

Impact Of Organizational Culture On The Performance Of Leadership In Outreach Hope Church, Kenya

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Abstract- The research examined the impact of organizational culture on the performance of leadership with the purpose of creating awareness to church leadership and encourage deliberate and strategic shaping of organizational culture. The site was Outreach Hope Church (OHC), Kenya. The study used both qualitative and quantitative design methods for data collection and analysis. The sample size was thirty-three leaders comprised of six pastors, six elders, thirteen deacons and deaconesses and eight ushers. The study found that OHC applied Hierarchy leadership culture focused on the realization of goals and commitment. The culture had a positive impact on the performance of OHC Kenya, which influenced the development of human resources, success in the community and efficiency in its activities. The study further found that the organizational culture impacted positively on congregational giving of tithe and offerings, the manner in which the church ran its services, regular training of its leaders, development programs and opening new ministries. The study recommends that OHC develop a culture of servant leadership with intention to foster a good relationship between the followers and the church leaders; to lead by example by upholding Christian teachings, morals and values in order to inspire, encourage and motivate followers to do the same; OHC to pay close attention to some aspects of other leadership cultures with positive impacts on the church performance as a way of improving its leadership; and, the church leaders to involve its members in outreach events in the community.

Index Terms- Culture, Organization, Elders, Deacons, Deaconess and Ushers.

I. INTRODUCTION

Outreach Hope Church (OHC), which is part of the Pentecostal churches in Kenya, started in December 2000, in Mathare slums of Nairobi to reach out to disadvantaged communities. The Church has subsequently grown to 13 congregations located in Nairobi, Machakos, and Turkana counties, with over 2000 followers. OHC like other churches worldwide is struggling to successfully remain relevant while at the same time fulfilling the great commission as stated in Matthews 28:16-20.

The percentage of adults attending church services in many parts of the world has declined significantly from the early 1990s (Bass & Avolio 1997). Solving the problems associated with the decline requires explicit measurement of church performance and sometimes changes in organizational systems (Stevens & Collins,

1993). Several studies of organizations in business and government have shown that there is a relationship between organizational culture and organizational performance (Hurley & Hult, 1998; Cameron & Sine, 1999). The findings from studies on the effect of organizational culture on organizational performance have yielded mixed results that are inconclusive and sometimes contradictory (Ojo, 2008). Very little attention has also been given to the impact of organizational culture on the performance in a church environment. It is against this backdrop that this study found it necessary to investigate the type, impact and leadership performance of organizational culture of Outreach Hope Church in Kenya

The world today is more unpredictable than ever before. Organizational changes are becoming increasingly a major component of everyday organizational life.

Across sectors and cultures, the types of leadership and effective organizations that have been successful in the past are now obsolete (Bolman & Deal, 2003). Trice and Beyer (1993) explain that cultures are built upon a shared system of beliefs, values, and norms; which often undoubtedly are resistant to change. According to Kraft (2010) implementing changes in any given organization is a difficult decision to make. Every organization has a culture-good or bad. Individual morale, teamwork, effectiveness, and outcomes are ultimately shaped by the culture within an organization (Carter, 2001). Connors and Smith (2011) suggested that the creation of an organizational culture where people begin to embrace accountability toward one another and toward the organization is the key to creating successful change.

Accountability should be a key feature of any organization. The researchers have put forward three components to explain the way in which organizational culture affects organizational beliefs and actions. Experiences foster beliefs, beliefs influence actions, and actions produce results. Leaders are responsible for their impact on organizational culture; they have a duty to create atmospheres that align with the organizational culture (Cameron & Quinn, 2011).

II. LITERATURE REVIEW

Types of Organizational Cultures

Culture is a complex Phenomenon (Dubkēvičs & Barbars, 2011). Despite its broadness, many define organizational culture as a value system which determines attitude (Peters & Waterman, 1982). Wallach (1983) further defines organizational culture as the

shared understanding of the beliefs, values, norms and philosophies of how things work. Cameron and Quinn (1999), identifies four types of organizational cultures which includes: Hierarchy, Market, Clan and Adhocracy. The Hierarchy culture is characterized by a highly structured and formal place of work. Employees' behavior is governed by clear rules, clear lines of decision-making authority, standardized rules and procedures, control and accountability mechanisms are valued as the keys to success. The market culture is result-driven and focuses on job completion. People in such organizations are competitive and goal oriented. Long-term focus is on competitive action and achievement of measurable goals and targets. Success is defined by market share and penetration (Williamson, 1975; Ouchi, 1981). The Clan culture is named because of its similarity to family-type organizations, where shared values and goals, cohesion, participation and individuality highly characterize clan-type firms. These organizations are like extended families and leaders are considered to be mentors or even parental figures. They place a premium on teamwork, participation and consensus, and corporate commitment to employees (Cameron & Quinn, 1999). The adhocracy culture was developed to deal with the fast-paced and volatile business environment. Social, economic, and technological changes made older corporate attitudes and tactics less efficient.

The Competing Values Framework Applied to the Church Context

Business organizations and the church are different, and what is true about some aspects of organizational culture in a business context may not have a direct correlation to the church because it neither supplies good nor services nor controls them (Boggs & Dail, 2010) According to Cameron and Quinn (1999) when the Competing Value Framework (CVF) is applied to the church shows that a church with a strong hierarchy dimension is likely to be formalized and structured where procedures and rules govern what people do and the long-term concern being stability and smooth operations. A church with a strong market dimension will be primarily a results-oriented organization. The glue that holds the church together is an emphasis on success in accomplishing its mission. The long-term focus is on the achievement of measurable goals and targets. Success is defined in terms of accomplishing goals in community outreach. The church encourages energetic work toward achieving its goals and mission. The primary characteristics of the clan dimension of organizational culture in a church are a focus on internal maintenance, concern for people, and sensitivity to members. The church would likely be a very friendly place where people share a lot of themselves, as in an extended family. This dimension emphasizes the long-term benefit of developing employees and volunteers and attaches great importance to cohesion and morale. A church with a strong adhocracy dimension is a dynamic and creative place. The glue that holds the organization together is a commitment to creativity and innovation. The church's long-term emphasis is on growth and expanded outreach.

Empirical Literature on Organizational Culture and Church Performance

Boggs and Fields (2010) conducted an exploratory study on organizational culture and the performance of Christian churches in America. The study explored alternative models of the

relationships of four dimensions of church performance using data provided by staff and pastors describing 53 churches. This study explored the relationship between organizational culture and organizational performance in local churches. The study applied the CVF to characterize church culture and a balanced scorecard approach to measuring church performance.

Within the churches studied, the best-fit model contained nine statistically significant paths from dimensions of organizational culture to church performance measures. Six of these paths were consistent with its hypothesized model and three were developed during the model evaluation process. In the best-fitting model, the relative strength of the market and clan culture dimensions affected only one measure each of the seven performance measures included in our analysis.

Of the four culture dimension, adhocracy positively influences the largest number of church performance measures. The primary emphasis of the adhocracy culture dimension is a high degree of flexibility and individuality. Adhocracy tended to foster an innovative and creative organization, where members and leaders emphasize being on the leading edge. Innovation in local and world missions programs may, in turn, lead to higher levels of member involvement and willingness to contribute support for world missions. Churches with higher levels of the adhocracy dimension may be willing to devote resources to assuring that church staff members have development opportunities. Curiously, the relative strength of the adhocracy dimension is negatively related to Sunday school attendance.

The concept of Church Leadership

Leadership determines the direction and the performance of any church and is the most critical factor of church growth. Leaders provide guidelines and they motivate their followers to accomplish tasks (Gill, 2006). For the current study, the following definition of leadership will be applied: Leadership is a process whereby an individual influence a group of individuals to achieve common goals (Northouse, 2007). This definition is best suited for this research due to the ongoing interaction between leaders and followers due to the short communication lines and the flatter organization structure that is prevalent in many church organizations.

Types of Leadership Styles Adopted in Churches

Different leadership styles exist in work environments. Advantages and disadvantages exist within each leadership style. The culture and goals of an organization determine which leadership style fits the firm best. Denison and Spreitzer (1991) holds that good relationship between leader and follower is the most important factor that makes life easy for the leader in terms of influencing and exercising control over his/her situation. In the context of the church, servant leadership is expected to be more prevalent as exemplified by Jesus Christ.

Servant Leadership

The leader is the servant to the followers, leads by example and works for the good of the followers by empowering them by putting their interests before his own (Greenleaf & Spears, 2002). This is the leadership style that the church esteems in conforming to Christ who is the leader of the church. "The servant-leader is a

servant first. According to Greenleaf (1970), it begins with the natural feeling that one wants to serve, to serve first.

Conclusion

The literature review sets the stage for a better understanding of culture and leadership performance and their interaction that will be very helpful for the study. The researcher believes that there is an appropriate leadership style that will ensure that churches grow in all dimensions to fulfill the mandate of the church to make Disciples of Christ in ways that will also impact the communities where the churches operate. As leaders become aware of the influence of organizational culture on leadership performance and also the people they lead, they will be much empowered to strategically engineer their organizational culture to support their work.

Factors Influencing Culture in Organizations

The culture of an organization is as a result of the interaction of the different factors that are the sources of culture which include: communication, top management support and policy and procedures. Organizational culture is based on the understanding of the practices, work ethics, goals and company task by everyone within the business.

Surveillance and ethical communication add to organizational culture by shaping employee conduct and their insight into the value the organization places on them (Eisenberg, Eric, Goodall & Threthewey, 2010). Ethical communication encompasses passing on precise information in an opportune and ethical way

Top management support towards adopting an effective culture is also crucial. Top management should offer support and encouragement to their subjects. Schein (1992) argue that it is the firm's leadership and their actions that promote a culture, a view also supported by Tierney et al. (1998). The management responsibility is to encourage employees to be more innovative and to generate new concepts. Innovative employees are recognized and rewarded to encourage other employees to be innovative.

An organization's code of conduct contributes to culture and is an indicator of the manager's attitude towards discipline and standards. The code of conduct guides as to acceptable labor practices as defined by the constitution and regulations of a country (Denison & Spreitzer, 1991).

Effect of Culture on Leadership

The Leadership of any organization operates within the confines of the prevailing culture. The organizational culture will either facilitate leadership or limit what the leaders can do. Winston and Kathleen (2006) indicate that a leader in an organization requires the ability to influence a clear vision and mission statement, and followers that are willing to work towards achieving the vision but even then, his or her success depends on having a supportive culture or a limiting culture.

III. RESEARCH DESIGN AND METHODOLOGY

The study used a combination of qualitative and quantitative research designs in data collection and analysis (Kothari, 2004, Shields & Nandhini (2013). The target population comprised of

159 church leaders from 13 church congregations of Outreach Hope Churches, in Nairobi, Machakos and Turkana Counties. The breakdown was 27 pastors, 27 elders, 64 deacons and deaconesses and 41 ushers. The stratified random sampling method was used (Orodho & Kombo 2002; Kothari 1985) to select a 20% sample of the target population giving 33 leaders made up of 6 pastors, 6 elders, 13 deacons and deaconesses and 8 ushers.

The research instrument used was a self-administered questionnaire. Validity and Reliability of the instrument were tested before use. For reliability the Pearson correlation formula was applied which gave a correlation of 8.5 (Borg and Gall 1989 and (Mugenda & Mugenda 1999).

The four culture types—Clan, Hierarchy, Adhocracy, and Market were measured using the Cameron and Quinn (1999) "Organizational Culture Assessment Instrument" (OCAI) which was modified to adapt it to a local church context. Since OCAI is oriented toward business firms there was a need to modify using words applicable to a church context. As suggested by Cameron and Quinn (1999), the study used a version of the OCAI to obtain responses on a 7-point Likert scale.

The researcher visited all the church offices and administered the questionnaires. In Turkana County where some of the leaders picked were illiterate, they were interviewed and assisted by research assistants to fill in their questionnaires.

The respondents were free to consult church records for measures of attendance, income, and percentage of ministerial staff time spent in planning, number of new ministries and activities, church staff, leaders who had attended training, members that tithe, growth in number of members, missions support, and the percentage of members involved as they filled the questionnaire

Data Analysis

Descriptive statistics analysis was done using Statistical Package for Social Sciences (SPSS). The quantitative data were then coded to enable the responses to be grouped into various categories. Data were grouped into frequency distribution to indicate variable values and number of occurrences in terms of frequency. Frequency distribution tables were informative to summarize the data from respondents. Tables and other graphical presentations were considered appropriate for presenting the data collected for ease of understanding and analysis.

IV. FINDINGS, DISCUSSION AND RECOMMENDATIONS

Out of the 33 questionnaires that were distributed 30 were returned giving a response rate of 90% which was considered sufficient for making a generalization. The returned questionnaires indicated that 19 were male and 11 female giving a representation of 65% and 35% respectively. This implies that majority of the respondents were male. The respondent's age representation was 20-30 years 8; 31-40 years 18; 41-50 years 3 and over 50 years 3; representing 27%, 60%, 10% and 3% respectively. The majority of respondents (60%) were in the middle age bracket of 32- 40 years.

The positions held by respondents showed that senior pastors were 11. Associate pastors 7; elders 4; deaconess 1; deacons 5 and lay leader 1; representing 37%, 23%, 13%, 4%, 16%

and 7% respectively. Majority of the respondents were senior and associate pastors (60%) and hence they understood the impact of organizational culture and servant leadership on the performance of Outreach Hope Church.

The respondent's level of education was established to be 2 (6%) had a Master's degree, 4 (13%) bachelor's degree; 21 (70%) diploma and 3 (10%) primary level of education. Majority of the respondents had a diploma and above and thus were able to understand and interpret questions in relation to the influence of organizational culture and servant leadership on the performance of Outreach Hope Church.

The number of subordinates reporting directly to respondents showed that 9 (30%) had no one reporting to them; 3 (10%) had 1-3 reporting to them; 6 (20%) had 4-6 reporting to them; 1 (4%) 7-9 reported to them and 11 (36%) had over 10 subordinates who reported to them. The findings revealed that there lack a consistent pattern on the number of subordinates who reported directly to the respondents. It is thought that was influenced by the position of respondents and the nature of work.

The respondents' duration in the church revealed that none had been in OHC for more than 20 years. The responses showed their duration to be: 3 (10%), 16-20 years; 8 (27%) 11-15 years; 14 (47%) 6-10 years and 1 (3%) 1-5 years. It was also established that 4 (13%) had been there for less than one year.

The majority (84%) of the respondents had been members of the church for more than 6 years which implies that they had served in the church long enough and thus understood how organizational culture influenced the performance of the church.

Organizational Culture

The study evaluated the various parameters of organizational culture using a 7 points Likert Scale (7 - Strongly agree, 6 - agree, 5-Moderately Agree, 4- Neutral, 3 - moderately disagree, 2 - disagree and 1 - strongly disagree) to establish the extent of its application in Outreach Hope Church. On dominant Characteristics of the organization, the responses were as indicated in Appendix 1. The respondents moderately agreed that the organization; was a major concern, it was controlled and structured by formal procedures, dynamic and innovative and a personal place, with mean scores 5.40, 5.37, 4.67 and 4.60 respectively and standard deviation of 1.67, 1.09, 1.52 and 1.81 respectively. On the organizational leadership implemented, a majority of respondents agreed that leadership was generally considered to exemplify mentoring and nurturing, with a mean score of 6.13 and a standard deviation of 0.86. Further, the respondents agreed moderately that leadership in the organization was generally considered to exemplify; smooth-running efficiency, innovation and risk and results-oriented focus, with mean scores of 5.53, 5.47 and 5.03 respectively and standard deviations of 1.11, 1.11 and 1.69 respectively (Appendix 2).

On human management, the respondent agreed that the dominant management style is characterized by teamwork and participation with a mean score of 5.53 and the standard deviation of 1.46.

They further moderately agreed that other management styles are characterized by; high demands and achievement, individual risk-taking and security position and stability in relationships, with mean scores of 5.40, 4.97 and 4.80 respectively and standard deviation of 1.28, 1.27, and 1.32 respectively

(Appendix 3). Appendix 4 shows the respondents views on what holds the organization together. They agreed that the glue that holds the organization together is; loyalty, goal achievement and formal rules, with mean scores of 5.63, 5.53 and 5.53 respectively and the standard deviation of 1.27, 1.14 and 1.11 respectively. Further, the respondents moderately agreed that the glue that holds the organization together is a commitment with a mean score of 5.27 and the standard deviation of 1.1

Strategic Emphasis

The respondents were asked to indicate the extent to which the strategic emphasis parameters as part of the organizational culture were implemented. The responses are as indicated in Appendix 5. The respondents agreed that the organization emphasized; human development, acquisition of new resources and community actions, with mean scores of 6.03, 5.63 and 5.57 respectively and the standard deviation of 1.19, 1.40 and 1.28 respectively. Further, the respondents moderately agreed that the organization emphasized permanence, stability and smooth operations with a mean score of 5.40 and a standard deviation of 1.65.

Critical Success

The respondents' views on the implementation of critical success parameters as part of the organizational culture are presented in Appendix 6. They agreed that the organization defined success on the basis of; development of human resources, success in the community, and efficiency, with mean scores of 6.07, 5.83 and 5.53 respectively and standard deviation of 1.26, 1.26 and 1.27 respectively. They further moderately agreed that the organization defined success on the basis of a new ministry with a mean score of 5.23 and standard deviation of 1.63. In order of priority there OHC views success in terms of the development of human resources, community involvement, efficiency and new ministries. Organizational Performance

The study sought to determine the effectiveness and performance of the church in relation to organizational culture and servant leadership, by utilizing the Balanced Score Card Perspectives, which includes: Financial Perspective, Customer Perspective, Internal Business Process and Learning and Growth. On financial perspective 17 (56%) of respondents agreed that the church was not doing well financially while 13 (43%) agreed it was not doing well. The majority thought the church was not doing well financially. The main reason given was that church expenses exceeded the income from church members leading to a reliance on foreign donations. Financial success would mean that the church was self-reliant which was not the case with OHC.

Considering the level of tithing and offering in the church 13 (43%) of the respondents indicated it was average, 12 (40%) indicated it was poor, 3 (10%) indicated it was high and 2 (7%) indicated it was very poor. The majority was therefore of the view that tithing and offering at Outreach Hope Church were average. As a consequence of this, the church can only manage to cater for its recurrent expenditure and is not able to meet its capital expenditure for growth and expansion.

The respondents were requested to indicate whether they were aware of their church financial picture, out of which 26 (87%) indicated they were aware while 4 (13%) were not aware. This was an indication that the church shared its financial reports

and records with the church members, which is a sign of transparency and a motivation for members to commit to giving.

Customer/Members Satisfaction

The study sought to determine the effectiveness and performance of the church from a customer/members satisfaction perspective. The respondent's views on the relationship of the church and its members, indicated that 17 (57%) it was good, 8 (27%) it was average, 4 (13%) it was very good and only 1 (3%) a indicated it was poor. The majority of respondents (70 %) were of the view that the Church maintained a good to a very good relationship with its members.

On whether the respondents were satisfied with the way in which the church ran its services, 26 (87%) indicated they were satisfied while 4 (13%) were not satisfied. The findings further revealed that the majority of the respondents participated in most of the church programs.

This included outreach events in the community where 23 (77%) indicated that they were involved and only 7 (23%) were not involved. Further, the findings revealed that church members were contented with the church services. This created a platform to attract new customers and church stakeholders.

Church Growth in Terms of Membership

An important factor in any church is its growth in terms of membership. The respondents view on this was 18 (60%) thought the rate of OHC growth in terms of membership was slow, 7 (23%) indicated that it was fast and 5 (17%) indicated that it was very slow. The majority 77% were of the view that church growth in terms of membership was slow to very slow. This view was reinforced by the number of new members on average that they thought joined the church on a monthly basis. The respondent's views were, 25 (83%) thought that the numbers of new members on average that join the church on a monthly basis was 1-5, 4 (13%) indicated 5-10 and 1(4%) indicated 10-15. From the responses, the number of new members on average that joined the individual church congregations on a monthly basis was thought to be between 1 and 5. To improve in this the respondents thought that more evangelism and community engagement activities by the church were required.

The number of active members in a church is a good determinant of ownership. The respondents view of active members in their congregations were 11(37%) indicated that the number of active church members in their local congregation was between 30-60, 10 (33%) indicated between 60-90 members, 8 (27%) indicated that they were between 10-30 members and 1(3%) indicated that they were over 90 active church members. This was an indication that the average number of active church members in a majority (70%) of the congregations was between 30 and 90.

Internal Business Processes

Awareness of the effectiveness and performance of the church from a customer satisfaction perspective is important to church leadership. With regard to whether the church had a documented constitution and by-laws and a manual for procedures and practice, the respondents 30(100%) agreed that the church had a documented constitution and by-laws and a manual for procedures and practice.

The respondents were requested to indicate the average proportion of their ministerial time they spend to plan for church activities. Several respondents indicated that they spent at least 40 per cent of their time planning for church activities.

On whether the church trained its leaders, a majority of the respondents indicated that the church trained its leaders through training programs that were aimed at improving the leader's knowledge and skills in various aspects of leadership.

Majority 20 (65%) of the respondents indicated that the church had exposed them to more than 5 training in the course of the last one year. However, this depended on the role played by the respondent in the church. Further, it was revealed that more than 10 (35%) people had been trained in the church in the last one year. Concerning the impact that the training had on the church leaders, a majority of the respondents indicated that it improved their leadership and communication skills and their ability to serve as servant leaders.

Innovation and Learning

On the effectiveness and performance of the church from innovation and learning perceptive, the respondents views on whether church programmes were structured to meet the needs of the members indicated that, 28 (93.3 %) agreed that the church programmes were structured to meet the needs of the members and only, 2 (7%) disagreed. This was an indication that the church programs were tailor-made to meet to meet the needs of their members. With regard to whether the church entertained and encouraged new ideas and initiatives from members, the respondents agreed that the church entertained and encouraged new ideas and concepts from its members. Whether the church had established new ministries in the last two years, 15 (50%) agreed while the other 15 (50%) disagreed. Those who agreed outlined several new ministries that the church had established in their congregations in the last two years. They included couples ministries, discipleship of new converts, teen's ministry, youth seminar, couples meeting and children ministry. The respondents' views on how often the church should introduce new church ministries and activities showed that 20 (67%) preferred yearly, 4 (14%) semi-annually, 3(10%) quarterly, 2 (6%) not at all and 1 (3%) monthly. The majority were of the view that the church should introduce new church ministries and activities on an annual basis.

V. SUMMARY OF FINDINGS

The findings reveal that organizational leadership was implemented in Outreach Hope Churches as part of organizational culture. The Hierarchy Culture is the organizational culture being applied, characterized by structured and formal place of work; clear set of rules and procedures used in governing the behavior of employees and focused in goal achievement and commitment. The culture has contributed positively towards the development of human resources, success in the community and improved efficiency in its activities. The church defines its success in terms of new ministries

On organizational performance, from a financial perspective, tithe on a consistent basis was average, From customer perspective members were satisfied with the manner the church-run its services, most took part in its programmes and from

learning and innovation perspective respondents confirmed that the church had exposed them to more than five training programs in the course of the last one year, which had a positive impact on their performance by improving their leadership skills and knowledge. The findings further revealed that programs were structured to meet the needs of their members and the church entertained and encouraged new ideas and concepts from its members. Church established new ministries in the last two years. The Church should introduce new church ministries and activities on an annual basis.

VI. DISCUSSION OF FINDINGS

The results showed that Outreach Hope Church utilized a hierarchy culture which had well-defined formal rules to guide the church members and the activities of the church. These findings are consistent with the argument put forward by Randeree and Chaudhry (2012) that in a hierarchy organizational setting there are clear rules and regulations that are used to guide the conduct, the behavior and actions of individuals. This makes it easy to effectively manage and align individuals towards a common goal.

Organizational culture impacted positively on the success of the community and development of human resources. This enables the church to grow and expand its ministry since it had a culture that supported its activities and functions. These findings coincide to Cameron and Quinn's model which stipulates that churches with a strong hierarchy culture dimension with an established framework and procedures to easily govern people. This is also consistent with the observations made by Schein (2004) who indicated that culture was the cornerstone towards growth and success of the church and in particular the development of human resources.

The findings revealed that organizational culture contributed towards improved organizational performance. Majority of the followers indicated that they were satisfied with the services of the church especially the way preaching was conducted. Further, training and development programs were found to be effective in enhancing the performance of church leaders. These findings conform to the Schein (1995) who indicated that organizational culture was a key contributor towards improved organizational performance.

VII. CONCLUSION

The study concludes that Outreach Hope Churches adopted Hierarchy Culture which was characterized by structured procedures and processes that were applied to govern the behavior of the employees. The culture found in the church focused on the realization of goal and commitment. Organizational culture was revealed to have a positive impact on the performance of Outreach Hope Churches in Kenya. Culture influenced the development of human resources and success in the community. Further, the study concluded that organizational culture impacted positively on the organizational performance of Outreach Hope Church. The church attained an average contribution from tithe and offerings. Most of the followers were satisfied with the manner in which the church ran its services. Further, it was revealed that that the church

conducted regular training and development programs that impacted positively on the performance of servant leaders.

VIII. RECOMMENDATIONS

The study recommends that Outreach Hope Churches should cultivate a culture of servant leadership that is intended to establish a good relationship between the followers and the church. This will inspire, encourage and motivate the Christians to abide with Christian teachings and impact positively on the performance of the church.

The church leaders should lead by examples by upholding Christian teachings, morals and values. They should act as key pillars in guiding Christians to embrace the cultural values and norms in their lives especially when participating in church services and activities. This will create a platform for the growth of the church in terms of membership, tithe and offerings and ministries.

The study recommends that church leaders should pay close attention to influence the organizational culture as a way of impacting on the performance of the church. There are aspects of the other types of culture that can impact positively on performance and the church leaders should seek to understand and shape the culture of the organization for better performance. The clan culture creates a warm environment that is friendly where followers feel accepted which will attract other followers. The market culture encourages focus on achievement of results and therefore directly impacts on performance. The adhocracy culture encourages innovation and initiative where members feel motivated to come up with new ideas of ministry that will bring growth to the church. While the hierarchy culture is more prevalent, when the leaders become more aware of the culture and understand the influence of the different types of cultures, they will use the knowledge to shape the culture in their congregations for achieving better performance in the church.

Finally, the study recommends that the church should involve church members in Outreach events in the community. This will assist in establishing good relationships and strong bonds between the church and the followers. In so doing, the church members will feel more accepted in the church, and this might attract more followers and impact positively on church performance.

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Appendix 1: Dominant Characteristic of OHC

| | N | Mean | Std. Deviation |
|---|----|------|----------------|
| The organization is a very personal place. People seem to share a lot to themselves | 30 | 4.60 | 1.81 |
| The organization is a very dynamic and innovative place | 30 | 4.67 | 1.52 |
| The organization is very results oriented. A major concern | 30 | 5.40 | 1.67 |
| The organization is very controlled and structured place. Formal procedures | 30 | 5.37 | 1.09 |
| Valid N (listwise) | 30 | | |

Appendix 2: Organizational Leadership

| | N | Mean | Std. Deviation |
|---|----|------|----------------|
| Leadership considered to exemplify mentoring | 30 | 6.13 | 0.86 |
| Leadership considered to exemplify innovating | 30 | 5.47 | 1.11 |
| Leadership considered to exemplify results oriented focus | 30 | 5.03 | 1.69 |
| Leadership exemplify smooth-running efficiency | 30 | 5.53 | 1.11 |
| Valid N (listwise) | 30 | | |

Appendix 3: Management of Human Resources

| | N | Mean | Standard Deviation |
|---|----|------|--------------------|
| Management style is characterized by team work | 30 | 5.53 | 1.46 |
| Management style is characterized by individual risk-taking | 30 | 4.97 | 1.27 |
| Management style is characterized by high demands and achievement | 30 | 5.40 | 1.28 |
| Management style is characterized by security of position | 30 | 4.80 | 1.32 |
| Valid N (listwise) | 30 | | |

Appendix 4: Organization Glue

| | N | Mean | Std. Deviation |
|---|----|------|----------------|
| The glue that holds the organization together is loyalty | 30 | 5.63 | 1.27 |
| The glue that holds the organization together is commitment | 30 | 5.27 | 1.11 |
| The glue that holds the organization together is emphasis on goal achievement | 30 | 5.53 | 1.14 |
| The glue that holds the organization together is formal rules | 30 | 5.53 | 1.11 |
| Valid N (listwise) | 30 | | |

Appendix 5: Strategic Emphasis

| | N | Mean | Std. Deviation |
|---|----|------|----------------|
| The organization emphasizes human development | 30 | 6.03 | 1.19 |
| The organization emphasizes acquiring new resources | 30 | 5.63 | 1.40 |
| The organization emphasizes community actions and achievement | 30 | 5.57 | 1.28 |
| The organization emphasizes permanence and stability | 30 | 5.40 | 1.65 |
| Valid N (listwise) | 30 | | |

Appendix 6: Critical Success Parameters

| | N | Mean | Std. Deviation |
|--|----|------|----------------|
| The organization defines success on the basis of dev. of human resources | 30 | 6.07 | 1.26 |
| The organization defines success on the basis of new ministry | 30 | 5.23 | 1.63 |
| The organization defines success on the basis of succeeding in the community | 30 | 5.83 | 1.26 |
| The organization defines success on the basis of efficiency | 30 | 5.53 | 1.27 |
| Valid N (listwise) | 30 | | |

