

Review Article

## Leadership Styles as Tool for Promoting Staff Cordial Relationship

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**Abstract:** The study, leadership styles as a tool to promote a cordial staff relationship, examined and described some leadership styles that can enhance the cordial relationship among staff members. The study hypothesises that the leadership style employed by a leader, who could also be a member of the staff team can promote or destroy staff relationship. It is, therefore, essential for those in leadership positions to be cognisance of their leadership styles and utilise the models or approaches that will encourage a cordial relationship among staff members and avoid methods that will create and promote hatred and animosity within the staff. The study discovered that for leadership styles to help friendly staff relationship, some essentials of staff relationship are vital. These include communicating effectively and efficiently among staff, clarity of expectations, staff meetings, staff retreat, setting clear goals and providing feedback, team building, and evaluating consistently. Moreover, the study revealed and discussed four primary leadership styles that promote cordial staff relationship, which includes democratic, transactional, transformational and servant leadership styles. Also, other leadership styles such as autocratic, authoritative and laissez-faire was not considered as a tool to promote cordial staff relationship because it does not encourage collaboration, stifles cooperation and creates an avenue for staff members to act as they wish. The study, therefore, recommends that leaders should cultivate the culture of leadership approaches that are open and participatory; encourages commitment, recognises and rewards positive contributions from staff and be selfless by paying attention to the needs of staff members. Further, it suggests that leaders should have it as part of the agenda of the organisation to appreciate staff members publicly to enhance productive staff. Besides, leaders should avoid closed, divide and rule model of leadership, which tears a relationship apart. Also, staff members should have a sense of belonging, acceptance and be part of the decision making of the organisation.

**Keywords:** Leadership Styles, Cordial, Relationship.

### INTRODUCTION

Cordial relationships within the staff are imperative. The capability to work with others in a close personal relationship is one of the requisite qualifications of a staff member; it is essential because a large chunk of the churches finance funds this domain. Churches have been severely handicapped and even divided because of wrong relationships among staff members. Miller [1] observes that much of the unrest in church staff happens because of competition for congregational prestige among staff members. Howse [2] considers it is a serious matter for any worker to draw his salary and at the same time hinder the work of such an establishment. Since a cordial relationship is vital to the sustainability of any organization, it is crucial to ensure that staff members relate cordially.

The drive of this work is to describe some basic leadership styles and explain how it can promote cordial relationship among staff members. The study will examine leadership styles as a tool for enhancing staff relationship, which in turn will help harmonious atmosphere for efficiency and effectiveness in the workplace. The researchers' assumption about staff relationship is that the leadership style employed by a leader, who is a member of the staff team, may promote or destroy staff relationship. Therefore, this paper will discuss concepts of leadership and staff relationship, essentials of staff relationship and explore some leadership styles to strengthen the cordial relationship among staff members and then conclude.

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## **CONCEPTS OF LEADERSHIP AND STAFF RELATIONSHIP**

### **Leadership Perspectives**

Kolawole [3] asserts, "Leadership is fundamental to any human organization or society as it is central to human relationship and ordering of society" (42). The definition implies that leadership is the bedrock for the development of an organization and order of the society, which means, if there will be order and cordial relationship in the community, leadership is a key factor. Nihinlola [4] observes, "Lack of adequate exemplary spiritual leadership has contributed to the failure of the social, economic, and political development in contemporary Africa, and the church" (22). Atowaju [5] suggests, "Ministers of God could have a profound influence on the lives of youth in the contemporary time as Paul had on Timothy who amid vices and moral decadence encouraged Timothy" (111). Asserting further that Timothy is a prime example of a life influenced by a Pastoral leader as found in 1Timothy 4:12 (112).

Morrison [32] buttresses on the influence of a pastor as he reiterates on some remarks passed during the funeral service of a pastor thus:

This dear man was not the only pastor of First Baptist Church; he was a pastor to the whole town as well. Most mornings after eating breakfast in the local diner, he would walk down Main Street stopping in stores to say hello, waving to people on the street, listening to friends and neighbours as they shared their troubles. He loved people regardless of where or even if they went to church. This pastor's love for people made a difference in that town. (www.seminarygradeschool accessed 5/08/19).

The implication here is that the leadership influence goes a long way to affect people's orientation, attitudes and behaviours. The leadership style adopted by the pastor in the comments above had a positive impact within and outside of the church. Therefore, leadership can influence and promote cordial relationship among staff members.

Ishola [6] opines that the pastor, as a servant leader, is a servant to those on a mission with him. He alluded to the pastoral leadership image credited to Janvier and Thaba [7], which indicates pastoral leadership "as one who is more accessible, puts people before goals, is more nurturing, loving and caring, humble; who is also a teacher, an instructor, a counsellor, a shepherd, is patient, is more open to change and advice" (28). Therefore, leaders are to arm themselves with such a mindset as they perform their role as leaders not only to their immediate constituent but as well as the larger society.

Griffin, Neal and Parker [8] states, leadership is "influencing others to achieve organizational objectives..." (327-347). Achua and Lussier [9] corroborate that "high levels of performance occur when leaders establish motivational environments that inspire followers to achieve objectives (63). Thus, the goals set by leadership style and ability to promote cordial staff relationship affects the success and performance of the organization. It is, therefore, imperative for a leader to understand that he possesses influence and should use it to influence the cordial relationship among staff members.

Adetunji [10] observes that the church faces a complex challenge when it comes to motivating people. He further emphasizes that leadership of the church, especially pastors, should not run away from the reality of the needs of members even as they lead. Leadership administration should take cognizance why people within an organization behave and relate the way they do.

### **Staff Relationship Perspectives**

Caldwell [11] and Ishola [12] describes church staff as a group of Christian persons called by God who willingly agrees with God, a local congregation, and one another to live out their vocational calling as they guide a church in its mission. Given the description above, concerns about staff relationships become extremely important. Besides, Brown [13] opines that church staff is a composition of a group of professionals with personal competencies in their respective fields, who come together to perform their task a whole within a congregation. He further observes that a capable staff team will not just happen; it cultivated. It is, therefore, vital that staff members be committed to improving relationships.

Tidwell [14] postulates that staff positions are those who serve in places of responsibility at the request of the church. They receive monetary compensation for the services they render. The following are some church staff position: The Pastor, Minister of Education, Minister of Music, Age Group Minister (Youth, Children and Teenagers), Minister of Mission and Evangelism, Others that are employed by the church personnel committee in consultation with the church minister who will supervise their works are: office secretary, sextons, drivers, guards and personal assistants.

Ayo-Obiremi [15] comments that the issue of the relationship is one of the critical matters, when it comes to multi-staff ministry. It is a process, which involves interactions between staff members serving together within an organization. Besides, the relationship in a multi-staff ministry is so vital because it dictates the pace of activities that will take place within the organization. There is no gainsaying that where the healthy vibrant relationship among staff members exist, peaceful atmosphere and coexistence is sacrosanct. Besides, in organizations, where the appreciable degree of success has been evident, are organizational environments that encourage cordial relationships among staff members [16].

## ESSENTIALS OF STAFF RELATIONSHIP

Caldwell [11] opines that developing good staff relationships should be of primary concern when a church has several people working together in staff leadership. These relationships will involve all paid staff members and especially in a team approach. Also, those who provide pastoral leadership will desire closer relationships with one another as a means of becoming more effective in their work. He further states that commitment on the part of all staff members helps cordial relations develop. It is vital, at the beginning of their work together; staff members are clear about their working relationships with one another and their agreements with the church about their work. If staff members do not work at the task of clearly defining their commitments and expectations with one another and the church, then a significant misunderstanding, conflicts and unhappiness will develop (278). It is important for staff members to have a good interpersonal relationship. Therefore, some essential elements in staff relationship are discussed:

**Communicate effectively and efficiently:** Communication is a crucial aspect of business operations and staff relationship. Without an active system of communication in place, it will be challenging to achieve the goals and mission of the church because it is in an atmosphere of cordial staff relationship that the objectives and vision of the church can thrive. Nash [17] postulates that communication in staff relationship should cover the passion, vision and expectations of the church mission to staff members.

Boitnott [19] perceives communication in this regard, not just the modest usage of devices, such as phones or oral and written exchanges of information but designing and using communication systems that are appropriate for the needs of the church. Effective and efficient communication underscores that staff should know the hierarchy and expertise within the church and know whom to contact regarding their concerns (<https://www.inc.com/john-boitnott/6-effective-ways-to-enhance-workplace-productivity.html>). Therefore, communication should be open and honest for a team may never be successful unless team members get to know one another; and this can come through building of relationship and open communication [20].

**Clarity of expectations:** This is a prerequisite to healthy staff relationships, as each member of the staff make an inquiry into understanding the rationale and premises upon which all staff members must work together. Besides, for the realization of optimal staff relationship, there must be an explicit agreement between a staff member's expectations, other staff members' expectations, and church members' expectations. The hypothesis here is that when and where there is not a clear understanding by all staff members on expectations, there is bound to be a misunderstanding [11].

**Staff meetings:** Staff should meet regularly to make plans and set goals. Meetings of staff are avenues that offer workers benefit for growth and development because they will plan their activities together, pray together and for one another. It may be impossible to have efficient work and cordial relationship without meetings [20, 10]. Howse [2] opines that when churches have meetings, it will vastly improve the general tone of the church staff. He then suggests that at least once in a week, the church staff holds a meeting of sufficient duration, which may vary in days and time depending on appropriateness and agreement by staff members. The meeting is significant for review of its work, and the projection of its programmes.

**Staff Retreat:** Caldwell [11] suggests that a logical way for a staff meeting to build a relationship is through staff retreat. The reasons behind staff retreat as a choice of building staff relationship includes: Time, much more time is available in a retreat setting. Location is another factor that supports staff retreat as essential in promoting cordial relationship among staff members because being away from the office has the potential to reduce the possibility of interruptions and distractions. The fellowship, create the chance to have increase fellowship is realistic on a retreat. Staff retreat offers an opportunity to get away and have sufficient time to work on the relationship. It encourages each member of the staff to commit to strengthening relationships with other staff members. Therefore, staff retreat can be a plan and schedule every six months.

**Set clear goals and provide feedback:** Boitnott [19] opines that staff members can be more motivated to promote cordial relationship if they know expectations they are to achieve. Stating goals or having a church vision and mission guides everyone. Short-term goals, in particular, are useful in encouraging staff to manage their speed in doing tasks to meet targets adequately. Additionally, it is essential to provide feedback or show that staff supervision takes place. In promoting staff relationship, accomplishments acknowledged, while errors or failures in meeting goals addressed promptly. Good administration practices can enhance and help maintain staff relationship for optimal productivity (<https://www.inc.com/john-boitnott/6-effective-ways-to-enhance-workplace-productivity.html>).

**Team building:** One of the shortcomings attributed to staff organization is the lack of coordination, which manifests in the proverbial right hand, not knowing what the left hand is doing. The problem of integration stems from the hostile feelings that exist between a group, department and staff members to each other. When hostility is present among staff members, it results in communication breakdown, the decline in a personal relationship and failure in integration [21]. Skipper [22] observes that a way to eliminate turf protection among staff, establish and maintain positive staff relationship is to work as a team because, with teamwork, everyone plays together on a level playing ground. He emphasizes that cooperation is biblical since two are better than one (Ecclesiastes 4:9-10). The axiom that should guide staff members in fulfilling their task is that a home divided will fall. So, Staff members should be committed to team building, which will help to promote cordial relationship among them.

Evaluating consistently: Caldwell [11] opines, meetings are not enough on their own. There should be one to one involvement among staff members. There should be sincere communication about fact and feeling. Deal with potential and actual conflicts in seeking to promote and improve relationships. An objective of performance analysis is to help determine how effectively staff members have work with one another. When evaluation of relationship undertaken, it can result into more satisfied, joyful staff members who remain in a position for a lengthened period, which leads the church towards its vision and the accomplishment of its mission.

### **LEADERSHIP STYLES AS TOOL TO PROMOTE STAFF RELATIONSHIP**

Kippenberger in Okoronta [23] indicates leadership style as the style that leaders adopt in their dealings with those who follow and work with them. The style in this context generally means a way of behaving. Besides, Achua and Lussier [9] define leadership style as the “combination of traits, skills and behaviour leaders’ use as they interact with followers” (64). The critical component is the behaviour because it characterized a leader. Leadership way of behaving can become an enhancer or impediment to promoting cordial relationship among staff. Leadership style is, therefore, is the appropriate manner of expressing values and executing work. Hybels [24] supports this position that leaders often have an impact not only because they are highly gifted but also because their leadership styles net perfectly with specific ministry needs (31).

Northouse [25], defines leadership style as “the way the leader goes about affecting those who are set out to achieve the organisational goals” (89). Luckel [26] asserts that this form of leadership styles centres on the procedure the leader centres, the task or the person performing the job, or the traits inherent in the leader as they move their organization towards the goal. The next discussion will focus on leadership styles, which can promote cordial staff relationship and help to achieve the goals, vision and mission of the church.

Democratic leadership: this form of leadership style is also known as participative leadership. Dogara [27] in [28] proposes that this system of leadership leads to the development of trust and loyalty among the subordinates. The leader considers his followers, utilizes their skills and knowledge and takes their inputs before arriving at a decision. In a democratic leadership, there is always a rapport between the leader and the staff members. Iginu [29] in Okoronta [28] points out some characteristic features of democratic leadership as warm, understanding but firm, decisions taken jointly, and the leader guides the staff to determine how to function. It operates an open policy because staff share decisions and this allows the opportunity to criticize and appraise objectively constructively. In such a leadership behaviour that encourages staff participation, the relationship is giving place to thrive.

Transactional leadership: This form of leadership orientation exchanges rewards for work; a transactional leader is a manager. Transactional leaders also recognize what staff need and desire and consequently clarifying how those needs and desires will be satisfied, in as much as staff members expend the effort required by the task [28]. Ishola Esan [12] corroborates the assertion above that transactional leadership style occurs when leaders intervene to make connections and involve corrective criticism and use reinforcement. She alludes that transactional leaders motivates by offering rewards for what the leaders wish to be done. This leadership ideology helps to promote staff relationship because it recognizes and rewards productivity.

Transformational leadership: this style of leadership is part of the new leadership paradigm, which gives more attention to the charismatic and useful elements of leadership. Ishola Esan [6] asserts that this style of leadership raises organisational members’ level of commitment, inspires and motivates followers to demonstrate a commitment to a shared vision. The central proposition of this model is that people will follow a person who inspires them; a person with vision and passion for achieving great things and a person that gets things done by injecting enthusiasm and energy. It is indicative that a leader who adopts this form of leadership approach will energize staff members to become enthusiastic about their relationship since they are sure of the commitment of the leader they follow.

Servant leadership: Okoronta [28] states that as long as the leadership in the New Testament abides, our Lord Jesus, who is the role model of leadership emphasizes on leadership as a servant-hood. Nnoje [30] submits that Jesus model of leadership in Mark 10: 35-45 is in contrast with that of the world. The world’s concept of leadership is that of power, selfish interest and dominance, but Jesus’ model of leadership is characterized by humility, service and self-sacrifice. Indeed, the model of leadership exhibited by Jesus manifest to the point that one of his disciples could sit at his bosom (John 13:23). In another development, it was challenging to identify Jesus from his disciples because of the relationship that existed between them. It had to take a kiss from Judas Iscariot to identify Jesus from his disciples (Luke 22:47-48). The researchers agree with the position of the two scholars in this regard because once an atmosphere that motivates staff is apparent, the cordial relationship becomes a natural attitude of staff members. Therefore, leaders can adopt this form of approach to stimulate and promote friendly relationship among staff.

The leadership styles discussed above is some of the general models of leadership. The researchers are aware of other leadership approaches, and the discussion of the leadership styles above do not make others less important. Some different leadership styles not discussed in this study include autocratic, authoritative and Laissez-faire. Fagaly [31] observes that the autocratic style of leadership does not encourage the culture of collaboration, which operates on dialogue and openness. Besides, the authoritative leadership style has the potential to create a culture that stifles cooperation, innovation and professional development.

Laissez-faire style, which refer to free rein, encourage and operate on staff members having the most authority over decision-making. It also gives room for staff members to do as they like (<https://ideas.bkconnection.com/the-5-types-of-leadership-styles-that-can-define-your-organisational-culture>). The researchers did not see the models mentioned above as leadership styles that can promote cordial relationship because, in the opinion of the researchers, those approaches of leadership do not enhance staff relationship due to features that suppress collaboration.

## CONCLUSION

The study has considered the concepts of leadership and staff relationship. It also discussed some essential elements in staff relationship and explored some leadership styles such as democratic, transactional, and transformational and Jesus model of a servant leader, which can promote staff relationship. The paper posited how leadership styles could serve to influence and encourage cordial staff relationship towards ensuring the achievement of organisational goals, while staff personal goals and satisfaction finds acceptability and fulfilment within the purview of the church more considerable expectations. Leadership and particularly church leadership should continue to arm themselves with the mindset that no one individual can do the church work alone; thus, the need for the cooperation and cordial relationship of all staff cannot be over-emphasized.

Therefore, it is the position of the researchers that cordial and productive relationship among staff members should be cultivated and cultured through leadership approaches that are open and participatory; encourages commitment, recognizes and rewards positive contributions from staff and a selfless model that pays attention to the needs of staff members. It is encouraging as against closed and divide and rule model of leadership, which does not promote relationship but tears a relationship apart. Staff members should have a sense of belonging and acceptance to be part of the decision making of the church. It is the candid suggestion of the researchers that leaders should have it as part of the agenda of the organization to appreciate staff members publicly.

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