

**TRANSFORMATIONAL LEADERSHIP AND THE MODERATING ROLE
OF PERFORMANCE MANAGEMENT ON CLERGY EFFECTIVENESS IN
THE PENTECOSTAL ASSEMBLIES OF GOD IN NORTHERN AND
EASTERN UGANDA**

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DECLARATION

This dissertation is my original work and has not been presented to any college or university for academic credit.

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This dissertation has been submitted for examination with our approval as the appointed University Supervisors.

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DEDICATION

This study is dedicated to God, whose divine intervention and abundant mercies made this work possible. Growing up in the countryside of North-Eastern Uganda, where pastoralism culture did not prioritize education, it is by God's grace that such an opportunity was available. To Him be all the praise and glory forever.

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Finally, I dedicate this work to all who will study it in the pursuit of improving leadership in the Church of Jesus Christ. I hope that this study will serve as a valuable resource for guiding and leading the flock more effectively and profitably.

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ABBREVIATIONS AND ACRONYMS

CVI:	Content Validity Index
COB:	Council of Bishops
EI:	Emotional Intelligence
LS:	Leadership Style
MLQ:	The Multifactor Leadership Questionnaire
NDA:	National Delegates Assembly
NEC:	National Executive Committee
PAG:	Pentecostal Assemblies of God
SOE:	State-Owned Enterprises
SPSS:	Statistical Package for Social Sciences

DEFINITIONS OF OPERATIONAL TERMS

Charismatic Pentecostals

Charismatic Pentecostals are charismatic individuals found within other Christian traditions, sometimes also categorized as Neo-Pentecostals (Johnson, 2014). According to this study, charismatics are Christians who, like Pentecostals, emphasize the gifts of the Spirit but remain within mainline churches. Additionally, charismatics are more inclined than Pentecostals to believe that speaking in tongues (glossolalia) is not essential as evidence of spirit baptism (Hocken, 2002).

Classical Pentecostals

Classical Pentecostals refer to those Pentecostal denominations that arose through the impetus of early revivals in North America, whose theological basis is an experience subsequent to conversion referred to as spirit baptism, the consequence or evidence of which is usually speaking in tongues (Anderson, 2016, 2020). This is the same meaning retained in this study

Neo-Pentecostals

The Neo-Pentecostals are independent congregations founded by individuals spread everywhere with or without branches in other locations (Mugisa, 2021). In this study it shall include all the independent congregations founded by individuals with or without branches. They are headed by their founder who determines doctrine, practices and other major decisions without being accountable to any.

Performance Management

This is an ongoing process that involves determining, assessing, and improving each clergy member's and team's performance and coordinating that performance with the organization's strategic goals (Armstrong & Taylor, 2014). In this study, it shall mean set goals for the clergy with timelines for achievement. It also incorporates all about the job description, evaluation of performance, accountability, and rewards.

Transformational Leadership

This refers to ways in which effective leaders appeal to the values and emotions of their followers to inspire and transform them (Yukl, 2013). In this study, it shall mean the leadership style that enables the clergy to influence the people they work with to gain effectiveness and bring transformation in their congregations and consequently to the organization.

ABSTRACT

Despite their critical role in providing leadership to their congregations, many clergy in the Pentecostal Assemblies of God struggle to effectively fulfill their duties, leading to decreased member attendance, lower member participation, backsliding, and diminished outreach. Therefore, the primary objective of this study was to investigate the impact of transformational leadership and the moderating role of performance management on the clergy's effectiveness in Pentecostal Assemblies of God in Northern and Eastern Uganda. The study was grounded in the theories of Transformational Leadership, Goal Setting, Path-Goal, and Redemptive Leadership. The study employed a convergent parallel mixed-methods design grounded in pragmatic philosophy. It sampled 311 clergy and obtained 236 participants from a population of 5,027, giving a response rate of 76%. The study employed a multistage sampling design and utilized 5-point Likert closed-ended and open-ended questionnaires to gather both quantitative and qualitative data. The quantitative data were analyzed using Stata version 18, while the qualitative data were analyzed using NVivo Version 14. The data analysis was conducted at three levels: univariate, bivariate, and multivariate. The univariate analysis comprised a frequency and percentage distribution table, the bivariate analysis included the pairwise correlation coefficient, and the multivariate analysis consisted of the hierarchical linear regression model. The pairwise correlation coefficient revealed a marginally significant positive correlation between clergy effectiveness and idealized influence, with a correlation coefficient of $r = 0.3586$. This suggests that idealized influence has a significant positive influence on clergy effectiveness. Individualized consideration significantly influenced clergy effectiveness, with a correlation coefficient of $r = 0.4766$. Intellectual stimulation qualities, such as creativity, innovation, critical decision-making, abstract reasoning, and good cognitive functionality, enhance clergy effectiveness, positively influencing it as seen in the value of $r = 0.3696$. Lastly, inspirational motivation showed a moderately high correlation with clergy effectiveness, $r = 0.5037$. This implies that leaders who demonstrate high levels of inspiration instigate higher clergy effectiveness. The Hierarchical linear regression model revealed that transformational leadership components account for 27% of the variation in clergy effectiveness, even in the absence of performance management factors. However, by adding a block of performance management, the coefficient of determination grew to 44%. Adding another block of background features saw the contribution grow to about 52%. This implied that performance management factors moderate the relationship between transformational leadership and clergy effectiveness by 23%.

CHAPTER ONE: INTRODUCTION AND BACKGROUND TO THE STUDY

Introduction

The growth of the Pentecostal churches around the world, from the humble beginnings at Azusa Street, Los Angeles, and before, has astounded the Christian world and even Pentecostals themselves. The rapid growth of the Pentecostal movement led to the emergence of major international Pentecostal denominations. The Pentecostal Assemblies of God (PAG) in Uganda experienced a strong initial growth and steadily expanded to most parts of the country. However, recent trends indicate a general decline in membership and engagement within the fellowship.

This chapter examines transformational leadership, performance management, and clergy effectiveness within the Pentecostal Assemblies of God, exploring global, regional, and local perspectives. It presents the background to the study, including the problem statement, objectives, research hypotheses, assumptions, justification, rationale, significance, scope, limitations, and a chapter summary.

Background to the Study

Clergy play a significant role in providing spiritual guidance and support to their congregations. Effective leadership is crucial to the success of any congregation in furthering the Great Commission and fulfilling the Great Commandment; yet many clergy face challenges in fulfilling their duties. Historically, the global growth of the Pentecostal movement has been attributed to the pioneer pastors who were effective in their work (Dempster et al., 1991; Sun, 2000). The growth of Pentecostal churches around the world, which has astounded the Christian world, is attributed to these pioneering clergy (Gros, 1995). Several other scholars globally (Brooks, 2018; Fowler et al., 2020; Jo et al., 2021; Jordan, 2019; Keita, 2019) attest to the importance of

effective clergy leadership for churches to sustain growth. However, today, there are signs of decline in the Pentecostal Churches.

For instance, Robertson (2016) and Manning (2017) observed that Christian churches in Australia, America, and Africa are declining because of a crisis in finding an appropriate leadership model suitable for the 21st century. A study conducted by Whitehead (2019) reported that in the 1970s and 1980s, youth meetings organized by Pentecostals were well attended in Ohio, with little space for standing only at the services. However, today, there is a considerable decline due to a lack of strong, trained, and visionary clergy. Research conducted in the United States of America also reveals a decline in Pentecostal churches (Lamb, 2016; Robertson, 2016; Whitehead, 2019). Several other scholars globally (Brooks, 2018; Fowler, et al., 2020; Jo, et al., 2021; Jordan, 2019; Keita, 2019). All attest to the importance of effective clergy leadership for churches to sustain growth. Therefore, scholars agree that the decline of Christian churches in regions such as Australia, the United States, and Africa stems mainly from a leadership crisis. Robertson (2016) and Manning (2017) argue that outdated leadership models are ill-suited for contemporary challenges. Whitehead (2019) illustrates this by contrasting the vibrant youth attendance in Pentecostal churches during the 1970s and 1980s with the current decline, which he attributes to the absence of trained and visionary clergy. This trend is echoed by Lamb (2016) and others, who observe similar patterns in the U.S. context. Across global studies, effective clergy leadership is consistently emphasized as vital for sustaining church growth (Brooks, 2018; Fowler et al., 2020; Jo et al., 2021; Jordan, 2019; Keita, 2019).

In Africa, the Pentecostal clergy are often perceived as lacking proper, balanced theological training (Masenya & Masenya, 2018). Therefore, they are not effectively caring for their flock, resulting in their churches facing several challenges (Aboagye,

2018; Banda, 2021; Kgatle, 2018; Masenya & Booyse, 2016; Tihitshak, 2018; Tsekpoe, 2020). Several clergies in Africa are rendered ineffective because of unethical character, and their lack of concern for addressing socio-economic challenges affecting the population makes them ineffective. For instance, in Ghana, the clergy manifests laxity in relationships, and they exhibit power abuse and reproachable conduct as seen in several Pentecostal Pastors (Quampah, 2016). A study conducted by Matshobane and Masango (2018) concluded that the growth of Pentecostal churches in South Africa has been greatly affected by constant conflicts among the clergy.

According to van Wyke (2017) and Jacobs (2020), the poor socio-economic and crime levels in South Africa could have been minimized if the Christian leaders effectively played their pastoral responsibilities through preaching, pastoral care, and contributing to the building of communities so that people find comfort, support, and empowerment. This is in stark contrast with the great contribution of the clergy in bringing down the Apartheid, but now there are rampant social injustices that could have been avoided through relevant preaching and playing a prophetic role (Pillay, 2017).

Furthermore, the ineffectiveness of Pentecostal clergy in Africa is evident in the numerical decline of some of their churches. A study was conducted in Kenya by Njiru and Warue (2019) in Embu West Sub-County to investigate why the numerical growth of the Pentecostal church was not as it was at the time of her birth. The study focused on factors such as organizational culture, leadership styles, and organizational structure, and how they affect the numerical growth of Pentecostal churches within the Sub-County. The study concluded that all the variables selected for analysis had a significant impact on the numerical growth of Pentecostal churches.

In their recent study on the churches that are struggling with growth issues, Thiga et al. (2021) studied the classical Pentecostal churches of Full Gospel Churches of Kenya, Kenya Assemblies of God, Pentecostal Evangelism Fellowship of Africa, and Worldwide Gospel Church of Kenya as their case study, and their study reported a declining trend in those churches. This study is also supported by the study conducted in Kenya by Njiru and Warue (2019) and Parsitau (2014), which reported a notable numerical decline in Pentecostal churches. Although growth and decline are evident numerically and in geographical terms, it should not be overlooked that the character of the clergy and their adherence to the orthodox doctrine and practices of the Pentecostal movement are also important considerations. The reality of deviation from the cardinal beliefs and practices of Pentecostals is evident in the public outcry over the exploitative nature of some pastors in Pentecostal and Charismatic churches globally (Isiko, 2019; Isiko, 2020; Mugisa, 2021).

Clergy ineffectiveness in Uganda is evident in the lifestyle of pastors, which contradicts biblical tenets. In a study conducted in Uganda by Mugisa (2021) on *The Gospel of Prosperity and Healing Ministry in African Pentecostalism: A Theological and Pastoral Challenge to the Catholic Church in Uganda, a divergence from the divine pastoral mandate by Pentecostal Pastors was reported*. He criticized the lifestyle of pastors, accusing them of living like celebrities and turning religious activities into a package of merchandise, coupled with a shift in doctrine from divine to earthly. The emphasis on prosperity has led to fortune hunters within the church, focusing solely on accumulating wealth without considering how to achieve salvation in heaven. Mugisa cautions that preaching the Gospel from an economic perspective of needs and wants could lead Christians to view God from an economic perspective, rather than as the Saviour, merciful Father, and Creator of all things. He contemptuously acknowledges

that the doctrine of prosperity has successfully proliferated into the Catholic Church through the Catholic Charismatics and is having an insidious effect on their followers.

Isiko (2019) indicts Pentecostal Pastors in Uganda of living lives that are incompatible with what is biblically expected of them. In his study, he sought to establish and analyze the nature, manifestations, and root causes of inter-church conflict between Pentecostal churches in Uganda. The study established that there is rampant conflict and disunity among Pentecostal pastors due to different ideological inclinations, theological differences notwithstanding, primarily driven by the desire to dominate the religious market and power struggle dynamics within the religious leadership. He concludes that this tension hurts the church and society.

In the studies conducted by Mugisa and Isiko (2019, 2020), their focus differed from the focus of this study. For instance, Mugisa (2021) states that the focus of his study was to investigate how the Gospel of Prosperity and Healing Ministry, as experienced and proliferated in African Pentecostalism, poses a theological and pastoral challenge to the Catholic Church in Uganda. Meanwhile, Isiko's (2019, 2020) focus was to examine themes such as state regulation of Pentecostal churches and conflicts among the Pentecostal Pastors. The study by Isiko (2019, 2020) examined the concepts of the character of pastors, which he describes as incompatible with biblical teaching. He attributed the frequent conflicts among them to such characters. Meanwhile, Mugisa looked at the prosperity gospel.

An earlier case study of a Pentecostal church in the Teso Region of Eastern Uganda, conducted by Jones (2005), found that church members engaged with local-level institutions, such as burial societies, the village council, and clan committees. The study also showed that, although mundane, everyday political activities —such as building a career or managing a land dispute —Pentecostal Christians utilize their

membership in the church alongside their participation in other local-level institutions. This study focused on the participation of Pentecostal church members in local leadership; however, the current study focuses on the church leaders and the leadership within the congregations of the PAG. Additionally, this study was conducted many years ago (2005), thus necessitating the use of current information.

An ethnographic study was conducted by Henni and Gusman (2022) to examine rules concerning romantic relationships and sex, which they term ‘purity rules’, which are central to Pentecostalism in Uganda. The researchers utilized ethnographic materials from fieldwork in urban Pentecostal churches in Uganda to describe how rules affect individuals and how individuals influence rules. The researchers reported that it played out very differently and had drastically different consequences. This study, although conducted in Uganda and focusing on Pentecostal churches, is conceptually distinct and therefore leaves a conceptual gap.

A study conducted by Jenga (2017) focused on the area of media and religion in Africa and investigated the emergence of Pentecostalism in Uganda and the creative use of radio and television by indigenous Pentecostal pastors. The research examined questions of media presence, ownership, message, and the influence of the socioeconomic and cultural environment in enabling the intersection of media and religion. The researcher reported that pastors employ creative media use for evangelism, resource mobilization, and strategic political positioning in the country. Although the study was conducted in Pentecostal churches in Uganda, it leaves a conceptual gap that this study sought to fill.

Studies show that clergy leadership has a significant influence on congregation and denomination growth, with transformational leadership being the most effective style. Allen (2017) emphasizes that the focus of transformational leadership is on the

leader-follower relationship, citing Burns (2003) as a cautionary tale, which highlights that this seemingly straightforward relationship can be complex. For instance, Burns (2003) argues that while it is true that leaders dream the dream, take the initiative, and connect with followers, the call to action is often ignored; therefore, followers need to be transformed by a transformational leader who motivates and inspires followers to act.

In the observation of Alapo (2018), transformational leadership is hailed because of key concepts or theories of creating a vision to model and transform others to become change agents in societies. Leaders become transformational agents through the generation of awareness and motivation that looks beyond the interests of the leader and the follower, but instead benefits the church and its subsequent followers. According to Mahmood (2019), leaders can implement a transformational leadership style to upgrade employees' competency and encourage them towards achieving organizational performance. An effective transformational leadership style positively enhances employees' competency.

Transformational leadership has been chosen for this study because it has been successfully applied in business and churches to enhance employee performance and revive a failing organization or church. Transformational leadership improves church growth, as proven in a study conducted by Carter (2009) to assess which variable predicted pastoral leadership effectiveness. In the study, Carter (2009) employed the Multifactor Leadership Questionnaire (MLQ), the NEO-Five Factor Inventory (FFI), and the Spiritual Transcendence Scale (STS) to measure the leadership styles, personality, and spirituality of 93 pastors in the United States. The results indicated that the transformational leadership style showed significant correlations with pastoral leader effectiveness.

In a conceptual review of transformational leadership, Gregory (2019) concludes that transformational leadership can both initiate and maintain the transformation that congregants must experience to fulfill their God-given role in the Great Commission. He further argues that transformational pastoral leadership provides a blueprint that pastors can use to help them lead their congregations in the commission given to them by Christ, their Lord.

Specifically, this study was based on the Transformational Leadership Theory, which emphasizes a leader's ability to inspire others, encourage innovation, provide personalized support, and serve as a role model. It focuses on four key components of transformational leadership: idealized influence, individualized consideration, intellectual stimulation, and inspirational motivation. These elements were examined for their effect on clergy effectiveness within the Pentecostal Assemblies of God (PAG) in Uganda. The study also considered performance management as a moderating factor; these were included in the same system with transformational leadership to see if they could moderate the effect on clergy effectiveness. Through this conceptual lens, the study aims to explore how combining strong leadership behaviors with effective management practices can enhance the overall effectiveness of clergy in the Ugandan church setting.

Similarly, the effectiveness of transformational leadership was also demonstrated in a study conducted among five Southern Baptist senior pastors of large churches in the Bowling Green, Kentucky area by Edmonson (2018). This study aimed to develop effective pastoral leadership competencies based on transformational and servant leadership theories, as well as the life of Jesus. The results upheld that Jesus was effective because he demonstrated idealized influence, individualized consideration, inspirational motivation, and intellectual stimulation, which are the four

components of transformational leadership. These four components of transformational leadership will also enhance a pastor's effectiveness.

Another study that reinforces the importance of transformational leadership in church leadership was conducted by Dawkins (2011). He explored the Transformational Leadership Theory and its contribution to the effectiveness of congregationally formed Faith-Based Community Development Corporations. The study suggested that transformational leadership does have strong relationships with senior pastors' motivation and follower outcomes, most often through clergy effectiveness.

Allen's (2017) study on African American pastors reveals that transformational leadership has a significant influence on a church's decision to provide human services, with transformational pastors playing a crucial role in determining involvement. This agrees with the study by McCall (2018) which investigated how pastoral transformational leadership, in conjunction with organizational goals, can influence African American Churches. The results of the study revealed several factors that help transformational pastoral leadership influence the African American Church towards its purpose and social responsibility such as: visionary leadership, preaching and teaching the word of God, innovative and relevancy, strong leadership, motivation, encouraging, challenging, empowerment, collaboration, courageous, and prayers.

Furthermore, a study by Whitehead (2019) examined how transformational leadership impacts the commitment of followers in the churches belonging to the Pentecostal Assemblies of the World, Inc. (PAW). The study highlighted the need for the pastor to learn leadership and deploy a flexible approach to leading in order to inspire commitment. The results revealed and reported the importance of authentic transformational leadership of a pastor on member commitment.

Based on the above discussions, there is evidence that transformational leadership has the possibility of improving leadership effectiveness (Almatrooshi, et al 2016; Shin & Konrad 2017). But, in order for organizations to be effective and achieve the desired goals, leadership and management ought to set clear goals and frequently monitor them to ensure compliance through performance management (Sahoo & Mishra, 2012). The process of setting clear goals and regularly monitoring them to ensure compliance is the essence of effective performance management. In the conclusion of his study, Obare (2017) observed that, in practice, project control systems are usually achieved through setting performance standards. This is usually done during the planning and designing stages of the project cycle, and then comparing actual performance with these standards during the execution phase, then taking necessary corrective actions to alleviate the deviations.

While transformational leadership focuses on vision, relationships, values, and change, performance management concentrates on enhancing staff and organizational performance to achieve the desired future. Rao (2016) defined performance management as doing everything necessary to consistently improve the performance of every employee concerning his or her position, dyad, team, and the entire company in the context of the organization's short- and long-term goals. According to Aguinis (2019) Performance management identifies and measures both individual and team performance, continuously developing it while aligning performance with the firm's strategic objectives.

Regarding all the organization's activities, performance management can also be defined as a plan that considers the human resource style, culture, communication systems, and policy in an organization. The organizational setting dictates the nature of the strategy and may vary across companies (Armstrong & Baron, 2014).

In this study, performance management has been chosen for five reasons. Firstly, transformational leadership enhances clergy effectiveness through effective performance management systems, which identify, measure, and develop performance for each clergy member and team, aligning it with the organization's strategic goals. While transformational leadership is capable of improving the clergy's effectiveness and motivation (Susilo, 2018), this relationship can be weakened if performance is not managed correctly. Good broad performance management practices lead to organizational performance improvement, and performance feedback leads to individual performance improvement (Tseng & Levy, 2019).

The second reason for choosing performance management is that it clarifies the vision and mission. According to Campbell, et al., (2015), performance management reduces an organization's problems by decomposing the mission into achievable and measurable employee-level objectives and appropriately incentivizing their completion. Since transformational leadership determines the organization's mission, performance management helps in objectivizing the mission and aggregating it into manageable units.

The third reason why performance management is important in this study is that it helps in role clarity. According to Tseng and Levy (2019), there is a strong relationship between leadership and performance management, and therefore, they suggest that leadership and performance management be integrated so that the performance management process framework should specify the active role that leaders take in influencing change across targets at different levels of analysis.

The fourth reason why performance management is an appropriate moderating variable for this study is that it fosters professionalism. If performance management is regularly practiced in the church, it can develop pastors professionally and enhance

ministry performance by establishing a high-performance culture for individuals and teams (Jugmonhun, 2018; Pedhu, 2020). Performance management enhances the continuous improvement of work processes and individual skills (Armstrong, 2006; Armstrong & Taylor, 2014). This is beneficial for monitoring progress and redirecting efforts to the right course before a huge digression from the intended goals. Performance management also enables denominational leaders to adequately assess the effectiveness of their ministers by having an agreed-upon understanding of the role demands and organizational expectations placed upon them.

The fifth reason for choosing performance management as a moderating variable in this study is that it complements transformational leadership, just as transformational leadership complements it, thereby creating an interdependence between the variables. For instance, in a study to explore the influence of performance management and transformational leadership on altruistic helping behavior, Campbell et al. (2015) reported that transformational leadership exerts a more substantial influence on altruistic helping behavior in organizations that also have strong performance management-based human resource systems. They also reported that the adverse effects of performance management are more potent when leadership is weak.

A study by Pasha et al. (2017) reported that transformational leadership had the most substantial impact on organizational goal clarity at the topmost leadership level and the use of performance management at the lowest leadership level. The study examined the impact of transformational leadership on mission valence at three organizational leadership levels, with organizational goal clarity and performance management hypothesized as intervening mechanisms. This study linked transformational leadership and performance management to create positive effects on both top leadership and lower cadres. This reinforces the idea that performance

management can have a positive or negative impact on transformational leadership. The third variable in this study, which is also the dependent variable, is clergy effectiveness. Effective clergy leadership is crucial for the church to fully become an expression of the Kingdom of God here on earth, to worship God, and participate in God's mission, also referred to as Mission Dei (The clergy are expected to fulfill specific duties that contribute to the church's growth by equipping members in their relationship with God, one another, and those outside their community (Joynt, 2017). The success of the church in carrying out the mission is determined by the effectiveness of its clergy, who inspire the congregation as the corporate priesthood of all believers to participate in missions and other church activities (Kabongo, 2019; Lotter & van Aarde, 2017; Stone, 2001). Effectiveness in pastoral ministry can be defined as a careful integration of competence and godliness in the life of one whom God calls to lead in the Church (Myers, 2017).

However, in management, effectiveness is defined in relation to the goal attainment model, which posits that organizations are effective to the extent they can accomplish specified goals and objectives (Bryan, 2019). Nevertheless, others view effectiveness in terms of the acquisition of resources, particularly for profit-making organizations and social transformation for nonprofit organizations. Additionally, effectiveness is also seen from the viewpoint of legitimacy and the past reputation of the organization and staff (Bryan, 2019). According to (Armstrong, 2006a), effectiveness is about achieving a purpose, such as meeting the needs of stakeholders, matching resources to opportunities, adapting flexibly to environmental changes, and creating a culture that promotes commitment, creativity, shared values, and mutual trust.

About the clergy, effectiveness is defined as executing roles and responsibilities as guided by the Holy Scriptures and assigned by the church organization to promote the Great Commission and Great Commandment. The effectiveness of the program is

evident in several ways, including the increasing membership and the transformation of lifestyle in conformity with biblical teachings (Joynt, 2017). Clergy effectiveness is of interest in this study because it is the clergy who are at the center of promoting the Great Commission and fostering the Great Commandment. All the responsibilities of the clergy should be focused on promoting the Great Commission (New King James Version, Holy Bible, 1983, Matt 28:18-20) and the Great Commandment (New King James Version, Holy Bible, 1983, Matt 22:37-40). The Great Commission entails making disciples, baptizing them, and teaching them. At the same time, the Great Commandment is about loving God, fellow believers, and those who are not part of the fellowship of believers.

The effectiveness of clergy is evident in several preaching outreaches, the planting of new churches, numerical growth, new conversions, unity within congregations, increased giving for missions, and a positive reputation among the congregation's members in the community. The clergy determines the quality of what happens in the church. Effective clergy ensure that the threefold purposes of the church—worship, edification, and outreach to the lost—are sufficiently practiced. God has called us to the praise of His glory who called us out of darkness to His marvelous light ((New King James Version, Holy Bible, 1983, Ephesians 1:12; 1 Peter 2:9). The clergy is responsible for presenting people in their care perfect before Christ Jesus ((New King James Version, Holy Bible, 1983, Colossians 1:28).

The fivefold ministry was given by Jesus Christ to the church to equip God's people to serve and build up the church, until all believers come to such unity in faith and knowledge of God's Son that they reach full maturity, measuring up to the full stature of Christ. When the church worships God and believers are mature in their faith in Christ, they will testify to that transformation in their lives to those outside the church,

as famously referred to in the Great Commission (New King James Version, Holy Bible, 1983, Mark 16:15; Matthew 28:19-20). The ineffectiveness of clergy is evident when a church stops seeking to save the lost and make disciples, and instead begins to exist for its own sake. In such a state, it is drifting away from the purpose for which Christ established it (Lamb, 2016).

Furthermore, the clergy's effectiveness was considered in this study because they are important for the smooth execution and attainment of the denominational objectives and policies in the local assembly. Practically, the clergy hold the leadership position entrusted to guide the church to achieve its strategic direction. Chimoga (2019) holds that the clergy provides spiritual leadership to a church community, and oversees the planning of worship, discipleship, teaching, counseling, evangelism, and other outreaches. They uphold missions and open new missionary frontiers, while maintaining care for members and engaging in various activities that enhance the spiritual health of a local congregation, enabling it to participate in the Great Commission.

Based on who the clergy are and what they are expected to perform, this study, therefore, defines clergy's effectiveness as who they are in terms of their character, competence, and outputs in terms of what they should do to achieve congregational and denominational goals. They are effective if they set a good example of Christian belief in their deeds and teachings, while moving the church to achieve the Great Commission and Great Commandments. The variables used to measure clergy effectiveness in this study were character, competence, and contribution. The variable of character measured the ethical behavior of the clergy to set a role model for believers. The variable of competence measured capacity to lead, and the variable of competence measured compliance with the organizational strategic direction.

The context of this study was the Pentecostal Assemblies of God Uganda (PAG). Officially, PAG in Uganda started when the Pentecostal Assemblies of Canada (PAOC) was registered in the Protectorate of Uganda on the 18th of February, 1960 (Ros, 2006). Currently, PAG is estimated to have 5000 local congregations organized into five hundred assemblies nationally (Onaga, 2020). These congregations are organized into 24 pastorates, each under the jurisdiction of a Bishop. Several assemblies constitute each pastorate. An assembly is a cluster of at least three local congregations overseen by an Assembly Pastor, assisted by Associate Pastors who are residential and are responsible for daily pastoral responsibilities in the local congregations. At the national level, PAG is overseen by the Presiding Bishop, who is appointed by the National Delegates Assembly (NDA), which is the supreme decision-making governance organ in PAG. The NDA meets once every five years and is constituted of delegates from across all sectors of the ministry throughout the country. The Presiding Bishop is supported by the General Secretary/Treasurer and the Director of Ministries, who form the National Executive Committee (NEC).

PAG's Constitution inscribes the roles and responsibilities of each clergy member who works in their congregations (Pentecostal Assemblies of God, 2018b). First and foremost is the Presiding Bishop, who is the chief executive of the organization. He is tasked with several responsibilities, for instance: giving overall spiritual and administrative leadership and oversight to the PAG, preserving PAG doctrines and practices, executing the resolutions by the NDA, overseeing disciplinary matters within the PAG, offering and communicating the strategic direction of the organization, stimulating evangelism, church planting, discipleship, theological education and church growth and holistic development nationally, overseeing the

administration of PAG budgets, and enforcing audit of books of accounts throughout the whole organization.

The pastorates are under the jurisdiction of a Bishop who works with the district overseers and the Assembly Pastors. The Bishop is responsible for; giving spiritual and administrative leadership to PAG's respective pastorate in fulfilling the vision and mission, executing the resolutions of the Council of Bishops(COB) and the Pastorate Executive Council (PEC), protecting and preserving the teachings and practices of PAG, overseeing disciplinary matters in the pastorate, offering strategic guidance and keeping relationships in the pastorate, ensuring progress in evangelism, church planting, discipleship, theological education, church growth and holistic development in the pastorates, enhancing increase of income, budgeting process and enforcing audit of books of accounts throughout the assemblies.

The Assembly Pastor collaborates with the Associate Pastors at the grassroots level to fulfill daily pastoral responsibilities. The Assembly Pastor is the spiritual overseer and leader of the assembly. He is responsible for all spiritual services, offering oversight and arranging special services and conventions. He establishes the systems of care and counsel for the body life of the church, establishes and undergirds the doctrine, systems of discipleship, equipping, discipline, and restoration of members. The Assembly Pastor further functions in the strategic coordination and the networking of the body into strategic mission placement, he or she administers the ordinances and practices of the church such as communion, water baptism, reconciliation, dedication of children, laying hands on the sick, and deliverance; The Assembly Pastor provides oversight to all resources of the assembly.

These responsibilities for the clergy can be thematically summarized as follows: leadership and administration, overseer, enforcer of discipline, director of evangelism,

church planting, discipleship, and church growth, stewardship, relationship builder, shepherd, administrator of ordinances, teacher, and preserver of doctrine. The Bible summarizes these functions of the clergy as to rule (New King James Version, Holy Bible, 1983, 1 Tim, 3:4-5; 5:17); to teach (New King James Version, Holy Bible, 1983, 1 Tim 5:17); to guard the body of revealed truth from perversion and error (New King James Version, Holy Bible, 1983, Ti, 1:9); and to oversee the church as a shepherd of his flock (New King James Version, Holy Bible, 1983, Jn.21:16; Acts 20:28; 1Pet.5:2).

When the clergy fulfill their biblically spelled-out responsibilities and also by the roles assigned to them by their organization, they contribute immensely to the growth of a congregation. For instance, Flatt, et al (2018) noted that the conservativeness of clergy as pertains to the doctrine and practices of the church contributes to its growth or decline. This conservativeness is the fruit of adhering to the church's doctrine and practices. Chimoga (2019) opines that the pastor is responsible for preaching, administration, caring for, and shepherding the flock, setting an example as a spiritual model, and being a faithful steward of the church's resources. Similarly, it is observed by Joas (2018) that a pastor is a relationship builder and shepherd using the approach of love of friends rather than as a leading servant. A pastor is a church planter, leader, teacher, and administrator (Baumgartner & Flores, 2017; Chipenyu, 2021; Prodigalidad, 2018). Other scholars, such as Jones (2018) and Prodigalidad (2018) suggest that clergy should play the roles of prophet, priest, and king in the order of Jesus Christ.

While the studies cited above provide valuable data, most of them were conducted outside Uganda and not specifically within the context of the Pentecostal Assemblies of God, using different variables. This study is necessary because those conducted in Uganda had a different context and conceptualization of variables. This

creates a contextual and conceptual gap that this study aims to address. For instance, the studies in Australia, the USA, South Africa, Nigeria, Ghana, and Kenya also left gaps because they were conducted outside Uganda and examined clergy effectiveness based on different variables.

The studies conducted in Uganda examined different variables, leaving a conceptual gap. This study focused on different variables from those already studied in other countries. Given the ineffectiveness of clergy globally, regionally, and in Uganda, previous studies have shown that clergy ineffectiveness is a significant challenge; therefore, there was a need to address this issue within the Pentecostal Assemblies of God in Uganda. This study examines the transformational leadership and the mediating role of performance management on clergy effectiveness in the Pentecostal Assemblies of God (PAG) in Northern and Eastern Uganda, with three variables: transformational leadership as the independent variable, performance management as the moderating variable, and clergy effectiveness as the dependent variable.

Problem Statement

Clergy in the Pentecostal Assemblies of God (PAG) in Uganda are entrusted with the critical responsibility of providing visionary leadership and effective administration to their congregations. Their roles encompass pastoral care, church expansion through land acquisition and construction, and organizing spiritually enriching worship services. Despite their critical role in providing leadership and spiritual guidance to their congregations, many clergy in the Pentecostal Assemblies of God struggle to fulfill their duties effectively. Notwithstanding the importance of effective leadership and the benefits of performance management practices in the church, many clergy members fail to develop these skills. This has resulted in decreased member attendance, lower member participation, backslidings, diminished outreaches,

and significant shortcomings in ministering fundamental ministries, as presented in several organizational documents. The persistent underperformance raises questions about the leadership styles employed by the clergy.

While transformational leadership has been widely recognized for enhancing performance in corporate settings (Safdar & Liu, 2018; Top et al., 2020), its application and influence in the church context, particularly in Uganda, remains under-researched. Studies such as those by Allen (2017), Whitehead (2019), and McCall (2018) hint at the potential of transformational leadership in faith-based settings; however, the majority were conducted in Western or non-African contexts, which limits their applicability to Uganda's unique ecclesiastical environment. Moreover, most existing studies predominantly focus on organizational outcomes, with limited attention to clergy-specific effectiveness metrics such as congregational growth, spiritual nurture, and pastoral engagement.

Conceptually, the connection between the components of transformational leadership, moderated by performance management factors, has not been clearly explained within African Pentecostal settings. Methodologically, many previous studies have used either purely qualitative or quantitative approaches (e.g., Carter, 2009; da Silva et al., 2021), overlooking the nuanced, contextual dynamics that mixed-methods designs could uncover. Knowledge-wise, there is still limited empirical evidence on whether and how performance management might influence the relationship between transformational leadership and clergy effectiveness.

Methodologically, a review of the existing literature revealed the dominance of qualitative approaches in examining the influence of transformational leadership in faith-based contexts. For instance, Carter (2009) conducted in-depth interviews with

church leaders to explore their leadership experiences, while Allen (2017) used a phenomenological design to investigate how pastors interpret their leadership roles. Similarly, McCall (2018) and Whitehead (2019) employed case study designs to understand leadership practices within specific congregations. While these studies provided rich narratives and contextual insights, they lacked the empirical rigor and generalizability that quantitative designs offer.

This study aimed to bridge the methodological gap by employing a more robust quantitative approach, specifically hierarchical linear regression, to examine the relationship between transformational leadership and clergy effectiveness. In doing so, the study advanced methodological diversity and provided measurable evidence that can inform church leadership development and policymaking.

Therefore, this study addresses an important gap by examining transformational leadership and the moderating role of performance management in improving the effectiveness of clergy within PAG in Northern and Eastern Uganda. In doing so, the study aims to fill gaps related to context, concept, method, and knowledge in both the literature and church leadership practice.

The main Objective of the Study

The general objective of this study was to examine transformational leadership and the moderating role of performance management on clergy effectiveness in the Pentecostal Assemblies of God in Northern and Eastern Uganda.

Specific Objectives

The following objectives guided the current study:

- i) To examine the influence of idealized influence on clergy effectiveness in PAG in Northern and Eastern Uganda.
- ii) To determine the influence of individualized consideration on clergy effectiveness in PAG in Northern and Eastern Uganda.
- iii) To evaluate the influence of intellectual stimulation on clergy effectiveness in PAG in Northern and Eastern Uganda.
- iv) To examine the influence of inspirational motivation on clergy effectiveness in PAG in Northern and Eastern Uganda.
- v) To investigate the moderating role of performance management in the relationship between transformational leadership and clergy effectiveness in PAG in Northern and Eastern Uganda.

Research Hypotheses

The following research hypotheses were tested: -

- i) Idealized influence has no effect on clergy effectiveness in PAG in Uganda
- ii) Individualized consideration has no effect on clergy effectiveness in PAG in Uganda
- iii) Intellectual stimulation has no effect on clergy effectiveness in PAG in Uganda
- iv) Inspirational motivation has no effect on clergy effectiveness in PAG in Uganda
- v) Performance management factors do not moderate the relationship between transformational leadership and clergy effectiveness in PAG in Uganda

Assumptions of the Study

This study was based on some assumptions. First, the study was premised on the assumption that the decline in PAG, especially in Uganda, in its growth patterns of

missions, church planting, discipleship, and care, is due to the clergy lacking the requisite leadership style to enhance their capabilities. The study also assumed that transformational leadership is a key factor in determining the effectiveness of clergy. This assumption is based on existing literature that suggests a positive relationship between transformational leadership and individual and organizational outcomes.

Similarly, the study assumed that performance management enhances individual and organizational performance as documented in several studies. The study assumed that, since the practices of performance management have yielded positive results in other organizations, they can also bear positive outcomes in the church context, especially in PAG in Uganda. This assumption is also based on the assumption that the performance management system in PAG in Uganda is not sufficiently functional to regularly monitor the performance of the clergy and all staff working in PAG in Uganda.

In addition to the assumption, a growing body of literature recognizes performance management as a significant moderator of clergy effectiveness. However, its impact is intertwined with leadership style, motivation, training, and contextual factors. For instance, McKenna and Eckard (2009) revealed that pastoral effectiveness can be measured through 23 categories, including leader, congregational, and performance outcomes, to help identify primary mission, constituencies, and related effectiveness priorities. Additionally, Voorhees et al. (2024) demonstrated that pastors who receive training to manage a church experience higher levels of ministry satisfaction and clergy effectiveness compared to those without management skills. Performance, in this context, can be understood as the ability of clergy to fulfill their duties effectively, which includes professional competence, social adeptness, and leadership inclination. These factors are crucial in determining clergy effectiveness, as

they directly impact the ability to manage congregational needs and conflicts, provide pastoral care, and lead the church community towards its spiritual and organizational goals.

The study further assumed that the survey instrument used to measure the constructs of transformational leadership, performance management, and clergy effectiveness is valid and reliable. These assumptions are necessary to ensure that the study's findings are meaningful and generalizable. Finally, the researcher assumed that if the clergy of PAG in Uganda adopt the transformational leadership style and develop a sound performance management system, the clergy will perform effectively, redirecting the organization onto the correct trajectory of growth.

Justification and Rationale of the Study

First, most studies on transformational leadership have predominantly been situated within business or corporate contexts, with limited application to religious institutions. For example, Moradi and Shahbazi (2016) analyzed Transformational Leadership Theory in an Iranian corporate setting, while Jacob et al. (2017) explored the relationship between transformational leadership and counseling outcomes among college counselors in the U.S. Similarly, Kindarto et al. (2020), Ohunakin et al. (2019), Suwandana (2019), and Peng and Tseng (2019) all conducted studies in non-religious or commercial environments. This highlights a contextual gap that necessitates evaluating whether transformational leadership principles can positively impact the effectiveness of clergy within a church setting.

Second, although several studies have examined the influence of transformational leadership on church performance, none have explicitly focused on the Pentecostal Assemblies of God (PAG) in Uganda. Carter (2009), for instance, assessed the predictive power of leadership style, personality, and spirituality on

pastoral effectiveness in the U.S., while da Silva et al. (2021) studied the influence of transformational leadership and lay participation in a Catholic parish in Motael, Dil. Allen (2017) focused on African American churches, and Brooks (2018) analyzed church membership growth in the Assemblies of God in Tennessee. These studies, although relevant, leave a significant contextual gap regarding the Ugandan Pentecostal experience, particularly within PAG.

Third, a methodological gap is evident in the reviewed literature. Many of the existing studies have adopted either purely quantitative or qualitative approaches. For example, Carter (2009), da Silva et al. (2021), and Brooks (2018) employed quantitative designs, while Allen (2017) used a qualitative method. Likewise, Jacob et al. (2017), Kindarto et al. (2020), Moradi and Shahbazi (2016), and Ohunakin et al. (2019) also employed single-method approaches. This study employs a mixed-methods design to provide a more comprehensive understanding of the dynamics between transformational leadership and clergy effectiveness, thereby addressing existing methodological limitations.

Fourth, the application of performance management in a church context, particularly in Uganda, is still rare. While performance management is widely used in corporate and nonprofit settings to monitor staff effectiveness, its integration into church leadership, especially clergy performance, remains underexplored. Studies such as Card (n.d.), Dees (2005), and McKenna & Eckard (2009) have explored performance management within church settings; however, these studies were conducted in Western contexts, specifically in Canada. Similarly, Afifah & Sopiany (2018), Clarke (2021), and Coleman (2016) conducted related research outside Uganda. Furthermore, many of these studies are dated, underscoring the need for updated evidence on how

performance management could enhance clergy effectiveness in local church contexts such as PAG.

Fifth, a conceptual gap exists in the study of transformational leadership and its impact on clergy effectiveness. Previous studies have examined transformational leadership in relation to other variables, often excluding performance management or employing different conceptual frameworks. For example, da Silva et al. (2021) studied transformational leadership alongside lay participation; Carter (2009) looked at leadership style, personality, and spirituality; and Dawkins (2011) investigated the link between organizational effectiveness and transformational leadership in faith-based community development corporations. This study addresses this gap by combining transformational leadership and performance management into a single framework to analyze their combined effect on clergy effectiveness within the Ugandan PAG context.

Significance of the Study

The outcome of this study is expected to provide practical benefits for bishops, pastors, congregations within the Pentecostal Assemblies of God (PAG), other Pentecostal denominations, and the academic community. The findings will guide PAG's leadership on key areas to focus on during capacity-building initiatives and policy development aimed at improving clergy effectiveness. Clergy are likely to gain valuable insights that encourage self-reflection on their pastoral calling and offer guidance for ongoing improvement in ministry practices. Congregations will benefit through better worship experiences and enhanced delivery of church services, as clergy effectiveness directly influences congregational well-being. Given PAG's hierarchical organizational structure, the results will be relevant not only within PAG but also across other classical Pentecostal denominations with similar governance systems.

Furthermore, the study provides transferable lessons and leadership principles that can guide practices in other Pentecostal churches beyond the PAG context. By promoting more effective clergy leadership, the study ultimately benefits the broader body of Christ by improving pastoral services and spiritual care. Academically, it makes a valuable contribution to the existing knowledge on transformational leadership and performance management within faith-based institutions. It offers empirical evidence from a Ugandan Pentecostal setting, filling gaps in both regional and thematic research. The findings will be disseminated through conferences and seminars to ensure they reach a broad audience of scholars.

Scope of the Study

This study was limited to specific pastorates of the Pentecostal Assemblies of God (PAG) in Northern and Eastern Uganda. Although PAG operates nationwide, these areas were deliberately chosen because they have a historically high concentration of PAG churches, many of which are now facing stagnation or decline. Additionally, Eastern Uganda has a diverse tribal makeup, making it a representative setting for broader national insights. The focus on PAG in Uganda was driven by practical considerations. Conducting a study across the entire continent of Africa was logistically and financially unfeasible. Furthermore, time constraints necessitated a more focused scope. Focusing on Uganda enabled a more in-depth and context-specific analysis of the factors that affect clergy effectiveness within PAG. Uganda's unique socio-cultural and religious landscape also made the study more relevant.

Conceptually, the study explored the relationship between transformational leadership (independent variable) and clergy leadership effectiveness (dependent variable), with performance management serving as a moderating variable. Although

other factors might influence clergy effectiveness, the study was limited to these three constructs.

The study was based on Transformational Leadership Theory, selected to fill a gap in current literature. Past uses of this theory have mainly focused on business settings (Jacob et al., 2017; Moradi & Shahbazi, 2016) or church contexts outside Uganda, such as research by Allen (2017) and Whitehead (2019) in the USA. This study, therefore, broadens the use of the theory to a Ugandan Pentecostal setting, exploring its four main components: Idealized Influence, Inspirational Motivation, Individualized Consideration, and Intellectual Stimulation.

The choice of performance management as a moderating variable was inspired by Campbell et al. (2015), who found that transformational leadership has a stronger positive impact in organizations with strong performance management systems. Conversely, weak performance management reduces leadership effectiveness, especially when leadership itself is also weak. This dual interaction justified its inclusion in the study model. The dependent variable, clergy effectiveness, was measured through three indicators: character, competence, and contribution, based on both the organizational job descriptions and biblical expectations for clergy. The study population was limited to PAG clergy in the selected pastorates. It did not attempt a nationwide census because of the large number of pastorates and time constraints. By focusing the study on Northern and Eastern Uganda, it was possible to gather relevant insights while keeping logistical challenges manageable.

Limitations and Delimitations of the Study

Several limitations to the study were anticipated and managed. First, some respondents provided answers that were not relevant to the study. To address this,

thorough data cleaning was performed before analysis. The second limitation is that some respondents did not answer all questions in the questionnaire. To handle this, all returned questionnaires were carefully examined to ensure they did not affect the analysis. Those that did not meet the standard were excluded, and only those that met the criteria were included. There was also concern about victimization for revealing certain confidential information. This was addressed by ensuring the information remained private. Furthermore, respondents were instructed not to reveal their identities in the questionnaires, as names were not required. Participants were also allowed to withdraw from the study at any time without fear of victimization if they felt uncomfortable participating.

The third limitation was the slow return of questionnaires, or in worse cases, some questionnaires were not returned at all. This issue was addressed by assigning some research assistants to contact respondents and encourage them to complete the questionnaires within a set time frame. The researcher also kept a record of the number of questionnaires sent out, along with the names of the research assistants responsible. This allowed the researcher to follow up with the assistants to motivate respondents to complete and return the questionnaires promptly.

Furthermore, another limitation of the study was the respondents' varying levels of understanding of English when developing the instruments. This was addressed by using simple terminology that conveyed the meaning of the concepts being studied. When necessary, the research assistants explained the concepts in the local language to clarify areas that were unclear.

While PAG is spread across Africa, this study specifically focused on the PAG in Uganda. The studied population consisted of the clergy within PAG Uganda, particularly the Pastorates in Northern and Eastern Uganda. This is significant given

that PAG Uganda has over 5000 clergy. This challenge was addressed by limiting the study to the Pastorates in Eastern and Northern Uganda.

Chapter Summary

This chapter provides a general overview of the three variables in the study from global, continental, regional, and local perspectives as discussed in the background. It also addresses the problem statement, study objectives, and the hypotheses derived from those objectives. The justification for the study, its significance, scope, assumptions, and an outlook on potential limitations and delimitations are included. The limitations section describes possible challenges that might arise during the research, while the delimitations define the boundaries set by the researcher for this study.

CHAPTER TWO: LITERATURE REVIEW

Introduction

This chapter provides detailed knowledge and understanding of the relevant previous literature on transformational leadership, performance management, and clergy effectiveness. This clarifies the current debates surrounding the topic and related themes. The first section covers the conceptual themes of transformational leadership, performance management, and clergy effectiveness. The second section reviews empirical research on transformational leadership and its connection to clergy effectiveness. It explores each of the elements of transformational leadership as outlined in the objectives, explaining their relationship to clergy effectiveness. Next, the role of performance management and its moderating effect on the relationship between transformational leadership and clergy effectiveness is discussed. The chapter also highlights gaps in previous studies to guide this research and discusses the main theory that supports the study, along with other related theories. It includes the conceptual framework used and concludes with a summary of the chapter.

Transformational leadership

According to Yukl (2013), transformational leadership and charismatic leadership emerged as the outcome of management researchers in the 1980s becoming interested in the emotional and symbolic aspects of leadership. The rationale behind transformational leadership thinking is that emotional processes help explain how leaders influence followers to make self-sacrifices and prioritize the needs of the mission or organization over their material interests.

Defining transformational leadership has never been an easy task, but the term transformation means to change the nature, function, or condition of something or a person (Chammas & Hernandez, 2019; Northouse, 2016). This leadership style,

therefore, is used to describe how effective leaders inspire and transform followers by appealing to their ideals and emotions (Yukl, 2013). These leaders broaden and elevate the interests of their employees by generating awareness and acceptance of the purposes and mission of the group and stirring employees to look beyond their self-interest for the good of the group which consequently leads to additional effort and greater productivity (Bass, 1990; Kets de Vries et al, 2016; Northouse, 2016).

Torlak and Kuzey (2019) aver that transformational leadership involves demonstrating charisma through formulating a vision; indoctrinating a vision through words and symbols, encouraging followers to fully utilize their creative ideas and share them in task performance, and promoting a strong bond with the individuals whose desire for self-development is boosted. Transformational leadership is considered one of the most influential leadership styles, which brings out positive outcomes from employees and subsequently the organization (Kotamena et al., 2020). This is because transformational leaders leverage employee engagement, commitment, and performance because of their visionary, charismatic, and supportive characteristics. Furthermore, these leaders provide consistent encouragement and motivation through high-quality communication between the leader and followers, which enhances company development (Torlak & Kuzey, 2019).

Charisma is admired; however, this trait of transformational leadership has faced criticism for suggesting it is a personality characteristic or innate trait rather than a behavior that individuals can learn (Northouse, 2016). It is argued that viewing it as a trait presents a problem because modifying traits is difficult. Asbari et al. (2020) counter this criticism by claiming that transformational leadership can be learned, and that training in it can lead to increased transformational behaviors as well as higher commitment and performance. Ghasabeh and Provitera (2017) share this view, stating

that the four dimensions of transformational leadership represent a pathway to becoming or aspiring to be a great leader, which contrasts with the great man theory in trait theory.

Jensen et al. (2016), view transformational leadership as occurring when individual employees are directed and inspired to transform and motivate them. Through motivation, transformational leadership seeks to satisfy employees' higher-order needs and engage them in attaining the organizational goals. Transformational leadership style offers a leader the potential to optimize individual orientation to achieve their organizational goals, not necessarily for their own selfish needs, but for the broader good of the organization (Kotamena et al., 2020). To that same thought, Jensen et al. (2016) continue to argue that the transformational leadership concept captures leaders' systematic efforts to transform employees into sharing organizational goals. These leaders motivate followers not by the social exchange and mutual benefits that transactional leaders provide but by raising the consciousness of their followers and inspiring them to pursue an energizing and unifying higher cause (Kotamena et al., 2020). It is essential to recognize that motivation is not driven by self-interest, but rather by the pursuit of a collective goal. Given the foregoing thought, transformational leaders create meaning that enables followers to identify with these leaders and internalize their vision.

Andriani et al. (2018) state that transformational leadership is a form of authentic leadership because it works toward a target and action that guides the organization toward a goal that has never been achieved before. They argue that since transformational leaders lead organizations to new frontiers, they promote the necessary change in organizations that motivate subordinates to willingly work toward high-level goals that are considered beyond their current interests. This aligns with Top

et al. (2020), who identify transformational leadership as one of the leadership styles in which the leader recognizes the need for change, creates a vision to guide that change through inspiration, and encourages positive behavior to increase members' commitment to the organization. Giddens (2018) reinforces this idea, stating that this leadership style is characterized by the ability to stimulate, inspire, and motivate followers. Additionally, these leaders focus on building relationships with people and driving change by emphasizing core values.

Compared to other leadership styles, transformational leadership enjoys much focus in leadership scholarship because certain behaviors of transformational leaders can arouse followers to a higher level of thinking and motivate followers to go beyond the minimum requirements of their job descriptions, resulting in higher levels of contextual performance (Reza, 2019). When followers are inspired to share a vision, empowered to achieve it, and provided with the necessary resources to reach their full potential, then we say transformational leadership has occurred. Such leaders are iconic because they positively motivate their followers and link employees' sense of self with the structural values of their organization. They also focus on the organization's values, such as freedom, integrity, peace, and equality, which are higher ideals and values that transform organizational culture (Reza, 2019). The culture and values increase the consciousness of followers to a higher purpose as they focus on the long-term goals of the organization (Chen et al., 2020).

Through high ideals and values, the employees are motivated to exert greater effort that boosts organizational performance (Carreiro & Oliveira, 2019; Yamin, 2020) as it inspires employees' passion, (Jia et al., 2018) creativity and innovation (Asbari et al., 2020; Hui et al., 2018; Shafi et al., 2020), effective communication, and cross-cultural leadership (Bonsu, 2018) and change management (Sulieman & Alqatawenh,

2018). Furthermore, transformational leadership promotes higher evaluations of promotability due to higher perceptions of leaders' communal values and leadership effectiveness (Hentschel et al., 2018).

Despite the great description of transformational leadership, the style is accused of granting leaders an excess of power to determine unilaterally both the ends and means of the collective action to which followers are expected to commit themselves. This situation may encourage leaders toward narcissism and hubris, which breed authoritarianism. Contrary to this criticism, Kim and Shin (2019) found out that transformational leadership involves an empowering process that intervenes between transformational leadership and organizational outcomes. Further, both the MLQ and the Full Range of Leadership models go beyond the charismatic 'great guy' scenario by placing much emphasis on follower behavior (Asbari, 2020). Meanwhile, charisma is only one part of the concept of transformational leadership, and it is moral leadership that serves the good of the group, organization, or country and should not harm followers (Asbari, 2020).

The dimensions of transformational leadership

Ghasabeh and Provitera (2017) state that transformational leadership consists of four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These dimensions are also described as the four behaviors necessary for practicing transformational leadership (Al-Husseini & Elbeltagi, 2018). It is also referred to as the factors of transformational leadership, according to Northouse (2016), and includes idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. When carried out correctly, the four dimensions of transformational leadership can enhance

effectiveness, which aids productivity (Ghasabeh & Provitera, 2017). The explanations of these dimensions are briefly described below.

Idealized influence enables leaders to act as solid role models for their followers due to their extraordinary capabilities and high standards of ethical conduct (Reza, 2019). It facilitates the leader to express confidence in the organizational vision and instill trust, respect, admiration, and faith among organizational members (Al-husseini & Elbeltagi, 2018). Such leaders foster cooperation among their followers (Reza, 2019) as they exhibit charisma and convey a clear vision and mission for their company (Jacob et al., 2017). Idealized influence also encompasses the construct of power, confidence, trust, and respect, which form essential components of a strong relationship between leader and subordinate (Jacob et al., 2017).

Inspirational motivation is the second component, which involves leaders' ability to motivate followers so that they can perform beyond expectations. They do this by motivating those around them by giving meaning and challenge to their followers (Reza, 2019) to increase effort toward meeting shared and agreed-upon organizational goals, which in ordinary situations look difficult or even impossible (Al-husseini & Elbeltagi, 2018; Jacob et al., 2017). These leaders build relationships with their followers through interactive communication, which results in team spirit among organizational members.

The dimensions of idealized influence and inspirational motivation focus on the leader and their noble characteristics. This has created a perception that views transformational leadership as leader-centered, thus portraying it as elitist and antidemocratic (Northouse, 2016). The argument is that transformational leaders often play a direct role in creating changes, establishing a vision, and advocating for new directions, which gives the strong impression that the leader is acting independently of

followers or placing themselves above the followers' needs. The challenge is that by concentrating primarily on the leader, the leader is portrayed as heroic and does not acknowledge shared leadership or reciprocal influence, as followers can influence leaders just as leaders can influence followers. In response to this criticism, Asbari et al. (2020) argue that transformational leadership should not be perceived as elitist and heroic because transformational leaders can be directive or participative, as well as authoritarian or democratic.

Intellectual stimulation essentially involves leaders encouraging followers to think independently about issues and problems, thereby developing their capabilities. It is concerned with the role of leaders in challenging creativity and innovation among followers, encouraging them to explore new approaches without critiquing their ideas simply because they differ from the leaders'. This aspect of transformational leadership signifies the extent to which leaders inspire their followers to experiment with new methods and reconsider existing assumptions. Leaders who embody this quality excel in empowering and fostering the continuous improvement of their followers. Through intellectual stimulation, a leader presents new perspectives on problems to team members while teaching problem-solving techniques and emphasizing rational solutions.

When leaders operate in this manner, they enhance their followers' conceptualization, understanding, and analysis of problems, ultimately improving the quality of the solutions they develop. The element of individualized consideration in transformational leadership refers to the realization that a leader motivates followers to reach their full potential and provides the necessary resources for development (Khalil & Sahibzadah, 2021). This component enables a pastor to hear and listen to the concerns of congregational members and to consider the individual needs of their

followers, as they demonstrate concern for those needs in both word and deed (Gregory, 2019). This allows a pastor to act as both counselor and coach, assisting congregants with their needs so they can achieve a level of self-actualization that enables them to fulfill their God-given calling.

The dimension of individualized consideration enables transformational leaders to give special attention to each follower's needs for achievement and growth. (Jacob et al., 2017). Through this component, a leader creates new learning opportunities and creates a supportive climate for individual staff (Reza, 2019) because they are aware of their followers' needs and concerns as individuals, and develop their strengths through coaching and consulting (Alqatawenh, 2018; Bass & Riggio, 2006; Bin Atan & Mahmood, 2019). Bin Atan and Mahmood (2019) call this component empowerment because it enables the leader to delegate employees to respond directly to problems, which in turn empowers and raises the capacity of the employees to be better at what they do.

Having examined the four dimensions of transformational leadership, one can gain a clear understanding of what it involves and why it is a preferred leadership style. However, there are arguments against these dimensions of transformational leadership. For example, the four Is lead to a lack of conceptual clarity and are vague because of their overlap. This makes it difficult to measure (Ghasabeh & Provitera, 2017; Northouse, 2016). Nevertheless, transformational leadership is straightforward to understand and apply because it is more realistic than some other forms of leadership. Its clarity makes it easier to implement, and it has helped this style become a phenomenon worth understanding, learning, and using in organizations worldwide.

Performance Management

Most often, businesses and organizations experience frequent, unpredictable turbulence that negatively impacts them. As of significant importance, Organizations need to guard against these waves by regularly assessing and measuring business performance to ensure effective and efficient results. This is achieved by managing the performance of each employee, as it affects the overall performance of the organization (Audenaert et al., 2016).

Rao (2016) defined performance management as taking all necessary steps to consistently improve the performance of every employee within the context of the organization's short- and long-term goals. Audenaert et al. (2021) on their part view employee performance management as a cyclical Human Resource Management (HRM) practice to help employees improve their performance beginning with the planning stage, which involves goal setting; continuing to the intermediate follow-up stage, which involves following up on the progress and providing feedback; and, finally, concluding with the appraisal stage, which involves rating performance. This is related to Aguinis (2019) conceptualization of performance management as a continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning their performance with the strategic goals of the organization. Aguinis explains that performance management identifies and measures both individual and team performance, aligning it with the firm's strategic objectives.

According to Pina et al. (2018), performance management is a continuous process that helps identify, measure, and develop the performance of an organization's members, aligning it with the organization's strategic goals. Regarding all the organization's activities, performance management encompasses the human resource style, culture, communication systems, and policies (Nduati & Wanyoike, 2022). It addresses the issue of multiple demands for efficiency and quality service by providing clear guidance, support, and

feedback on performance goals to foster ideas that are worthwhile to implement (Audenaert et al., 2016).

Regardless of the good intention of performance management, Franco-Santos and Otley (2018) observed that well-intended decisions associated with the process of managing performance often produced largely unintended consequences. They detected that paradoxically, a performance management system aimed at facilitating the delivery of high-quality service ends up creating opposite perverse outcomes such as gaming, information manipulation, selective attention, the illusion of control, and relationship transformation.

Specific reasons for this paradox are that performance management is less a culture of practice than one of ritual since too much attention is placed on the design of the performance management system, and not enough on how it works when implemented (Pina et al., 2018). However, the key question that performance management addresses is how to develop techniques that will help employees meet their personal goals for growth, development, and personal success, while also enabling the organization to function more effectively. There is a close relationship between the two sides of a person or organization that performance management techniques can bridge through effective implementation and sound cultural ideology.

Performance Management as a moderating variable

In a recent study by El-Sherbiny et al. (2025) investigating the impact of Transformational Leadership (TL) on Employee Sustainable Performance (ESP), the authors also explored the effects of the Performance Management System (PMS) and Feedback as moderators, along with other factors within the context of the Egyptian Petroleum & Mineral Resources Sector. The study reported that these moderating factors help ensure that transformational leadership aligns with the specific strategic goals of the sector. In contrast, El-Sherbiny et al. (2025) examined several other factors

beyond performance management as moderating elements. This complicates the analysis of the influence of performance management alone on the relationship between transformational leadership and Employee Sustainable Performance (ESP). However, in this study, only Performance Management is considered as the moderating factor.

Another recent study by Marane and Asaad (2025) examined the correlation between job-security and turnover-intention, while also exploring the potential moderating influence of the compensation-system and performance-appraisal. The findings suggest a significant relationship between job security and turnover intention; however, the impact of the Compensation System and Performance Appraisal was determined to be statistically insignificant. This study only examined one component of Performance Management, specifically Appraisal, whereas this study explored all the components of Performance Management.

A study by Bauwens et al. (2024) examined the relationship between Performance Management Systems (PMSs) and Innovative Work Behavior (IWB). Results show that only strong PMSs foster IWB, characterized by high distinctiveness, consistency, and consensus. Transformational leadership was also found to reinforce the relationship between PMS consensus and the IWB relationship. The study's findings suggest that organizations seeking to unlock employees' innovative potential should design performance management systems (PMSs) that are visible, comprehensible, and relevant. To further reap the innovative benefits of employees, organizations could also invest in the coherent and fair application of planning, feedback, and evaluation throughout the organization, ensuring that organizational stakeholders agree on the approach to Performance Management Systems (PMSs). The difference between this study and the one reported is that, despite the relationship between transformational leadership and performance management, the dependent

variable was different. Nevertheless, the study highlighted the importance of the performance management role in enhancing innovative work behaviors among employees.

A study by Mackraj (2022) examined the relationships between transformational leadership and innovative work behaviour, as well as the moderating relationships of the perceived effectiveness of the performance management system in these relationships. The moderated regression analyses did not find support for the moderating role of performance management system effectiveness but confirmed the relationship between transformational leadership and innovative work behaviours. A further comparison was conducted between the respective influence of transformational leadership and the effectiveness of performance management systems on employee innovative work behaviour. Using multiple linear regression analysis, the results showed that the effectiveness of performance management systems had a greater significant impact than transformational leadership on innovative work behavior. The results, therefore, contribute to an understanding of the antecedents of innovative work behaviour and hold practical implications. Specifically, the research suggests that organizations should focus on ensuring that their performance management systems are perceived as accurate and fair as part of their strategies to encourage innovative work behavior within the organization. This study reinforces the moderating role of performance management in organizational leadership and effectiveness. This is very relevant to the present study.

Performance Management Dimensions

Armstrong and Taylor (2014) state that the performance management cycle encompasses processes such as performance planning, performance management, performance reviews, performance assessment, recording the agreement, and review.

The cycle can also be described as goal setting, performance appraisal, feedback, rewarding, and an improvement plan. Helmold and Terry (2021) designate the performance management cycle as follows: performance measurement and analysis (Plan), performance action and implementation (Do), performance management control (Check), and performance improvements and adjustments (Act). Yet, the cycle is still viewed by Schleicher et al. (2018) as tasks, which include the following: setting performance expectations, observing employee performance, integrating performance information, rendering a formal summative performance evaluation, generating and delivering performance feedback, conducting the formal performance review meeting, and providing performance coaching. In this study, the components of goal setting, performance appraisal, feedback, rewarding, and improvement plan were used. Each component is discussed below.

Goal Setting

Goal setting is conducted during the performance planning stage, which is based on performance agreements. At this stage, expectations and roles are clearly defined with specific key result areas. The key results areas are presented in specific objectives with definite targets aligned with the knowledge, skills, and abilities (KSAs) required and the behavioral competencies necessary to perform effectively. Generally, the goal-setting process should align individual goals with the organization's strategic objectives. Al-Khamaiseh et al. (2019) reiterated what Locke and Latham (1990) stated, that what gets measured about goals gets done because a goal is an object or aim of an action.

For a task to be accomplished, management should leverage the collective efforts of each organizational member in the same direction, and their contributions must align to produce a cohesive whole without gaps, friction, or unnecessary

duplication of effort (Al-Khamaiseh et al., 2019). Pulakos and O'Leary (2011) further explain the cycle of goal setting as cascading organizational goals to individual employees, setting SMART performance objectives, and rating competencies. The scholars argue that cascading goals help everyone understand how work is related across organizational units and levels, and they also align the work of individuals and units with the organization's direction and priorities. The goals provide customized performance expectations and criteria based on the employee's specific job, driving employees to achieve important results and removing unfair subjectivity from the evaluation process. According to Schleicher et al. (2018b), task clarification and goal setting as part of performance management improve employee performance.

Performance Appraisal

Performance appraisal, also called performance review, is an evaluation technique of creating a solid ground for performance management through a process where the duties and responsibilities of a position are compared with the standards of performance stated in the job description (Agyare et al. 2016; Mahmoud et al., 2019). The management of performance appraisals involves the process of assessing what has been accomplished by individuals as agreed in the set goals and objectives, to inform the allocation of rewards (Cappelli & Conyon, 2018). Continuous performance assessments guide staff to act in the interests of the organization through the process of setting directions, monitoring and measuring performance, and taking action accordingly.

However, there is concern that performance appraisals sometimes fail to achieve the desired outcome of improving performance due to rater bias. For instance, some supervisors are lenient or harsh in their performance appraisals, which can result in inaccurate ratings, thereby undermining validity because the actual rank ordering

among targets is obscured (John et al., 2016). Cappelli and Conyon (2018) noted that measurement is a problem in appraisals due to the challenge of designing appropriate scales, as well as the issue of reducing individual biases, which refers to the effect of individual attributes on the process.

Nevertheless, performance appraisals are now a key element of performance management, which has evolved from being an annually recurring administrative requirement to a more strategic function within performance management. This strategic evolution of performance appraisal has consequently defined appraisals as a process that includes the establishment of performance standards, fulfilling a broader, more holistic function that is tightly integrated into the organizational strategy through performance management systems.

Therefore, performance assessments are linked to individual, departmental, and organizational goals, providing staff with a clearer understanding of what is expected from them and helping to direct their efforts towards the organization's goals of the organization, which are then reviewed and either rewarded with bonus payments or used as a basis for future promotion decisions. It is stated that fairness in the appraisal system will result in increased job satisfaction among employees and promote their commitment. Appraisals are considered fair if they are linked to salary, identify training needs, clarify the purpose of the performance appraisal, and involve employee participation in the formulation of appraisal tools.

Performance Feedback

One of the primary justifications for investing in performance appraisal and management systems is that they provide employees with valuable performance feedback (Murphy, 2020). In the view of Steelman and Williams (2019) argue that job performance feedback is essential for development, performance improvement, and

goal setting because it guides, motivates, reinforces effective behavior, and identifies and reduces ineffective behavior. However, recipients may be defensive and dismissive of feedback, particularly negative feedback. Due to these negative reactions, managers and leaders may delay or distort feedback and are often reluctant to provide critical assessments. Chawla et al. (2016) noted that staff members disliked and dismissed performance feedback. Meanwhile, supervisors are hesitant to give tough feedback, resulting in organizations not implementing research findings on improving feedback processes. They contend that discarding performance ratings on these grounds is effectively throwing out the baby with the bathwater. Instead, they advocate for enhancing the delivery and receptivity of feedback.

Aguinis (2013) advises supervisors to regularly offer staff feedback on progression toward goals and coaching to improve performance, certainly before the review cycle is over. In the same manner, the staff are also encouraged to solicit performance feedback and coaching from the supervisor before the performance review cycle is over. Chawla et al. (2016) agree with Aguinis' position and state that the best performance management involves regular, ongoing communication with employees by focusing on feedback receptivity because continuous feedback is more likely to change employee behaviors.

Performance Rewarding

Aguinis (2013) advises organizations to move away from more traditional reward systems based mainly on seniority by establishing clear links between performance management and other functions, such as training, because when such links have been established, employees are more likely to see the benefits of the performance management system and believe that the system is fair. He proffers full or partial payment based on performance, where individuals are rewarded based on how

well they perform on the job. Mollel et al. (2017) argue that reward serves as the most motivating factor that can propel organizations to stimulate their employees' productivity, without which the quality and quantity of services offered by an organization may not be realized. When the performance management system has a direct relationship with the reward system, performance measurement and performance improvement are taken more seriously. In other words, performance pay plans require organizations to define effective performance clearly and to identify the factors that are likely to lead to effective performance.

Aguinis (2013) holds that when a performance pay plan is implemented, organizations must clearly define what is expected of employees, specify the specific behaviors or results that will be rewarded, and outline how employees can achieve these behaviors or results. This, in and of itself, serves an important communication goal because supervisors and employees can understand what matters. Cappelli and Conyon (2018) maintain the relevance of performance appraisal and feedback, which results in diverse rewards. They, however, note that the most important reward is pay increases or merit pay. Kampkötter (2017) confirms that feedback is significant because it may signal to employees that their supervisors and the organization value them, but he maintains that the feedback incidence should translate to economic relevance, as it is the economic value of the feedback that is a predictor of productivity.

Performance Improvement Plan

At the end of the feedback, managers should reach an agreement with each staff member on the result of the analysis, which enables the staff member to understand how they are performing. The area of improvement and expected future performance is recorded in a performance agreement and review, which will serve as a working document and be regularly used by managers and individuals as a reference for

performance objectives, monitoring progress, and the next cycle of review. Armstrong (2006) observes that after feedback, the staff benefits from the exercise by specifically knowing the where and how of improvement, and the opportunity to do so at the workplace through coaching. He notes that it is incumbent upon the employee to have the will to improve in order to follow the learning process. In addition to the employee benefiting from coaching and work experience, there may also be an opportunity for formal, specific training to address a capacity need. When the improvement plan has been sufficiently implemented, the cycle of goal setting, appraisal, feedback, reward, and improvement plan is repeated.

Performance Management and the Church

Although some scholars find performance management foreign and incompatible with the divine calling (Lin, 2017; Yahanpath, et al, 2018), Roberts (2015) disagrees with that opinion and asserts that the concept of accountability is central to the Christian worldview. For instance, he argues that one day we all must stand before the Lord and give an account of how we lived our lives. He asserts that this is a truly comprehensive and holistic performance appraisal of both our natural and spiritual job descriptions. Roberts advises that there should be transparency and involvement of the affected in the decision-making process for an ethically accurate rating. Mathenge and Maina (2015) also maintain Robert's view and state that, in contrast, the church is not a profit-making organization; it has a stewardship responsibility to ensure that all its resources are used effectively, especially human resources.

Yahanpath et al. (2018) also observe that in recent decades, churches have come under pressure from members and the community to account for their activities, and this requires churches to report on their operations and performance. In addition to the demands from members of the church and community, activity accountability is a

compliance requirement from central and local governments, which in some way is eroding the privileged position of churches. Anastacio (2016) asserts that the primary focus of faith-based institutions is making disciples for Christ, in addition to other social interventions. Based on this background, there is a need for an integrated strategic management system to manage, monitor, control, and measure the extent of implementation of their strategic plans.

While the subject of performance management is important in the church, Lin (2017) and (Yahanpath et al., 2018) caution that it is perilous to directly equate the church and business field and apply management principles used in business without proper contextualizing to the church's uniqueness. The argument is that, contrary to the business pursuit, the main focus of the church is being a missionary to the lost world to restore mankind to God (Wulandari, 2019). As a matter of illustration, it is imprudent to call the believers and members of a church, customers in the terminology of the profit-making sector because it runs contrary to more theological perspectives of the baptized as fellow disciples and evangelical witnesses of the church rather than its customers (Lin, 2017). Lin identifies differences between church objectives and those of secular institutions as incongruent, similarly distinguishing the ethical values of the church as not a major concern in the business sector.

According to Owusu (2016), people working in the church believe that God, an all-powerful being, observes their actions, thereby shaping their morality. This belief in fearing God and loving human beings plays a role in the personal values of organizational officers as they carry out their secular roles of service delivery and accountability. In discussing accountability, Oosthuizen (2016) maintains that accountability ensures that evaluation and control can be applied more frequently across the organization, and emphasizes that accountability is a one-person responsibility. He

reasons that people must be held accountable individually for their work and efforts within the organization; therefore, managers who implement evaluative accountability within an organization must make sure that people know and understand what they are accountable for. Regarding the church, he argues that although the church as an organization must strive to encourage more people to take responsibility for its mission, it should also foster a culture of accountability, where there is clarity about who is responsible for what and who is being held accountable.

While performance management has been proven to enhance employee performance, certain disadvantages have also been observed. For instance, if organizations do not pay employees according to their performance, it demotivates them from exerting more effort to do better. Employees can be highly motivated if they are appropriately rewarded with tangible and non-tangible rewards. Sometimes, when performance management is not conducted correctly, it can affect the relationships between the appraiser and the appraisee. This may even be worse if the feedback is given improperly in a way that affects the employees' self-esteem. Feedback should be given in a manner that shows respect to the individuals to whom it is given. This may also cause some employees to leave the organization either physically or psychologically. Furthermore, the process of performance management requires significant resources in terms of time, money, and personnel.

Clergy Effectiveness

When clergy fulfill the prescribed roles and responsibilities associated with their pastoral office, it leads to effective clergy and pastoral leadership. This is a critical factor in the success of pastoral work in every church organization, especially at the congregational level. Pastoral or clerical effectiveness is essential for ensuring that Christians maintain their faith in God and their commitment to the Great Commission

and the Great Commandment. Therefore, this places clergy in a central position to help Christians embrace their faith and commit to the divine demands of their beliefs. With the leadership of pastors serving as transformational leaders, congregants and the communities where churches are located can be inspired to engage in building a Christian community, leading each person closer to the kingdom of God (Alapo, 2018).

Some scholars such as da Silva et al. (2021) opine that pastoral effectiveness can be influenced by transformational leadership. In general terms, when a person in a position of leadership influences the followers to perform their roles with positive organizational outcomes it is referred to as leadership effectiveness (Madanchian et al., 2017). Some of the outcomes include the performance of the leader's organizational unit, the leader's ability to act innovatively, the followers' satisfaction and commitment, and the leader's promotion to higher levels in the organization. Additional outcomes include; increased commitment and performance of subordinates to organizational goals, willingness of subordinates to take on additional responsibilities, improved decision making and commitment of subordinates to decisions made, and improved group performance.

From the business perspective, effectiveness means setting the right goals and objectives and ensuring that they are properly accomplished by doing the right things, which is then measured by comparing the achieved results with target objectives (Franceschini et al., 2019). Effectiveness can also be defined as the level of quality with which a task or process is carried out, ultimately leading to higher overall business performance (Mukwakungu et al., 2018). According to Kouzes and Posner (2012), a leader is said to be effective when the leader models the way for others, inspires a shared vision, challenges the status quo and processes, empowers and enables others to act by fostering collaboration and building spirited teams, and encourages members of the

team and celebrating their achievements. Kouzes and Posner's description of an effective leader is comprehensive to include what leaders do and their behaviors to enhance followers' performance.

Beri and Aibu (2019) stated that the success of any organization depends on how effective the leader of that organization is. Solomon (2017) defines effective leadership as the ability of a leader to mobilize and influence followers. He argues that effectiveness should be attributed to a leader's characteristics rather than to circumstances which are beyond anyone's control and cannot be quantified. Similarly, Kelvin (2018) opines that leadership effectiveness involves the development of a collective sense of goals, instilling in others work activities, which contribute to the achievement of the organizational vision. This idea is also supported by Zeb et al. (2018) who argue that the cardinal responsibility of an effective leader should be the development of strategic vision and planning.

Components of Clergy Effectiveness

The challenge of measuring clergy effectiveness persists, and there is no agreed-upon instrument for measurement. While the lack of measurement instruments for clergy effectiveness is a reality, and there is not a universally agreed-upon definition and measure of clergy effectiveness, there are, however, some themes that emerge when studying how pastors evaluate themselves and how those in authority over pastors evaluate them (Myers, 2017). In an attempt to measure clergy effectiveness, certain scholars have categorized it into objective and congregational outcomes (McKenna & Eckard, 2009) as cited in Myers, (2017). Objective outcomes include measures such as attendance, financial numbers, conversions, achievement of church and denominational targets, and the extent to which the congregation members actively volunteer and serve.

Congregational outcomes include spiritual development, congregational and staff health, and morale.

In this study, we adopted the Lewis Pastoral Leadership Inventory (LPLI), which was used by Ford (2015). First, the LPLI tool encompasses the areas and sub-areas of character, including spiritual authenticity, integrity, and the wholeness of a leader. Secondly, LPLI assesses a leader's competence in areas such as knowledge, ministry skills, relational skills, professional judgment, strategic discernment, and accountability. Thirdly, the LPLI examines the contributions of a leader in congregational vision, team building, new discipleship, growing discipleship, and discipleship in service. This tool is adopted because it is simple and summarizes major themes in a manageable manner. Below, each component is discussed in detail.

Character

Leadership effectiveness is fundamentally predicated on character. Character is the ethical and moral dimensions that shape a leader's decisions, relationships, and legacy. This is supported by empirical studies that reinforce the premise that character is the foundation of sustainable influence and organizational integrity. Organizations need leaders who lead with purpose, values, and integrity; leaders who build enduring organizations, motivate their employees to provide superior customer service, and create long-term value for shareholders (Avolio & Gardner, 2005). Character builds trust and credibility, fosters ethical decision-making, and promotes organizational integrity; it enhances influence and motivation, encourages accountability and resilience in leadership, shapes organizational culture, and can sustain long-term success.

Character is doing the right thing despite outside pressure, and it is an essential leadership attribute that is seen as “moral excellence,” defining who we are on the inside

(Sarros et al., 2008). It is critically crucial since integrity and ethics are central to leadership roles, and such leaders are recognized as the “ethical role models” for others and the organization (Grahek et al., 2010). Some countries have begun to incorporate character development courses into their national curricula.

Recently, a study was conducted in Indonesia to examine the crucial role of character education in fostering religious moderation among the millennial generation, particularly in the context of increasingly polarized religious discourse (Shofwan, 2025). The research investigated how character education can serve as a foundation for developing wisdom and moral leadership among millennials. The findings reveal that character education, which emphasizes critical thinking, empathy, cultural awareness, and ethical reasoning, significantly contributes to religious moderation.

India and Indonesia recognize that human character is what makes them wiser and independent; therefore, character education is strategically integrated into their education system (Yuliana et al., 2021). In Indonesia, one of the national development programs' priorities is to realize an innovative, comprehensive, competitive, and dignified Indonesian person through the implementation of character education. Intelligent comprehension includes spiritual, emotional, social, intellectual, and kinesthetic intelligence. This deliberate strategy to develop the character of citizens is a testament to the importance of character in a human being's life.

Leadership should not only focus on profits but also incorporate the moral aspect. In this course, Burns (1978) advanced the perspective of “the structure of moral leadership,” which laid the groundwork for several influential leadership theories that attempted to integrate ethical constructs, including transformational, servant, and spiritual leadership theories. These theories discuss overlapping elements of ethical leadership and contemporary leadership theories.

Lack of leaders with character in both religious and corporate realms has called for the growing need for authentic leadership because of the upswing of worldwide corporate scandals and crises (Söderlund & Wennerholm, 2021). The corporate scandals and crises have created a higher demand for new leadership styles that restore trust and accountability among leaders.

About the character, the Bible emphatically exhorts all believers to bolster their faith with a generous provision of moral excellence. For if a believer has these qualities in increasing measure, he or she will be kept away from being ineffective and unproductive in knowledge of our Lord Jesus Christ (New King James Version, Holy Bible, 1983, 2 Peter 1:5, 8). Character reveals who a leader is, as demonstrated by spiritual authenticity, integrity, and wholeness (Ford, 2015). Clergy with good character always practice self-discipline and maintain appropriate boundaries with anything that may negatively affect their reputation. The qualities of a clergy as outlined by Paul in New King James Version, Holy Bible, 1983, 1 Tim 3:1-5, 6-10 all speak of character, except verse 6, which talks of competence. Compared to New King James Version, Holy Bible, 1983, Tit 1: 6-9, the similarity is overwhelming and reinforces the fact that character is an essential component in clergy effectiveness. These leaders are honest and demonstrate a personal faith in Jesus Christ. While teaching his disciples, as reported in the Gospel of Matthew, 7:15-23 (NKJV), Jesus warns them of false leaders who are hypocrites, whose fruits (character) shall expose them.

Character is also observed in the ethical and moral life of a leader, as observed by Winston (2021). As the most important virtue for leaders, it enables leaders to behave in a manner consistent with their espoused values, thereby increasing the leader's credibility. An ethical leader is an effective role model who embodies values of honesty, integrity, and highly ethical behavior, thereby influencing their followers'

perception of them. In their study, Shahid and Muchiri (2019) reported a direct relationship between psychological capital, organizational virtuousness, and employee job performance and thriving. Molero (2016) upholds that leaders of character are intrinsically trustworthy and naturally develop followers. They embody transparency, reliability, trust, and ethics, promoting positive attitudes and behaviors among employees, which in turn contribute to enhanced group and organizational performance.

Sosik et al. (2020) explain that character represents flexible traits, perception, affect, and behavior, which, if good, represent a willing pursuit of principled habits of excellence in morality, concern for others, social interaction, spirituality, and self-respect, over the innate flaws associated with the human condition. Munroe (2014) asserts emphatically that people gain a legitimate right to lead others because of their character, since, without character, the source of leadership is untrustworthy. He cautions that no one has the right to lead if they are devoid of trust. Therefore, it is inappropriate for such people to ask others to follow them. Munroe reasons that character is built over time and yields integrity, which is the integration of one's thoughts, words, and actions. Sosik et al. (2020) agree with Munroe that character is built over time and, consequently, is central to what constitutes the habitual practices of leaders and followers, as well as their effects on organizations. Character is transmissible from leader to followers and is a determinant factor in leaders mobilizing followers towards a common goal. Therefore, while leaders verbalize the virtues of good character, they must also demonstrate it through their actions and model their development for their followers.

Murray et al. (2019) categorize character into four aspects: moral, performance, intellectual, and civic. They explain that moral character is the relational aspect, often

involving how people treat and relate to others, as demonstrated by compassion for others, integrity, and honesty. Meanwhile, performance character is about that which has to do with excellence, as observed in how well people do whatever they attempt to do. This aspect of character is seen in grit, perseverance, fortitude, and an ethic of craftsmanship. The intellectual aspect of character is that which has to do with the pursuit of truth and knowledge, manifested in intellectual courage and open-mindedness. The aspect of civic character encompasses virtues that support effective participation in the public sphere, including demonstrated tolerance and a sense of social responsibility.

Widyatmoko et al. (2020) studied the importance of the lead character in an organization that has an impact on human resources development. They concluded that the character of a leader is an essential factor in developing human resource competence and quality, because a leader with good character influences the quality of human resources. Leaders with good character manage and ensure the quality development of human resources and improvement of performance because they are exemplary, spiritual, and ethical.

Brooks et al. (2019) recognized the global outcry for leaders with character, and they desired to respond to this need by exploring whether character formation is possible in universities. They note that thoughtful engagement with diversity can aid leadership and character development rather than impede it.

Competence

The dimension of competence should be viewed from what the Bible says. For instance, in New King James Version, Holy Bible, 1983, Proverbs 22:29, the Bible states. Do you see someone skilled in their work? They will serve before kings; they will not serve before officials of low rank. And 2 Corinthians 3:6 says, He has made us

competent as ministers of a new covenant, not of the letter but of the Spirit; for the letter kills, but the Spirit gives life. The dimension of competence examines knowledge, ministry skills, relational skills, professional judgments, strategic discernment, and accountability. Fowler (2018) observes that currently, membership numbers are dwindling for religious organizations because of incompetent leadership which impacts congregational health and accelerates membership decline.

The competence of clergy is seen in the passion for biblical knowledge and authority. This is expressed in the clergy's Bible scholarship demonstrated in good expository inspired teaching and effective discipleship of believers through the word of God (Fowler, 2018). A competent clergy is a visionary leader, has good organizational skills, develops his staff, and sets an example in evangelism and personal development. Furthermore, a competent clergy possesses intellectual skills that enhance thinking, strategic planning, and problem-solving skills (Krispin, 2020).

Competent clergies are consistent and are high-performing executives to establish and maintain their credibility. Church leaders who are excellent in executing tasks and realizing results will always hold a key leadership role because they are experts at driving results. People easily notice a performance gap but in the event of increased performance, it is usually quite visible and can have far-reaching beneficial effects throughout the church or denomination and beyond. These clergies are biblically and theologically integrated. They are emotionally and spiritually healthy, constructively leading, missionary minded, collaboratively engaged and continuously learning (Moran, 2005).

Contribution

Contribution is the accomplishments of the clergy for the congregation and the denomination in terms of planned goals and objectives. This included impact on the

congregational vision, team building, and growing disciples in service. Attendance, financial numbers, conversions, achievement of church and denominational targets, and the extent to which the congregation members actively volunteer and serve. Congregational outcomes include spiritual development, the health of the congregation and its staff, and morale. These contributions can be summarized into missions, financial growth in the congregation, and spiritual maturity for the congregation.

Missions involve preaching and evangelism, which result in an increase in membership, attendance, and the formation of new congregations. This concern is accurately described by Manning (2017), who states that modern churches in decline and those that have plateaued must engage in serious dialogue concerning their attitude, actions, and lack of passion regarding Christ's Great Commission. He observed that Pentecostal leaders must challenge their congregations to live as witnesses who carry a message of hope in the power and strength of the Holy Spirit, whether in persecution or peaceful times. The leaders of this contemporary church should be intentional and persistent in being a missional church, driven by a passion for winning the lost and seeing God's kingdom expand. According to Dreyer (2016), the primary reason for the church's existence is found in the Great Commission, which calls us to witness to the world of a reconciling God. Regardless of changing times, for instance, during the COVID-19 Pandemic, the church must always be active in carrying out God's mission in our new normal (Zandroto, 2021).

The second aspect of congregational outcome is financial growth. Financial growth is exhibited in the increase in church income. There will be an increase in tithes and offerings, as well as an increase in gifts and donations, supporting missions and church projects, and meeting the budget as forecast. According to Yahanpath et al. (2018), negative revenue growth can be attributed to poor management and leadership

skills and requires competent administrative attention. Financial growth increases the support for missions, charity, administration, and infrastructural development (Alawode, 2020).

The congregation's outcome is also reflected in the spiritual growth of its members. Spiritual growth is evident when members lead a transformed life, one that differs significantly from their previous way of living. It is also characterized by love, care, and unity among the members of the congregation. Additionally, church members enjoy cooperative worship and actively participate in various church activities, including outreaches, conferences, seminars, Sunday services, and other weekly services. The King James Version, Holy Bible, 1983, Ephesians 4:11-15, states that the purpose of the gifts, such as Apostles, Prophets, Evangelists, Pastors, and Teachers, is to equip the saints for ministry and to become mature and perfect, to the full measure of Christ Himself. Spiritual maturity is seen in the unity and purity of the congregation and participation in the ministry of their local church King James Version, Holy Bible, 1983, 1 Cor 12; Rom 12; 2 Cor 5:17; 1 Peter 2:1-3. 2).

Congregational outcomes should also be seen in nurturing other leaders. Effective clergy are observed in the manner in which the congregation members actively volunteer and serve. As previously mentioned, the function of a Pastor is to equip the members of the congregation for works of service, as stated in the King James Version of the Holy Bible (1983), Ephesians 4:11-15. The King James Version, Holy Bible, 1983, Exodus 18:19-26 narrates a conversation between Jethro and Moses, in which Jethro advises Moses to appoint able people and train them to help him judge matters among the children of Israel, while he reserves himself for handling complex cases. In that manner, there will be effective and timely disposal of cases. This advice resonates with Apostle Paul's guidance to Timothy (2 Tim 2:2) to entrust the gospel

teaching to faithful people who will pass it on to other trusted individuals, who will in turn pass it on to reliable people who will also teach it to others.

Another congregation outcome expected of clergy is meeting denominational and congregational goals. Awuku and Ohemeng (2019) observe that the church should adopt and implement effective managerial practices of planning, and objectives that lay down a viable functional schedule for a given period to realize the church's needs. When a church implements its planned objectives, which reflect the church's and denominational vision, mission, and beliefs, it will result in sustained spiritual nourishment and growth of individual congregations, consequently spreading the gospel as intended.

Transformational Leadership and Clergy Effectiveness

Several studies have been conducted in business and religious contexts, linking transformational leadership to the effectiveness of staff and clergy. For instance, in a study to find the relationship between transformational leadership characteristics and effectiveness in the construction companies in Erbil in Northern Cyprus, Anwar and Balcioglu (2016) found out that transformational leadership, especially the element of idealized influence, enhances followers' effectiveness by inspiring behaviors and attitudes among workers to improve organizational outcomes and to increase the level of job satisfaction.

Equally, a study was conducted by Top, et al. (2020) to investigate transformational leadership effects on employee performance in the Kurdistan region of Iraq. The study found that transformational leadership has a significant impact on employee performance. A conceptual review on the impact of leadership style on employee performance was conducted by Udovita (2020) and concluded that the transformational leadership style has a positive impact on employee performance.

Another study was conducted by Carla (2017) to investigate leadership strategies and employee performance within small businesses in the United States workforce and economy. The researcher reported that small business managers may improve employee performance by adopting the transformational leadership approach, particularly when employee encouragement, managerial experience, and adaptability are present. All these studies were conducted in a corporate context focused on profit-making, rather than in Uganda and the church. This necessitates a suitable study to be conducted in Uganda to address the current situation within the context of the clergy of the Pentecostal Assemblies of God in Uganda.

In the church context, Dawkins (2011) conducted a study in the USA to investigate the contribution of transformational leadership to the effectiveness of congregationally formed Faith-Based Community Development Corporations. He reported that transformational leadership has a strong relationship with senior pastors' motivation and follower outcomes, resulting in organizational effectiveness. Another study, conducted by Carter (2009) in the USA, examined transformational leadership and the effectiveness of pastoral leaders. The results indicated that the transformational leadership style showed significant correlations with pastoral leader effectiveness, especially the dimension of individual consideration. All the cited studies were conducted in countries outside Uganda, and various variables left contextual and conceptual gaps. Notably, the studies were conducted quite some years ago and require recent knowledge on the matter.

In a recent study in the Saint Antonio Parish, Motael, Dili, by da Silva et al. (2021) to examine and analyze the influence of transformational leadership and lay participation on pastoral effectiveness it was found that transformational leadership and lay participation indeed have a significant and positive influence on pastoral

effectiveness. The study also reported that transformational leadership has a significant impact on lay participation and pastoral effectiveness. This study shares similarities with the current study in that it was conducted in a church setting; however, it also differs in that it took place in a Roman Catholic Church in a different country, creating a contextual gap that this study aimed to address. The variables in the study are also different because the study examined transformational leadership and lay participation. In this study, the variables are transformational leadership, performance management, and clergy effectiveness. The context is Africa, Uganda, in a Pentecostal Assemblies of God congregation.

A study conducted in the USA by Allen (2017) explored how pastoral transformational leadership influences a church's decision to become a provider of human services among African American pastors and churches. The research report reveals that the transformational pastor has a significant influence on all aspects of the church's human service initiatives, playing a crucial role in determining whether the church becomes involved in these initiatives and whether they remain engaged throughout the initiation, implementation, and sustainability phases. This study shares one variable with this study, and that is the variable of transformational leadership. However, although this study was conducted in a church setting, it focused solely on social service provision, thus leaving a conceptual and contextual gap that this study aimed to fill.

Mahdinezhad et al. (2019) investigated the moderating role of emotional intelligence on the correlation between job performance and transformational leadership style. The study was conducted at three Malaysian universities: Universiti Kebangsaan Malaysia, Universiti Malaya, and Multimedia University, which included 196 academic leaders as respondents. To examine the direction of the correlation

between transformational leadership style and job performance, the researcher employed descriptive statistics. Results revealed a positive correlation between transformational leadership style and job performance, and that the moderator variable of emotional intelligence did not affect the correlation between job performance and the predictor.

This study was conducted in Malaysia in a University setting. The context, target population, and variables in this study are different from those in the current study. The target population in this study consisted of academic leaders in a university setting. The variables examined in this study were emotional intelligence, transformational leadership, and job performance, which differ from the variables in this study. This leaves contextual and conceptual gaps, which this study sought to fill.

Another study by Baig et al. (2021) aimed to investigate the most effective leadership style that enhances employees' performance in the workplace among textile sector workers in Pakistan, particularly in Faisalabad. It also evaluated the impact of various leadership styles, including laissez-faire leadership, transformational leadership, and transactional leadership. The study examined the moderating role of positive psychological capital in investigating the relationship between leadership styles and employee performance. The study employed a quantitative research technique and targeted lower- to middle-level managers in the textile sector.

The findings of this study show that transformational leadership has a significant positive effect on employee performance, while laissez-faire leadership has a significant but negative effect. However, the moderating role of psychological capital renders this relationship statistically insignificant. Additionally, transactional leadership has no significant effect on employee performance when psychological capital is included as a moderator, and the relationship between leadership style and

performance becomes significantly positive. This study differs from previous research in its context, concept, and methodology. It was conducted in Pakistan within a business setting, using different variables and a quantitative approach. In contrast, the current study took place in a church setting in Africa, specifically Uganda, with different variables.

Amoah-Mensah and Darkwa (2018) conducted a study based on Contingency Theory to investigate the relationship between the leadership styles of owner-managers of small sawmills in the Sokoban Wood Village, Kumasi, Ghana. The researchers opined that the leadership styles of owner-managers influence the performance of their employees. The study targeted a population of 315 employees from 63 sawmills, utilizing a quantitative research methodology. An interview approach was used to collect data. The study reported that the transformational leadership style of owner-managers has a positive influence on employees' output. The study also demonstrated that age does not moderate the relationship between the leadership styles of owner-managers and employees' output, employees' error reduction, and employees' performance. Furthermore, the experience of owner-managers does not moderate the relationship between their leadership styles and employees' output, error reduction, and performance.

This study leaves gaps in theoretical, contextual, methodological, and conceptual areas because it was conducted in Ghana within a business setting, employed a quantitative approach, and utilized Contingency Theory. However, the current study was conducted in a church setting in Uganda, using a mixed-methods approach and grounded in Transformational Leadership Theory.

Azegele et al. (2021) sought to establish the moderating effect of leadership style on the relationship between corporate governance and the organizational

performance of insurance companies in Kenya. The study was grounded on the positivistic philosophical foundation, where quantitative data was used. A cross-sectional survey design was adopted, and primary data were collected using questionnaires from a population of 52 insurance companies in Kenya as of December 2017. The census method was used to obtain the number of senior management, including a Chief Executive Officer (CEO) and Human Resource Managers, from each insurance company. Two general employees were selected from each of the 52 insurance companies, totaling 104. The findings indicated that the transformational leadership style has a significant moderating effect on the relationship between corporate governance and the organizational performance of insurance companies in Kenya. The paradigms, target population, and variables in the previous study differ from those in the current study. This leaves a philosophical, methodological, and contextual gap. This study was quantitative, in an insurance company and using a cross-sectional design in Kenya. The study was conducted in a church, utilizing various variables that targeted clergy in Uganda with a pragmatic approach.

However, certain scholars such as Brooks (2018) think that church growth is not necessarily the product of transformational leadership, but could be a combination of several factors, such as cultural factors, church location, membership age, church life cycles, and excessive inward focus. He drew this conclusion after examining the relationship between transformational leadership practices of pastors and church growth in the Assemblies of God Churches in Tennessee. Brooks concluded that no relationship was found between transformational leadership among pastors and either church growth or the lack thereof. Therefore, the study's results implied that church attendance and employee turnover have different causes, such as liberalism and other forms of leadership, including servant leadership and authentic leadership. The study

suggests that conservative and stricter congregations tend to maintain higher attendance levels and exhibit greater engagement.

Another scholar with a related conclusion is Chaisson (2021). This scholar conducted a study to find the correlation between transformational leadership behavior and the spiritual growth of congregants from multicultural churches of Christ in the United States. His findings indicate that there is no statistically significant correlation between the transformational leadership behaviors of church leaders and the spiritual maturity of their congregants.

Nevertheless, several studies have yielded results that demonstrate the significance of transformational leadership in enhancing organizational effectiveness. For instance, Løvaas et al.(2020) affirm a positive relationship between intrinsic motivation and innovation in religious organizations with transformational leadership. Similarly, Scroggins (2019) found a statistically significant positive relationship between transformational leadership and mentorship effectiveness in the African American Pentecostal Church. Other scholars such as (Allen, 2017; Corley, 2018; Gregory, 2019; Keita, 2019; Nyakundi & Ayako, 2020) affirm that transformational leadership can bring a positive transformation in the church. Many scholars affirm the appropriateness of transformational leadership because such leaders are effective, they make the church healthy, they are trusted by their followers, who reciprocate by trusting the church, and showing affective commitment (Carter, 2009; Rowold, 2008; Scuderi, 2010, 2014). This study examined empirical studies related to the study objectives to investigate whether transformational leadership, moderated by performance management, can have a positive impact on clergy effectiveness in PAG Uganda.

Idealized Influence and Clergy Effectiveness

In this study, the idealized influence of transformational leadership was important because this component of transformational leadership affects the performance of senior leaders in organizations and helps explain effective leadership behaviors that the church leaders can apply to enhance performance improvement strategies and consequently the performance of the church organization (Njiraini et al., 2017). Additionally, idealized influence was important in this study because it explains how church leaders influence their subordinates by designing ministries according to organizational needs and being good role models; thereby, evoking motivation resulting in high performance among those they lead (Chebon et al., 2019).

Gregory (2019) defined idealized influence, as the ability of the clergy to positively and purposely influence the behavior of their congregants by demonstrating a high level of integrity in their behavior, thereby influencing the direction the local church takes. Idealized influence is the charisma factor which pastors hold to draw members to them and is fueled by respect congregants have for their demonstrated character. This component of transformational leadership draws followers to admire, trust, and respect a leader as they view their leader as role models with strong persistent determination and want to emulate them (Allen, 2017b).

A phenomenological single case study was conducted by Luemper (2016) on a large public university in the southwest region of the US. The study aimed at exploring the perception and utilization of transformational leadership by academic advising administrators especially the two tenets of idealized influence and inspirational motivation. In regard to idealized influence, the study revealed that the participants were role models and had unconditional positive regard for their followers. The participants exemplified willingness to give trust, allow autonomy, provide

empowerment and develop their staff members. Since the participants had positive regard for their followers, it influenced their performance positively, stimulating them to work harder, complete projects successfully and achieve more. Their followers also desired to become leaders themselves and to develop and grow personally and professionally. By providing these opportunities, employees are happier and more productive. That study was qualitative phenomenological study which is methodologically different from the current study which is a mixed methods study. While the study was conducted in the USA in the University, this study was conducted in Uganda among the clergy, therefore filling the contextual gap.

Vale (2019) investigated independent programmatic leadership activity variables that showed the most robust correlation to higher transformational leadership scores in the Association of Related Churches (ARC) ministry students located at Southeastern University regional campuses in Florida. The quantitative study used a Multifactor Leadership Questionnaire (MLQ) as the instrument. The researcher intended to recognize which variables have the strongest correlation to higher transformational leadership to help regional campus directors and pastors better understand how to develop future church leaders in their programs. The study found that idealized influence attribution represented the most robust correlation within transformational leadership. The predictive effect for the domain of idealized influence was considered to approximate a large effect. This study was conducted in the USA and targeted ministry students in a university. The study design was quantitative. In contrast to this study, there is a methodological and contextual gap since this study targeted the clergy in PAG in Uganda. There is also a difference in the variables; therefore, creating a conceptual gap.

At the regional level, a study was conducted by Chebon et al. (2019) to investigate the influence of transformational leadership on employee performance particularly the components of inspirational motivation and idealized influence deriving data from the Moi Teaching and Referral Hospital (MTRH) in Kenya. The research used a descriptive research design and targeted a population comprised of 3,739 employees of MTRH (18 staff from top management; 110 employees from middle-level management and 3611 employees from the operational level). The study reported that, the component of idealized influence significantly influenced employee performance as it found out that employees were proud to be associated with the supervisors who also designed performance requirements according to the organization's needs. The study also revealed that supervisors with idealized influence were also regarded as good role models in influencing the high quality of service among employees and encouraged employees' participation in decision-making. The difference observed in this study in contrast with the current study is in the context. The current study was conducted among the clergy in Uganda while the foregoing study was conducted in Kenya at MTRH. Again, the methodology differs in that this study used mixed methods while the former study was quantitative.

Another study was conducted by Ngaithe et al. (2016) to examine the influence of idealized influence and inspirational motivation on staff performance in State Owned Enterprises (SOE) in Kenya. The study was anchored on positivist research philosophy and a descriptive research design was used. A stratified random sampling technique was used to select a sample of 163 senior managers from the target population of 275 senior managers. Data was collected using a structured questionnaire from the selected members of the top management team in SOEs. The study found that idealized influence was positively and significantly correlated with staff performance and

revealed that idealized influence significantly predicted and increased staff performance in SOEs in Kenya. The differences between this study and the instant one is methodological, philosophical, and contextual. The study conducted on the SOE was quantitatively guided by positivist philosophy in a business context in Kenya while the current one was a mixed methods approach underpinned by pragmatic philosophy in a church context in Uganda.

Another study was carried out by Njiraini, et al (2017) to determine the effect of idealized influence and inspirational motivation of the Chief Executive Officer (CEO) on the performance of senior managers in the private sector in Kenya. The study adopted the positivist research philosophy and descriptive correlational research design and a population of 984 senior managers reporting to the CEOs of 183 private sector companies under the umbrella of the Kenya Private Sector Alliance (KEPSA). A sample size of 284 was drawn using stratified random sampling, and data was collected using structured questionnaires. The study reported that the CEO's idealized influence significantly predicted the performance of senior managers. In the study, it emerged that idealized influence, contributes to 71.1% significantly predicted performance of senior managers. This study left a methodological gap in comparison to the recent study. Also, there is contextual and design difference vis a vi the current study which was conducted in Uganda among the clergy.

Whereas the charismatic nature of idealized influence is hailed for the ability to inspire followers to perform for the good of the organization, some scholars (Zhang et al., 2020) view this aspect of charisma as a tool for the manipulation of staff, which drives them to unethical pro organizational behavior such as lying and cooking figures to please the leader. This behavior will end up being detrimental to the organization in the long run. Tokbaeva (2021) opines that idealized influence eliminates divergent

voices by creating loyal supporters and eliminating dissenters, consequently leading to resentment of followers. When followers realize that their leader detests questioning, they resort to being 'yes' people but internally feel resentful. Since the leader is surrounded by sycophants, they become self-confident and narcissistic which consequently leads to dictatorial tendencies (Tokbaeva, 2021). Followers gradually stop being creative and innovative which results in poor performance of individuals and organizations. In the same way, Behr (2021) argues that some charismatic individuals view themselves as so powerful resulting in deceptive self-confidence which gradually leads to the development of persecutory ideas when they meet with opposition.

Nevertheless, all the negative components of charisma notwithstanding, many scholars still find the positive aspect of charisma in organizational performance. For instance, Behr (2021) found out that charisma enhances organizational citizenship behavior, organizational commitment, and employee performance. Ansar et al., (2016) hold that charisma is an appropriate component of leadership that promotes individual and organizational effectiveness. Charismatic components of transformational leadership positively influence followers attitude toward the change process (Tawwq, 2022).

In cognizance of the studies carried out on idealized influence and its positive impacts on individual and organizational performance, there is a need to examine the influence of individualized influence in the context of PAG in Uganda. Most of the cited studies that examined idealized influence were done in a non-church context outside Uganda, therefore, making it prudent to do a study in the Ugandan context, particularly within the PAG church context.

Inspirational Motivation and Clergy Effectiveness

The component of inspirational motivation of transformational leadership was significant in this study because it enables clergy to inspire their congregations causing them to willingly follow the pastor into new and uncharted waters (Gregory, 2019). This dimension is often displayed in the language a pastor uses to communicate with their followers, both the words spoken, and by the emotional content in which they are relayed. This component enables a church leader to cast and communicate vision clearly in a manner that arouses commitment to the forecast future with enthusiasm. Furthermore, this element arouses motivation from the followers who then exert enormous energy to accomplish tasks that may lead to the realization of the organizational vision.

Several studies have been carried out to examine the impact of inspirational motivation on employees and organizations. A phenomenological single case study was conducted by Luemper (2016) on a large public university in the southwest region of the US and participated in semi-structured interviews. The study aimed to explore the perception and utilization of transformational leadership by academic advising administrators, especially the two tenets of idealized influence and inspirational motivation. The component of inspirational motivation enabled the participants to provide a clear vision, challenges, support, and opportunities to develop their followers. Through inspirational motivation, the participants empowered their subordinates to work toward the set goals in the best manner, rather than dictating every step to be followed, micromanaging, and defining every task in the leader's terms. The participants exercised inspirational motivation to empower their followers giving followers autonomy but giving it with reason and interest in what was delegated. This resulted in working together as a happy and high-achieving team that successfully

reached the goals that were communicated by the leader; thereby, contributing to the overarching mission of the institution. This study has a contextual difference from the previous study because it was conducted in a university setting in the USA while this study was conducted among the clergy in the PAG church in Uganda.

A study was conducted in the Vietnam tourism industry by Vinh et al.(2022). The objective of the study was to investigate the relationship between transformation leadership, job satisfaction, and employee motivation in the Vietnam tourism industry. In the study, data were collected from 207 respondents from different organizations related to the tourism industry, and then partial least squares structural equation modeling (PLS-SEM) was employed for the analysis. The findings indicate that the paths between inspirational communication, personal recognition, supportive leadership, vision, and job satisfaction are highly significant. This study has a contextual and methodological difference from the previous study. The variables of job satisfaction and employee motivation are quite different from the variables of performance management and clergy effectiveness which are the variables in this study. This, therefore, creates a conceptual gap that the current study sought to fill.

One study was conducted by Chebon et al.(2019) to investigate the influence of transformational leadership on employee performance, particularly the components of inspirational motivation and idealized influence deriving evidence from the Moi Teaching and Referral Hospital (MTRH) in Kenya. The research used a descriptive research design and targeted a population comprised of 3,739 employees of MTRH (18 staff from top management, 110 employees from middle-level management, and 3611 employees from the operational level). The study established that the component of inspirational motivation enabled leaders to motivate employees to high productivity through creativity, innovation, and effective communication across the organization.

The component also enabled supervisors to enthusiastically articulate a compelling vision for the future and what needs to be accomplished. Further, the study revealed that the leaders provided continual improvement, inspired confidence, and showed determination to accomplish what he/she set out to do. Compared to the recent study, the study was done in a hospital setting among the staff and was carried out using a quantitative descriptive research design. The recent study was carried out in Uganda targeting the clergy as its population in a church context using a mixed methods design. There is also a difference in the variables of the study which offers the conceptual difference as well.

Another study was conducted by Ngaithe et al. (2016) to examine the influence of idealized influence and inspirational motivation on the performance of staff in SOE in Kenya. It was found out that inspirational motivation was positively related to staff performance and significantly predicted staff performance. The study concluded that inspirational motivation positively and significantly increased the performance of staff in SOEs in Kenya and recommended that top management teams in SOEs should work towards encouraging delegation of tasks, career mentoring and coaching, and the creation of new learning opportunities alongside a supportive climate for their employees. The differences between this study and the recently concluded one are contextual and conceptual. The study targeted the staff of the SOE in Kenya while the recently concluded study targeted the clergy in the PAG church in Uganda. The variables are also different, therefore, leaving a conceptual gap.

Another study was carried out by Njiraini et al. (2017) to determine the effect of idealized influence and inspirational motivation of the Chief Executive Officer (CEO) on the performance of senior managers in the private sector in Kenya. The study adopted the positivist research philosophy and descriptive correlational research design

and a population of 984 senior managers reporting to the CEOs of 183 private sector companies under the umbrella of the Kenya Private Sector Alliance (KEPSA). A sample size of 284 was drawn using stratified random sampling, and data were collected using structured questionnaires. Regarding inspirational motivation, the study indicated that the inspirational motivation of the CEO significantly predicted the performance of senior managers. There was a strong correlation between the CEO clearly communicating the organization's vision and performance of senior managers and also the CEO engaging the senior managers in a motivational and enthusiastic manner and the performance of senior managers. Effective communication from the CEO influences senior managers' commitment, contentment, and teamwork for managers. This study is different contextually and paradigmatically from the recent study which was underpinned by pragmatic philosophy while the former study used positivist philosophy. The recently concluded study targeted the clergy in the PAG church in Uganda, while the previous study was carried out among the senior managers of private sector companies in Kenya.

Looking at the advantages brought about by inspirational motivation, it is important to realize that the aspect of goal setting and inspiring motivation may have some negative effects. For instance, when employees are driven by the desire to get rewards for meeting certain goals, they may engage in unethical behaviors to reach the targets which in the long run may be detrimental to the organization. In the same way, if goals are overstretched and employees fail many times, they may become afraid to attempt to meet the goals ;therefore, the goals demotivate rather than being a motivating factor. Sometimes the focus on bigger goals if not well researched may lead to a big failure and ignoring minute details that may lead to great progress in the organization (Dunaetz, 2015). Goal setting is a largely overlooked concept in the church world,

however, according to Searcy and Easter (2016), nothing focuses on effort like setting a goal. They also caution that goals should be focused on areas where there is the capacity to control key factors while resisting the temptation to set goals that should be exclusively God's business.

Having looked at the studies carried out to investigate the component of inspirational motivation, it is conspicuously clear that they were done mainly in non-church context. It is important to examine this variable within the context of PAG in Uganda. The studies also have examined the variable together with other variables which are not in this study. This therefore creates contextual and conceptual gaps which this study sought to fill.

Individualized Consideration and Clergy Effectiveness

In this study, the component of individualized consideration of transformational leadership was important because this aspect of transformational leadership enables a leader to motivate followers to arrive at their particular potential and supply those required sources for development (Khalil & Sahibzadah, 2021). It enables a leader to be a coach towards those under them and encourages learning which promotes personal advancement as the leader offers challenging tasks and stirs up inner thoughts by creating an atmosphere of trust and socio-emotional support. Furthermore, this component enables a leader to empower individual subordinates to enhance self-actualization.

A research was conducted by Fahlevi et al. (2020) in Indonesia on the organizational commitment of the lecturers at a private higher education institution in Tangerang. The purpose of the research was to measure the effect of transformational leadership dimensions (i.e. idealized effect, inspirational motivation, intellectual stimulation, and individualized consideration) on organizational commitment mediated

by job satisfaction. Data was collected by simple random sampling of 151 lecturers. The returned and valid questionnaire results were 102 samples. Data processing used SEM method with SmartPLS 3.0 software. The results of this research concluded that the dimensions of transformational leadership have a positive and significant effect on organizational commitment, except inspirational motivation. Particularly, the dimensions of idealized influence, intellectual stimulation and individualized consideration have a positive and significant effect on organizational commitment mediated by job satisfaction. In view of this concluded study, the former study had different variables of organizational commitment and job satisfaction which are different from the variables of performance management and clergy effectiveness of the recent study. Additionally, it was done in Indonesia among the lecturers in a higher institution of learning, quite different from the target of this study which was the clergy in the PAG church in Uganda.

A quantitative study was conducted by Khalil and Sahibzadah (2021) in Pakistan to develop a frame of understanding the influence of individualized consideration behavior of a supervisor in private sector universities on employees' job satisfaction. The study targeted the members of ten private-sector universities in Pakistan. The participants were identified through a non-probability or convenience sampling technique. The results indicated that individualized consideration has a relation with employee job satisfaction. The statistically strong relationship suggested that employee satisfaction increases significantly when leaders pay additional consideration to each employee's enhancement necessities, establishing a close association. This study has a contextual and methodological difference since it was done in a university setting and used a non-probability sampling approach. The present

study was conducted among the clergy in PAG Uganda employing a probability sampling technique.

In China, a study was conducted by Mi et al. (2019) to establish a model that explores how transformational leadership affects employees' Organizational Citizens Behavior (OCBE) from the perspective of the leader-member exchange relationship. A total of 215 participants were selected from the superior-subordinate relation. , a Structural Equation Model (SEM) was used to test the hypotheses. The results revealed that both leaders' individualized consideration and moral modeling promote OCBE indirectly through psychological ownership, but the effect of individualized consideration is greater than the effect of moral modeling. The difference between this study and the recently concluded study is contextual and conceptual since the study was conducted in a non-church context with the variables of transformational leadership and Organizational Citizen Behavior which is different from the variables of performance management and clergy effectiveness. Besides the country of study and the target population are different.

At the regional level, a correlational study was conducted in Kenya by Ogola et al.(2017) to investigate the influence of individualized consideration leadership behavior on employee performance in Small and Medium Enterprises in Kenya especially the KPMG top 100 SMEs of 2014 in Kenya. Stratified proportionate random sampling techniques were used to obtain a sample of 226 out of a target population of 553 Managers. Data was collected using a closed-ended questionnaire. Pearson's correlation, multiple regression, and chi-square techniques were used to analyze the data. The results showed that individualized consideration of leadership behavior and employee performance in SMEs in Kenya had a strong positive and significant correlation with a positive and significant relationship. The study concluded that high

performance is achieved when the leader recognizes employees' efforts, creates confidence, and encourages self-development practices, effective communication as well as mentoring and coaching. The target population and the context of this study are different from the target population of this study since the foregoing study was done among the employees of SMEs in Kenya while this study was conducted among the clergy in PAG church in Uganda.

A study was carried out by Ondari et al. (2018) to find out the effect of individualized consideration on the organizational performance of state corporations in Kenya. The study used a descriptive research design and primary data obtained from the sources using a structured and semi-structured questionnaire and captured through a 5-point type Likert scale. The study found that there was a significant relationship between individualized consideration and the organizational performance of state corporations in Kenya. The study also showed that leaders in state corporations spend time teaching and coaching followers and helping followers to develop their own strengths. Besides, leaders treat each follower as an individual rather than just a member of the organization. There is a similarity between this study and the present study in the tool of data collection since both studies used structured and semi-structured questionnaires. However, the context of the studies are different since the foregoing study looked at the performance of state cooperations in Kenya while this study looked at the effectiveness of clergy in a church context.

However, a study by Tahir (2015) contradicts the positive influence of individualized consideration on employee and organizational effectiveness. The study argues that, unlike other components of charismatic action, intellectual stimulation, and inspirational motivation characteristics of transformational leadership, the individual consideration component does not have a significant effect on organizational

performance. Sharing the same view with Tahir is Ndisya (2016) who reported that except for the other components of transformational leadership, the individualized consideration component was negatively correlated and statistically significant to the performance of staff in Safaricom Limited. Nevertheless, Erica (2017) holds that leaders engaging in individualized consideration towards their followers engage in coaching which is positively associated with constructive leadership behaviors. The advantage of coaching is that it strengthens the self-efficacy and performance of the individual, and consequently, improves organizational effectiveness.

Given the studies conducted that examined individualized consideration, most of the studies focused on cooperating organizations that are non-religious particularly non-church organizations mostly outside Uganda. Additionally, most of the studies used a single research method, leaving a methodological gap, but this study used a mixed-methods approach. The studies also used different variables from the one suggested in this study, leaving a conceptual gap. This study hopes to fill the methodological, contextual and conceptual gaps.

Intellectual Stimulation and Clergy Effectiveness

In this study, the component of intellectual stimulation of transformational leadership was important because this element equips a pastor to challenge the commonly held thoughts of congregational members, specifically, thoughts that are counterproductive to the mission of the church (Gregory, 2019). By using intellectual stimulation, pastors encourage creative thinking and stimulate ideas that stretch traditional approaches to fulfilling the Great Commission.

Some studies have suggested that intellectual stimulation leadership behavior is positively significant in improving the performance of the individual employee and organizational performance. For instance, a study by Sánchez-Cardona et al. (2018)

investigated how leadership intellectual stimulation relates to teams' positive affect and team learning. A cross-sectional sample of 562 employees nested within 130 work units from 44 Spanish Small and Medium Size Enterprises (SMEs) was used in the study. Results provide evidence of the strong relationship that intellectual stimulation has on team learning and team positive effect, as well as the potential of positive effect for stimulating team learning. Leadership intellectual stimulation is a relevant team social resource that provides support for team learning. This suggests the importance of developing leadership behaviors that encourage learning and team positive affect, which contributes to team learning and hence, performance. In comparison to the instant study, the previous study was conducted among the employees of SMEs in Spain to investigate the variables of leadership intellectual stimulation related to team positive affect and team learning. However, this study was conducted in a church targeting clergy with the variables of performance management and clergy effectiveness. These are the contextual and conceptual differences that made this study worth carrying out.

A study was conducted by Khan et al. (2020) targeting 1148 employees working in selected higher institutions, and four universities in Khyber Pakhtunkhwa, Pakistan. Data was collected by distributing a questionnaire to a sample population of 296 respondents. The study concluded that there is a positive association between intellectual stimulation and the employees' innovative behavior. This study is different from the previous study because the former was conducted in Pakistan among the employees of a university using a quantitative research design. The variables under the previous study are different creating contextual and conceptual differences with this study which targeted the clergy and investigating different variables of transformational leadership, performance management, and clergy effectiveness in the PAG church in Uganda.

At the regional level, for instance, Ogola et al.(2017) conducted a correlational study to investigate the influence of intellectual stimulation leadership behavior on employee performance in Small and Medium Enterprises(SMEs) in Kenya especially the KPMG top 100 SMEs of 2014 in Kenya. Stratified proportionate random sampling techniques were used to obtain a sample of 226 out of a target population of 553 Managers. Data was collected using a closed-ended questionnaire. Pearson's correlation, multiple regression, and chi-square techniques were used to analyze the data. The results showed that intellectual stimulation leadership behavior and employee performance in SMEs in Kenya had a strong positive and significant correlation and a positive and significant relationship. The study concluded that better employee performance is achieved when a leader encourages employees to think critically in dealing with problems that they encounter in the course of their work, use their initiative, and seek innovative methods to approach their work and assignments. This study is different from the current study contextually and methodologically. The study previous study was conducted in top SMEs in Kenya while this study targeted the clergy in a church context. The previous study used a closed-ended questionnaire while this study used both closed-ended and open-ended questionnaires.

A study by Komakech et al. (2021) was conducted in Uganda to determine the influence of intellectual stimulation on the performance of middle-level healthcare workers in the Lira District local government. The study adopted a cross-sectional survey design while incorporating both quantitative and qualitative methods. The study used stratified, purposive sampling and simple random sampling procedures to select health facilities, supervisors, and middle-level healthcare workers, respectively. A total of 164 respondents were selected. Data were analyzed using STATA 15. The findings suggest that individualized consideration has a positive and significant influence on

employee performance, while intellectual stimulation has an insignificant adverse effect on employee performance. This study by Komakech et al. is similar to this study in that both utilized quantitative and qualitative data, and both studies were conducted in Uganda. However, they differ contextually, as the previous study was conducted among health workers, whereas the current study was conducted in a church context among the clergy. The study was conducted in Lira only, while the current study covered both the Eastern and Northern regions of Uganda.

Contrary to the positive impact of intellectual stimulation on employees, a study by Komakech et al. (2021) reported that intellectual stimulation had no significant effect on employees' performance in the Lira District. However, several scholars uphold the positive influence of intellectual stimulation on employee performance (Alqatawenh, 2018; Khan et al., 2020; Sánchez-Cardona et al., 2018; Vashdi, Levitats, & Grimland, 2019).

Having reviewed most of the studies conducted on the intellectual stimulation variable, it is evident that the majority are from non-church contexts outside Uganda, with only one study in the health sector in Uganda. The variables investigated in the studies differ from those in this study. This, therefore, leaves contextual, conceptual, and methodological gaps that this study sought to fill.

The Moderating role of Performance Management on the relationship between Transformational Leadership and Clergy Effectiveness in PAG in Uganda

The moderating variable in this study was performance management. The rationale for choosing this variable is that performance management serves as a handmaid to an organization's strategic plan. Performance management integrates organizational strategy and human resources to practically achieve the organization's vision. Through an effective performance management system, an organization can

align the right people with the requisite skills in strategic positions to achieve its organizational goals. More importantly, a performance management system assesses the performance of every individual staff member or team to check whether they are moving towards the goals.

A proper performance management system should be established based on policy agreements that define the roles, expectations, and competencies required for effective performance (Armstrong, 2006a). It is enhanced by agreeing upon the objectives and methods for measuring the performance and assessing the level of competencies reached (Armstrong, 2006a). While implementing performance management, a leader should ensure that the performance dimensions are clearly defined, the performance standards are disseminated and transparency is maintained throughout to minimize the subjectivity in appraisal (Gil & Carter, 2016). This should be anchored on transparent and timely communication about performance expectations and providing continuous feedback with a positive attitude as an integral part of communication.

Various studies have been conducted to examine the impact of performance management in improving employee and organizational performance. For instance, Awan et al. (2020) conducted a study on the effectiveness of a performance management system for employee performance through engagement in various branches of private banks located across Pakistan. Performance management system effectiveness (PMSE) measures the alignment between employee and organizational objectives. An effective PMS implementation process necessitates that employees eagerly accept and effectively participate in the goal-setting process. The study found a significant impact of PMSE and work engagement on the task and contextual

performance of employees. This study was conducted in Pakistan, which creates a contextual gap since it differs from the study's original location in Uganda.

Another study was conducted by Said et al. (2021) on the impact of performance management systems on employees' performance. The study targeted all employees working in Air Blue Pakistan, and a sample population of 160 employees participated in the study. The study's results revealed a significant impact of a performance management system on employee performance, as well as a positive and statistically significant relationship between performance management and employee performance. This study, too, was conducted in Pakistan, therefore leaving a contextual gap.

In Australia, Pessl (2016) conducted a study to examine the performance management process and the influence of its perceived accuracy and fairness on employees' engagement in Australian consulting companies. The purpose of the study was to expand the theoretical aspects of the performance management process, define the determining factors of the process's effectiveness and efficiency, and examine their influence on employee engagement. The study confirmed the importance of accuracy and fairness in influencing employee engagement, with a particular focus on the accuracy of performance evaluations, the accuracy of performance consequences, procedural fairness, and informational fairness. The context of the previous study differs from that of the current study, as it was conducted in Australia by a consulting company. In contrast, this study was conducted in Uganda, targeting the clergy of the PAG church.

A study to examine how performance management systems affect the well-being and performance of academic employees in higher education institutions was carried out by Bauwens (2019). The purpose of the study was to examine how perceptions of performance management fairness affect burnout and organizational

citizenship behaviors among academic employees from a university in Flanders Belgium. The research reported that academic employees experience less burnout when performance management fairness is perceived as high. Secondly, the research results showed that distributive and interactional fairness in performance management increase organizational citizenship behaviors by reducing burnout, supporting partial mediation. Based on these findings, the study recommends that higher education institutions carefully design and implement performance management systems with fair outcomes and treatment of employees. This study was conducted in Belgium among the academic staff of a university, while the current study was conducted in Uganda among the clergy in the PAG church.

In Kenya, a study was conducted by Gitonga and Nzulwa (2019) to establish the effect of performance management strategies on service delivery at the Kenya School of Government. The study's findings revealed that total quality management, business process reengineering, kaizen management practices, and balanced scorecard elements of performance management were applied at various levels within the Kenya School of Government, and all had an impact on the performance of workers. The study further established that the balanced scorecard was the most influential factor in shaping service delivery, followed by kaizen management practices, then business process reengineering, and finally total quality management. This study differs from the current study in that it was conducted in Kenya to investigate service delivery in a government organization. However, the present study was conducted in Uganda among the clergy in the PAG church.

Still in Kenya, another study was conducted by Mulwa and Weru (2017) to explore the influence of performance management systems on employee performance in banks in Kitui Town, Kenya. The research reported that a performance management

system enhances employee performance through the provision of reliable performance measures, increasing staff competency, and hence the realization of set targets. The study concluded that enacting a performance management system enhances employee performance by setting individual objectives derived from overall organizational goals and identifying skills gaps that are addressed through training, thereby increasing staff competence levels.

In another related study in Kenya by Evans et al. (2016), which assessed the effects of the performance management process on employee productivity in commercial banks in Turkana County, it was established that the elements of the performance appraisal system, training and development, and the reward system of performance management all affect employee productivity. This study, too, leaves a contextual gap, as it was conducted in Kenya targeting employees of a commercial bank. In contrast, the current study was conducted among the clergy of the PAG church in Uganda.

Niyivuga et al. (2019) observed the vitality of appraisal feedback on the performance of supervisors in higher education in Rwanda in cognitive, affective, motivational, and behavioral outcomes, and suggested that performance appraisal results be used in determining appropriate rewards, and also be used to identify the development needs of the employees. This study differs from the current study in that it was conducted in Rwanda among higher education supervisors. In contrast, the current study was conducted among the clergy of the PAG church in Uganda. This study highlights the importance of using appraisal feedback in performance management to enhance staff performance and develop their capabilities. Regarding the clergy, appraisal will be crucial in motivating them and enhancing their capacity to perform more effectively.

Theoretical Framework

This study was grounded in Transformational Leadership Theory; however, Goal Theory, Social Cognitive Theory, Control Theory, Path-Goal Theory, and Redemptive Leadership Theory were also utilized to explain how clergy effectiveness can be enhanced through transformational leadership and performance management.

Transformational Leadership Theory

Northouse (2016) notes that the term transformational leadership was first coined by Downton (1973) and emerged as an important approach to leadership with a classic work by political sociologist Burns (1978). Several other scholars agree that the transformational leadership concept was popularized by Burns (1978) et al, 2019; Bass & Riggio, 2006; Hay, 2006; Northouse, 2016; Peng & Tseng, 2019; Spector, 2014).

The theory of transformational leadership focuses on leaders with strong motivational relationships with their followers (Hansbrough, 2018; Moradi & Shahbazi, 2016; Siangchokyoo et al., 2019). This theory explains how such leaders are visionary (Agyemang & Zeyuan, 2020; Zhang & Tan, 2021), motivate and foster enthusiasm in their followers (Bass, 1990; Hacker & Roberts, 2003; Kafumbe, 2017), and advocate for change (Jambawo, 2018) and improve organizational performance (Avolio & Gardner, 2005). The theory holds the relational and ethical consciousness of a leader (Moradi & Shahbazi, 2016). With the deliberate intention of follower transformation (Siangchokyoo et al., 2019) therefore, stirring creativity and commitment to organizational goals (Moradi & Shahbazi, 2016).

Transformational leadership is measured using idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration as conceptualized by Bass and Burns (Arnold, 2017; Northouse, 2016; Thomson et al., 2016). Kouzes and Posner (2012) and Kouzes and Posner (2003) suggest measuring transformational

leadership by the elements of; model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart. In most scholarly work the most common measuring tool of the Transformational Leadership Theory is; individualized influence, inspirational motivation, intellectual stimulation, and individualized consideration. This is the measurement tool that was used in this study.

However, some scholars view Transformational Leadership Theory as lacking a clear definition (Knippenberg & Sitkin, 2013; Kwan, 2019) because it encompasses a broad spectrum of activities (Northouse, 2016), with the four dimensions of transformational leadership correlating with one another. It is also too broad and less clear (Alatawi, 2017; Asbari, et al, 2020; Northouse, 2016; Yukl, 2013) creating a deficiency in the measurement instrument (Kwan, 2019). Other scholars criticize the theory for being leader-centered as it presents the leader acting independently of followers when creating changes, advocating new direction, and establishing a vision (Northouse, 2016). it is elitist and anti-democratic (Asbari, 2020; Asbari, et al, 2020; Hansbrough, 2018; Northouse, 2016). This criticism of elitism has been refuted by Bass and Avolio (1993) and Avolio (1999), who contend that transformational leaders can be both directive and participative, as well as democratic and authoritarian (Northouse, 2016). Furthermore, some people argue that the charismatic nature of transformational leadership can be misused for unethical purposes when leaders behave unethically (Jambawo, 2018). Furthermore, there is a lack of clear understanding of the causal relationships between leader behaviors, follower responses, and performance outcomes, although Northouse (2016) argues in support of a causal relationship. It does not take into account organizational diversity and focuses on a single source of leadership (Menon, 2021).

The criticisms regarding the morality of transformational leadership have been addressed by the argument that genuine transformational leadership must have moral foundations, a notion supported by Bass and Steidlmeier (1999). Most criticisms of the Transformational Leadership Theory focus on the ethics and moral values of leaders, which can lead to the abuse of power and undesirable consequences. The quality and performance of transformational leadership can be enhanced by integrating morality into all aspects of human behavior to foster more ethical leaders, developing and empowering followers, and refining the organizational structure and culture. All these actions will eliminate criticism over time and lead to the development of great transformational leaders.

Certain scholars have used the Transformational Leadership Theory to improve organizational performance. For instance, Widodo et al. (2017) utilized Transformational Leadership Theory to analyze the factors affecting the performance of the Jakarta Provincial Government in Indonesia. The study reported that transformational leadership has a significant impact on organizational performance. The findings emphasized that the better the transformational leadership style, the better the organization's performance in the Jakarta Provincial Government.

To address the issue of dynamic developments impacting the education sector in Greece, Kouni et al. (2018) applied Transformational Leadership Theory to explore how school leadership can respond to changes with flexibility and determination, thereby establishing a positive outlook and avoiding stagnation. The scholars assumed that it is an imperative need for school leaders and principals to possess an appealing and charismatic personality, combined with a strong influence and a broad vision. The study was also prompted by other studies that had shown that when transformational leadership is effectively applied to educational organizations, it has a

positive impact on school conditions, as well as on teachers' internal states and behaviors, contributing to their job satisfaction. The study reported that principals who exhibit transformational leadership characteristics bring positive change in the school and inspire teachers' job satisfaction.

In this study, the theory was employed to address the first objective, explaining the significance of transformational leaders in influencing clergy effectiveness as role models through idealized influence. On this note, senior leaders generate awareness and acceptance of the church's purpose and mission by challenging the clergy to look beyond their self-interest for the good of the church, leading to concerted effort and productivity. Since the theory focuses on the relationship with followers and makes the follower central in its operation, this theory helps to bolster the significance of the dyadic relationship between leader and followers in leadership, especially when bringing change in an organization.

Goal Theory

The Goal Theory is believed to have been started by Locke and Latham who provide a well-developed Goal-Setting Theory of Motivation (Lunenburg, 2011). The theory emphasizes the important relationship between goals and performance. The assumption is that the most effective performance seems to result when goals are specific and challenging when they are used to evaluate performance and linked to feedback on results, and create commitment and acceptance. The Goal Theory holds that when goals are consciously set, it positively affects success, and people with specific and challenging goals perform better than those with unclear goals (Miner, 2005; Verbeeten, 2008). Goal setting is utilized by adults regularly to foster success and it has also been shown to benefit academic achievement (Sides & Cuevas, 2020).

Goal setting is described as the identification of a specific accomplishment to be made in a specific area with measurable outcomes, such as actions and timelines for achievement (Sides & Cuevas, 2020). Goals can refer to the object or aim of any action which encompasses the grandiose and the mundane, the deliberate and the subconscious (Camp, 2017). According to Nagasawa et al. (2023), goals are desired end states that people wish to approach or avoid. Goals include biological and social needs that are met through routine decision-making, as well as more abstract values and ambitions that drive an individual's projects which are largely intuitive, woven into a person's everyday patterns of thinking and behavior (Camp, 2017).

According to Locke and Latham (2002), goals affect performance through four mechanisms. First, goals serve a directive function; they direct attention and effort toward goal-relevant activities and away from goal-irrelevant activities. Second, goals have an energizing function as high goals lead to greater effort than low goals. Third, goals affect persistence because when participants are allowed to control the time they spend on a task, hard goals prolong effort. Fourth, goals affect action indirectly by leading to the arousal, discovery, and/or use of task-relevant knowledge and strategies. Armstrong and Taylor (2014) argue that goals direct attention to priorities, stimulate effort, they challenge people to harness their knowledge and skills to increase their chances of success, and when the goal is challenging, people will draw on their full repertoire of skills. The Goal Setting Theory suggests that the individual goals established by an employee play an important role in motivating him/her for superior performance (Locke & Latham, 2019). If these goals are not achieved, they either improve their performance or modify the goals and make them more realistic (Lucas et al., 2018).

The Goal Theory is composed of two main components: the individuality and difficulty of the goal, and the effort one needs to fulfill the objectives (Locke & Latham, 2006). As pointed out by Locke and Latham (2002), the Goal-setting Theory refers to a direct relationship between written goals and performance. Indeed, goals give employers important standards through which they can make a comparison between work goals and actual performance. Through the exercise of monitoring performance and the set goals, the individual receives feedback on his/her competence, which contributes to the enduring motivation for learning. The feedback stirs the individual to make the most effort in the face of moderately difficult tasks. Challenging goals inspire individuals to do their best (Latham & Locke, 1979; Locke & Latham, 2002; Locke & Latham, 2019) and increases the employee's motivation, helping them to reinforce their self-regulation (Latham & Locke, 2006). This, in turn, empowers them to be committed to work. Employers can use goal setting as an effective inspiring tool, which contributes to positive attributes, including intrinsic motivation, positive self-image, and work performance

Whereas the Goal Theory is praised for its motivating impact on the employees, the criticism against it is that, in authentic, real-life organizations, the tasks that are supposed to be completed are usually more complicated and unclear, unlike in controlled laboratory settings, which often results in not being able to determine whether a goal is achieved (Avci, 2015). Secondly, understanding Goal Theory from the studies that have been done can be misleading because the studies have used simple, single, and clear goals, which are often in contrast to the real organizations in which the tasks are usually multifaceted. The employees, unlike the subjects used in research, try to accomplish the tasks under distractions, stress, and limited period all of which contribute negatively toward goal achievement (Avci, 2015).

Some scholars have used the Goal Theory to explain their studies about people's behavior. For instance, Concari et al.(2023) used Goal Theory to mainstay his investigation on the influence of goals and motivation on the intention to separate waste. The study found that being focused on goals promotes behavior change. The scholars argued that having the intention to separate waste does not automatically imply that the individual is going to perform waste separation. At the same time, if an individual has a positive attitude toward recycling and he/ she feels the social pressure to perform recycling, the individual does not automatically form the intention to recycle unless he/she has the motivation to achieve an active goal. Therefore, the findings report that there is a significant positive relation between active goals and motivation as precursors of intention to waste separation.

The Goal Theory was also used by Cheng (2023) to examine its influence on language learning. Cheng reasons that one of the dimensions of academic motivation is goal orientation, which accounts for why learners carry out achievement activities. His discourse suggests that this type of goal is indicative of the importance one attaches to achieving a performance standard. Furthermore, he explains that goal setting is deemed a significant cognitive interface that connects motivation to motivational behavior. He asserts that the Goal Theory functions as a motivator and enhancer of success in various fields, rendering activities purposeful and providing individuals with clear directions. Moreover, goals drive them to invest more resources and effort, pushing them to persevere in learning.

In this study, the theory relates to the fourth and fifth objectives, helping explain how transformational leaders, through inspirational motivation, inspire and motivate followers via goal setting. It emphasizes the significant motivational effects on specific goals that are difficult to achieve in influencing clergy effectiveness in PAG

in Uganda. Additionally, it is used to clarify how goal setting improves performance management and boosts the effectiveness of clergy in PAG in Uganda.

Path-Goal Theory

This theory was originated by House and Mitchell (1975). According to this theory, leaders are effective because of their impact on subordinates' motivation, ability to perform effectively, and satisfaction. The theory is called path-goal because its primary concern is how the leader influences the subordinates' perceptions of their work goals, personal goals, and paths to goal attainment, and suggests that a leader's behavior is motivating or satisfying to the degree that the behavior increases subordinate goal attainment and clarifies the paths to these goals. Simply described, the Path-Goal Theory is about how leaders motivate followers to accomplish designated goals (Northouse, 2016). The Path-Goal Theory is an offspring of the Motivational Theory, particularly the Expectancy Theory, and is closely linked to Situational Leadership Theory, in which a leader's behavior, including initiating structure and consideration, is a significant determinant of employee performance.

This theory holds that the primary focus of a leader is to enhance followers' goal attainment by providing information or rewards in the work environment and providing followers with the elements they think followers need to reach their goals (Northouse, 2016). The fulcrum of the Path-Goal Theory hinges on the motivational functions of the leader, which consist of increasing personal pay-offs to subordinates for work-goal attainment and making the path to these pay-offs easier to travel by clarifying it, reducing roadblocks and pitfalls, and increasing the opportunities for personal satisfaction (House, 1971; Olowoselu et al., 2019). A leader must balance clarifying ambiguous tasks with showing concern for the psychological needs of their subordinates.

The Path-Goal Theory aims to enhance the motivation and satisfaction of followers by addressing their needs, clarifying the goal to all followers, and offering incentives (Northouse, 2016). The Path-Goal Theory focuses on leadership behavior, which is seen as a source of influence that can change the attitude, motivation, and behavior of subordinates (Olowoselu et al., 2019). The Path-Goal Theory can be summarized as a leadership style that explains how leaders can help followers achieve their goals by selecting specific behaviors that are best suited to the needs of followers and the situation in which they are working. By choosing the appropriate style, leaders increase followers' expectations for success and satisfaction (Northouse, 2016).

This theory has four components: directive, supportive, participative, and achievement-oriented (Basrie & Jatmikof, 2021; Northouse, 2016). In directive leadership, the leader informs subordinates of what is expected of them, provides specific guidelines, asks subordinates to follow established rules and procedures, manages time effectively, and coordinates their work. In a supportive style, the leader pays attention to the needs of subordinates, showing concern for their well-being and creating a friendly atmosphere in their work environment. The participative component of leadership enables the leader to consult with subordinates and consider their opinions and suggestions. The fourth component of achievement-oriented leadership enables a leader to set challenging objectives, seek performance improvement, emphasize performance excellence, and demonstrate the belief that subordinates will achieve high standards of work.

Although the Path-Goal Theory has several strengths, it has also faced multiple criticisms. It is said that the Path-Goal Theory is so complex and incorporates so many different aspects of leadership that interpreting the theory can be confusing (Northouse, 2016). It is a challenging task to determine which situation requires which leadership

style and incorporate all the relevant factors simultaneously into one's selection of a preferred leadership style. The way it is implemented makes the scope of the Path-Goal Theory so broad, encompassing many different interrelated sets of assumptions. This, therefore, makes the theory difficult to apply fully in efforts to improve the leadership process within a given organizational context.

The second criticism of the Path-Goal Theory is that it lacks adequate empirical studies. Northouse (2016) asserts that the claims of the Path-Goal Theory remain tentative because the research findings to date do not provide a comprehensive and consistent picture of the theory's basic assumptions and corollaries. Further criticism of the theory is that it places a great deal of responsibility on leaders and relatively little on followers. Since the leader must provide coaching, guidance, and direction to help followers define and clarify goals and overcome obstacles as they attempt to reach their objectives, the Path-Goal Theory places considerable responsibility on the leader. Over time, this kind of leadership can be counterproductive because it promotes dependency and fails to recognize the abilities of followers fully.

Some scholars have employed the Path-Goal Theory to explain its impact on organizational learning. For instance, Farhan (2018) used the theory to propose a learning leadership model. He reasoned that the practical side of the theory is suitable for improving organizational learning. He based the study on the assumption that leaders need to develop their competencies and those of their subordinates by creating a continuous learning process through the sharing, exchanging, and improvement of knowledge and experiences. He opined that learning leaders act as facilitators of the organizational learning process, adopting the right attitude to motivate subordinates to learn by removing obstacles and fostering a learning culture.

The Path-Goal Theory was also applied by Bickle (2017) to develop the leadership roles of software training consultants. The reasoning was that, although considered experts in software implementation, software training consultants often hold leadership roles but have little to no formal leadership training. The researcher chose to use the dialogic-networked development techniques to develop five key leadership capacities in remote-training consultant teams utilizing the Path-Goal Theory of leadership. The leadership capacities include: customer service, creativity and innovation, listening and communication, coaching and mentoring, and conflict management.

In this study, the theory clarifies objective five and explains most of the other objectives as well. This theory was used to explain the variable of clergy effectiveness, in which the behavior of senior leaders in PAG impacts the effectiveness of subordinates by clarifying goals and tasks, while also nurturing relationships with followers. The theory specifies leader behaviors that enhance subordinate satisfaction and effectiveness of both work unit and subordinate by addressing the effects of leaders' behaviors on the motivation and abilities of immediate subordinate and work unit performance (Malik, 2012). The theory also helps to understand that when the clergy's expectations are adequately met and if senior leaders clarify task goals while maintaining good relationships, the clergy will perform effectively, and they shall be highly motivated and satisfied with their job. The contingency learning of the Path-Goal Theory equips a leader to note that different circumstances and different persons may require different approaches in managing their performance. In this case, leaders in PAG should lead contextually discerning how each clergy should be handled situationally.

Redemptive Leadership Theory

The Redemptive Leadership Theory was started by Bucci (2016), who emphasized the importance of giving failed employees a second chance. Redemption is a process comprising three elements—remorse, rehabilitation, and restoration—and its outcome is the restoration of legitimacy (Bies et al., 2021). Achieving redemption is not a product of chance; rather, it is a social construction process involving narrative creation and identity construction, which is shaped by culturally specific factors and is temporally dependent (Bies et al., 2021). Redemptive leadership aims to fulfill the cultural mandate, to care for and restore all of Creation, with a commitment centered on the heart of leadership as the foundation for skills and knowledge (Zonnefeld, 2024)

Redemption is a religious term used in the Bible to describe the process of spiritual restoration and how it transforms persons who allow the process to work in them. Finding its context in the social, legal, and religious customs of the ancient world, the metaphor of redemption includes the ideas of losing a bond, setting free from captivity or slavery, buying back something lost or sold, exchanging something in one's possession for something possessed by another, and ransoming (Rightmire, 1996 as cited in, Bucci 2016). The redemptive sacrifice of Christ on the cross should be understood as God's ultimate redemption in a corporeal sense, just as the work of medical practitioners (Grundmann, 2018).

The word redemption or redemptive was used about the American constitution, with which he argues that the constitution is not perfect, but people should have faith in it anyway (Balkin, 2007). He reasons that the constitutional interpretation is premised on faith in the constitutional project. This is a faith that the constitutional system as a whole is worthy of legitimacy and respect, or will come to be so over time, even if important aspects of the document and its associated institutions are imperfect and

unjust. Ellis (2020) used this word to mean a state of hope for the criminals incarcerated in prison, because they are thought to be dangerous in society and pathologically flawed offenders.

The Redemptive Leadership Theory emphasizes the recognition of individual values, underscoring the value of our investment (Bucci, 2016). Bucci avers that it is the highest honor and a sacred responsibility to invest in and develop the talents and potential of a human being, and to make that person add value to society or our business. Bucci continues the discourse that managers who have staff members who have previously failed should consider how this creates an opportunity for them and for the people they lead to get a second chance to make something new out of past misunderstandings and failures; not only for these employees, but also for the managers themselves.

Restoration is complex and not glamorous; it is demanding, self-effacing work. It will require more of a leader than anything they are doing now, yet it is the most rewarding work and will have much more long-term value than the monthly performance numbers most often pursued by managers. When leaders develop and release people as capable, it will result in making numbers and earning the respect and devotion of the people for a lifetime. The Redemptive Leadership Theory is about giving failed employees a second chance, which can help change a potentially good employee with obvious weaknesses into a better, more loyal, and effective performer.

Redemptive Leadership Theory was used by Ellis (2020) to examine how religious narratives operate on the ground inside a women's prison. The researcher conducted 12 months of ethnographic fieldwork in a U.S. state women's correctional facility, engaging in hundreds of conversations with prisoners, staff, volunteers, and prison officials, as well as conducting 18 in-depth interviews. The researcher found out

that evangelical and socially conservative protestant programs, which are the most prevalent religious programs in prison, offered meaningful counter-narratives of redemption, which served as a valuable contrast to the state's classification of women as pathologically flawed offenders. The researcher also observed the changed lives of women in prison who had adopted a conservative religious perspective and exhibited this transformation through behavioral changes.

The Redemptive Theory has three main objectives. First, it is premised on the value of the employee. Redemptive leadership argues that forgiving employee mistakes and recognizing that although employees fail, there is value in seeking to redeem them. Secondly, Redemptive Leadership Theory seeks to promote employee restoration. Redemptive leadership emphasizes employee reinstatement, encompassing arbitration, last-chance agreements, and employee assistance programs. It seeks to empower employees through coaching to overcome areas of capacity or and character gaps in employees. Thirdly, the Redemptive Leadership Theory focuses on talent acquisition and the manager's moral responsibility for employee development. Redemptive leaders seek out talent and develop it to its full potential. This is achieved through patience and restorative interaction with the employee, without condoning failures in competence and character.

In the study, the theory was used to explain a leader's attitude towards the people they lead. Specifically, it addressed the third and fourth objectives of individualized consideration and intellectual stimulation of transformational leadership. Through individualized consideration, a leader fosters a strong relationship with the follower, empowering them, while intellectual stimulation enables the leader to create an environment of learning environment that encourages the follower to work without fear of failure. This approach allows a leader to develop the capabilities of the lower clergy

through counseling, coaching, mentoring, and delegation. The theory highlighted the valuable potential that lies dormant in people by giving failed leaders a second chance to perform better than before. In The New King James Version, Holy Bible, 1983, John 21:15-19, Jesus restores Apostle Peter and gives him a second chance to follow and serve Him.

Research Gap

Studies on the impact of transformational leadership on employee performance, job satisfaction, and retention in secular institutions and businesses are limited due to their focus outside the church context, creating a contextual gap. In addition, studies have shown a strong relationship between transformational leadership and organizational effectiveness in Congregationally Formed Faith-Based Community Development Corporations (FBCDC). However, these studies lack a conceptual model. This study aimed to investigate the role of transformational leadership on clergy effectiveness and the moderating effect of performance management in PAG in Uganda, thus filling the conceptual and contextual gap in existing research.

Furthermore, a study by da Silva et al. (2021) found that transformational leadership and lay participation significantly influence pastoral effectiveness in Saint Antonio Catholic Parish, Motael, Dil. The research also found that lay participation plays a significant role in the relationship between transformational leadership and pastoral effectiveness. Allen (2017) also found that transformational leadership influences the decisions of African American pastors to provide humanitarian aid. However, the context and conceptualizations in this study differ from those in the existing literature.

In conclusion, most of the above studies employed different methodological approaches, which differ from this study's mixed methods approach, focusing on clergy

as the study population. This study, therefore, fills the conceptual, contextual, philosophical, and methodological gaps identified in previous studies. This study also fills the gap in the literature regarding the role of transformational leadership, performance management, and clergy effectiveness from a church perspective. It is undeniable that a substantial body of literature exists, linking transformational leadership to various corporate-related and profit-focused organizations. However, studies on church organizations, especially in PAG in Uganda, are scarce.

Table 2. 1: Summary of Tabulated Research Gaps

Researchers	The focus of the Study	Methodology	Findings	Knowledge Gaps	How the Current Study Addressed the Gaps
Moradi & Shahbazi (2016)	Analysis of Transformational Leadership Theory	Review of literature and secondary data	TFL promotes ideals and motivates individuals and organizations to higher levels of performance	The study was desktop conducted in Iran and depended on secondary data. It focused on the concept of TFL and did not deal with variables related to the theory.	This research is empirical with a mixed method methodology focused on the clergy in PAG in Uganda with significance to the Christian fraternity. The focus is on the role of TFL and PM in the effectiveness of clergy in PAG Uganda.
Jacob, et al (2017)	To explore the relationship between perceived transformational leadership skills of college counselors and outcomes in counseling	A pilot quantitative descriptive study was conducted on students of Catholic colleges in the Northeast area of the United States to explore their perception of TFL style in their counselors. The sample was less than 70 participants	The findings suggested that transformational leadership abilities in counselors may have an impact on the alliance as well as outcomes	The study was a quantitative pilot with a very small sample and was conducted among college students in the USA.	This study used a mixed methods approach to fill the methodological gap and it targeted the clergy in PAG in Uganda to fill the contextual gap since the study was conducted on a Catholic college in the USA.
Kindarto, et al (2020)	To explore how leadership affects team performance	This was a quantitative survey conducted on employees of the IT	The study found that transformational	This quantitative study was conducted in	This study was a mixed method conducted in Uganda among the clergy in a

	from a team and follower competence perspective. The study was based on the Full-Range Leadership (FRL) model, which proposes three different leadership styles: passive/avoidant, transactional, and transformational.	department of a large city in Indonesia. The department had a total of 1016 employees, and 956 returned the questionnaire.	and passive/avoidant leadership each directly and uniquely predict team performance, but transactional leadership does not.	Indonesia, on IT employees. It examined the FRL leadership model. The FRL model does not include PM and Clergy effectiveness.	Christian church organization with the variables of TFL, PM, and Clergy effectiveness. This study filled the conceptual gap since the reviewed study examined different variables. This study also filled the contextual gap since the reviewed study was conducted among IT employees in Indonesia
Izquierdo, et al. (2015)	To explore how the strategic nature of the purchasing function and transformational leadership of purchasing managers impacts Information and Communication Technology (ICT) use intensity and purchase efficiency, and secondly to pinpoint how the use of ICT affects	The empirical work is based on an analysis of the information provided by a sample of 130 Spanish firms. Empirical verification of the proposed model was carried out through partial least squares analysis.	Findings show that the strategic importance that management attaches to the purchasing function impacts the intensive use of ICT and transformational leadership exercised by purchasing managers is relevant in achieving greater cost efficiency and coordination	The variables are different except TFL. The context is Spanish firms. The methodology was quantitative	This study filled the conceptual and contextual gap since the reviewed study was conducted in Spain on business firms' managers. Since the reviewed study was quantitative, this proposed study filled the methodological gap since it was a mixed methods approach

	purchase performance.		with suppliers. Research.		
Ohunakin et al. (2019)	The study examined interaction among the transformational style of leadership and job satisfaction, life satisfaction, and turnover intention of employees. The study used a quantitative methodology	A total of 324 questionnaires were administered to the employees of six functioning universities guesthouses in South-West, Nigeria.	Findings indicated that idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration improved job satisfaction, and inversely affected turnover intention. In addition, life satisfaction was enhanced by idealized influence and individualized consideration, while inspirational motivation and intellectual stimulation had no positive effect on life satisfaction. Life satisfaction	The study had only two variables and focused on the interaction of TFL style on job satisfaction and turnover intention of employees in universities' guesthouses in South-West Nigeria. It did not have the variables of PM and clergy effectiveness, therefore giving it a different context and focus of study.	The context of this study is in Uganda in a Church among the clergy which is different from the context of a university's guest houses in Nigeria which gives a business-for-profit setting. The study was a mixed method which will fill the methodological gap

			was positively associated with job satisfaction, and negatively associated with turnover intention.		
Peng and Tseng (2019)	To explore the mediating effect of work engagement on the relationship between transformational leadership (TFL) and nurses' job performance, along with the moderating effect of conscientiousness on work engagement within the TFL/performance relationship	This was a quantitative cross-sectional survey that collected data from 234 supervisor/subordinate dyads at a regional hospital in Taiwan, and linear regression modeling performed to examine the hypotheses	TFL was found to be positively correlated with nurses' job performance, and the motivation mechanism of work engagement did mediate the relationship between TFL and job performance, but only when nurses' conscientiousness was high	This was a quantitative study conducted in Taiwan targeting nurses' job performance with intervening variables of conscientiousness on work engagement	This study took a mixed-methods approach with only one intervening variable. The context is different because this study was done in Uganda in the context of the church among the clergy of PAG
Suwandana (2019)	The quantitative study was to find out that transformational leadership mediates the influence of emotional	The study was done within the context of tourism at Pertiwi Group, located in Ubud, Bali because it has three hotels and restaurants.	The results show that emotional intelligence and communication have positive and significant effects on TFL which consequently	The study was purely quantitative and done in Bali among the hotel workers with TFL as a mediating variable of	This study was a mixed method approach to fill the methodological gap with TFL as IV with PM as moderator in the relationship between TFL and Clergy effectiveness to fill the conceptual gap. The context of this study was a

		intelligence and communication on the effectiveness of teamwork.		affect team effectiveness.	Emotional Intelligence and Communication.	church among the clergy in Uganda.
Okere and Olorunfemi (2018)		This study attempts to identify the prevalent leadership styles in academic libraries in South-West Nigeria. The study assumed that TFL would bring the required change in the libraries.	The study was an exploratory qualitative research design. It targeted the academic library heads, their deputies, and the heads of units in four selected academic libraries.	The library managers portrayed mostly a mix of transformational and transactional leadership styles. The leadership assessment recommends using the transformational model for coaching and recruitment for libraries.	The focus of the study was on the academic library leaders in South-West Nigeria. The method was qualitative exploratory.	This study is a mixed method targeting a church organization and the clergy in Uganda therefore filling the contextual, conceptual, and methodological gaps
White et al. (2017)		The application of TFL in a Classroom and faith-based institutions	The study was a mixed method that explored professor behaviors and characteristics perceived as transformational in students' faith. The study used closed and open-ended questionnaires	The findings highlighted the importance of compassion, optimism, encouragement, and openness as behaviors that facilitated faith transformation	The focus of the study was on the professors and students, hence giving the study academic context in a Christian University in the USA	This study was within the context of church ministry and the focus is on the effectiveness of clergy in Uganda in filling the contextual gap
Anwar and Balcioglu (2016)		To investigate the relationship	The study was carried out in the top five	The study showed that that there is a	The study was done in	This study was conducted in Uganda in a church context

		between transformational leadership's characteristics and effectiveness.	construction companies in Erbil using a quantitative empirical method.	strong positive correlation between idealized influence characteristics and effectiveness.	construction companies in Erbil using quantitative methods.	among the clergy using a mixed methods approach. This will fill the contextual and methodological gap
Dawkins (2011)	III	To determine the strength of the relationship between organizational effectiveness and transformational leadership especially Congregationally Formed Faith-Based Community Development Corporations (FBCDC).	The study used quantitative surveys and qualitative narrative interviews carried out with senior pastors and followers.	Results suggested that TFL has strong relationships with senior pastors' motivation and follower outcomes, most often through organizational effectiveness.	The study targeted Congregationally Formed Faith-Based Community Development Cooperations (CDCs) in the USA.	This study is focused on the effectiveness of clergy in Uganda especially the PAG therefore meeting the contextual gap.
Carter (2009)		To find out which variable among the variables of leadership styles, personality, and spirituality predicted pastoral leadership effectiveness.	The quantitative study used the instruments of Multifactor Leadership Questionnaire (MLQ), NEO-Five Factor Inventory (FFI), and Spiritual Transcendence Scale (STS) to measure TFL, Personality, and	The results indicated that TFL especially the dimension of individualized consideration showed significant correlations with pastoral leader effectiveness.	The variables in the study included Personality and Spirituality. The participants are highly educated and well-paid. The study was conducted in the USA.	This study has the variables of TFL as IV and PM as moderating variables therefore meeting the conceptual gap. The reviewed study was quantitative, yet this study was mixed methods There is a contextual gap since the current study was conducted in Uganda

		Spirituality respectively All participants had some college background of master's degrees or Ph.D.'s and were well paid. The study was conducted among various Christian denominations in the USA.	Also, personality and spirituality contributed to pastoral leadership effectiveness.		
da Silva et al., (2021)	To examine and analyze the influence of transformational leadership and lay participation on pastoral effectiveness in Saint Antonio Catholic Parish, Motael, Dil.	The study was quantitative.	The results of the research show that TFL and lay participation indeed have a significant and positive influence on pastoral effectiveness. TFL also has a significant impact on lay participation, while lay participation plays a significant role in the relationship between TFL and	The focus of the study was on TL and lay participation influence on pastoral effectiveness, especially in Saint Antonio, Catholic Parish in Motael, Dil.	This study was conducted in Uganda among the pastors of PAG to meet the contextual gap. The study was a mixed-method approach to meet the methodological gap

			pastoral effectiveness.		
Allen (2017)	The study was to explore how pastoral transformational leadership influences a church's decision to become a provider of human services among African American pastors and churches.	The study employed a qualitative multicast approach among the African American Pastors in the USA.	The research results indicated that the transformational pastor is influential in all aspects of the church's human service initiatives.	The methodology of this study is qualitative and focused on the TFL style influence in decision-making as pertains to becoming a provider of human services.	This study focuses on TL's role in bringing about clergy effectiveness in pastoral service and not only in humanitarian interventions. This filled the conceptual gap. The study was conducted in Uganda among the pastors serving in PAG and employed a mixed-method approach. This will fill the contextual and methodological gaps
Mahdinezhad et al. (2019)	To determine the moderating role of emotional intelligence on the correlation between job performance and leadership styles in three Malaysian universities	The study was descriptive quantitative	Results revealed a positive correlation between TFL style and job performance, and that emotional intelligence did not affect the correlation between job performance and the predictor	This study was done in an academic setting of universities in Malaysia with other variables such as emotional intelligence and job performance in relation to leadership styles	The study filled the contextual and conceptual gaps since it will study the TFL role and the moderating role of PM on the effectiveness of the PAG clergy in Uganda The study was a mixed methods approach therefore filling the methodological gap
Baig et al. (2021)	To investigate the most effective leadership style that enhances the	A quantitative research technique was used, and data were collected from	The findings showed that laissez-faire leadership has a	The study was done in Pakistan in a for-profit textile sector and	This study will fill the contextual gap since it is focused on the church and

employees' performance at the workplace in the textile sector of Pakistan among laissez-faire leadership, transformational leadership, and Transactional leadership and also explores the moderating role of Positive psychological capital in the relationship between Leadership Style(LS) and employees' performance.

the lower to middle-level managers of the textile sector.

significant but negative impact on employee performance; however, the moderating effect of psychological capital has made this relationship negatively significant. Transformational leadership has a significant impact on employee performance. Moreover, transactional leadership has an insignificant effect on employee performance by adding psychological capital as a moderator; this relationship has become positively significant.

investigated three leadership styles with positive psychological capital as a moderating variable.

targeting the clergy, especially in PAG in Uganda. The proposed study shall also fill the contextual gap since it was done in Uganda in a nonprofit organization. The study also filled the conceptual gap since the variables under study include TFL, PM, and clergy effectiveness as a dependent variable.

Amoah-mensah and Darkwa (2018)	To investigate the relationship between the Leadership style of owner-managers of small sawmills in the Sokoban Wood Village in Kumasi, Ghana.	The research was quantitative and surveyed 315 employees.	The study reported that autocratic, charismatic, transformational, and visionary leadership styles of owner-managers influence employees' performance. However, the age and experience of owner-managers did not have any moderating effect in the relationship.	The study focuses on three leadership styles with age as a moderator variable. The study is interested in managers in for-profit business organizations in Ghana.	This study focuses on clergy in a church environment with the variables of TFL as a predictor variable, PM as the moderator variable, and Clergy effectiveness as the dependent variable. This will fill the contextual and conceptual gaps. The study also filled the methodological gap since it will employ a mixed-method approach
Azegele, et al (2021)	To establish the moderating effect of leadership style on the relationship between corporate governance and organizational performance of insurance companies in Kenya.	The study was quantitative using a cross-sectional survey design study of a population comprised of 52 insurance companies in Kenya as of December 2017. The census method was used to obtain the number of senior managements from	The findings indicated that the transformational leadership style has a significant moderating effect on the relationship between corporate governance and the organizational performance of insurance	The setting of this study is insurance companies in Kenya. The variables are corporate governance and organizational performance with leadership styles as moderating variables.	This study employed a mixed methods approach to fill the methodological gap and was conducted in the context of the church with a target on the clergy in PAG in Uganda therefore filling the contextual gap

		each insurance companies in company.			
Brooks (2018)	The purpose of this study was to examine the relationship of transformational leadership in pastors to the growth or non growth in church membership from 2010 to 2016 in the Tennessee District of the Assemblies of God churches.	The research used a quantitative, cross-sectional, correlational approach.	The results of the study implied that church attendance and employee turnover have different causes.	The study was conducted in the USA focused only on whether transformational leadership has effect on membership increase or decline.	96
Chaisson (2021)	To identify if transformational leadership behaviors contribute to the spiritual growth and maturity of members of multicultural Churches of Christ in the United States.	The study used a quantitative correlational approach. There were two variables, TFL as IV and Spiritual maturity as DV.	The research reported that there was no statistically significant correlation between the TFL behaviors of church leaders and congregants' spiritual maturity.	The study was quantitative targeting only the Churches of Christ in the United States.	This study used a mixed methods approach to fill the methodological gap and has three variables, two of which are different from the preceding study to fill the conceptual gap. Furthermore, this study was in Uganda among the clergy of PAG therefore filling the contextual gap
Løvaas et al.(2020)	To examine the associations of intrinsic and prosocial	The study employed a quantitative approach.	TFL was found to be positively associated with innovation.	The study targeted managers of a nonprofit Faith-Based	This study focused on the clergy therefore filling the contextual gap. It also filled the conceptual and

	motivation with TFL, and to investigate the relationship between TFL and innovation among 252 managers in the largest nonprofit organization in Norway, the Church of Norway.			Organisation in Norway, founded by the Church of Norway.	methodological gap because it was a mixed-method approach.
Scroggins (2019)	To determine whether correlations existed between toxic leadership, TFL, and mentorship effectiveness.	The study used a quantitative research design and surveyed 252 licensed and ordained leaders in the African American Pentecostal Church.	The study found significant inverse/negative correlations between toxic leadership and mentorship effectiveness and toxic leadership and TFL. A statistically significant positive relationship was shown between TFL and mentorship effectiveness.	The study was done among the licensed and ordained leaders in the African American Pentecostal Church. The study employed a quantitative research design focusing on the variables of Toxic leadership, TFL, and mentorship effectiveness.	The study was conducted in Uganda among the clergy of PAG and used a mixed-methods approach. This filled the contextual and methodological gaps
Corley (2018)	To explore ministry practices	The study was qualitative. It	The study concluded that	The study looked at the lived	The study was a mixed method filling the

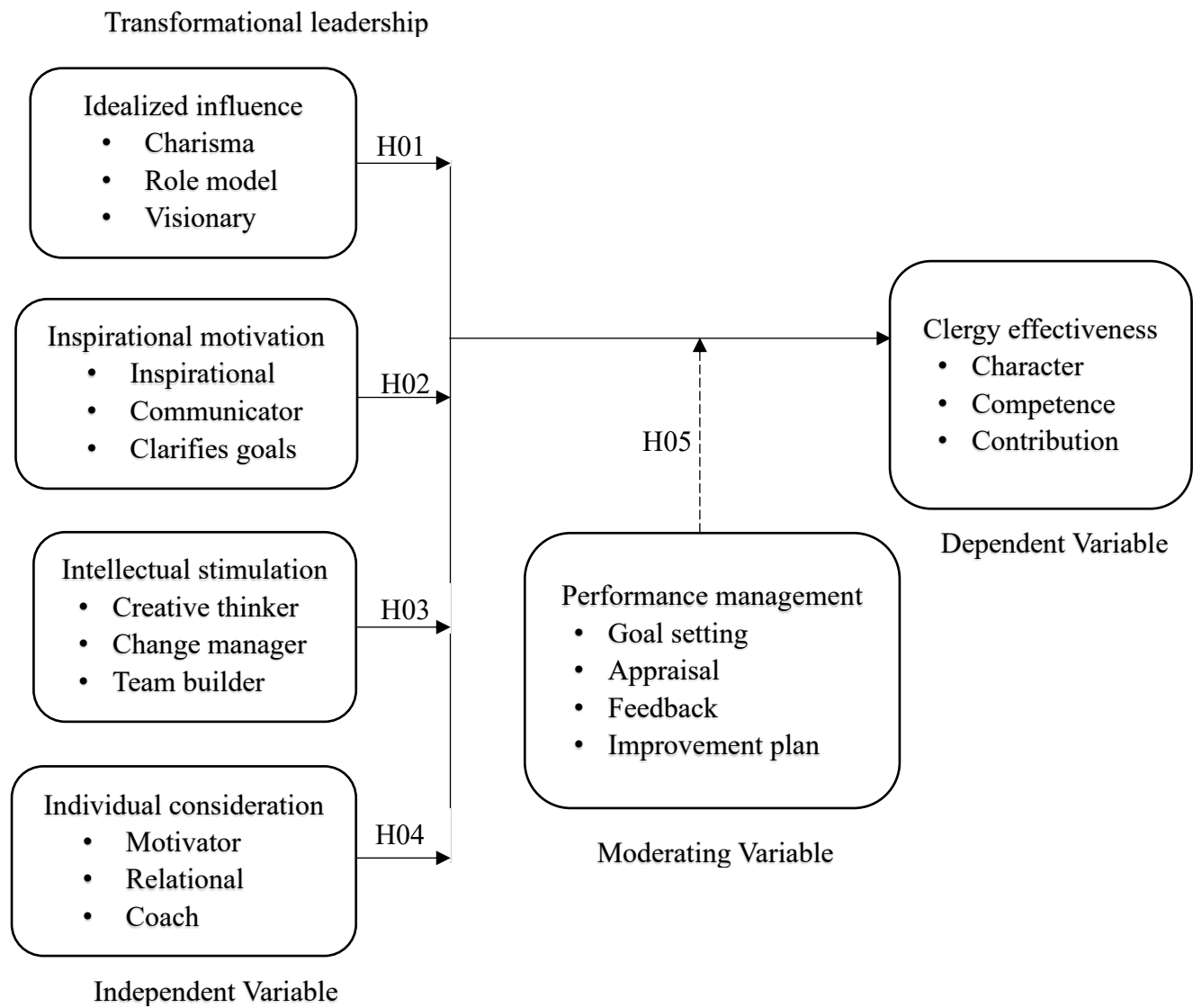
	that attract and retain church membership in Christian churches as perceived by active church leaders in the church	examined the lived experiences of licensed and/or ordained pastors, ministers, and Auxiliary leaders at two established Grace Church International, Inc. church affiliates in the Southern California District	relationship of building, prayer, assimilation, and hospitality (friendliness) are of the greatest importance to attracting and retaining church members	experiences of ministers who attract and retain members in churches in Southern California	methodological gap and was done in Uganda to fill the contextual gap. The proposed study shall also fill the conceptual gap since the variables under study are different
Gregory (2019)	The focus of the study was on transformational pastoral leadership.	The method of research was a literature review.	Pastoral leadership ought to be transformational to promote the Great Commission and impact the world.	The study was more an examination of the concept of transformational leadership with general suppositions.	The study was empirical, focusing on the clergy of PAG in Uganda, and shall employ a mixed-methods design. This filled the methodological and contextual gaps
Keita (2019)	The purpose of this study was to explore the perception of church leaders (pastors, deacons, ministers) and members of congregations regarding leadership styles and how the implementation of	The study used a qualitative case study and the conceptual framework of Bass's FRL theory and Greenleaf's servant leadership theory. The geographical site for the study was the Pentecostal churches in Alexandria, and Springfield, Virginia in the USA.	The findings of this study confirmed the link between church leaders' decision-making abilities, their capability to be ethical, their use of the Bible for spiritual guidance, their readiness to help others, and their	This study was limited in its use of qualitative methods. The study examined leadership in general. Whereas it targeted the Pentecostal churches the study reached only four Pentecostal churches in	The study used a mixed methods approach with specific variables of TFL, PM, and clergy effectiveness in PAG in Uganda. This filled the methodological, contextual, and conceptual gaps

	those styles influences the growth of church membership.		transformation in the church.	Alexandria and Springfield in the USA.	
Nyakundi and Ayako (2020)	To determine the role of church leaders on Church membership growth by examining the leadership styles applied in Christian churches and its effect on membership growth.	The study employed a quantitative descriptive survey method and data was collected through structured Questionnaires. A stratified random sampling technique was adopted.	The study findings showed that the growth of church membership is affected by the leadership styles adopted by the leaders.	The focus of the study was on leadership styles to improve membership growth. The study was conducted in Kenya and used quantitative methods.	The study employed a mixed methods approach with different variables of transformational leadership, performance management, and clergy effectiveness. The study was carried out in PAG in Uganda. Therefore, filling the methodological, contextual, and conceptual gaps

Conceptual Framework

A conceptual framework diagrammatically represents the relationships among the variables in the study. The variables in the study were: transformational leadership, performance management, and clergy effectiveness. Transformational leadership was the independent variable, performance management was the moderating variable, and clergy effectiveness was the dependent variable. The components of transformational leadership were: idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation. The second variable, which also served as the moderating variable in the study, was performance management, comprising the components of goal setting, performance appraisal, feedback, reward, and improvement plans. The third variable was clergy effectiveness, which has the elements of character, competence, and contribution.

The conceptual framework was premised on the assumption that a transformational leadership style can positively influence the clergy to perform effectively through its components: idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation. However, transformational leadership can be hampered by a poor performance management system or enhanced by a sound performance management system within an organization. The researcher hypothesized that when a performance management system is regularly and adequately implemented, it augments the impact of transformational leadership. On the other hand, if an organization's performance management system is not conducted correctly, it will hinder the impact of transformational leadership. Therefore, the influence of transformational leadership is either strengthened or weakened by the organization's performance management practice.

Figure 2. 1: Conceptual Framework

Chapter Summary

Chapter 2 of this study presents a comprehensive review of the empirical literature, critically analyzing three key variables: transformational leadership, performance management, and clergy effectiveness. The chapter also scrutinizes previous research to identify gaps and inconsistencies that this study aims to address. Specifically, the literature review investigates the four components of transformational leadership, which form the foundation for the study's objectives, as well as the various facets of performance management and indicators of clergy effectiveness. Additionally, the chapter evaluates the theoretical frameworks supporting this study before presenting the conceptual framework. This analytical approach highlights a critical examination and synthesis of existing knowledge, setting the stage for subsequent research. The next chapter outlines the methodology used in this study.

CHAPTER THREE: RESEARCH METHODOLOGY

Introduction

A research methodology is a research strategy that shows how the research was conducted and shows the principles, procedures, and practices that governed it (Igwenagu, 2016). This chapter presents the research methodology that was employed in this study. It describes the research philosophy and design that guided the study, the population studied, the samples selected, the sampling methods employed, the types of data sought, the data collection methods, instrument pretesting, reliability and validity, the data analysis plan, ethical considerations, and the chapter summary.

Research Philosophy

Research philosophies, often termed worldviews or paradigms, provide the foundational beliefs that guide academic inquiry. As articulated by Creswell and Creswell (2018) and Khatri (2020), these philosophies define the theoretical ground for research, influencing how a researcher perceives reality and constructs knowledge. The choice of philosophy depends on the nature of the knowledge being investigated (Chege and Otieno, 2020). Central to these philosophies are ontology, which addresses the nature of reality (Khatri, 2020; Kenaphoom, 2021), and epistemology, which examines how knowledge is acquired and validated (Khatri, 2020; Gratton and Jones, 2010; Kenaphoom, 2021).

Common paradigms in social science research include positivism/post-positivism, interpretivism/constructivism, critical theory, and pragmatism (Okesina, 2020; Creswell and Plano Clark, 2023). Post-positivism aligns with the scientific method, focusing on identifying causes that influence outcomes, often through reductionistic testing of variables (Creswell and Plano Clark, 2023). Interpretivism, or constructivism, aims to understand social phenomena inductively from participants'

subjective meanings of their experiences (Okesina, 2020; Creswell). A transformative worldview integrates research with political agendas to confront social oppression (Creswell).

This study was underpinned by the pragmatic philosophy. Pragmatism, as a worldview, is concerned with finding practical solutions and "what works," embracing diverse approaches to understand problems (Creswell). It serves as a strong philosophical basis for mixed-methods studies because it prioritizes the research problem and employs pluralistic methods to derive knowledge (Johnson and Christensen, 2014). This approach, supported by Ary et al. (2010) and Creswell and Plano Clark (2023), allows the researcher to focus on actions that best answer research questions, fostering complementarity between qualitative and quantitative insights (Johnson and Christensen, 2014; Moschlm & Feters, 2017).

Research Design

A research design is the overall plan or strategy a researcher sets in order to achieve the objectives of a particular inquiry, and it involves such issues as data, methods, and modes of analysis, as well as issues of ethics and public dissemination of findings (Stausberg & Engler, 2021). According to Yang and Miller (2008) a research design is intended to define the structure of an inquiry to produce a persuasive, valid, and demonstrably useful argument. Creswell and Plano Clark (2023) offers a candid definition and says that research design is a type of inquiry within qualitative, quantitative, and mixed methods approaches that provides specific direction for procedures in a research study.

This study employed a mixed-methods approach to data analysis. Qualitative responses was analyzed using NVivo software, facilitating the organization and coding of qualitative data to identify patterns and themes. Quantitative data was analyzed with the

aid of Stata Version 18, utilizing both descriptive and inferential statistical techniques to examine the relationships between variables and draw meaningful conclusions. This comprehensive analytical strategy ensured a better understanding of the data, enhancing the overall validity and reliability of the study's findings.

Mixed method design is grounded in pragmatic philosophy which incorporates the quantitative and qualitative data in a single study to enhance a comprehensive understanding of the problem under investigation (Leavy, 2017). This research method used both induction and deduction logic of inquiry to allow the researcher to examine constructs at a deeper level, as quantitative and qualitative methods complement each other (Edmonds & Kennedy, 2017).

The inquiry combines both qualitative and quantitative forms and involves the mixing of both quantitative and qualitative approaches in a study (Creswell & Plano Clark, 2023). It is a systematic approach to addressing research objectives and hypotheses that involves collecting, analyzing, and synthesizing both quantitative and qualitative data in a single research project (Andrew & Halcomb, 2009; Moseholm & Feters, 2017). The goal of mixed-methods research is not to replace qualitative or quantitative approaches but, rather, to combine both approaches in creative ways that utilize the strengths of each within a single study (Ary et al., 2010). Just as pragmatists do not see the world as an absolute unity, in a similar way, mixed-methods researchers look to many approaches for collecting and analyzing data rather than subscribing to only one way, such as quantitative or qualitative (Creswell, 2014).

This method was chosen in this study because the approach involves combining and integrating qualitative and quantitative research methods and data in one research study. Fraenkel et al (2012) opine that mixed-methods research design is advantageous because researchers are better able to gather and analyze considerably more different

kinds of data than they would be able to using just one approach. Its value of multiple methods resides in the idea that all methods have biases and weaknesses, and the collection of both quantitative and qualitative data neutralizes the weaknesses of each form of data (Creswell & Plano Clark, 2023). This is what is referred to as triangulating data sources as a means for seeking convergence across qualitative and quantitative methods.

There are several approaches to mixed methods, but this study used the convergent parallel mixed method. Convergent parallel mixed-methods is a form of mixed-methods design in which the researcher converges or merges quantitative and qualitative data to provide a comprehensive analysis of the research problem (Creswell & Plano Clark, 2023). In this design, the investigator typically collects both forms of data at the same time and then integrates the information into the interpretation of the overall results (Creswell & Plano Clark, 2023). This same thought is held by Demir and Pismek (2018) who explicate that a convergent parallel design entails that the researcher concurrently conducts the quantitative and qualitative elements in the same phase of the research process, weighs the methods equally, analyzes the two components independently, and interprets the results together. The convergent mixed approach enhances the comparison of results of quantitative and qualitative data analyses to obtain a more complete understanding (Usher et al., 2019).

Study Population

The target population in the study was the clergy in PAG in Uganda, totaling 5027 members. These included the Bishops, Assembly Pastors, and Associate Pastors. The bishops oversaw the pastorates and were answerable to the Presiding Bishop. Assembly Pastors reported to the bishops and oversaw the assemblies, which were composed of local congregations led by Associate Pastors. PAG has 24 Bishops at the

Pastorates, three Bishops at the National Secretariat, 500 Assembly Pastors, and 4500 Associate Pastors. The Assembly Pastors also oversaw 500 Assemblies. Assembly Pastors were assisted by Associate Pastors, with their number determined by the size of the Assembly. Currently, there are 4500 local congregations, the same number as Associate Pastors.

Table 3. 1: Study Population by Category

Category	Number
National Executive Committee (Bishops)	3
Pastorate Bishops	24
Assembly Pastors	500
Associate Pastors	4500
Total	5027

Sample Population and Sampling Method

A sample population is a subset of respondents selected from the total target population to represent the entire population. In this study, the unit of analysis was the leadership effectiveness in Pentecostal Assemblies of God, while the unit of observation was individual clergy members of the PAG churches in Eastern and Northern regions of Uganda. The sample population should be as representative as possible to produce a miniature cross-section (Kothari, 2004). In this study, the sample size was sampled through a cluster multistage random procedure because the study involved different groups at different levels of leadership, scattered in different geographical regions in the country (Rahi, 2017). It is suggested by Creswell (2009) that cluster sampling is appropriate if it is impossible or impractical to compile a list of the elements composing the population. He explains that in a multistage or clustering

procedure, the researcher first identifies clusters of groups or organizations, obtains names of individuals within those clusters, and then samples within them. In the same argument Kothari (2004) cautions that the size of a sample should neither be excessively large nor too small, but should be optimum and fulfill the requirements of efficiency, representativeness, reliability, and flexibility. Most importantly, the sample characteristics will be the same as those of the population (May, 2011).

This study adopted a multistage sampling approach because the target groups belonged to different clusters in the regions of Northern and Eastern Uganda and were administered through different Pastorates. Looking at the mixed method approach of the study, concurrent sampling, in which quantitative probability and qualitative purposeful sampling are combined as independent sampling procedures or jointly with both closed-ended and open-ended responses (Creswell, 2009). According to Kothari (2004), probability sampling is also known as random sampling or chance sampling because in this method, every item of the universe has an equal chance of inclusion in the sample. In the same vein, May (2011) emphasizes that an important principle is that each person in the population of interest has an equal chance of being part of the sample.

Sampling Procedure

This study employed a purposeful sampling for the pastorates and multistage cluster sampling technique to sample the Assemblies, and the clergy. This is a probability sampling method, to select respondents from different geographical regions and levels of leadership in Northern and Eastern Uganda. At the initial stage, clusters were formed based on administrative pastorates, followed by simple random sampling within each cluster to ensure representativeness. For the qualitative strand, the study used purposive sampling, a non-probability technique, to select participants with

relevant knowledge and experiences. This reflects a concurrent sampling strategy consistent with the mixed methods design. The combined approach ensured both statistical validity and contextual depth.

Sample Size

Using Yamane's formula (Yamane, 1973) as used in (Uakarn et al., 2021; Wulandari & Kurniasih, 2019), the sample size for the study consisted of 310 participants. Below is the Yamane formula and how the sample size was been obtained.

$$n = \frac{N}{1 + N \times e^2}$$

Where n= Sample Size

N = Population Size

E = Level of precision (0.055)

$$N = \frac{5027}{1 + 5027 \times (0.054923)^2}$$

n = 311 clergy

The distribution of participants shall be as below:

$$\text{Bishops, } \frac{27 \times 310}{5027} = 1.7 \approx 2$$

$$\text{Assembly Pastors, } \frac{500 \times 310}{5027} = 31$$

$$\text{Associate Pastors, } \frac{4500 \times 310}{5027} = 278$$

The study included 1 Bishop from NEC, 1 Pastorate Bishop, 31 Assembly Pastors, and 278 Associate Pastors, totaling 311 clergy.

The sample in Table 3.2 below was selected by proportionally representing assembly and associate pastors from each pastorate within the Eastern and Northern regions. Out of a total population of 378 assembly pastors and 2,437 associate pastors, 31 assembly pastors and 278 associate pastors were sampled. The number of pastors sampled from each pastorate appears to be based on a purposive or proportional allocation strategy, where pastorates with larger numbers of pastors contributed more to the sample. For instance, Central Teso, with 41 assembly pastors and 322 associate pastors, contributed 3 and 37, respectively, while smaller pastorates, such as Sebei, with 9 and 24 pastors, contributed only 1 and 3. This method ensured representation from all pastorates while maintaining a balance between the two regions.

Table 3. 2: Proportionate Distribution of Assembly and Associate Pastors

Pastorate	Regions		Assembly Pastors	Associate Pastors	Sampled number of Pastors	
	Eastern	Northern			Assembly Pastors	Associate Pastors
North Bukedi	Eastern		35	092	3	10
Busoga	Eastern		19	102	2	12
West Teso	Eastern		18	171	1	20
Sebei	Eastern		09	024	1	3
North Teso	Eastern		22	185	2	21
South Teso	Eastern		34	310	3	35
South Bugisu	Eastern		24	046	2	5
Central Teso	Eastern		41	322	3	37
South Bukedi	Eastern		06	050	0	6
Sub Total for Eastern			208	1,302	17	149
West Lango		Northern	73	559	6	64
East Acholi		Northern	48	166	4	19
East Lango		Northern	25	210	2	24
West Acholi		Northern	24	200	2	23
Sub Total for Northern			170	1,135	14	130
Grand Total for the Two regions			378	2,437	31	278

As shown in Table 3.2, the study's population distribution comprised a total of 208 Assembly Pastors and 1,302 Associate Pastors from the Eastern region, as well as 170 Assembly Pastors and 1,135 Associate Pastors from the Northern region. In the sample distribution, the Eastern region had 17 Assembly Pastors and 149 Associate Pastors, while the Northern region had 14 Assembly Pastors and 130 Associate Pastors. Additionally, there were 2 Bishops included in the sample, one from the National Executive Committee and one pastorate Bishop, bringing the total number of respondents to 311, as was earlier reported in the sample size calculation.

Data Collection Methods

Given the mixed-methods design, data were collected through both surveys and interviews using structured (closed-ended) and unstructured (open-ended) questionnaires. The closed-ended questions provided quantitative data, which were analyzed using Stata Version 18, while the open-ended questions generated qualitative data, which were analyzed thematically. The closed-ended section preceded the open-ended one to ensure structured insights before exploring deeper responses. A concurrent data collection approach was adopted, allowing the researcher to collect both data types simultaneously. This strategy enhanced the validity of findings by enabling comparison and integration of numerical and textual data for comprehensive interpretation, as supported by Creswell (2013) and Rai (2020).

Data Collection Instruments

The data collection instruments included structured questionnaires for surveys and semi-structured interview guides. The questionnaires featured both closed-ended items to capture quantitative data and open-ended items to elicit qualitative responses. The interview guides facilitated an in-depth exploration of participants' perspectives

through open-ended questions. These instruments were designed to complement each other, enabling the collection of comprehensive data.

The questions for the closed-ended questionnaires, which address the study objectives, were designed as 5-point Likert scales. A Likert scale is a rating scale used to measure opinions, attitudes, or behaviors. A dichotomous question of yes or no provides very little information and offers no way to assess how transformational leadership affects clergy effectiveness. Thus, the Likert scale analysis provides a way of measuring unobserved individual characteristics that have no concrete, objective measurement. Additionally, the Likert scale analysis questions were provided to facilitate quantitative data analysis from the qualitative data.

The closed-ended questions allowed for statistical analysis using Stata Version 18, while the open-ended responses were analyzed thematically. Employing both instruments concurrently ensured a balanced and integrated dataset for thorough analysis.

Instrument Pretesting

In this study, the instruments for data collection were structured and semi-structured questionnaires (Kinn & Curzio, 2005). Multiple scholars (Hilton, 2017; Hurst et al., 2015; Lenzner et al., 2016) have noted that a frequent difficulty in data collection is that respondents commonly misinterpret questions due to ambiguity or questions that require more than one answer. This necessitated the pretesting of data collection instruments before their use in the field. Pretesting involved simulating the formal data collection process on a small scale of the population to identify practical problems with the instruments, sessions, and methodology (Hurst et al., 2015).

According to Lenzner et al. (2016) and other scholars (Boateng et al., 2018; Hilton, 2017; Hurst et al., 2015; Roopa & Rani, 2012), pretesting broadly refers to the evaluation or testing of a questionnaire before actual survey administration to verify that the questions work as intended and are understood by likely respondents. This process detects errors in language relevance and word ambiguity, thus improving the validity of the instrument for data collection.

The pretest was conducted by administering the draft questionnaires to 37 participants purposively selected from the Central Buganda Pastorate. These participants were briefed on the study's objectives, and the pretest was conducted under conditions similar to those anticipated in the main study. During the pretest, each participant independently completed the questionnaire, after which cognitive interviews were conducted to assess their understanding and interpretation of the questions. Observations were made regarding response time, item clarity, and the flow of questions. Feedback was documented, and ambiguous, unclear, or leading items were revised accordingly. The pretest also enabled the evaluation of the sequencing, length, and timing of the instruments.

The results from the pilot study were not included in the main study because the primary purpose of the pilot was to improve the measurement instrument and identify potential methodological gaps. Additionally, the pilot results were excluded to avoid familiarity bias and account for potential variations in the main study. The Central Buganda Pastorate was selected for the pretest due to its accessibility and socio-cultural diversity, which mirrors the broader population targeted in the main study.

Reliability and Validity

Roopa and Rani (2012) define reliability as the extent to which a measurement gives consistent results. The concept of reliability focuses on repeatability, stability, internal consistency, and consistency of results when measurements are made by the instrument under constant conditions (Boateng et al., 2018; Souza et al., 2017; Taherdoost, 2016, 2018). In this study, the Cronbach Alpha coefficient was used as the most applied internal consistency measure (Taherdoost, 2018). Cronbach's alpha was chosen because it was widely used in other disciplines of humanities and was easier to use for assessing reliability compared to other methods (Vakili & Jahangiri, 2018). A minimum internal consistency coefficient of 0.70 was considered an acceptable value (Taherdoost, 2018).

Taherdoost (2016) asserts that validity is when the instrument measures what is intended to be measured, and it explains how well the collected data covers the actual area of investigation. It is the extent to which an instrument indeed measures the latent dimension or construct it was developed to evaluate (Boateng et al., 2018).

In this study, the researcher engaged expert panels to judge the validity of the instrument's content by use of the Content Validity Index (CVI) (Vakili & Jahangiri, 2018). The experts are experienced professionals in their respective areas of study, well-versed in the subject matter.

The Content Validity Index (CVI) provided the data on the validity of the items separately and was used to determine the content validity of the entire tool. CVI was preferred in this study because it ensures that the items in a questionnaire are optimally designed to measure the contents. The contents of the questionnaire in this study are the concepts represented in the items in the questionnaire if they aligned with the concepts of the variable under study. In that way, it requires that all the items in a

questionnaire be classified in a table and presented separately to the panel of experts so that they can offer their expert views about the three parameters of relevance, simplicity, and clarity of each item based on four-point Likert scale (Vakili & Jahangiri, 2018). The experts were purposely sampled because of their expertise in the study.

To verify the validity of the questionnaire both quantitatively and qualitatively, the items of the instrument were graded by five individual experts on three scales: essential, helpful but not essential, and not essential. The panel of experts then decided whether each item could be recorded in the tool. According to (Lynn, 1986) the choice of the number of experts is arbitrary ranging from the maximum of five to a minimum of three. This thought is also maintained by (Parsian & Dunning, 2009) who also suggests the number of experts to be seven or more. Vakili and Jahangiri (2018) explain that the experts must be those who are knowledgeable in the subject matter of the research. After obtaining the comments of the experts, the value of content validity is calculated based on the formula:

$$CVI = \frac{\text{Number of experts giving a rating of either 3 or 4}}{\text{The number of experts}}$$

According to Vakili and Jahangiri (2018), a proper CVI of more than 0.70 to confirm the acceptability of items in a questionnaire is acceptable. CVI has been proposed to ensure that the items in a questionnaire are optimally designed to measure the contents. In summary, reliability refers to the stability of findings, whereas, validity represents the truthfulness of findings (Mohajan, 2017). Validity and reliability increase transparency and decrease opportunities to insert researcher bias in research.

Data Analysis Plan

The data analysis plan indicated the process of the reduction and reconstruction of data and the various tests to be used to analyze the data for its robustness (Sudheesh,

et al, 2016). It is a plan to present and analyze collected data. This study followed the convergent parallel research design of a mixed-methods approach.

Quantitative data were analyzed using Stata software version 18. Descriptive statistics, such as frequency tables, pie charts, and bar charts, were used to summarize the respondents' basic profile and provide a description of the background characteristics of the participants. These descriptive statistics aimed to address the objective of understanding the demographic distribution of the sample. Inferential statistics, including Pearson correlations and hierarchical linear regression analysis, as shown in the equations below, were employed to assess the influence of transformational leadership and to predict the moderating effect of performance management on clergy effectiveness. These inferential analyses aimed to understand the relationships and potential predictors within the data (Ali & Bhaskar, 2016). Some of the key vital assumptions considered before estimating the Hierarchical Linear Regression were linearity between predictors and outcome, independence of observations, homoscedasticity (equal variances), and normally distributed residuals. Multicollinearity among predictors should also be minimal.

Quantitative data analysis was performed at the univariate level using descriptive statistics and frequency tables, and at the bivariate level using the Pearson Correlation Test and the Hierarchical Linear Regression model. The Pearson Correlation Coefficient test was represented by the Pairwise correlation test as seen in the equation below.

$$r = \frac{\sum(X_i - \bar{X}) \sum(Y_i - \bar{Y})}{\sqrt{\sum(X_i - \bar{X})^2 \cdot \sum(Y_i - \bar{Y})^2}}$$

- r: Pearson correlation coefficient (ranges from -1 to +1)

- X_i : Individual score for variable X (e.g., transformational leadership)
- Y_i : Individual score for variable Y (e.g., clergy effectiveness)
- $\bar{X}$: Mean of X values
- $\bar{Y}$: Mean of Y values

The Pearson correlation coefficient was used to measure the strength and direction of the linear relationship between variables. It ranged from -1 to +1, where values closer to +1 indicated a strong positive linear relationship, and values closer to -1 indicated a strong negative relationship. A value near 0 suggested no linear relationship between the variables. The test assumed that the data were measured at the interval or ratio level, the relationship between variables was linear, there were no significant outliers, and the variables were approximately normally distributed.

As tested on pages 165-167, the Hierarchical Linear Regression Model assumes linearity, normal distribution of residuals, independence of observations, homoscedasticity, and absence of multicollinearity. These assumptions ensure a valid interpretation of relationships and interaction effects. Assessing moderation is crucial in this context to determine whether performance management variables (e.g., goal setting, feedback, appraisal) influence the strength or direction of the relationship between transformational leadership and clergy effectiveness.

The Hierarchical Linear Regression model was presented in three blocks, say models 1, 2, and 3, as follows.

Model 1: Predicting the Effect of Transformational Leadership on Clergy Effectiveness)

$$CE = \beta_0 + \beta_1(Idealized) + \beta_2(Individualized) + \beta_3(Intellectual) + \beta_4(Inspirational) + \epsilon$$

Model 2: Moderation Effect of Performance Management on Clergy Effectiveness

$$\begin{aligned}
 CE = & \beta_0 + \beta_1(Idealized) + \beta_2(Individualized) + \beta_3 (Intellectual) \\
 & + \beta_4 (Inspirational) + \beta_5 (Idealized\#GoalSetting) \\
 & + \beta_6 (Individualized\#Appraisal) \\
 & + \beta_6(Intellectual\#Rewarding) \\
 & + \beta_7(Inspirational\#ImprovementPlan) + \epsilon
 \end{aligned}$$

Model 2: Addition of control variables (demographics)

$$\begin{aligned}
 CE = & \beta_0 + \beta_1(Idealized) + \beta_2(Individualized) + \beta_3 (Intellectual) \\
 & + \beta_4 (Inspirational) + \beta_5 (Idealized\#GoalSetting) \\
 & + \beta_6 (Individualized\#Appraisal) \\
 & + \beta_6(Intellectual\#Rewarding) \\
 & + \beta_7(Inspirational\#ImprovementPlan) + \beta_8(Demographics) \\
 & + \epsilon
 \end{aligned}$$

Qualitative data were analyzed using the thematic strategy with the help of NVivo software version 14. Thematic analysis was used to identify, analyze, and report patterns (themes) within the data. This qualitative analysis addressed the objective of exploring the in-depth perspectives and experiences of the participants. Figures and visual representations of the themes show the results of the thematic analysis (Creswell, 2009; Creswell, 2013).

In this study, quantitative data analysis was followed by descriptive and inferential numeric analysis, while qualitative data analysis pursued a descriptive and thematic text analysis approach. The integration of both methods aimed to provide a comprehensive understanding of the research problem.

Ethical Consideration

First, the researcher aimed to gain support from participants by informing them about their participation in the study, explaining its purpose, and clearly describing its nature (Creswell, 2013). Consent was sought from the participants before they were enlisted in the study. Participants have the privilege of knowing the study results if necessary. Confidentiality was upheld as of paramount importance; therefore, the names of the clergy involved in the study were not disclosed and were kept confidential.

Additionally, when a response was attributed to a specific individual, the information was maintained in strict confidence. Participants were given the freedom to withdraw from the study at any time without the researcher's consent if they felt uncomfortable. Upon approval of the proposal and clearance by Pan Africa Christian University, permission for data collection was sought from PAG. A research permit was processed by the Ministry of Science and Technology, specifically the Directorate of Research, which is responsible for authorizing any research conducted in the country. When permission from PAG was granted and a research permit issued by the Directorate of Research and Technology, the study commenced.

Chapter Summary

This chapter has discussed the methodology adopted in this study. A mixed-method approach was suggested and used. Multiple types of data collection procedures, including open and closed-ended questionnaires, were employed to yield both numerical and textual data. This data was analyzed numerically and thematically, as required in a mixed-method study. A sample study population of 371 clergy participated in the study. Quantitative and qualitative data were collected and analyzed using Stata version 18 software and NVivo version 14, respectively. Ethical considerations were

attended to before, during, and after data collection. The next chapter presents the study's results and a discussion of their implications.

CHAPTER FOUR: RESULTS AND DISCUSSION

Introduction

The primary objective of the study was to investigate the impact of transformational leadership and the moderating role of performance management on the effectiveness of clergy in PAG, in Northern and Eastern Uganda. Therefore, this chapter presents the findings from the data analysis in the following order: univariate data analysis, comprising frequency tables, summary statistics, and visualizations; bivariate analysis, including correlation coefficients between variables; and, finally, the regression models, as shown below.

Response Rate Calculation

Table 4. 1 Response Rate Computation Table

	Number	Percentage
Distributed questionnaires	311	100
Returned questionnaires	236	76%

Source: Author (2024)

According to Table 4.1 above, the response rate calculation indicates that out of the 311 questionnaires issued, 236 were returned, resulting in a response rate of 76%. This indicates that 76% of the targeted sample participated in the study. The high response rate indicates a high level of engagement and willingness to provide information among the respondents, which enhances the reliability and validity of the study's findings. Baruch and Holtom (2008) highlighted that average response rates for surveys conducted in organizational settings typically range between 35% and 40%, with rates above 50% considered excellent. Therefore, the 76% for this study significantly exceeds this benchmark, suggesting strong engagement and data quality.

Reliability of the Findings

The reliability of the study instruments was assessed using Cronbach's alpha reliability test.

Table 4. 2 Cronbach's alpha reliability test

Test scale	=	mean (unstandardized items)
Average interitem covariance	=	10.37324
Number of items in the scale	=	12
Scale reliability coefficient	=	0.8807

Source: Author (2024)

The results indicated an average interitem covariance of 10.37324, with 12 items in the scale, resulting in a scale reliability coefficient (Cronbach's Alpha) of 0.8807. This high value signifies a strong level of internal consistency among the items, suggesting that the constructs measured are reliable and consistently reflect the same underlying concept.

According to Mugenda and Mugenda (2003), a Cronbach's alpha value above 0.7 is acceptable, and values above 0.8 indicate good reliability. Therefore, with a Cronbach's alpha of 0.8807, the study instruments demonstrated good reliability, making the findings dependable and consistent.

Validity of the Findings

Table 4. 3: Confirmatory analysis table for testing validity of instruments

Clergy Effectiveness			Dim1	Dim2	Dim3	Dim4
Dim	Less effective	(n=110)	18.32	3.95	0.000	(KW: 0.000)
	More effective	(n=126)	22.17	2.38		
Dim	Less effective	(n=110)	17.75	4.31	0.000	(KW: 0.000)
	More effective	(n=126)	21.74	2.78		
Dim	Less effective	(n=110)	14.16	5.44	0.000	(KW: 0.000)
	More effective	(n=126)	16.99	6.04		
Item	Dimension	Factor Loading	Standard Error	Intercept	Standard Error	Error variance
Item1	Dim1	0.79	0.03	5.33	0.25	0.38
Item2	Dim1	0.88	0.02	4.77	0.23	0.23
Item3	Dim2	0.71	0.04	4.18	0.20	0.49
Item4	Dim2	0.85	0.03	4.56	0.22	0.28
Item5	Dim3	0.82	0.06	2.70	0.14	0.33
Item6	Dim3	0.97	0.07	2.34	0.13	0.06
Item7	Dim4	0.91	0.04	4.29	0.21	0.18
Item8	Dim4	0.74	0.04	3.57	0.18	0.46

The measurement model demonstrates strong psychometric properties, particularly in terms of reliability and convergent validity. All four dimensions recorded factor loadings ≥ 0.70 , indicating that each item loads strongly on its intended latent construction. This level of internal consistency suggests that the instrument is reliable and that the items within each dimension are closely related conceptually. Further supporting this, all eight items (100%) exhibit correlation coefficients with their respective dimensions above the 0.400 threshold, meeting the criterion for convergent

validity. This confirms that each item effectively measures the construction it was designed to capture.

The results on divergent validity are somewhat supportive. Four out of eight items (50%) showed stronger correlations with their dimensions than with others, indicating that half of the items measure what they are intended to. However, the other half showed some overlap with other dimensions, suggesting that the constructs, while generally distinct, may still share some conceptual or practical similarities. This suggests the need for further review or refinement of the items to enhance their ability to measure separate constructs more clearly.

Demographic Information of Respondents

Table 8 presents the demographic information focusing on the position of the clergy/title, their age, years served, marital status, and education level as follows.

Table 4. 4: Demographic Information of Respondents

Variables	Frequency (<i>n</i>)	Percent (%)
Position		
NEC Bishop	1	0.42
Pastorate Bishop	1	0.42
Assembly Pastor	31	13.14
Associate Pastor	203	86.02
Total	236	100.00
Sex of the Clergy		
Male	207	87.71
Female	29	12.29
Total	236	100.00
Age of respondents		
below 35	52	22.22
36-45	78	33.33
46-55	67	28.63
56-65	29	12.39
66-70	7	2.99
71+	1	0.43

Total	234	100.00
Years served in current position		
6-10 years	120	55.30
11-20 years	63	29.03
21-30 years	22	10.14
31-35 years	4	1.84
35-40 years	8	3.69
Total	217	100.00
Marital Status		
Married	201	87.39
Single	29	12.61
Total	230	100.00
Highest Education Level		
PLE certificate	41	17.60
UCE certificate	44	18.88
UACE certificate	16	6.87
Vocational certificate	25	10.73
Diploma	59	25.32
Bachelor's degree	39	16.74
Master's degree	8	3.43
Doctor of Philosophy	1	0.43
Total	233	100.00

Source: Author (2024)

The total sample size was 236 participants. However, the frequency for certain variables, such as the age of respondents (234), years served in their current position (217), and marital status (230), is slightly lower. This discrepancy was due to some respondents not providing answers to all the questions. This was attributed to a variety of factors, including the respondents' reluctance and the challenges faced by the data collectors during the interview process. The effect of the incomplete questionnaire was only evident in the demographics of the participants, which were intended to provide a snapshot of the population to simplify and describe the participants. Demographic information aims to understand the population of the study; therefore, some missing observations, such as years served, marital status, age, and educational level, may not

significantly affect the generalizability of the study findings, as they were not used in inferential statistics but rather in descriptive statistics.

The position distribution of respondents shows that the majority were Associate Pastors, comprising 82% ($n = 203$) of the sample, followed by Assembly Pastors at 13% ($n = 31$), while National Executive Committee Members and Pastorate Bishops each represent .42% ($n = 1$). Mostly, the clergy were male (88%, $n = 207$) while a few were female (12%, $n = 29$). Regarding age, most respondents fall within the 36-45 years range, accounting for 33.33% ($n = 78$), with the 46-55 years group following at 28.63% ($n = 67$). The respondents' tenure in their current positions predominantly spans 6-10 years, encompassing 55.30% ($n = 120$) of the sample, with 29.03% ($n = 63$) serving between 11-20 years. In terms of marital status, a significant majority, 87.39% ($n = 201$), are married, while 12.61% ($n = 29$) are single. This suggests that most participants had family responsibilities, which could have influenced their perspectives, commitments, and decision-making processes. The high number of married respondents reflects the general age or social structure of the group studied. When it comes to educational attainment, the highest percentage of respondents, 25.32% ($n = 59$), held a Diploma, followed by 18.88% ($n = 44$) with a UCE certificate. Other notable education levels included PLE certificate holders at 17.60% ($n = 41$) and those with a Bachelor's degree at 16.74% ($n = 39$). In contrast, a small fraction had attained a Master's degree (3.43%) or a Doctor of Philosophy (0.43%).

Position by Region

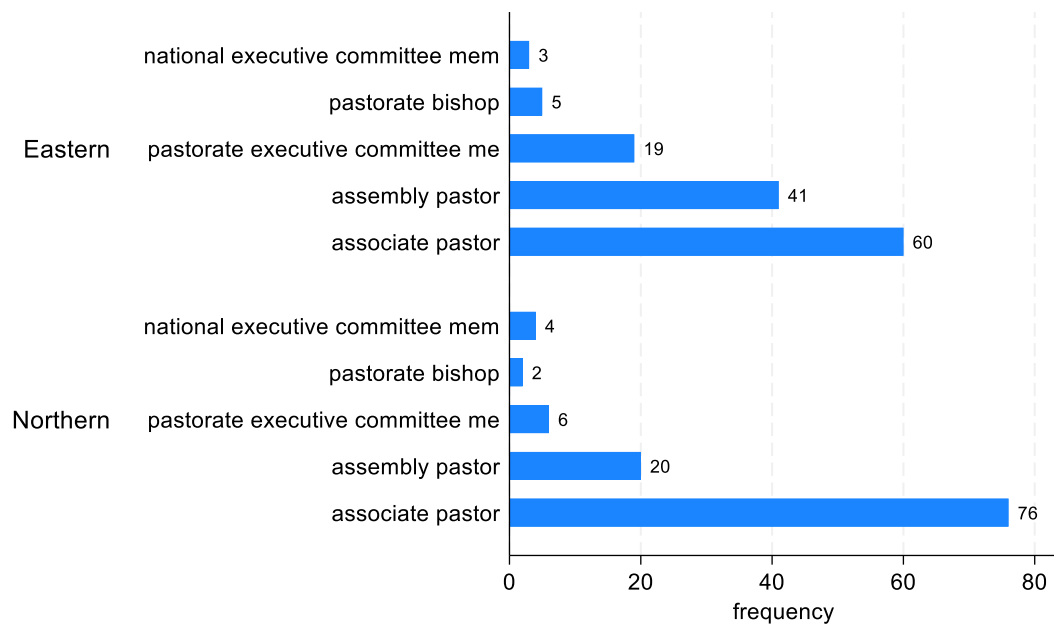


Figure 4. 1 Position by the Region of Belonging

Figure 4.1 shows the distribution of various pastoral and committee positions within the Eastern and Northern regions. In both regions, the position of Associate Pastor was the most prevalent, with the Northern region having 76 Associate Pastors compared to 60 in the Eastern region. Assembly Pastors also featured prominently, with 41 in the Eastern region and 20 in the Northern region. Conversely, the positions of National Executive Committee Member and Pastorate Bishop had relatively low frequencies, with 3 and 5 in the Eastern region, and 4 and 2 in the Northern region, respectively. The Eastern region had a notably higher number of Pastorate Executive Committee Members (19) compared to the Northern region (6). These observations highlight a significant concentration of Associate and Assembly Pastors in both regions, with the Eastern region having a more substantial representation in executive committee roles.

Marital Status by Region

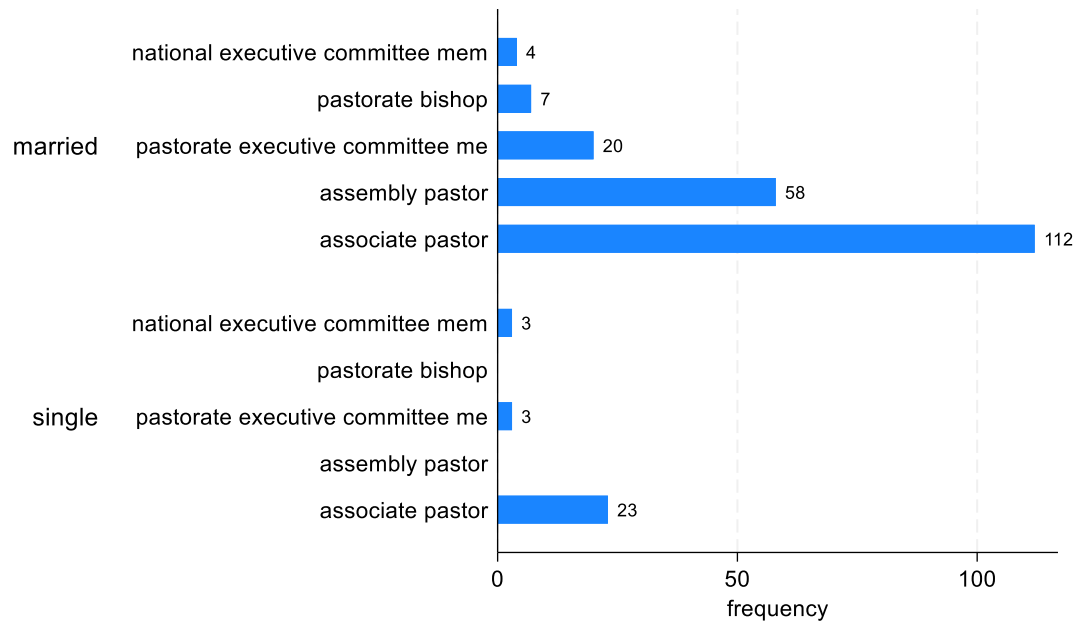


Figure 4. 2 Marital status by region of belonging

Among the married respondents, the majority were Associate Pastors ($n = 112$), followed by Assembly Pastors ($n = 58$). There were fewer Pastorate Executive Committee Members ($n = 20$), Pastorate Bishops ($n = 7$), and National Executive Committee Members ($n = 4$). Among the single respondents, the highest frequency was also found among Associate Pastors ($n = 23$), with very few serving as National Executive Committee Members ($n = 3$) or Pastorate Executive Committee Members ($n = 3$).

Years of Service by Region

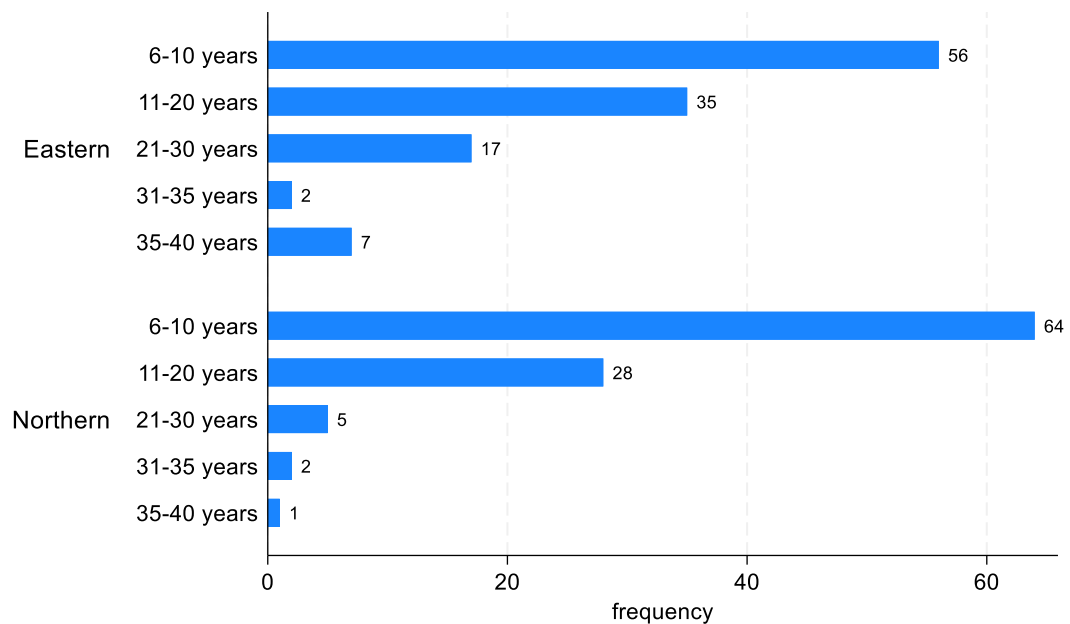


Figure 4. 3: Years of service by the region

In both the Eastern and Northern regions, the majority of respondents had served for 6 to 10 years, as shown in Figure 4.3. Specifically, 56 respondents from the Eastern region and 64 respondents from the Northern region fell into this category. The second most common duration of service was 11-20 years, with 35 respondents from the Eastern region and 28 from the Northern region.

Fewer respondents had longer tenures: in the Eastern region, 17 had served 21-30 years, 2 had served 31-35 years, and 7, 35-40 years. In the Northern region, five had served 21-30 years, two had served 31-35 years, and only one had served 35-40 years. Overall, the trend shows that most respondents had been in service for 6-10 years, with a significant number also having served for 11-20 years. Longer tenures were less common.

Correlation Analysis of Clergy Effectiveness with Idealized, Individualized, Intellectual, and Inspirational Influence

The Pearson correlation was employed due to its ability to aggregate all the other independent variables against clergy effectiveness compared to Spearman's rank correlation (van den Heuvel & Zhan, 2022). In addition, Pearson is the most suitable correlation model for numeric data and does not require ranking. The results from the Pearson Correlation coefficients are seen in Table 4.5 below.

Table 4. 5 Correlation Analysis of Clergy Effectiveness with Idealized, Individualized, Intellectual, and Inspirational Influence

Variables	(1)	(2)	(3)	(4)	(5)
Clergy effectiveness	1.0000				
Idealized influence	0.3586*	1.0000			
Individualized consideration	0.4766*	0.6743*	1.0000		
Intellectual stimulation	0.3696*	0.5959*	0.6067*	1.0000	
Inspirational motivation	0.5037*	0.6933*	0.7708*	0.6237*	1.0000

*** $p < 0.01$, ** $p < 0.05$, * $p < 0.1$: Source: Author (2024)

Influence of Idealized Influence on Clergy Effectiveness in PAG in Uganda

Transformational leadership styles have single asterisks. This implies that they are statistically significant in comparison to clergy effectiveness at a 10% level of significance. Table 4.5 reveals that idealized influence had a moderate positive correlation with clergy effectiveness ($r = 0.3586$), indicating that higher levels of idealized influence are associated with increased clergy effectiveness. This finding aligns with numerous other studies. For instance, Harwanto (2018) found a significant

positive relationship between transformational leadership behavior, which includes idealized influence, on church ministry effectiveness.

Regarding idealized influence, leaders were found to frequently engage in one-on-one discussions, visit their members, and be approachable. For instance, one member shared,

"Through one-on-one discussions in case of any challenge with Christian, sharing the word of God, and encouraging one another."

Another noted, *"He visits his Christians once in a while."* This approachability is further highlighted by a member who said, *"My leader is approachable, down to earth; he can go to the last person and encourage us a lot."*

Leaders were described as loving, kind, and non-discriminatory, making efforts to include all members. One member mentioned, *"He is friendly and loves all of them without any segregation."* Another added, *"My leader does not discriminate,"* while a third stated, *"He loves everyone."*

Leaders provide guidance, counselling, and support through meetings, teachings, and personal interactions. A member expressed, *"He advises, interacts, and helps every person he relates with."* Another one noted, *"My leader relates with the people he leads by showing love to the people."*

Leaders work on building a sense of community and team spirit through various activities and responsibilities. One respondent highlighted this by saying, *"Sharing information through meetings, assigning responsibility to the different stakeholders in the church."* Another added, *"He always comes and joins his folks in any mission set gathering and meeting."*

Leaders are often regarded as role models, exemplifying ethical behavior and setting a positive example. A member stated, *"He is a role model; he exemplifies ethical soundness in his leadership, and he has a good personality."* Another reflected, *"My leader relates well with all the people within and outside his office of leadership. Leading by example means guiding through your behavior and inspiring them to do the same as you or the leader who is onboard."*

Leaders are noted for their responsiveness to members' needs, especially in times of crisis. One member shared, *"By responding positively to their needs."* Another detailed description, *"He visits church members in times of crisis, counsels members, attends funerals, provides opportunities for training and upholding new leaders, and generally unites church members."*

Some responses indicated areas where leaders could improve, such as reducing selectiveness and increasing engagement with all members. One member mentioned, *"My leader relates with some people more than others."* Another pointed out, *"Sometimes my leader makes rushed decisions and is short-tempered. Once he made a decision, he never accepted any other person's advice, even if he knew how good or bad the decision was."*

Influence of Individualized Consideration on Clergy Effectiveness in PAG in Uganda

Similarly, from Table 4.5, a moderate positive correlation was found between individualized consideration and clergy effectiveness ($r = 0.4766$), suggesting that personalized attention and support also enhance clergy effectiveness. A study on authentic leadership, which includes elements of individualized consideration, demonstrated significant relationships with ministerial effectiveness. This indicates that

authentic and personalized leadership approaches are crucial for effective ministry (Khalil & Sahibzadah, 2021; Puls et al., 2014).

Additionally, participants were asked to describe how their immediate leaders demonstrated concern for each team member. Mediums such as frequent communication and meetings, personal support and visits, listening and empathy, delegation and empowerment, mentorship and guidance, support during crises, encouragement, and motivation were amplified, albeit with a few challenges, as evident in the last paragraph.

Leaders demonstrate concern by organizing regular meetings, making phone calls, and maintaining open lines of communication. *"Having frequent meetings and making calls to other people sharing through the church platform."* Moreover, *"He is quick to respond to challenges from his team members."*

Leaders demonstrate concern by visiting individuals in their homes, attending to personal needs, and offering support during difficult times. *"By reaching the individual member and offering the expected help at the needed time," and "Stands with them when they have various problems and needs, for instance, at a time of weddings, death, etc."*

Leaders demonstrate empathy by listening to members' concerns, offering guidance, and actively engaging with their lives. Some respondents stated that their leader shows individual consideration, *"By listening to everyone's challenges, By helping them financially," and by "Listening and responding to every rising concern."*

Assigning responsibilities and encouraging team members to take on roles demonstrates trust and a genuine concern for their development. The respondents observed that their leader "shows concern for each individual by assigning them work,"

and *"He always assigns responsibilities and delegates in some instances to the members of his team and follows them up."*

Providing mentorship, guidance, and training to help team members grow and overcome challenges. The respondents stated that their leader *"mentors them, visits them both at their workstations and their homes"*. Through mentorship and guidance, members are supported in overcoming challenges and achieving their goals.

Leaders support their team during crises, such as illness or bereavement, by providing the necessary assistance and emotional support. Some respondents described this that their leader, *" contributes during burial expenses, supports people on their wedding day, He also spends a night to help one in prayer when he/she is sick or stressed"* They also noticed that their leader shows concern *"by visiting them in case any has a problem."*

In encouraging and motivating team members to participate in activities, pursue training, and stay committed to the mission, the participants stated that their leader *"motivates the members to pursue the will of God " and "encourages them to participate in the activities of the church."* However, the respondents also highlighted a lack of concern or inconsistent engagement, pointing to areas where leaders can improve. For lack of concern, they expressed that, *"No concern is considered because of no appointment letter, no salary, and no appraisal."* Further, they stated that, *"No follow-up to those who have problems, not visiting the lost."*

Influence of Intellectual Stimulation on Clergy Effectiveness in PAG in Uganda

Similarly, Table 4.5 reveals that intellectual stimulation has a moderate positive correlation with clergy effectiveness ($r = 0.3696$), suggesting that stimulating and encouraging intellectual growth contributes positively to clergy performance. This

finding aligns with another study, which revealed a strong positive correlation between intellectual stimulation and church leader performance, with Pearson correlations of 0.570 for graduates and 0.69 for congregation members. Intellectual stimulation fostered creativity and innovation in decision-making and conflict resolution, significantly influencing church growth (Demesi et al., 2022).

When asked to describe how their immediate leader addresses issues, they reported that their leader does so through effective communication and meetings. They observed that their immediate leaders frequently use meetings to address and discuss problems, involving various stakeholders and members in the decision-making process. For instance, some of them stated that their leader does that *"By engaging in discussion on the matter by members"*. They also observed that their leader does the same, *"By calling meetings, involving parties, and carrying out problem-solving sessions."*

The respondents also observed that their leader presents intellectual stimulation through guidance and counseling. They stated that their leader provides guidance, counseling, and mediation to help members understand and solve their problems. Additionally, their leader carries out home visits.

Intellectual stimulation is also evident in the way a leader conducts consultations and seeks collective decision-making. In their response, the respondents stated that their leaders frequently consult with committees, church members, and other leaders to find solutions collectively. He achieves this by holding consultative meetings with various stakeholders within the churches under his care, gathering information through these meetings.

Influence of Inspirational Motivation on Clergy Effectiveness in PAG in Uganda

Lastly, Table 4.5 indicates that inspirational motivation had a moderately strong positive correlation with clergy effectiveness ($r = 0.5037$). This suggests that as inspirational motivation increases, clergy effectiveness also improves. Clergy who demonstrates inspirational motivation provide a clear vision and purpose, emotionally engage their congregants, and serve as role models. They communicate effectively, empowering their followers to achieve their full potential and creating a positive church environment.

This combination of vision, emotional connection, and empowerment fosters higher levels of participation, support, and unity within the congregation, ultimately enhancing the overall effectiveness of clergy members. Various studies support this; for instance, a study on the effect of inspirational leadership practices among school heads in Ghana demonstrated that such leadership behavior has a positive impact on students' academic achievement. This suggests that inspirational motivation can foster a conducive environment for growth and excellence, which can be applied to clergy effectiveness (Gyansah et al., 2020).

When asked to describe how their leader demonstrates inspirational motivation, a special aspect that motivates members to achieve the PAG vision, they explained that their leader motivates them through teaching and preaching sessions. They observed that the primary method of motivation for the team involves continuous teaching and preaching of the word of God. This approach is emphasized by responses such as "Through continuous teaching of the word of God" and "Preaching and teaching the word of God". The respondents also observe that their leader inspires and motivates them through training and skill development. They observe that the training

incorporates various areas, including leadership, youth conventions, and Bible study, among others, which play a significant role in motivating the team. The trainings that their leader conducts enable the congregation to remain rooted in the faith, while the training for the leaders is aimed at imparting skills in leadership and management of the church.

The respondents also noted that their leaders provide support and encouragement to team members, and this has been reciprocated by team members offering support and encouragement to one another, especially in times of need, thereby fostering a spirit of teamwork. For instance, one member noted, "*By supporting one another in case of any problem, sharing one another's burden or problem builds a spirit of teamwork.*" Another added, "*By encouraging members to be hardworking.*"

The respondents also stated that their leaders allocate resources to recognize and appreciate the lower-level leaders. By doing so, the lower clergy feel motivated and rewarded for their efforts in church work. The respondents explain that mobilizing resources and showing appreciation through rewards and recognition are important motivators. This is important because the church lacks sufficient finances, which makes implementing the activities difficult. The lack of resources greatly discourages the clergy and impedes the church's progress. When leaders materially reward the leaders below them, they spur them to give their best effort to the work of God.

The results also revealed that leaders are motivated when they participate in community outreach and evangelism. The participants stated that reaching out to the community with the gospel and participating in evangelism are strong motivational factors. For example, some of them stated that they are motivated. "*By reaching the community with the gospel,*" and "*Our team is motivated to achieve the PAG vision by evangelizing the word of God to the nations.*" Another aspect of inspirational

motivation revealed in the study is the importance of teamwork and unity. The participants stated that emphasizing teamwork, with a spirit of unity and shared goals, is crucial for motivation. One member mentioned, "*We work and fellowship together,*" and another added, "*The team works devotedly and supports one another.*"

Practical guidance and inspirational leadership are essential in motivating the team. Responses such as "Through guidance and counselling" and "He always shares the vision with the people he leads and gives deep insight into the vision" highlight this aspect.

Despite the motivational efforts, some responses indicate challenges, such as inadequate motivation and a need for better support and more transparent communication of the vision. For instance, one member noted,

"PAG's mission and vision are not always shared, and therefore the team has an average motivation," while another mentioned, *"There is no clear system, if it is there, then it is not known to many."*

Moderating effects of Performance Management on the relationship between Transformational Leadership and Clergy Effectiveness in PAG in Uganda

The fifth objective of the study was to establish the moderating effects of performance management on the relationship between transformational leadership and clergy effectiveness in PAG in Uganda. This was also stated in the null hypothesis, as Performance management has no significant positive moderating effects on the relationship between transformational leadership and clergy effectiveness in PAG in Uganda.

The Hierarchical Linear Regression Model was employed to test for the moderating impact of performance management factors on the relationship between transformational leadership and clergy effectiveness. The results are presented in Table 4.6 as seen below. The analysis followed a three-step modeling process. Model 1 included only leadership style variables to assess their direct effect on clergy effectiveness. In Model 2, performance management factors, including appraisal, feedback, rewards, improvement plans, and goal setting, were added as moderating variables to explore their influence on the relationship between leadership and clergy effectiveness. Model 3 introduced demographic variables, specifically age and education level, to control for potential confounding effects. The progressive increase in R-squared values and significant F-statistics across the models suggests that adding these variables enhanced the model's explanatory power.

The R-squared results indicate a progressive improvement in the models' explanatory power. Model 1 explains 27.6% of the variation in clergy effectiveness using leadership variables. When performance management variables are added in Model 2, the explained variance increases significantly by 16.5% to 44.1% ($p = 0.000$). This suggests that the performance management factors significantly moderate the relationship between transformational leadership and clergy effectiveness. Model 3 further improves the model by incorporating demographic variables, raising the R-squared to 51.6%, an additional 7.5% increase that is also statistically significant ($p = 0.000$). This suggests that each additional set of variables makes a meaningful contribution to explaining clergy effectiveness.

Table 4. 6 Hierarchical Linear Regression Model for Testing Moderating Effects

Model 1:

Source	SS	Df	MS	Number of obs	=	236
Model	1698.39542	4	424.598855	F(4, 231)	=	22.01
Residual	4456.28255	231	19.2912664	Prob > F	=	0.0000
Total	6154.67797	235	26.190119	R-squared	=	0.2760
				Adj R-squared	=	0.2634
				Root MSE	=	4.3922

Clergy effectiveness	Coef	Std. err.	t	P> t 	[95% conf. interval]	
Idealized	-.0804553	.1114221	-0.72	0.471	-.2999888	.1390782
individualized	.2488682	.1064346	2.34	0.020	.0391615	.4585748
intellectual	.0685237	.0844401	0.81	0.418	-.0978475	.234895
Inspirational	.4061679	.116339	3.49	0.001	.1769467	.6353892
cons	7.873462	1.627353	4.84	0.000	4.667111	11.07981

Model 2:

Source	SS	Df	MS	Number of obs	=	236
Model	2716.06072	9	301.784525	F(9, 226)	=	19.83
Residual	3438.61725	226	15.2151206	Prob > F	=	0.0000
Total	6154.67797	235	26.190119	R-squared	=	0.4413
				Adj R-squared	=	0.4191
				Root MSE	=	3.9007

Clergy effectiveness	Coef	Std. err.	t	P> t 	[95% conf. interval]	
Idealized	-.0202687	.1001077	-0.20	0.840	-.2175326	.1769951
individualized	.1750357	.0964149	1.82	0.071	-.0149514	.3650227
intellectual	.0310667	.0764491	0.41	0.685	-.1195775	.1817109
Inspirational	.3752188	.1058803	3.54	0.000	.16658	.5838577
Appraisal # goal setting	-.36564	.0798869	-4.58	0.000	-.5230584	-.2082216
Individualized # appraisal	.2405412	.065232	3.69	0.000	.1120005	.3690819
Intellectual # rewarding	-.0599207	.058707	-1.02	0.309	-.1756038	.0557624
Inspirational # improve plan	.3928635	.0605614	6.49	0.000	.2735263	.5122006
cons	6.75561	1.517404	4.45	0.000	3.765541	9.745678

R-Square Diff. Model 2- Model 1 = 0.165 F(5,226) = 13.377 $p = 0.000$

Model 3:

Source	SS	Df	MS	Number of obs	=	236
Model	3155.84446	11	286.894951	F(11, 220)	=	21.32
Residual	2961.0133	220	13.4591514	Prob > F	=	0.0000
Total	6116.85776	231	26.4799037	R-squared	=	0.5159
				Adj R-squared	=	0.4917
				Root MSE	=	3.6687

Clergy effectiveness	Coef	Std. err.	t	P> t 	[95% conf. interval]	
Idealized	.0319681	.0951345	0.34	0.737	-.1555236	.2194598
individualized	.2153494	.0921837	2.34	0.020	.0336732	.3970255

Intellectual	.0351372	.0723078	0.49	0.627	-.1073674	.1776418
Inspirational	.279142	.1022922	2.73	0.007	.077544	.48074
goalsetting	-.0330007	.0586022	-0.56	0.574	-.1484942	.0824928
Appraisal	-.3330774	.0763937	-4.36	0.000	-.4836344	-.1825203
Feedback	.1774405	.0632097	2.81	0.005	.0528665	.3020145
rewarding	-.0907887	.0583063	-1.56	0.121	-.2056992	.0241218
improvement plan	.4233056	.0578281	7.32	0.000	.3093376	.5372737
Age(71+)	-16.41823	3.885905	-4.23	0.000	-24.0766	-8.759868
Education (PLE certificate)	-2.092549	.6590215	-3.18	0.002	-3.391352	-.7937458
cons	7.040965	1.446958	4.87	0.000	4.189293	9.892637
R-Square Diff.	Model 2-	Model 1	= 0.075	F(2,220)	= 16.338	<i>p</i> = 0.000
Model	R2	F(df)	p	R2 change	F(df) change	p
1:	0.276	22.010(4,23 1)	0.000			
2:	0.441	19.835(9,22 6)	0.000	0.165	13.377(5,226)	0.000
3:	0.516	21.316(11,2 20)	0.000	0.075	16.338(2,220)	0.000

Source: Author (2024)

Model 1 examined the direct effects of transformational leadership factors (idealized influence, individualized consideration, intellectual stimulation, and inspirational motivation) on clergy effectiveness. The model accounts for 27.6% of the variance in clergy effectiveness ($R\text{-squared} = 0.2760$), with a significant overall model fit ($F(4, 231) = 22.01, p = 0.000$). Among the transformational leadership factors, individualized consideration ($b = 0.2489, p = 0.020$) and inspirational motivation ($b = 0.4062, p = 0.001$) significantly predicted clergy effectiveness. Idealized influence and intellectual stimulation did not have significant effects. Therefore, as individualized consideration rises, clergy effectiveness also rises. This can be seen through more frequent communications and meetings, personal support and visits, and active listening and empathy towards congregants. Inspirational motivation increases clergy effectiveness by providing a clear vision, fostering enthusiasm, and emotionally engaging the congregation.

Model 2 included the moderating factors (goal setting, appraisal, feedback, rewarding, and improvement plan) in addition to the transformational leadership factors. Among the leadership styles, inspirational leadership stood out as a strong and significant predictor of clergy effectiveness ($b = 0.375, p < 0.001$). This suggests that clergy who can uplift and motivate others are viewed as more effective in their roles. While individualized consideration showed a positive relationship ($b = 0.175, p = 0.071$), it was not significant. On the other hand, idealized influence and intellectual stimulation did not significantly influence clergy effectiveness in this model, as their effects were small and statistically insignificant. A key finding emerged in the interaction between goal setting and appraisal, which had a significant adverse effect ($b = -0.366, p < 0.001$). This suggests that when both practices are strongly emphasized together, they may unintentionally lower perceived clergy effectiveness, possibly due to pressure, confusion, or mixed expectations. In contrast, when appraisal was combined with individualized leadership, the effect was positive and significant ($b = 0.241, p < 0.001$), suggesting that personalized attention is more effective when coupled with regular performance reviews. Furthermore, inspirational leadership paired with an improvement plan had a strong positive effect ($b = 0.393, p < 0.001$), highlighting the value of combining motivation with clear developmental strategies. However, the interaction between intellectual stimulation and reward did not show a significant impact.

Model 3 incorporates background characteristics (age and education) along with transformational leadership factors and moderating factors. The model explains 51.59% of the variance in clergy effectiveness ($R\text{-squared} = 0.5159$), with a significant overall fit $F(11, 220) = 21.32, p < 0.001$. This model demonstrates an additional improvement over Model 2, with an $R\text{-squared}$ change of 0.075 ($F(2, 220) = 16.338, p = 0.000$).

Significant predictors in this model include individualized consideration ($b = 0.2153$, $p = 0.020$), inspirational motivation ($b = 0.2791$, $p = 0.007$), appraisal ($b = -0.3331$, $p = 0.000$), feedback ($b = 0.1774$, $p = 0.005$), improvement plan ($b = 0.4233$, $p = 0.000$), and age ($b = -16.4182$, $p = 0.000$). The effects of goal setting and rewarding are not significant. Consequently, adding background characteristics further refines the model. Age negatively impacts the effectiveness of clergy, indicating that older clergy members may face more challenges. Individualized consideration remains significant, suggesting that personal interactions and support enhance effectiveness. Inspirational motivation remains crucial, reinforcing the importance of vision and motivation. Appraisal remains negatively associated, while positive feedback and improvement plans continue to have a positive influence on clergy effectiveness.

Diagnostic Tests

This section presents the diagnostic tests performed after the regression findings. The tests performed were linearity tests, normality tests, heteroskedasticity, multicollinearity, and serial correlation, as seen below.

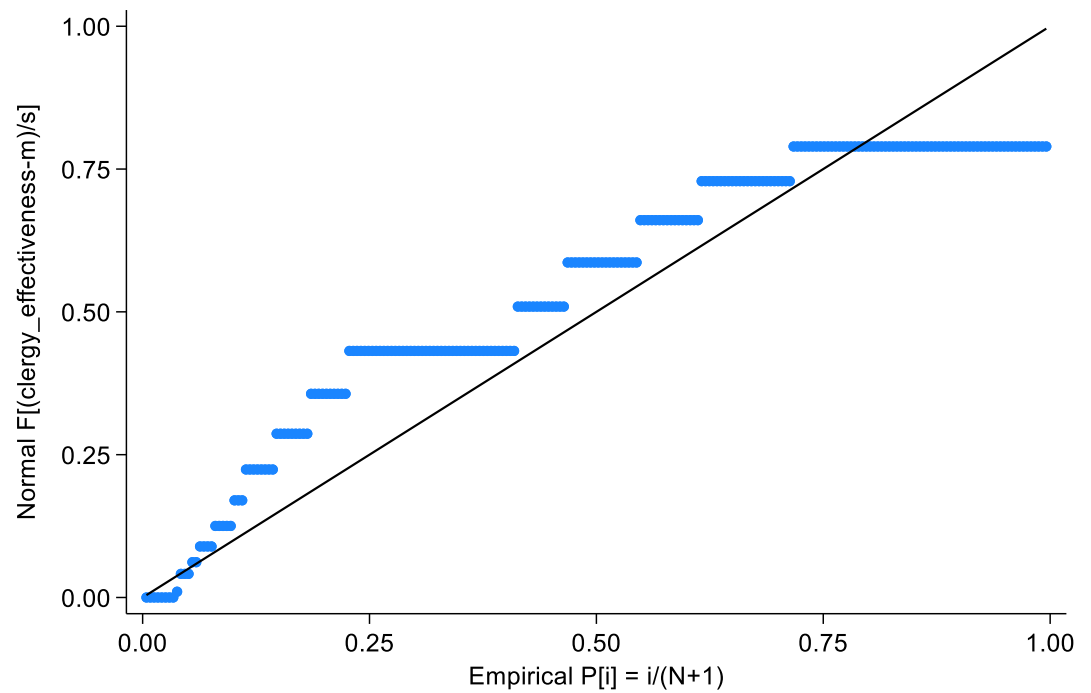


Figure 4. 4: Testing for linearity of the data

The figure above shows that clergy effectiveness, as a dependent variable, was linear, thus supporting regression model analysis using ordinary least squares (OLS).

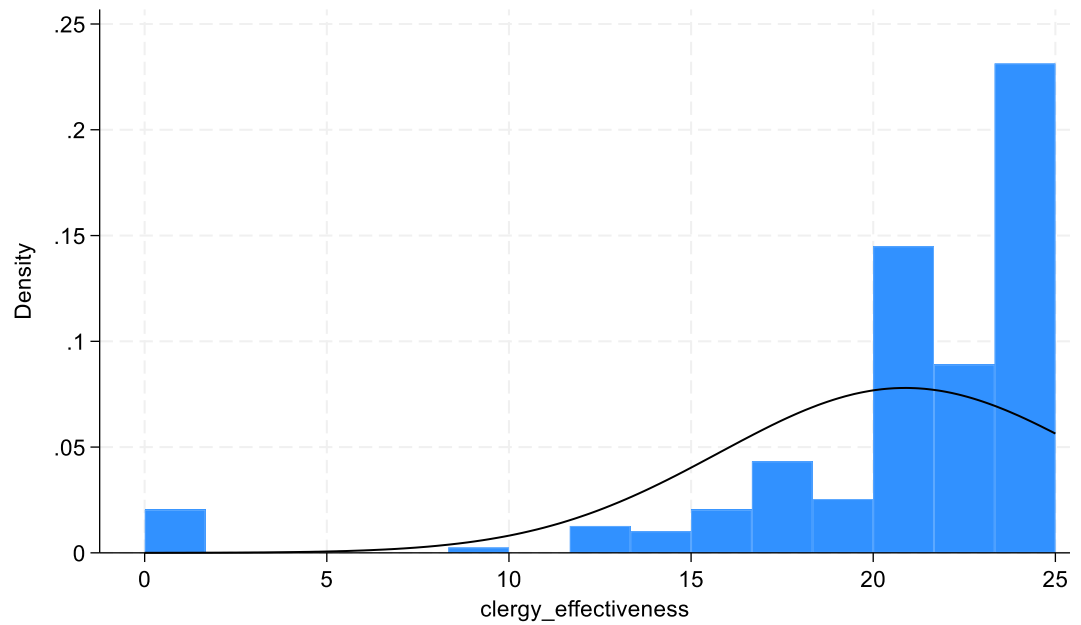


Figure 4. 5: Testing for Normality/Bell-shaped distribution of data

The histogram above shows that clergy effectiveness is normally distributed with a negatively skewed distribution. The negative skewness with some leptokurtic scores suggests that clergy effectiveness scores were incremental upwards.

Variable	VIF	1/VIF
appraisal	3.42	0.292540
inspiration~l	3.14	0.318245
individual~d	2.92	0.342350
feedback	2.89	0.346581
idealised	2.30	0.435655
intellectual	1.92	0.520902
improvement~n	1.91	0.524117
goal_setting	1.85	0.540438
rewarding	1.73	0.577879
Mean VIF	2.45	

Figure 4. 6: Testing for Multicollinearity in the data

The output above shows the results from the multicollinearity test. Based on the findings, each of the dimensions in this study has a variance inflation factor of less than 10. This indicates that there is no multicollinearity among the dimensions, revealing that there's no perfect correlation among the explanatory variables, rendering the model appropriate.

Breusch-Godfrey LM test for autocorrelation			
lags(p)	chi2	df	Prob > chi2
1	4.732	1	0.0296
H0: no serial correlation			

Figure 4. 7: Testing for Serial Correlation in the data

The output above shows results from the serial correlation test. The p-value associated with the Chi-square value of 4.732 is significant. This reveals that the null hypothesis of no serial correlation is rejected in favor of the alternative hypothesis. This indicates that there is serial correlation. However, since this was not time series data, it does not pose a challenge to the results from the Hierarchical Linear Regression Model.

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Breusch-Pagan/Cook-Weisberg test for heteroskedasticity
Assumption: Normal error terms
Variable: Fitted values of clergy_effectiveness

H0: Constant variance

      chi2(1) = 116.98
Prob > chi2 = 0.0000

```

Figure 4. 8: Testing for Heteroskedasticity in the data

The output above tests for heteroskedasticity of the regression model. The null hypothesis states that there are normal error terms against non-normal error terms. The significant *p*-value suggests the rejection of the null hypothesis, indicating that there is a varying variance.

Discussion of Findings

This study aimed to test several hypotheses regarding the effects of transformational leadership factors and performance management on the effectiveness of clergy in the Pentecostal Assemblies of God (PAG) in Uganda. The study's findings provided support for some hypotheses while rejecting others, offering insights into the dynamics of leadership and effectiveness in this context.

The hypothesis that idealized influence had no significant positive effect on clergy effectiveness in PAG in Uganda was supported by the findings. Although Table 4.5 revealed a moderate positive correlation between idealized influence and clergy effectiveness ($r = 0.3586$), the regression models indicated that this relationship was not statistically significant. Therefore, while idealized influence was correlated with increased effectiveness, it did not significantly predict it when controlling for other variables.

The hypothesis that individualized consideration had no significant positive influence on clergy effectiveness in PAG in Uganda was rejected. The study found that individualized consideration significantly predicted clergy effectiveness, as evidenced by the positive coefficient in Model 1 ($b = 0.2489$, $p = 0.020$) and Model 3 ($b = 0.2153$, $p = 0.020$). This finding aligned with the moderate positive correlation ($r = 0.4766$) found in Table 4.5, suggesting that personalized attention and support were crucial for enhancing clergy performance.

The hypothesis that intellectual stimulation had no significant positive relationship with clergy effectiveness in PAG in Uganda was supported. Despite the moderate positive correlation ($r = 0.3696$) observed in Table 4.5, the regression results showed that intellectual stimulation did not significantly predict clergy effectiveness. This indicated that, while intellectual stimulation was positively associated with effectiveness, it did not have a significant impact when other factors were taken into account.

The hypothesis that inspirational motivation had no significant positive effect on the effectiveness of clergy in PAG in Uganda was rejected. Inspirational motivation emerged as a significant predictor of clergy effectiveness across all models, with a powerful effect in Model 1 ($b = 0.4062$, $p = 0.001$) and Model 3 ($b = 0.2791$, $p = 0.007$). The strong positive correlation ($r = 0.5037$) found in Table 4.5 further supported this finding, indicating that higher levels of inspirational motivation led to improved clergy effectiveness.

The hypothesis that performance management had no significant positive moderating effects on the relationship between transformational leadership and clergy effectiveness in PAG in Uganda was rejected. The inclusion of performance management factors in Model 2 significantly improved the model's explanatory power

(R-squared change of 0.165, $F(5, 226) = 13.377$, $p = 0.000$). Significant predictors, including appraisal ($b = -0.3656$, $p = 0.000$), feedback ($b = 0.2405$, $p = 0.000$), and improvement plan ($b = 0.3929$, $p = 0.000$), indicated that these performance management practices enhanced the impact of transformational leadership on clergy effectiveness.

The study findings demonstrated that performance management factors significantly moderated the relationship between transformational leadership and clergy effectiveness. Appraisal ($b = -0.3656$, $p = 0.000$) had a negative coefficient, indicating that more frequent or rigorous appraisals might be associated with lower perceived clergy effectiveness, potentially due to stress or negative feedback from the appraisal process. Feedback ($b = 0.2405$, $p = 0.000$) had a significant positive coefficient, indicating that providing constructive feedback enhanced the effectiveness of clergy. This suggested that feedback processes focusing on positive reinforcement and developmental guidance could enhance performance. Improvement plans ($b = 0.3929$, $p = 0.000$) had a strong positive coefficient, indicating that structured plans for improvement significantly enhanced clergy effectiveness. This suggested that clear and actionable improvement strategies contributed positively to clergy performance. The inclusion of background characteristics (age and education) in Model 3 provided additional insights. Age ($b = -16.4182$, $p < 0.001$) had a significant negative coefficient, indicating that older clergy members may face more challenges in maintaining high levels of effectiveness. This could be due to generational differences in leadership styles, adaptability to modern practices, or other age-related factors. Although not explicitly mentioned in the coefficients, education was included as a background characteristic to refine the model further. The implication is that varying levels of

education might interact with transformational leadership and performance management practices, influencing overall effectiveness.

Chapter Summary

Chapter Four presented the findings of the study on clergy effectiveness in Uganda. The chapter began with an introduction that outlined its focus and methodology, followed by the calculation of the response rate and reliability findings based on the collected data. The chapter includes frequency distribution tables that show data distributions across various variables, such as the position and marital status of clergy by region, as well as the years of service among clergy members in different regions. The core of the chapter was a correlation analysis of clergy effectiveness with various types of influence: idealized, individualized, intellectual, and inspirational. It has also examined the effect of idealized influence, individualized consideration, intellectual stimulation, and inspirational motivation on clergy effectiveness within the Pentecostal Assemblies of God (PAG) in Uganda. Additionally, it has explored the moderating effects of performance management on the relationship between transformational leadership and clergy effectiveness. The next chapter presents the summary of findings, recommendations, areas for further research, and conclusion.

CHAPTER FIVE: SUMMARY OF FINDINGS, RECOMMENDATIONS, AREAS FOR FURTHER RESEARCH, AND CONCLUSIONS

Introduction

The chapter presents a summary of the findings, offering brief results of the investigation. The chapter also offers recommendations for the Pentecostal Assemblies of God to consider improving the effectiveness of their clergy. Some areas for further study are also suggested, and a conclusion is drawn regarding the research outcomes.

Most respondents were Associate Pastors, followed by Assembly Pastors, with National Executive Committee Members and Pastorate Bishops being minimally represented. Most respondents fell within the mid-adult age range, specifically between 36 and 55 years old. The tenure in current positions mainly spanned 6-10 years, with a significant portion serving between 11-20 years. A large majority of the respondents were married. Regarding educational attainment, the highest percentage held a diploma, followed by those with secondary-level certificates and a Bachelor's degree, while a smaller fraction had achieved Master's or Doctorate degrees.

In both regions, the position of Associate Pastor was the most prevalent, with a higher number of Associate Pastors in the Northern region compared to the Eastern region. Assembly Pastors also featured prominently, with higher numbers in the Eastern region than in the Northern region. Conversely, the positions of National Executive Committee Member and Pastorate Bishop had relatively low frequencies in both regions. The Eastern region had a higher number of Pastorate Executive Committee Members compared to the Northern region. This revealed a significant concentration of Associate and Assembly Pastors in both regions, with the Eastern region having a more substantial representation in executive committee roles.

Among the married respondents, the majority were Associate Pastors, followed by Assembly Pastors. There were fewer Pastorate Executive Committee Members, Pastorate Bishops, and National Executive Committee Members. Among the single respondents, Associate Pastors also had the highest frequency, with very few serving as National Executive Committee Members or Pastorate Executive Committee Members.

In both the Eastern and Northern regions, most respondents had served for 6-10 years. The second most common duration of service was 11-20 years. Fewer respondents had longer tenures, with a small number having served for 21-30 years, even fewer for 31-35 years, and very few for 35-40 years. Overall, the trend shows that most respondents had been in service for 6-10 years, with a significant number also having served for 11-20 years, while longer tenures were less common.

Effect of Idealized Influence on Clergy Effectiveness in PAG in Uganda

The study found that idealized influence had a moderate positive effect on clergy effectiveness, suggesting that higher levels of idealized influence were associated with increased clergy effectiveness. This finding aligns with previous research, such as Harwanto (2018), which found a significant positive relationship between transformational leadership behavior, including idealized influence, and church ministry effectiveness. Qualitative findings revealed that leaders frequently engaged in one-on-one discussions, visited members, and were approachable, fostering a sense of support and inclusivity. Leaders were described as loving, kind, non-discriminatory, and providing guidance and counseling through meetings and personal interactions. They were also noted for building community and team spirit through various activities and responsibilities, exemplifying ethical behavior, and leading by

example. Responsiveness to members' needs, especially during crises, was highlighted as a key aspect of their effectiveness. However, some areas for improvement were identified, such as reducing selectiveness and increasing engagement with all members. These findings underscore the importance of idealized influence in enhancing the effectiveness of clergy within the PAG in Uganda.

Effect of Individualized Consideration on Clergy Effectiveness in PAG in Uganda

The study found that individualized consideration had a moderate positive effect on clergy effectiveness, suggesting that personalized attention and support also enhance clergy effectiveness. This finding aligns with previous research, such as studies on authentic leadership, which includes elements of individualized consideration and demonstrated significant relationships with ministerial effectiveness (Khalil & Sahibzadah, 2021; Puls et al., 2014). Qualitative findings revealed that leaders showed concern for individual team members through frequent communication and meetings, personal support and visits, listening and empathy, delegation and empowerment, mentorship and guidance, support during crises, and encouragement and motivation. Leaders were described as organizing frequent meetings, making phone calls, visiting individuals in their homes, attending to personal needs, and offering support during difficult times. They also showed empathy by listening to members' problems, offering counsel, and actively participating in their lives. Assigning responsibilities and encouraging team members to take on roles demonstrated trust and concern for their development, while providing mentorship, guidance, and training helped team members grow and overcome challenges. Support during crises, such as illness or bereavement, and encouraging and motivating team members to participate in activities and stay committed to the mission were also highlighted. However, some areas for

improvement were identified, such as addressing a lack of concern or inconsistent engagement. These findings underscore the importance of individualized consideration in enhancing the effectiveness of clergy within the PAG in Uganda.

Effect of Intellectual Stimulation on Clergy Effectiveness in PAG in Uganda

The study found that intellectual stimulation had a moderate positive effect on clergy effectiveness, implying that stimulating and encouraging intellectual growth contributed positively to clergy performance. This finding aligns with previous research, such as the study by Demesi et al. (2022), which revealed a strong positive correlation between intellectual stimulation and church leader performance, fostering creativity and innovation in decision-making and conflict resolution. Qualitative findings revealed that leaders addressed issues through effective communication and meetings, guidance and counseling, as well as consultation and collective decision-making. Leaders were described as frequently using meetings to address and discuss problems, involving various stakeholders and members in the decision-making process. Providing guidance, counseling, and mediation helped members understand and solve their problems, often through home visits. Leaders also consulted with committees, church members, and other leaders to collectively find solutions, gathering information through meetings and engaging in problem-solving sessions. These findings underscored the importance of intellectual stimulation in enhancing clergy effectiveness within the PAG in Uganda.

Effect of Inspirational Motivation on Clergy Effectiveness in PAG in Uganda

The study found that inspirational motivation had a moderately strong positive effect on clergy effectiveness, suggesting that as inspirational motivation increases, so

does clergy effectiveness. The clergy who demonstrate inspirational motivation provide a clear vision and purpose, emotionally engage their congregants, and serve as role models. They communicate effectively, empowering their followers to achieve their full potential and creating a positive church environment. This combination of vision, emotional connection, and empowerment fosters higher levels of participation, support, and unity within the congregation, ultimately enhancing the overall effectiveness of clergy members. This finding aligns with various studies, such as the one by Gyansah et al. (2020), which demonstrated that inspirational motivation leadership practices among school heads in Ghana positively affected students' academic achievement, suggesting that inspirational motivation can foster a conducive environment for growth and excellence.

Qualitative findings revealed that individualized consideration motivated clergy to achieve the PAG vision through several methods. Continuous teaching and preaching of the word of God were primary motivational approaches, supported by training in leadership, youth conventions, and Bible study. Team members provided support and encouragement to one another, fostering a spirit of teamwork. Additionally, resource mobilization and appreciation through rewards and recognition were significant motivators. Community outreach and evangelism played a crucial role, as did emphasizing teamwork and unity. Practical guidance and inspirational leadership were essential, as leaders shared the vision and provided deep insights. However, some challenges were noted, including inadequate motivation and the need for improved support and more transparent communication of the vision. These findings underscore the importance of inspirational motivation in enhancing clergy effectiveness within the PAG in Uganda.

Moderating effects of Performance Management on the relationship between Transformational Leadership and Clergy Effectiveness in PAG in Uganda

Findings showed that performance management factors influenced the impact of transformational leadership on clergy effectiveness. For example, clergy who combined personalized attention with regular appraisals tended to be more effective, which suggests that tailored support works better when there is ongoing feedback. Inspirational leadership also became more effective when paired with clear improvement plans, indicating that motivation combined with practical development steps yields better results. On the other hand, when goal setting and appraisal were both emphasized strongly, this seemed to create pressure or mixed expectations that lowered effectiveness. Some other combinations, such as intellectual stimulation with reward, did not show a significant impact. Therefore, these results highlight that the effectiveness of leadership styles depends significantly on how performance management practices support them, and some pairings are more effective than others.

Recommendations

Based on the findings, it is recommended that the Pentecostal Assemblies of God in Uganda develop and implement policies aimed at enhancing the effectiveness of its clergy across various faith communities. Such policies should promote regular performance appraisals, leadership development programs, and support systems that encourage personalized mentorship and ethical leadership. Additionally, PAG should establish guidelines for inclusive decision-making and structured conflict resolution processes to foster unity and collaboration within congregations. By adopting these policy measures, PAG can help ensure consistent leadership quality and improved community engagement throughout Uganda's religious institutions.

Effect of Idealized Influence on Clergy Effectiveness in PAG in Uganda

To enhance idealized influence, church leaders should focus on regular one-on-one conversations and personal visits with members. Pastors and ministry leaders are responsible for creating opportunities to engage personally with congregants to build trust and foster connections. Additionally, leaders must consistently demonstrate ethical behavior by modeling biblical teachings in their daily lives and maintaining a strong commitment to caring for both the congregation and the broader community. Church leadership teams should provide ongoing training and support to help leaders uphold these values. Finally, leaders should actively promote an inclusive environment where every member feels valued and part of the community. This can be achieved through deliberate outreach, open communication, and the creation of platforms that ensure all voices are heard.

Effect of Individualized Consideration on Clergy Effectiveness in PAG in Uganda

The study highlights that leaders should improve their individualized consideration by maintaining regular communication, offering personal support and empathy, and providing mentorship and guidance to their team members. Leaders are encouraged to empower team members through delegation and skill development while ensuring consistent engagement with all members. Addressing any gaps in concern and enhancing engagement strategies is seen as essential for further boosting clergy effectiveness. This aligns with a quantitative study by Khalil and Sahibzadah (2021) in Pakistan, which explored how supervisors' behaviors related to individualized consideration in private sector universities influence employee job satisfaction. Their findings showed a significant positive relationship: job satisfaction increased when leaders paid close attention to each employee's development needs and built strong

personal connections. Such consideration motivates followers to reach their potential by providing necessary support and resources. Supporting this, the empirical data from the current study revealed that leaders demonstrated individualized consideration through frequent communication, personal support during crises like funerals and family visits, attentive listening, and empathy. These actions helped encourage and motivate their followers effectively.

Effect of Intellectual Stimulation on Clergy Effectiveness in PAG in Uganda

This study suggests that improving clergy effectiveness can be achieved through intellectual stimulation by fostering an environment that encourages creativity and innovation. This can be achieved by regularly addressing issues through effective communication and meetings, providing guidance and counseling, and involving various stakeholders in decision-making processes. The study recommends that leaders engage in collective problem-solving and ensure all members feel included in discussions. Leaders can achieve this by engaging their followers in discussions about matters that require attention. In cases where a matter needs to be resolved, the leaders can convene a meeting involving the adversarial parties and facilitate open dialogue to resolve the issue.

Effect of Inspirational Motivation on Clergy Effectiveness in PAG in Uganda

The study argues that to improve clergy effectiveness, leaders should offer a clear vision and purpose, emotionally connect with their congregants, and serve as role models. Ongoing teaching and preaching, along with leadership and skill training, should be emphasized. Additionally, the study recommends encouraging teamwork,

providing support and motivation, and recognizing members' efforts through rewards and appreciation to sustain high motivation and unity within the congregation.

Moderating effects of Performance Management on the relationship between Transformational Leadership and Clergy Effectiveness in PAG in Uganda

Based on these findings, it is recommended that organizations supporting clergy focus on integrating personalized support with regular appraisal processes to improve effectiveness. Encouraging leaders to combine inspirational methods with clear improvement plans can also help boost performance. However, care should be taken when emphasizing both goal setting and appraisal at the same time, as this might create unnecessary pressure that could reduce effectiveness. Finally, it would be helpful to tailor performance management practices to fit specific leadership styles, ensuring that appropriate support is given to maximize positive outcomes.

Suggestions for further research

This study suggests that:

1. A solely qualitative study should be conducted focusing on clergy members across all regions of Uganda to gain deeper insights into their experiences with current leadership practices and their suggestions for improvement.
2. A study should be carried out to examine the connection between goal setting, appraisal, and clergy effectiveness.
3. A study should also be carried out to examine the link between intellectual stimulation and clergy effectiveness.
4. Another study should be conducted based on Redemptive Leadership Theory and clergy effectiveness.

Chapter Summary

Chapter Five provides the conclusions and recommendations based on the study of clergy effectiveness in Uganda. It discusses how idealized influence, individualized consideration, intellectual stimulation, and inspirational motivation significantly impact the effectiveness of clergy within the Pentecostal Assemblies of God (PAG) in Uganda. The chapter also identifies performance management as a moderating factor in the relationship between transformational leadership and clergy effectiveness. The recommendations suggest strategies to strengthen these influences among clergy, enhance individualized consideration, promote intellectual stimulation, and boost inspirational motivation. Additionally, effective performance management practices are recommended. The chapter ends with suggestions for further research in this area.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

SECTION A: DEMOGRAPHIC DETAILS

Please do not write your name

1. Region: (a) Eastern (b) Northern
2. Position in PAG: (a) National Executive Committee Member (b) Pastorate Executive Committee Member (c) Pastorate Bishop (d) Assembly Pastor (e) Associate Pastor
3. Kindly select your Age:
 - a) Below 35 (b) Between 36-45 (c) Between 46-55 (d) Between 56-65 (e) Between 66-70 (f) Above 71
4. Please indicate your sex: (a) Male (b) Female
5. How long have you served in your position: (a) 6-10 years (b) 11-20 years (c) 21-30 years (d) 31-35 years (e) 35-40 years
6. Marital status: (a) Married (b) Single (c) Divorced (d) Widowed/Widower
7. Educational level attained: (a) Primary Leaving Exams Certificate (b) Senior Four Certificate (c) Senior Six Certificate (d) Vocational Certificate (e) Diploma (f) Bachelor Degree (g) Master's Degree (h) Doctor of Philosophy (PhD) (i) Post-Doctoral Degree

SECTION B: TRANSFORMATIONAL LEADERSHIP

Using the scale provided below, indicate by ticking in the appropriate box how you agree or disagree with the following statements.

1 – Strongly Disagree, 2 – Disagree, 3 – Neither agree nor disagree, 4 – Agree 5- Strongly agree

	Idealised influence	1	2	3	4	5
1	My immediate leader is a role model I love to emulate					
2	My immediate leader takes well-calculated risks for the good of the organization					
3	My immediate leader exemplifies ethical soundness in his leadership					
4	I admire my immediate leader and he is admired by others					
5	My immediate leader's personality makes him highly respected					

i). Describe how your leader works and relates with the people he or she leads

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	Inspirational motivation	1	2	3	4	5
6	My immediate leader inspires great confidence and motivation in me and other followers					

7	My immediate leader articulates the organizational vision and sets clear goals					
8	My immediate leader is a good team builder					
9	My immediate leader is highly enthusiastic and optimistic					
10	My immediate leader loves to empower subordinates					

ii). Describe how your team is motivated to achieve the PAG vision

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	Intellectual Stimulation	1	2	3	4	5
11	My immediate leader questions assumptions and challenges status quo.					
12	My immediate leader stimulates creative thinking and innovation in all the leaders under him.					
13	My immediate leader takes the mistakes of others positively and respects followers' opinions.					
14	My immediate leader initiates and manages change effectively.					
15	My immediate leader involves staff in designing their tasks as stated in their job description					

iii). How does your immediate leader get people to look at problems from many different angles

	Individualized Consideration	1	2	3	4	5
16	My immediate leader is relational					
17	My immediate leader is caring					
18	My immediate leader is a good coach and mentor					
19	My immediate leader is a very good listener and communicator					
20	I am satisfied with my job because of my immediate leader					

iv). How does your immediate leader show concern for each individual member of his team

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SECTION C: PERFORMANCE MANAGEMENT

Using the scale provided below, indicate by ticking in the appropriate box how you agree or disagree with the following statements.

1 – Strongly Disagree, 2 – Disagree, 3 – Neither agree nor disagree, 4 – Agree

5-Strongly Agree

	Goal Setting	1	2	3	4	5
21	I have a written performance agreement between me and my leader					
22	My job description clearly indicates what PAG expects of me					
23	The goals are written in a way that makes it easy to track my progress					

24	PAG's strategic goals are clear and relate to the individual goals of each leader					
25	The goals have specific deadlines and target dates for completion					

v). Explain the process of goal setting in PAG and your ministry.....

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	Appraisal	1	2	3	4	5
26	PAG conducts periodic performance reviews for all leaders					
27	The reviews check actual performance against the planned performance of each leader					
28	The measurement of performance is based on agreed goals, duties, responsibilities, and objectives with each leader					
29	PAG conducts annual appraisals and is aligned with organisational strategy					
30	There is job satisfaction among the leaders because of performance appraisal					

vi). In your own words describe the process of appraisal in PAG and how the exercise is carried out.

	Feedback	1	2	3	4	5
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31	My immediate leader gives me the outcome of the appraisal exercise					
32	The feedback is a true reflection of actual performance in relation to the agreed plan					
33	The feedback is clearly communicated after every appraisal exercise					
34	I am motivated to work because of the feedback from my leader					
35	My immediate leader uses the feedback outcome to coach and mentor me					

vii). What is your opinion about the feedback communication in PAG and how has it impacted your effectiveness in achieving organizational goals?.....

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	Rewarding	1	2	3	4	5
36	PAG rewards according to the performance of the clergy					
37	PAG rewards clergy through training as a motivation for their performance					
38	Clergy performance has greatly improved because of the reward system					
39	The income of clergy has improved because of the good reward system in PAG					

40	PAG Clergy feel valued because of the reward system in the organization					
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viii). Give your opinion on the reward system in PAG

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	Improvement plan	1	2	3	4	5
41	My immediate leader designs an improvement plan with each leader after the feedback to enhance improvement in performance					
42	In the design, the areas of improvement are clearly identified and clarified					
43	My immediate leader regularly visits each leader and uses the improvement plan in the improvement discussions					
44	My immediate leader offers coaching to each leader as an improvement process					
45	Several leaders have enrolled in special training to enhance improvement in their performance					

ix). Describe the PAG improvement plan in your opinion, and how it is contributing to your effectiveness.

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SECTION D: CLERGY EFFECTIVENESS

Using the scale provided below, indicate by ticking in the appropriate box how you agree or disagree with the following statements.

1 – Strongly Disagree, 2 –disagree, 3 – Neither agree nor disagree, 4 – Agree

5-Strongly Agree

	Character	1	2	3	4	5
46	My immediate leader is morally upright					
47	My immediate leader demonstrates spiritual authenticity in line with the Bible					
48	My immediate leader models integrity					
49	My immediate leader is self-disciplined					
50	My immediate leader is honest					

x). In your words, describe the character of your leader and how it has influenced you

to serve

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	Competence	1	2	3	4	5
51	My immediate leader demonstrates high biblical knowledge while preaching					
52	My immediate leader knows how to guide every matter pertaining to ministry					
53	My immediate leader relates very well with everyone					
54	My immediate leader is creative and innovative in managing ministry matters					
55	My immediate leader clearly understands the present situation and knows clearly where to take the organisation					

xi). How does your leader integrate knowledge, skills, innovation, and creativity in his service, and how has it impacted his leadership?

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	Contribution	1	2	3	4	5
56	My immediate leader is passionate about the mission of reaching out to the lost world					
57	Our Assembly's financial income is growing every month					
58	The members of our Assembly show care and love for one another					
59	The members of our Church/Assembly live morally upright lives					

60	The membership of our Pastorate and Church/Assembly is steadily growing every year					
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xi). Describe how your leader contributed to the success and the achievement of your Church/Assembly.....

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Thank you for participating

APPENDIX II: PERSONAL LETTER OF INTRODUCTION

George Joel Omara
Pan Africa Christian University
P.O. Box 56875-00200
Nairobi
Kenya
August 05th 2022
TO WHOM IT MAY CONCERN

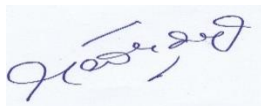
Dear Sir/Madam

Re: **Research on Transformational Leadership and the moderating role of Performance Management on Clergy Effectiveness in Pentecostal Assemblies of God in Northern and Eastern Uganda**

This letter serves to formally introduce myself as a student at Pan Africa Christian University in Nairobi, Kenya, where I am pursuing a Doctor of Philosophy (PhD) degree in Organizational Leadership and Development within the School of Leadership, Business, and Technology. I am conducting a study on *Transformational leadership and the moderating role of performance management on clergy effectiveness in Pentecostal Assemblies of God in Northern and Eastern Uganda*. To achieve this purpose, you have been chosen to participate in the study by responding to the questions in the attached questionnaire. The information you provide will be used strictly for the study and will be treated with utmost confidentiality.

Please note that you have the freedom to withdraw from the study at any time without incurring any negative consequences. Your support and cooperation are greatly appreciated.

Yours faithfully,



George Joel Omara
PhD candidate
Email: george.omara@students.pacuniversity.ac.ke
Mobile Number: +256 782638866

APPENDIX III: RESEARCH AUTHORIZATION LETTER



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Office of the Registrar Academic Affairs

2nd February 2024

RESEARCH AUTHORIZATION LETTER FOR GEORGE JOEL (POLD/9540/0/17)

Greetings from Pan Africa Christian University!

This is an introductory letter for George Joel (POLD/9540/0/17), a final Year student at Pan Africa Christian University, pursuing a PhD in Organizational Leadership.

He is at the final stage of the program and he is preparing to collect data to enable him to finalize on his thesis. The thesis title is: **THE ROLE OF TRANSFORMATIONAL LEADERSHIP AND PERFORMANCE MANAGEMENT ON CLERGY EFFECTIVENESS IN PENTECOSTAL ASSEMBLIES OF GOD IN UGANDA**

We kindly request that you allow him to proceed and collect data from selected churches in Uganda.

Kind regards,

Lilian
Dr. Lilian Vikiru
Registrar Academic Affairs

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