROUP (n=66) AND THE MINISTER GROUP (n=66)



Church Staff Servant Leadership Perceived by the Pastor Group (n=66)



Church Staff Servant Leadership Perceived by the Minister Group (n=66)

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VITA

PAUL KONG

Paul Kong, born and raised in Seoul, South Korea, came to America in 1985. He is the fourth of five children. His parents are Ho Young and Young Soon Kong of South Korea. He is married to Linda, who is the third of four children. Her parents are Young H. and Jung Bun (d) Choe. Paul and Linda have twin girls, Esther and Lydia. The family resides in Fort Worth, Texas.

Paul served as minister of education at Rowland Heights Korean Baptist Church in Rowland Heights, California from 1987 to 1989. Upon enrolling at Southwestern Baptist Theological Seminary in Fort Worth, Texas, he served as minister of education at Living Stone Korean Baptist Church of Dallas, Texas from 1990 to 1995. He served as administrative intern at Fielder Road Baptist Church in Arlington, Texas in early 1997 and at Travis Avenue Baptist Church in Fort Worth, Texas from 1997 to 1999. He also served as youth minister at Disciple Korean Baptist Church in Carrollton, Texas from 2000 to April 2002. Since joining Hulen Street Baptist Church in Fort Worth, Texas in summer 2002, Paul has been an active member.

Paul holds a Bachelor of Arts degree in Religion (1989) from California Baptist University in Riverside, California. He earned the Master of Divinity with Biblical Languages (1992) and Master of Arts in Religious Education (1997), both from Southwestern Baptist Theological Seminary in Fort Worth, Texas.

During his leisure time, Paul enjoys reading, traveling, and recreation activities with his wife and children.

