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GRADUATE COLLEGE

THE EFFECT OF LEADERSHIP STYLE ON SELECTED VARIABLES OF CHURCH GROWTH

A DISSERTATION

SUBMITTED TO THE GRADUATE FACULTY

in partial fulfillment of the requirements for the degree of

DOCTOR OF EDUCATION

BY

CECIL DENE BROWN

Norman, Oklahoma

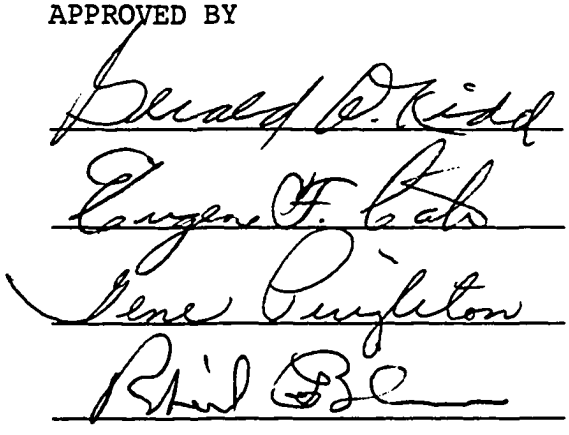
1977

THE EFFECT OF LEADERSHIP STYLE

ON SELECTED VARIABLES

OF CHURCH GROWTH

APPROVED BY



DISSERTATION COMMITTEE

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It is with grateful appreciation that this writer wishes to acknowledge the contribution of so many persons to the completion of this study. To my fellow-ministers who were willing to respond to the questionnaire, to the United Methodist Church leaders who set aside valuable time to evaluate my instrument, I am sincerely thankful.

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THE EFFECT OF LEADERSHIP STYLE ON SELECTED VARIABLES OF CHURCH GROWTH

CHAPTER I

INTRODUCTION

In the study of social organization, research has been conducted which indicates that the style of administrative institutional and leadership behavior in an organization will have bearing on the ability of an organization to meet its goals. There is a growing conviction on the part of many organizational theorists that a relationship exists between the nature of leadership and the resulting organizational outcomes. Contributions to this research and this theory have been made by such men as Chester Barnard[1] and Douglas McGregor[2]. Authors, Chris Argyris[3] and Amitai

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[1]Chester Barnard, The Functions of An Executive (Cambridge: Harvard University Press, 1948).

[2]Douglas McGregor, The Human Side of Enterprize (New York: McGraw-Hill, 1960).

[3]Chris Argyris, Interpersonal Competence and Organizational Effectiveness (Homewood, Ill.: Richard D. Irwin, Inc., 1962).

Etzioni[1], have produced major works relating to the relationship between the organizational style of administration and the effects of that style on the ability of the organization to reach its goals. These authors have further argued that the concepts of institutional organization are broadly applicable to all human organizations. Social institutions, churches, public schools, governmental agencies, all can be analyzed and understood within the framework of these theories.

The implications of this body of theory and research is that organizational goals can best be achieved in an open, threat-free environment in which members of the organization have an active role in the decision-making process. Etzioni[2] in his study of organizations has noted that this necessary feeling of involvement is particularly true of normative organizations such as schools and churches which depend upon the motivating power of ideals to make meaningful progress within the organizations possible.

Public education, one such normative institution, has invested heavily in the philosophical concepts of participative management. A review of current textbooks, in addition to the content of classes in public school administration, indicates the scope of this commitment. The great

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[1]Amitai Etzioni, Complex Organizations (New York: Free Press of Glencoe, Inc., 1961).

[2]Ibid., p. 9.

emphasis on student rights and teacher rights as well as the growing concern in public education for democratizing and humanizing the classroom all indicate the extent to which public education is becoming committed to a concept of participatory management. In the state of Oklahoma, the legislature wrote a public school accountability law[1] which required a school systems to investigate the interests of patrons, teachers, students, and administrators relating to their perceptions of educational goals. In addition, it required parent and teacher advisory groups to be involved in the process of goal and program development.

At least one school system in Oklahoma, District 89 (Oklahoma City), has committed itself to a thorough on-going reorganization in which it is carefully and deliberately incorporating concepts of participatory management.[2] This commitment to a participatory style of leadership is filtering down to the individual building level where at least one principal involves teachers, students and parents in the on-going decision-making process. This procedure has produced wholesome, positive results. Dr. Betty Pate[3], principal of Moon Middle School, writes of her experiment in the following way:

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[1]House Resolution 1027, March 15, 1973.

[2]Arthur Young And Company, June, 1975.

[3]Betty Pate, statement, 1976.

> As a doctoral student, I researched approaches for improved student services in the public schools. My conviction grew that two-way flow communication in a school plant must involve administrators, teachers, parents and students. Moon Middle School has been a demonstration of such an approach. During the past three years the guidelines have been for participatory management in keeping with specified policy. The evolvement has been gradual. At first disbelief as to my sincerity was fully evident. Through patience, consistency, and interdependency the trust has been built. It is a rewarding experience to see collaborative decision-making at work. The checks and balances are workable, as people become involved at the levels where the decisions will have the most effect. I am now more firmly convinced than ever that the expertise is developing at an even higher level than I had dreamed. The staff at present has been vitally involved with developing schedules, strengthening team structure to insure strong curriculum, writing a policy handbook to be used next school year. Our school budget, student morale, teacher support and community involvement are indications that effective two-way flow of communication is workable in public schools.

The experience of public education in this area as well as leadership theories related to public education should transfer to other social institutions.

The United Methodist Church has been a traditional church with a hierarchical, autocratic style of leadership. However, in the middle of the 1960's, the United Methodist Church's growth began to decline rapidly in two significant areas--membership in the church and membership in the church school.[1]

The United Methodist Church, in an effort to discover the reasons for the decline in church growth,

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[1]Dean M. Kelley, Why Conservative Churches Are Growing (San Francisco: Harper and Row, 1972), pp. 14-35.

conducted two extensive church studies. The results of these two studies were published with commentary in a book by Virgil Sexton called Listening to the Church.[1] The studies revealed a great sense of frustration at the grass-roots level of the United Methodist Church over a feeling of non-participation in the decisions of the church. Certain statements from the report suggest the depth of estrangement felt by many United Methodists. Two statements which Sexton felt were representative generally of the findings of the two studies across the United Methodist Church were as follows:

> An overwhelming majority of respondents indicate that they feel very comfortable with such connectionalism. They do, however, urge strongly that connectionalism be allowed to work as it was designed--with communication up as well as down.[2]
>
> A large number of comments indicate hoplessness about influencing local church leadership to do what needs to be done. Most indicate that a small group of local church leaders are more interested in dictating than in listening to the desires of the membership.[3]

These general conclusions were drawn from remarks coming from every section of the church across the nation. In the North Central Jurisdiction, laymen and ministers reported a sense of powerlessness in the church. They reported that this powerlessness came about because they had

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[1]Virgil Wesley Sexton, Listening to the Church (New York: Abingdon Press, 1971).

[2]Ibid., p. 27.

[3]Ibid., p. 27.

no part in the development of the pronouncements, programs, or the commitment of funds made by officials of the church at both the national and the local level. They reported that they felt ignored and unable to do anything about their feelings.[1]

A comment from the South Central Jurisdiction of the United Methodist Church indicated the following:

> The church itself is one of the greatest dehumanizers of people. She has often been guilty of developing and maintaining 'castes' based on race and economic status. She has been guilty of using persons for her own purposes. She has been guilty of a dehumanizing paternalism which attempts to determine missions for or to others without their own involvement in the decisions of their own destiny.[2]

Perhaps, the most passionate statement indicative of the growing feeling of impotence on the part of many United Methodists came from the Oklahoma Indian Mission Conference. The statement was as follows:

> Groups will organize. To wait for the establishment to do something on its own is to wait for doomsday. They buy you off with pacifiers which are sour pickles in one's mouth. The church talks, studies, writes papers but it does not move. It makes good statements but continues its business as usual.[3]

These kinds of statements, coupled with the extensive negative data relating to the decline of the United Methodist Church, caused that church body to begin at the General

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[1] Ibid., p. 27.

[2] Ibid., p. 44.

[3] Ibid., p. 45.

Conference of 1968[1] and to complete at the General Conference of 1972[2] a reorganization of the church at both the General and the Local church level to incorporate into the structure principles of participatory management that would not only allow but encourage all members to participate in the decision-making processes of the church. The boards and agencies of the General church, the boards and agencies of the annual conferences, and the structure of local churches were developed in such a way that participation would be necessary in order for the church to respond adequately.

Early in 1972, partially as a response to the problems arising from the new structure and partially in response to the regressive statistics which had become as apparent in the Oklahoma United Methodist Conference as they were true across the general church, the Oklahoma Annual Conference undertook a comprehensive survey of the United Methodist Churches in Oklahoma.[3] The survey attempted to prioritize the needs of the Oklahoma Annual Conference. Questionnaires were sent to both laypersons and ministers. The results were tabulated separately. The data from these

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[1]The Book of Discipline of the United Methodist Church (Nashville: Abingdon Press, 1968).

[2]The Book of Discipline of the United Methodist Church (Nashville: Abingdon Press, 1972).

[3]Oklahoma United Methodist Conference, A Self-Study for Local Churches, 1972.

questionnaires listed leadership as sixth out of the first ten items for ministers and sixth out of the first ten items for laypersons.

As a result of the survey, the Oklahoma Annual Conference in 1972[1] appointed a structure committee to begin the task of reorganizing and restructuring the Annual Conference to meet the priority needs of the Annual Conference which had been identified by the survey and to bring the Oklahoma Annual Conference and the local churches in that Conference in line with legislation[2] passed by the 1968 and 1972 General Conferences. The structure committee[3] was given the task of developing a structure that would allow the maximum participation on the part of laypersons and ministers in all phases of the work of the Oklahoma United Methodist Church.

After three years of hearings, input from individuals, boards and agencies, and information from questionnaires, the structure committee came back with a structure proposal having six major principles.[4] The principles were as follows:

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[1]Oklahoma United Methodist Conference, Journal, 1972, p. 162.

[2]Self-Study, op. cit., 1972.

[3]Journal, op. cit., 1972.

[4]Oklahoma United Methodist Conference, Report of the Structure Committee and the Research and Planning Committee, 1976, pp. 3-4.

(1) The principle of faithfulness to the gospel, which measures all program and structure in the light of the United Methodist understanding of biblical truth.

(2) The principle that annual conference and district structures should be kept as simple as possible in order to serve best the local church. The desire is to promote efficiency and flexibility in the annual conference.

(3) The principle of relating the local church and annual conference structure closely to the general church structures recommended by the 1968 and 1972 General Conference.

(4) The principle of representative democracy which allows ways of insuring members of the annual conference access to levels of decision-making and action.

(5) The principle of economy as it relates to committees, commissions, boards and agencies.

(6) The principle of accountability with a system of checks and balances assisting structure units to be responsible to the total annual conference.

When one looks at these principles, he will notice immediately that involvement of laypersons and ministers would be accomplished by two of the six principles. One principle provides for relating the annual conference and local church structure to the general church structures which were designed to promote genuine participation, and a second principle provides for representative democracy and multi-directional communication throughout the annual conference.

Theologically, the church took seriously a concept of lay participation expressed within the theological framework of protestant doctrine as the belief in the "priesthood

of all believers."[1] In terms of administrative theory, this doctrine provides that all members of a church have authority and responsibility and should be involved in the decision-making process.[2]

Preparing for the recommendations for the new structure, the Oklahoma Annual Conference conducted a follow-up study by laymen and ministers.[3] Leadership, which had been listed sixth in the priority list in the 1972 survey[4] by both laypersons and ministers, in this 1975 study now was given first priority by ministers and second priority by laypersons. This response on the part of members of the annual conference indicated clearly that leadership is critical in the minds of both laypersons and ministers if the churches of the annual conferences are to be effective. In addition, the stucture which had been developed by the structure committee and which was approved by the 1976 Oklahoma Annual Conference[5] committed the United Methodist Church in Oklahoma

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[1]Roland Bainton, Here I Stand (Nashville: Abingdon Press, 1950), pp. 152-154.

[2]J. Sherrell Hendricks, Gene E. Sease, Eric Lane Titus, and James Bragan Wiggins, The Christian Word Book (Nashville: Abingdon Press, 1968), p. 171.

[3]Oklahoma United Methodist Conference, A Survey of Local Church Attitudes, 1976.

[4]Oklahoma United Methodist Conference, op. cit., 1972.

[5]Oklahoma United Methodist Conference, Journal, 1976, pp. 201-224.

at both the conference and local level to a participatory, democratic decision-making process.

Need for the Study

The United Methodist Church in Oklahoma, following the direction of two General Conferences, which were making serious attempts to respond to the results of studies conducted across the church, and in an effort to reverse statistical trends in terms of declining membership, has committed itself to a structural framework which requires a democratic style of leadership at all levels.[1] It has done so basically out of a theoretical base relating to modern social and organizational administrative theory and in response to a fifteenth century doctrine basic to the Protestant church.[2]

A review of the literature, however, has not revealed any effort on the part of the United Methodist Church to correlate the administrative leadership style of either ministers or churches with growth factors in the church. The United Methodist Church in Oklahoma has committed itself to a course of action which may or may not meet the needs of the church to reverse present statistical trends in church growth.

This study, unique in its nature, is designed to

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[1] Ibid., pp. 201-203.

[2] Bainton, op. cit., pp. 152-154.

establish whether or not there is a correlation between administrative style or leadership style and certain statistical variables. Basically, the local church was restructured in 1968 and 1972[1] to become participatory in nature. However, many churches merely adjusted their old patterns of church administration to the new structure and continued to operate the church in essentially the same way. This study can help the church formulate goals and policies relating to leadership development in the Oklahoma Annual Conference and within the local churches of the annual conference. Since this need has been established not only by the expressed concern of ministers and laypersons but also because of the total restructuring of Oklahoma Annual Conference, the annual conference certainly needs to have a solid basis for its decisions in the area of administrative and leadership development. This study can provide some indication where development needs to occur and where areas of conflict might possibly be anticipated.

Statement of the Problem

The problem of this study was to determine the correlation, if any, which might exist between a minister and his style of leadership, churches and their styles of administration, and any congruence or conflict existing between the two. More specifically, the study provided

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[1]Discipline, op. cit., 1968, 1972.

answers to the following questions: (1) Is there a relationship between ministers and churches committed to an emerging collegial democratic style of administration and leadership as measured by the statistical variables of church membership, average attendance, and annual budget? (2) Is there a relationship between ministers and churches committed to traditional, bureaucratic, autocratic style of administration and leadership as measured by the statistical variables of church membership, average attendance, and annual budget? (3) What effect does the dichotomy between the leadership style of a minister and the administrative style of a church have on these three variables?

Hypotheses to be Tested

Hypothesis 1: Churches having pastoral leadership and church administration committed to concepts of pluralistic democratic administration do not by such behavior have a positive effect on the selected growth factors of church budget, average attendance, and membership growth.

Hypothesis 2: Churches having pastoral leadership and church administration committed to concepts of traditional autocratic administration do not by such behavior have a positive effect on the selected growth factors of church budget, average attendance, and membership growth.

Hypothesis 3: A dichotomy of administrative behavior between the church and the minister will have no effect on the selected growth factors of budget growth, average

attendance, and membership growth.

Definition of Terms

1. Local church - the basic administrative unit of the United Methodist Church.
2. The annual conference - the state-wide organizational unit to which the local church is related and from which the local church takes basic direction.
3. The Oklahoma Annual Conference - the name given to the geographical area annual conference to which churches and United Methodists in Oklahoma are related.
4. Connectional system - the system of representative democracy by which United Methodist Churches are related to one another and to the annual and general conference.
5. General Conference - a quadrennial meeting of United Methodists in a legislative body to determine policy and to set major quadrennial emphases for the entire United Methodist Church.
6. The United Methodist Discipline - the book containing the actions of the General Conference; the basic body of church law which governs the actions of United Methodist churches.
7. Bureaucratic, traditional, autocratic leadership and administrative style - the leadership style which is basically autocratic in nature which dictates from the top of an organizational hierarchy down the nature of decision-making and places responsibility at the top

level of the organization.

8. Pluralistic, collegial, democratic leadership and administrative style - the leadership style, basically democratic in nature, which sees responsibility as well as authority being shared throughout the organizational structure.
9. Leadership - the process of influencing the activities of an organized group in the task of goal setting and goal achievement.
10. Administrative board - basic administrative body of the local church.
11. Council of ministries - basic programming body of the local church.
12. Oklahoma United Methodist Journal - the official record of Oklahoma United Methodist Churches.

Delimitation of the Study

This study was delimited to United Methodist ministers and the churches served by those ministers in the Oklahoma Annual Conference who had served these churches not less than two full years and not more than ten years. Ministers serving new churches without sufficient histories were excluded. Part-time ministers and student ministers were excluded also.

The population of ministers encompassed by this delimitation consisted of one hundred and six (106) ministers and the churches which they served. Questionnaires were

administered in March and April, 1976.

Design of the Study

The descriptive survey method of investigation was employed in the study. The data collection instrument was conducted in the form of a questionnaire. Data were also tabulated from the official church records of the Oklahoma Annual Conference. An instrument was constructed for the purpose of gathering the data by the investigator as no suitable instrument was available. Items for the instrument were developed out of two lists of characteristics taken from two differing styles of administrative leadership. One list comes from the theories of Max Weber[1] describing bureaucratic, traditional, autocratic administrative and leadership style and another from a list described by Edgar L. Morphet, Roe L. Johns, and Theodore L. Reller in Educational Organization and Administration.[2] This list outlines the pluralistic, collegial administrative style of leadership and administrative behavior.

In addition to the data supplied by the instrument, the investigator studied five years of the institutional behavior of the churches whose pastors responded to the

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[1]Max Weber, "The Ideal Bureaucracy," Chapter 9 of Organization and Human Behavior, ed. Gerald Bell (Engle Cliff, N.J.: Prentice-Hall, Inc., 1967), pp. 86-90.

[2]Edgar L. Morphet, Roe L. Johns, and Theodore L. Reller, Educational Organization and Administration (Englewood, N.J.: Prentice-Hall, Inc., 1972), pp. 107-110.

questionnaire and how that behavior related to the variables of budget growth, average attendance, and membership growth. An effort was made to establish the institutional behavior in the areas of budget growth, average attendance, and membership growth prior to a minister's appointment to the church and two years of the behavior of the church in these areas after a minister's appointment. The object, then, of the study was to correlate the leadership style of the minister with the administrative style of the church with the statistical data relating to the growth (budget growth, average attendance, and membership growth) during the period investigated in the research.

The questionnaire was designed in three parts, two of which were analyzed statistically, the third providing narrative, subjective data. One section related to the minister and his behavior. One section related to the church and its behavior. The third section provided opportunity for the ministers to react to the problems of church administration.

Procedure for Collecting Data

Data relating to the statistical growth of the churches is recorded annually in a publication called the Oklahoma United Methodist Journal.[1] Information was gathered from this source relating to the areas of budget

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[1]The United Methodist Church, op. cit., 1965-1975.

growth, average attendance, and membership for those churches encompassed by the scope of the study. Statistics relating to three years of a church's activity in these areas just prior to a minister's appointment were gathered and averaged. Statistics, then, were gathered and averaged relating to two years of a church's activity after the appointment of a minister.

The questionnaire was mailed to one hundred and six (106) United Methodist ministers. A self-addressed, stamped envelope was provided to allow the ministers to return the questionnaire. A letter of explanation was included giving the respondent the necessary directions relating to the questionnaire. A second contact was made to those ministers who had not responded. Seventy-six (76) questionnaires were returned of which sixty-five (65) were completed adequately for use in this study.

Treatment of the Data

The items in the survey, as well as the items drawn from the United Methodist Church Journals were separated into eleven variables. The variables were as follows: (1) Total Membership (2) Pastor: Autocratic (3) Pastor: Democratic (4) Church: Autocratic (5) Church: Democratic (6) Budget: 1-3 years (7) Budget: 4-5 years (8) Average Attendance: 1-3 years (9) Average Attendance: 4-5 years (10) Membership: 1-3 years (11) Membership: 4-5 years. After the eleven variables had been identified, a Pearson

Product-moment Correlation Coefficient ($r_{xy} = \frac{s_{xy}}{s_x s_y}$)[1] was calculated. The Pearson Product-moment Correlation Coefficient was used to determine if there indeed were significant relationships between any of the eleven variables. A factor analysis matrix was computed which examined each of the variables against the other.

Significance of the Study

This study should provide a beginning of a statistical understanding of administrative behavior and its influence on the growth of United Methodist Churches in Oklahoma in the areas of budget growth, average attendance, and church membership. The United Methodist Church, generally, and The United Methodist Church congregations in Oklahoma, specifically, as has been noted, are committed to a participatory, collegial style of democratic leadership. This study should help determine pastoral appointment criteria, training and development criteria, and it should help clarify contemporary theory in the matter as it relates to churches.

Organization of the Study

The study consists of five chapters. Chapter 1 includes the statement of the problem, the major divisions describing the study, its need, and the treatment of the data. Chapter II consists of a review of related literature

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[1]Gene V. Glass and Julian C. Stanley, Statistical Methods in Education and Psychology (Englewood Cliffs, N.J.: Prentice-Hall, Inc., 1970), pp. 109-113.

pertinent to the study. Chapter III includes the design of the study and a description of the procedures involved. An analysis of the data is presented in Chapter IV. Chapter V contains a summary of the study, conclusions drawn from the study, and the implications of the study for further research.

CHAPTER II

REVIEW OF SELECTED LITERATURE

Introduction

The concepts of organizational administrative style and personal leadership style which were treated in this problem have deep roots in the development of administrative theory. Administrative and management theory is a relatively new development. Most of the concepts have been introduced in less than one hundred years. Even the basic theories are still being used to create hypotheses for consideration.

In the "Review of Selected Literature," the author attempted to answer certain questions which provide relevance and meaning for the remainder of the study. Parenthetically, these concepts are in a developmental process in most organizations. The concepts are particularly new to normative organizations such as churches, schools, social agencies.[1] This "Review of Selected Literature" contains data and theory from a broad spectrum of organizational policy and behavior.

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[1]Andrew W. Halpin, ed., "The Development of Theory in Educational Administration," Chapter 1 of Administrative Theory in Education (Chicago: The Midwest Administration Center, 1958).

Using Etzioni's[1] catagories, some of the institutions in which the studies which were reviewed were utilitarian organizations. Other studies reported were conducted in normative organizations. No definitive study, however, was found relative to the effects of leadership or administrative style for churches. A consistent theme became most apparent as the literature was reviewed.

The questions sought within the review of literature were as follows:

1. What had been the historical development of administrative theory relating to leadership and has that development pointed toward a particular leadership pattern of behavior?
2. What contemporary research has been accomplished relating to the historical and theoretical conclusions and were those conclusions supported by the research?
3. What has been the particular direction of the institution in which this particular study was conducted?
4. What model of administrative behavior was found that might meet criteria for a democratic leadership style?

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[1]Etzioni, op. cit., p. 40.

What had been the Historical Development of Administrative Theory relating to Leadership and has that Development Pointed toward a Particular Leadership Pattern of Behavior?

The concept of administrative science is a relatively new science. Practically, administration as a science had its inception with the development of the ideas of Frederick W. Taylor[1] who was the progenitor of scientific management theory. Taylor, a recognized efficiency expert, became concerned about concepts of organization which would make institutions more efficient. He felt that any job could be performed more efficiently. Taylorism, as his approach to management became known, was a theory that viewed the worker as another tool of an institution which could be used to perform prescribed tasks. Taylor viewed the worker as an instrument to be shaped, molded, formed to meet the goals of the institution. He operated out of a simple model. He believed that workers had to be controlled by clearly defined disciplinary procedures. He postulated that the worker would resist supervision and that he would do so more vehemently in groups than as an individual. For this reason, Taylor designed systems of individual incentives for achievement or production. His model, then, was a competitive model between the individual workers in an organization. Through the use of clearly defined rules and production incentives, Taylor

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[1]Gerald T Kowitz and Norma Giess Kowitz, Operating Guidance Services for Modern Schools (New York: Holt, and Winston, Inc., 1968), pp. 154-155.

developed a more efficient organizational operation.[1]

It was not long after Frederick Taylor's theories became popular that a new element was added to the idea of scientific management. If the task of management was to shape workers to meet a specific task, then it soon became apparent that special skills and clear definitions of relationships needed to be developed and defined.

Henri Fayol[2], a French engineer, designed an organizational chart which established a linear hierarchy within an organization. He realized that administration must be distributed at various levels throughout the structure of the organization. There needed to be a clear understanding of the lines of authority, defining who reported to whom. The modern organizational chart was designed to clarify relationships and to establish lines of authority within the organization.

Having established the necessity for management at various levels, Fayol realized that managers needed to develop management skills. It was not enough for the administrator to understand the goals which needed to be reached. He needed also to possess the administrative skills necessary to motivate the worker to accomplish those goals efficiently.

Fayol realized, further, that there was need for good

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[1]Ibid., pp. 154-155.

[2]Henri Fayol, General and Industrial Management, trans. by Constance Stains (London: Pitman, 1949), pp. 14-16.

human relations between the employees in the organizational operation. The employee, in order to accomplish the goals of the organization, needed to have high morale, a sense of "espirit de corps," Fayol recognized the need for harmony between the various components of an organization. In order to achieve "espirit" and harmony, there needed to be communication between employees on the same level and employees at different places in the organizational structure.[1]

This concern for scientific management and the need identified by Fayol for a comprehensive theory of administration caused Luther Gulick and Lyndall Urwick[2] to pull together a book of readings for administrators. These authors coined an artificial word, POSDCORB, to outline the work of the administrator. The elements of the administrators job were described as Planning (P), Organizing (O), Staffing (S), Directing (D), Coordinating (CO), Reporting (R), and Budgeting (B).[3] This description of the administrative process can be found in one variation or another in many different books relating to the administration of institutions.

Every institution, from economic institutions to social institutions have incorporated facets of this theory. This germinal theory of scientific management, beginning

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[1]Ibid., p. 155.

[2]Luther Gulick and Lyndall Urwick, eds., Papers on the Science of Administration (New York: Institute of Public Administration, 1937).

[3]Ibid., p. 13.

with the concepts of Taylor and proceeding to the more sophisticated understandings of Fayol, lead to a comprehensive theory of administration. The descriptive suggestions of Gulick and Urwick can be found in some form in all institutions. Schools, governmental agencies and churches have all developed organizationally along these lines.

Developing concomitantly with this idea of the law of efficiency was the realization that good human relations were equally important. An early voice in this cry for the humanizing of organizational policy was Mary Parker Follet.[1] Ms. Follet recognized the role of power and manipulation in administration. She felt that conflict within organizations was inevitable. She felt that conflict, properly managed, could be productive rather than destructive. What Follet argued needed to happen was that the employee be involved in the administrative process. She felt that growing out of a group sitting down together to discuss alternative solutions and differences of opinion would grow an emergent solution that would develop from goal directed discussions. Everyone, not management only, was recognized as having a part in the solution to a problem. Consequently, everyone needed to be involved in the decision-making process.[2]

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[1]Mary Parker Follet, "The Process of Control," Chapter VIII of Papers on the Science of Administration, edt. Gulick and Urwick (New York: Institute of Public Administration, 1937), pp. 161-169.

[2]Kowitz, op. cit., pp. 154-155.

From these humanizing theories, there came a series of experiments in a Western Electric Plant in Hawthorne, Michigan.[1] These studies indicated that there was a relationship between the level of productivity of the workers and their perceptions of management's concern for their welfare. This finding, emerging from the research, caused management theorists to conclude that management needed to give sustained, serious attention to the human variables in an administrative relationship.[2]

Probably, one of the most significant of the modern administrative theorists was Chester Barnard. Chester Barnard in Functions of an Executive emphasized the moral responsibility of the executive to promote the over-all welfare of institutions and individuals. He wrote as follows:

> Authority is another name for the willingness and capacity of individuals to submit to the necessities of cooperative systems. Authority arises from the technological and social limitations of cooperative systems on the one hand and of individuals on the other. However, the status of authority in a society is the measure both of the development of individuals and of the technological and social conditions of the society.[3]

Chester Barnard described the organization as a cooperative system, deliberately and consciously coordinated.

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[1]F. J. Roethlisberger and William Dixon, Management and the Worker (Cambridge: Harvard University Press, 1939)

[2]Kowitz, op. cit., pp. 154-155.

[3]Barnard, op. cit., pp. 180-184.

He realized not only was there need for a linear vertical hierarchy, but also that there was need for a horizontal organization which would allow for dynamic rather than static organization. He believed that successful organization depended upon the accomplishment of the purposes of the organization which he termed, "effectiveness," and the satisfaction of the individual motives of the employees which he termed, "efficiency." In order to achieve this cooperative structure, Barnard believed two processes were necessary. He believed processes relating the cooperative system and its relation to its environment were necessary, and he believed processes related to the concerns and needs of the individual workers were necessary.[1]

Chester Barnard brought, in a sense, the concept of scientific management as it was expressed by Taylor full circle. Taylor had equated efficiency with economic production or goal achievement. Chester Barnard, on the other hand, equated efficiency with human need-fulfillment. Barnard equated goal achievement with effectiveness.

Historically, the concepts of scientific management expressed by Taylor and developed by Fayol made management of persons within an organizational structure a science. The concepts of Mary Follet established the fact that the workers were human beings with rights quite apart from their

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[1]Ibid., pp. 1-20.

function in the organization. The Hawthorne studies indicated that there was a relationship between the productivity of workers and the way they felt about themselves in relation to the organization. Chester Barnard defined the achievement of organizational goals as a cooperative venture with each participant, management and labor, playing a significant part in the organizational outcomes. Leadership no longer needed to be concerned with the goals of the institution only, it had also to be concerned with the needs of the workers. Research and theory relating to the relationship between the organization, its aims and goals, and the needs of individuals continued.

One of the most creative social theories of organization was advanced by Jacob W. Getzels,[1] with the aid of Egon G. Guba.[2] Getzels theorized that organizations really developed out of a conflict model in which the goals and aims of the institution interacted dynamically with the personality, needs, needs disposition of individuals. Getzels believed that all organizations were basically social institutions, functioning in an hierarchical setting. He wrote: "We may conceive of administration structurally as the

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[1]Jacob W. Getzels, "Administration as a Social Process," Chapter 7 of Administrative Theory in Education, ed. Andrew W. Halpin (Chicago: University of Chicago, Midwest Administration Center, 1958), pp. 150-159.

[2]Jacob W. Getzels and Egon G. Guba, "Social Behavior and the Administrative Process," School Review, XLV (1957), pp. 423-441.

hierarchy of subordinate-superordinate relationships within the social system. Functionally, this hierarchy or relationship is the locus for allocating integrating roles and facilities in order to achieve the goals of the social system."[1] He further conceived the following: " . . . the social system as involving two classes of phenomena which are at once conceptually independent and phenomenally interactive."[2] Getzels described a conflict model in which two independent variables must be brought creatively together in order to achieve the goals of the institution.

The two variables described is the institution with its roles, expectations, and goals coupled with the unique personality and special needs of the individual. The importance of understanding this as a conflict model grows out of Getzel's perception that the two variables are independent and interactive. The variables can never become one. There can never be a situation in which the goals and aims of the institution are totally congruent with the personality, the needs, and needs disposition of the individual. On the other hand, the more congruent the variables can be made, the greater will be the success of the social institution in accomplishing its goals. The model[3] appears graphically

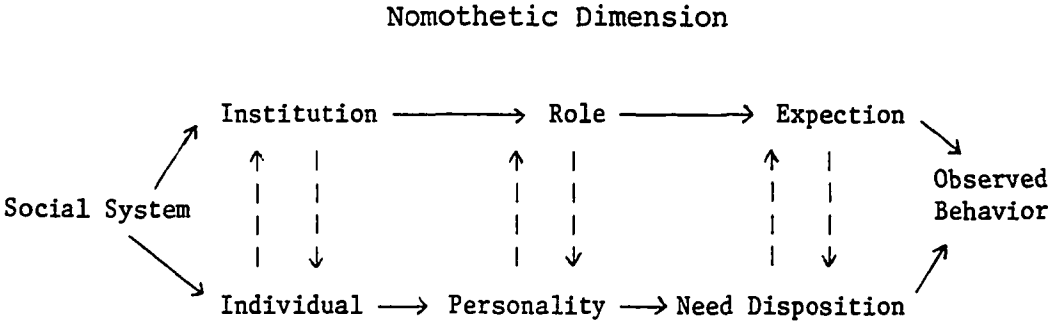
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[1]Getzels, op. cit., p. 151.

[2]Ibid., p. 151.

[3]Getzels, op. cit., p. 156.

as follows:



Getzels described the institutional variable as the nomothetic variable, and the individual employee as the ideographic variable. The arrows in the center of the model were placed there by this author to demonstrate the nature of the on-going interaction between the two variables. Notice that the model is a balanced model and does not give greater importance to one variable over the other. Each variable plays an equal part in the observed behavior at the end of the model.

Where Getzels' model is used to explain institutional behavior, the model provides an excellent framework for considering the interaction which necessarily occurs within organizations. This model appears to be particularly relevant to the normative institution[1] such as a school, church, or public agency, which depends upon the personal commitment

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[1]Etzioni, op. cit., p. 40.

of the individual member or employee for its success.

If the facts are as Getzels suggests by his model, then those who have decision-making responsibility within an organization must begin to ask questions relating to both the goals and aims of the institution and the needs of the individuals who work in the organization. Getzels' model reflects responsibility insights already recorded by Chester Barnard and Mary Follet.

If the observations made by theorists such as Barnard, Follet, and Getzels are valid, the problem of institutional growth would depend to a great extent on the character and kind of leadership to which people would respond. The question became: What kind of organization would most likely produce the desired results?

Kowitz[1] described the problem as follows:

> Modern managerial thinking dates from the later 19th century. As administrative theory developed, the difference between the legalistic doctrine of efficiency and effectiveness and the contrasting gospel-like human relations doctrine became increasingly clear. It also became apparent that neither could exist to the exclusion of the other. A viable administration must be the melding of the two . . .

In order to decide exactly what needed to be accomplished, it became necessary to examine the kind of institutional leadership which had been available. Chester Barnard had described the organization as a hierarchical structure which depended upon institutions and individuals cooperating

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[1]Kowitz, op. cit., p. 154.

toward the accomplishment of common goals. The kind and quality of leadership would determine how this cooperation could be accomplished.

One of the early administrative theorists who attempted to describe the kind of administrative behavior which he felt to be the most effective was Max Weber.[1] He said that effective leadership had evolved in such a way as to possess certain characteristics. He called that leadership authoritative, monocratic leadership and administrative behavior. Victor Thompson[2] has described the assumptions underlying Weber's theories. They are as follows:

(1) Leadership is confined to those persons holding positions in the power echelon.

(2) Good human relations are necessary in order that followers accept the decisions of superordinates.

(3) Authority and power can be delegated, but responsibility cannot be shared.

(4) Final responsibility for all matters is placed with the administrator at the top of the power echelon.

(5) The individual finds security in a climate in which superordinates protect the interests of subordinates in the organization.

(6) Unity of purpose is secured through the loyalty

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[1]Weber, op. cit., pp. 86-90.

[2]Victor A. Thompson, Modern Organization (New York: Alfred A. Kropf Inc., 1961), pp. 81-113.

of the superordinates.

(7) The image of the executive is that of superman.

(8) Maximum production is attained in a climate of competition and pressure.

(9) The line and staff plan of an organization should be utilized to formulate goals, policies, and programs as well as to execute policies and programs.

(10) Authority is the right and priviledge of a person holding a hierarchical position.

(11) The individual in the organization is expendable.

(12) Evaluation is the perogative of superordinates.

This style of administrative behavior was characterized by Weber as democratic. However, when one analyzes the nature of the assumptions and pushes those assumptions against the categories of Douglas McGregor[1] relating to authoritarian and participatory behavior, this model of administrative behavior obviously seems autocratic in nature. Points to note are that all responsibility remains at the top of the organization with only power and authority being delegated. The administrator might be chosen by a democratic process, but his administrative style is autocratic since all decisions ultimately are his to make. This autocratic style of administrative leadership behavior is the traditional style of administration and is common to most organizations.[2]

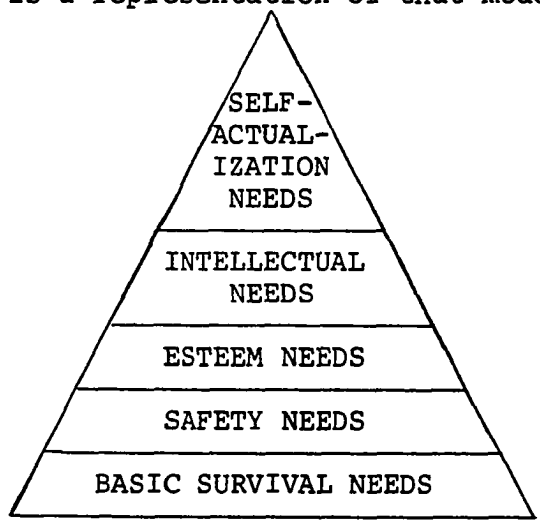
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[1]McGregor, op. cit.,

[2]Morphet, op. cit., pp. 104-106.

The question which had been raised, by Fayol, by Barnard, by Follet, by Getzels was whether or not the traditional understanding of administration expressed by Taylor and by Weber could ever provide for the necessary needs disposition of the members of the organization.

Motivational theory then became very important to the entire question of what kind of administrative leadership could produce the desired organizational and personal objectives. Abraham Maslow,[1] in the early 1950's, developed a motivational theory which provided an excellent way of looking at the individual worker. Maslow reasoned that persons have needs in an ascending order. He argued that as persons satisfied one set of needs, they then moved up to the next set of needs. Maslow conceptualized his theory with a pyramid-type model which demonstrated graphically his theory. The following is a representation of that model:



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[1]Abraham Maslow, Motivation and Personality (New York: Harper and Row, 1970), pp. 34-58.

Maslow argues that persons are never externally motivated to action; rather, they are internally motivated to action by their individual need-structure.[1] From an organizational perspective, the organization will have persons at many different levels in this model each of whom are motivated by a different set of needs. If an organization is to be successful, it must take into account this hierarchical motivational pattern. A rigid, authoritative, administrative leadership style could possibly meet some of the needs. However, such needs as ego needs, belongingness needs, and self-actualization needs might not be met for a large percentage of the members of an organization. If this is true the dynamic interplay necessary to achieve desired social behavior identified in Getzels' model[2] as necessary for such outcomes cannot be achieved by an authoritative style of administrative behavior.

Research in the social behavior of organization began attempting to identify the kind of organizational leadership which might provide the balance necessary for attaining the over-all goals of the individual and the organization. One kind of research which was conducted had to do with analyzing the kind of administrative behavior found in organizations, and pointing toward the various dynamics of social organization which were most likely to respond to the

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[1] Ibid., pp. 34-58.

[2] Getzels, op. cit., pp. 150-165.

different approaches to administration.

A germinal researcher and theorist in this area has been Amitai Etzioni.[1] In his book, Modern Organizations,[2] Etzioni considers the nature and kind of leadership styles. Traditionally, Etzioni says there have emerged three leadership styles. There is the autocratic, traditional type of leadership behavior. Secondly, there is the democratic, participatory type of leadership behavior, and third, there is the laizze faire type of leadership behavior.

Autocratic leadership behavior is behavior in which all decisions ultimately are made at the top of the power echelon. In fact, decisions finally rest with one person who has the last word in any decision. The democratic leadership behavior proceeds from the participation of persons throughout the organization in the decision-making process. The laizze faire style of leadership implies that leadership is never exercised in an hierarchical way. Traditional organizations have tended to be autocratic in structure; however, there is an emerging leadership style which is participatory and democratic in nature. There was no evidence in the literature that a laizze faire style of administrative behavior has captured the interests of many organizations.

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[1]Etzioni, op. cit.

[2]Amitai Etzioni, Modern Organization (Engle Cliff, N.J.: Prentice-Hall, 1964), pp. 36-37.

In a second book, Complex Organizations,[1] Etzioni examined the kinds of power which are most effective in terms of the nature of organizations. There are those organizations which depend upon coercive force as a means of control over the members of the organization. A prison, for instance, provides an example of where coercive power is used to gain compliance from the members of the organization. Organizations which use coersion as a means of gaining compliance are called coersive organizations.

A second kind of organization identified by Etzioni was the kind of organization which used remunerative rewards to motivate employees to work toward achievement of institutional goals. This kind of organization manipulates such items as wages, salaries, commissions, fringe benefits, working conditions. Etzioni called these organizations utilitarian organizations. A manufacturing company or a labor union would be representative of these kinds of organizations.

A third kind of organization recognized by Etzioni was the kind of organization which appealed to the individual on the basis of values, ideals, and other kinds of intrinsic areas of personal commitment. These organizations Etzioni tags as normative institutions. Public service institutions such as state and city governments, educational institutions, and religious institutions are examples of normative

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[1]Etzioni, op. cit., pp. 9-15.

institutions. In terms of the organization on which this study was conducted, it might be noted that the United Methodist Church is a normative institution.

Coercive power is most effective as a motivational factor among persons who must be forced to comply. Remunerative power is most effective among those who find little intrinsic reward in their occupation, but who will respond to various categories of external reward. Normative power is most effective in those organizations whose members belong to the organization because of the intrinsic rewards. In terms of Maslow's categories,[1] a normative organization is most effective with those persons whose needs are above the safety needs level of the hierarchical structure.

Etzioni has described three types of organizations in terms of the way the organizations apply and respond to power. If Etzioni's observations are correct, then any consideration of the administrative style of leadership on the part of organizations or leadership must take into account the way the members of the organization are best going to respond. Etzioni makes it plain, for instance, that a normative organization which tries to use coercive power would have difficulty motivating its members to achieve the goals of the institution. Etzioni's work clearly indicates that members of normative institutions feel most related to the kind of organization which allows them to identify with

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[1]Maslow, op. cit., pp. 34-58.

the positive goals of the organization and to feel involved in the decision-making process.[1]

Another outstanding contributor to the theory of leadership within an organization has been Douglas McGregor. In his book, The Human Side of Enterprize,[2] McGregor described leadership as existing at two poles. One kind of leadership, which he has called "X", is highly authoritative and autocratic in nature. Decisions are made at the top of an organization and passed down to subordinates in the organization. A second kind of leadership McGregor has called "Y" leadership. This leadership style is democratic in nature with a high degree of participation on the part of subordinates in the decision-making process.

In a study by Chester Peek,[3] Peek has noted that what McGregor described is a continuum of leadership styles. The continuum extends from authoritarian, with its strict adherence to structure and with a wide span of control at the top, to participatory, with its lack of concern for structure. In the authoritarian organization, communication is downward. The objectives of the organization are paramount. A second place on the continuum, McGregor described as moderately authoritarian. The characteristics of this leadership

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[1]Etzioni, op. cit., pp. 9-15.

[2]McGregor, op. cit.

[3]Chester L. Peek, "The Relationship of Management Style to the Organizational Life Cycle" (Unpublished dissertation: University of Oklahoma, 1972), pp. 46-50.

position included an occasional relaxation of the structure for communication, the involvement of middle management in the decision-making process, and the existence of two-directional communication.

The third level of this continuum McGregor called moderately participating. In this leadership style, the structure itself, was not seen as paramount to goal achievement. The staff was involved at all levels in the decision-making process. Committees were used often for non-routine decision-making. The span of control was moderately low. The fourth level of leadership McGregor identified as the totally participative type of organization. This kind of organization is characterised by little concern at all about structure, with line and staff functions blended, and with multidirectional communication. Committees are used to make most decisions.

In his study of "X" and "Y" organizations, Peek[1] found that a relationship existed between the executive style of leadership and life-phase of the organization in which he was an executive. Peek concluded that the more complex an organization, the more participatory and democratic the style of leadership.

Still another theorist, Harry Giles,[2] in Education

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[1]Ibid., pp. 98-101.

[2]Harry H. Giles, Education and Human Motivation (New York: Philosophical Library, 1957), pp. 76-77.

and Human Motivation, using a "field theory" concept, isolated two variables which he felt were necessary in any successful organization. He noted first that "purpose" is a necessary motivating factor for any individual in order for growth to occur in human behavior. Secondly, he observed that "belonging" was another condition of growth. Giles argued from these two points that an individual needs to have the "purpose" which "belonging" can give to him. An effective organization will try to involve the individual in such a way that purposeful belonging can occur.

Up to this point, the historical direction of theory and practice outlined in this paper has demonstrated that concepts of scientific management have to be tempered with a concern for individual needs. The traditional administrative organization and leadership has consistently been concerned first with the goals and aims of the institution, and secondly with the needs of the individuals; and, then, only insofar as individuals can be persuaded to work more diligently to accomplish organizational goals. However, the weight of the historical development has been that the needs of the individual are equally as important as are the goals and aims of the institution and must be considered concomitantly and given equal importance. The historical review has also demonstrated a steady development in the direction of a more democratic, participatory type of administrative leadership.

What Contemporary Research has been Accomplished relating to the Historical and Theoretical Conclusions and were Those Conclusions Supported by the Research?

As was indicated in the historical development, there has been a progressive commitment to the democratic style of administrative behavior.[1] A number of contemporary studies have been conducted relating to the effects of administrative style on organizations. A review of some of these studies follow:

James T. Cribbens[2], in Effective Mangerial Leadership, presented the results of two in-depth studies. He prefaced his discussion of the studies with the following statement: "Considerable evidence exists that a democratic leadership style has many advantages over an authoritarian style and under certain conditions can yield rich results.[3] One of the investigations from which he drew this conclusion was called "The Michigan University Studies." This study concluded that the employee-centered supervisor was more productive over a long period of time than was the supervisor whose basic concern was with the production, itself. The supervisor whose basic concern was with the persons under his direction was more likely to produce more than was the

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[1]Iah H. Wilson, "How Our Values Are Changing," The Futurist, February, 1970, p. 5.

[2]James J. Cribben, Effective Managerial Leadership (American Management Association, 1972).

[3]Ibid., p. 34.

supervisor who saw his task as one to manipulate persons to achieve goals.[1] The second investigation reported by Cribben was "The Ohio State Studies." This study indicated that leadership behavior which was more acceptable to the work force was more likely to produce greater over-all positive results than was leadership which was viewed negatively by the work force. The study further concluded that group interaction in the decision-making process created a more productive climate for achieving institutional goals.[2]

Cribben, from these two investigations, concluded that employees tend to want more consideration. The studies indicated, however, that supervisors tended to want more structure and less involvement on the part of the workers. Cribben felt, nevertheless, that structure must change in order for human relations to improve. He considered a shared sense of commitment to the success of the organization as the most important factor in the achievement of organizational goals.[3]

The concept of democratic, participatory administrative leadership style was tested experimentally by the Nampa Development Center,[4] a center for scientific development.

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[1]Ibid., pp. 35-36.

[2]Ibid., pp. 39-40.

[3]Ibid., p. 39.

[4]Gene W. Dalton, Lewis Baines, and Abraham Zalenanik, The Distribution of Authority In Formal Organizations (Harvard University: Division of Research, Graduate School of Business Administration, Boston, 1968).

The center divided its departments into two groups. One-half of the departments were considered the control group. They were operated in exactly the same manner that they had been administered before. The other half of the departments were established as the experimental group. These departments were adjusted administratively to reflect concepts of participative management. The research was designed to ask the following questions:[1]

1. Does change in the direction of distributing authority downward in an organization actually result in its conversion into power among individuals at lower levels?

2. To what extent does a shift in authority and its conversion into power held by individuals occupying positions become manifested and felt as influence in the working relationship among people?

3. To what extent, if any, does the downward shift in authority increase motivation to work, productivity, and job satisfaction?

The following conclusions were reached as a result of the study:[2]

1. Employees in the experimental group were more likely to report increases in work involvement and personal productivity than were their counterparts in the control departments.

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[1] Ibid., pp. 1-7.

[2] Ibid., pp. 56-57.

2. There was no overall shift among the employees regarding job satisfaction.

3. Technical changes in structure did alter patterns of authority.

4. In the experimental departments, those men who experienced increased authority responded more positively than did those persons who experienced a reduction in authority.

5. Regardless of the degree to which individuals had gained or lost authority, managers were in favor of a halt to changes whereas the employees favored an acceleration of and an extension of the program.

6. Conflict arose because of the heightened expectations of the employees, and this conflict caused a dissatisfaction on the part of employees with superiors and a greater tendency for employees to consider leaving their jobs.

7. Three-fourths of the clients of the center reported greater satisfaction with the center because of the changes. However, the resulting data revealed little tangible sales data to support a continuation of the program.

The findings of this study were basically supportive of a democratic, participatory style of organizational leadership. However, as the results reveal, there certainly are problems in adjustment when such a program is introduced.

Another study was conducted among sixty-five persons within a university measuring the impact of a participatory

management approach on university decision-making.[1] The study was conducted within a school of business administration. A participatory model was developed which used group process for resolving several departmental issues. The model was designed to effect the following areas:

1. Issue identification
2. Information acquisition
3. Information analysis
4. Generation of ideas for alternative action
5. Examination of administrative alternatives
6. Feedback

The results of the study were generally inconclusive in regard to concrete data related to the improved productivity of the institution. However, the positive value of the study, the authors felt, was that the model which was used forced the faculty to examine the institution's success or failure and to accept responsibility for its part in the results. Individual faculty members became more closely identified with the over-all aims and goals of the institution where before they had been primarily concerned with lesser goals.[2]

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[1]Richard W. Polley, Ronald N. Taylor, and Mark Thompson, "A Model for Horizontal Power-sharing and Participation in University Decision-Making," The Journal of Higher Education, Vol. XLVIII, No. 2, March, April, 1976, pp. 154-155.

[2]Ibid., p. 155.

Donald Crane[1] reported on a project conducted among 318 executives. His report concluded that a participatory management style did not improve production. The general concensus among the executives who participated in the study was that participatory management was a positive factor in their organizations. The executives identified the following reasons for this concensus:

1. A participatory style of management serves as a means of management development among employees.

2. A participatory style of management secures commitment on the part of employees for the actions of the organization.

3. A participatory style of management promotes the understanding of the "why's" of a decision before the decision is made.

4. A participatory style of management brings a wider degree of expert knowledge to a problem.

5. A participatory style of management provides a more valid viewpoint because persons closest to a situation or problem are involved in the decisions regarding the issue.

6. A participatory style of management helped interest and enthusiasm at all levels of the organization concerning a particular project.

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[1]Donald P. Crane, "The Case for Participative Management," Business Horizons, (Indiana School of Business), Vol. 19, No. 2, April, 1976, pp. 15-21.

In still another study, Robert Heichberger[1] concluded that organizations have three levels of mutual concern in the change process. First, the study pointed out that an organization must be concerned about the individual and the unique gifts which he has to contribute to the over-all goals of an organization, and the individual way that he will perceive what is happening around and to him. Secondly, the organization must be concerned with its own group goals, and its need for cohesion to accomplish those goals. Finally, an organization must be concerned about the effect of the individual and corporate activity on the society as a whole. The general finding of his study was that these three factors meshed together best within an organization which has incorporated principles of democratic, participatory management. (This finding supports the theories of Getzels and the observations of Etzioni mentioned earlier in this chapter.)

Of the studies presented to this point, each has reached the conclusion that the democratic, participatory style of management has strong support from leaders in several different kinds of institutions. The data regarding output, however, did not support the subjective estimates of the leaders. The success of the management style evidently depends upon several variables. The nature of the

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[1]Robert L. Heichberger, "A Theoretical Approach to Conflict In Organizational Change Process," Education, Vol. 94, No. 3, February/March, 1973, pp. 205-236.

institution, the characteristics of the individual workers, and the nature of the goals and objectives of the institutions are three variables which have been mentioned.

In addition to the studies which have already been cited, there are a number of others which either refine or further elaborate on the themes which have been presented which need to be considered. John P. Kirsht and Ronald G. Dillehay,[1] studying the response of people to authority, concluded that many persons function best in an authoritarian environment. The Berkley studies[2] were used as the foundation for this conclusion. John Hobden and Graham Shaw[3] argued that any change in management style is fraught with risk. They noted the following:

> Participation cannot be imposed, it has to be learned. And this means it cannot be achieved overnight. The fact is that the participation issue is a challenge to many deeply-rooted ideas about the nature of authority and the way leadership should be exercised in organizations.

Gerald Fisch[4] called for a flexible style of management fitting the style of management system to the particular

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[1]John P. Kirst and Ronald C. Dillehay, Dimensions of Authoritarianism: A Review of Research and Theory (Lexington: University of Kentucky Press, 1967), pp. 5-6.

[2]Ibid., p. 6.

[3]John Hobden and Graham Shaw, "Pitfalls of Participation," Management Today, January, 1976, pp. 68-69.

[4]Gerald G. Fisch, "Toward Effective Delegation," Management Controls, March, 1976, 1976, Vol. XXIII, No. 2, pp. 30-32.

institution and situation. Stephen Morse[1] argued that any change in a management style would require attitudinal changes on the part of all members of an organization before any real progress could be made. Robert Wetzler[6] reported that he felt that communication was the key to achieving desired results from a new system.

These studies and comments grew out of the actual application of the participatory process within institutions. While the authors of the various books and articles do not reject the participatory management style of leadership behavior, each author has pointed to an area of difficulty or possible conflict when a participatory model is implemented. The weight of the research and comment has been favorable to the participatory management concept of organizational leadership style.

What has been the Direction of the Institution in which This Particular Study Was Conducted?

At this point, the author has considered related theoretical literature as that literature has applied to the nature of organization in general. In this section, the author will consider the literature relating to the direction in which the United Methodist Church is going in relation to

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[1]Stephen Morse, "Management by Norms," Management Today, February, 1976, pp. 158-166.

[2]Robert T. Wetzler, "Management Theory Can Produce a Continuing Bottom Line Impact," MSU Business Topics, (Graduate School of Business Administration, Michigan State University), Winter, 1976, Vol. 24, No. 1, pp. 58-59.

organizational leadership.

In 1956, H. Richard Niebuhr, in The Purpose of the Church and Its Ministry,[1] described what he felt must become the ministerial style of the future. Historically, the minister had been viewed as an authoritarian leader of a congregation. Niebuhr felt that the image must be adjusted to meet adequately the changing nature of the church. He said at that time that the future ministry of the clergy must take the form of a pastor-director whose task was to manage and direct the activities and energies of laypersons.

The studies reported in Virgil Sexton's[2] Listening to the Church as well as two studies conducted by the United Methodist Church[3] in Oklahoma both pointed toward a concept of ministry related to the Niebuhrian projection of what form ministerial leadership should take. Both the Oklahoma studies and Church-wide studies examined by Sexton pointed toward a wide variety of leadership activities designed to get a high level of lay participation.

Frederich Wentz[4] in The Christian Century described what he believed to be the characteristics desirable for the minister of the future. He described the clergyperson of

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[1]H. Richard Niebuhr, The Purpose of the Church and Its Ministry (New York: Harper and Brothers, 1956), pp. 89-91.

[2]Sexton, op. cit.

[3]Oklahoma United Methodist Studies, op. cit.

[4]Frederick Wentz, "Commentary," The Christian Century, Vol. XCII, No. 5, February 5-12, 1975, pp. 109-111.

the future in the following way:

> The clergyperson of tomorrow should be, among other things, one qualified and skilled in drawing forth Christian ministeries of the whole people of God. In general, he or she should be adept at 'leading from the middle' deriving authority from a persuasive presentation of God's word and a convincing style of Christian service that emerges from the community served. . . . For pastoring and most ministerial skills, the clergyperson in the decades ahead should move away from the authoritative pattern.

Richard Ford[1] described the "minister-educator" as a change agent who, in addition to the traditional skills of ministry, must have the skills of an enabler, a facilitator or change agent, who understands his part in making it possible for laypersons to play their part. Edsel Ammons[2] voiced the same concerns. He said that the minister must be an enabler, opening opportunities for the ministry of laypersons.

Perhaps one of the most influencial persons writing in the area of church administrative theory today is Lyle E. Schaller. In a book written in conjunction with Charles Tidwell, the two men[3] developed a rationale for ministry which they related directly to McGregor's "Y"[4] leadership

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[1]Richard S. Ford, "The Minister/Educator As a Change Agent," Religious Education, Vol. LXXI, March-April, 1976, No. 8, pp. 171-186.

[2]Edsel Ammons, "Clergy and Laity: Equally Called," The Christian Century, Vol. XCII, No. 5, February 5-12, 1975, pp. 107-109.

[3]Lyle E. Schaller and Charles Tidwell, Creative Church Administration (Abingdon: Nashville, 1975), pp. 66-77.

[4]McGregor, op. cit.

theory. They suggested that a ministerial leadership style include the following characteristics:

1. To generate and identify worthy causes
2. To make and remake policy decisions
3. To behave consistently and predictably
4. To communicate up and down the structure
5. To be an example
6. To look positively at lay participation
7. To assume that laypersons want to do a good job
8. To invite and accept genuine participation
9. To establish clear goals
10. To work with the opposition
11. To clarify expectations
12. To show interest and awareness in the activities of laypersons
13. To run against one's own clock.[1]

This model of ministerial leadership behavior, when considered against the background of the general theories which have been presented, contains the kind of shared responsibility, respect for individuals, and flexibility characteristic of the participatory type of leadership described by McGregor.

As this section demonstrates, the direction of the Christian Church in general and the United Methodist Church in particular, both theologically and practically, has

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[1]Shaller, op. cit., pp. 66-77.

pointed toward a movement by the church away from the authoritative, autocratic style of leadership behavior to a more democratic, participatory style of leadership. The study conducted by this author was an attempt to measure the effect which a leadership style might have on several growth factors--church membership, average attendance, and budget growth--in the United Methodist Church in Oklahoma.

What Model of Administrative Behavior was found that Might Meet Criteria for a Democratic Leadership Style?

The review of literature has pointed toward a growing interest in a democratic, participatory style of leadership behavior. However, to this point, no model has been presented which might represent the various concerns of theorists relating to such a style of leadership behavior. In a book by Edgar Morphet, Roe L. Johns, and Theodore Reller called Educational Organization and Administration,[1] there is a model presented by the authors which they call the "Pluralistic, Collegial Concept of Administrative Behavior," which appears to encompass all of the characteristics which have been described as necessary for democratic administrative style.

This model of administrative behavior contained the following characteristics:

1. Leadership is not confined to those holding status positions in the power echelon.

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[1]Morphet, op. cit., pp. 107-110.

2. Good human relations are essential to group production and to meet the individual needs of members of the group.

3. Responsibility, as well as power, and authority, can be shared.

4. Those affected by a program or policy should share in the decision-making with respect to that policy.

5. The individual finds security in a dynamic climate in which he shares responsibility for decision-making.

6. Unity of purpose is secured through concensus and group loyalty.

7. Maximum production is attained in a threat-free environment.

8. Line and staff organization should be used exclusively for the purpose of dividing labor and implementing policies and programs developed by the total group affected.

9. The situation and not the position determines the right and privilege to exercise authority.

10. The individual in the organization is expendable.

11. Evaluation is a group responsibility.

This model is an ecclectic model drawn from the concerns of organizational theorists to represent a democratic model of administrative behavior. The model provided the basis for establishing the criteria for democratic management against which the pastors and churches were measured in the questionnaire.

Summary

The review of literature revolved around the following questions:

1. What had been the historical development of administrative theory relating to leadership and had that development pointed toward a particular leadership pattern of behavior?
2. What contemporary research had been accomplished relating to the historical and theoretical conclusions and were those conclusions supported by the research?
3. What has been the direction of the institution in which this particular study has been conducted?
4. What model of administrative behavior was found that might meet the criteria for a democratic leadership style?

Historically, the development of management theory evolved from Taylor's theory of scientific management, concerned as it was with the manipulation of individuals to obtain goals, to Chester Barnard's concept of management as a cooperative system dependent upon mutually satisfying goals and aims. Barnard was the first author writing in the area of management to enunciate the moral implications of a management system. The contribution of Henri Fayol was considered with his development of organizational chart to

define relationships and lines of authority. The major work of Gulick and Urwick was noted. It was in their work that the basic task of administration was outlined as planning, organizing, staffing, directing, coordinating, reporting, and budgeting (POSDCORB). Mary Follet's concepts of humanizing the organization by involving the worker in the administrative process were considered. The first major study of administrative behavior was noted, the "Hawthorne" experiment, with its confirmation of the importance of human variables to management.

As a theory of management evolved, it became apparent that effective management must include a balanced consideration between the goals and aims of the institution and the needs of the individual worker. The work of Getzels and Guba was considered. These men had conceptualized this need for balance between individual needs and corporate goals with a model of social organization which postulated a dynamic relationship between the institutional (nomothetic) dimension and the individual (idiographic) dimension of organizations. Getzels' model served as a way of portraying what Barnard and Follet had concluded.

The author considered a model of administrative behavior developed from the theories of Max Weber describing traditional, authoritarian, monocratic leadership. The motivational theories of Abraham Maslow were presented. It was noted that the traditional, autocratic style of

leadership described by Weber would not really meet the concerns of Barnard, Follet, or Maslow.

The work of Amitai Etzioni relating to the nature of power and authority was examined. Etzioni identified three different kinds of organizations, defined in terms of the ways the organizations responded to power. One kind of organization was called a coercive organization because its basic motivational tool was the use of threat and force to achieve institutional goals. Another kind of organization was called a utilitarian organization because its members were motivated by remunerative factors. The third kind of organization was called a normative organization because the members of the organization were motivated to action through the use of commitment to values and ideals. The church was identified as one kind of normative institution. Etzioni further reasoned that normative institutions were able to motivate their members better when they had adopted a democratic style of administrative behavior.

The organizational theories of Douglas McGregor were discussed. His "X-Y" theory of administrative behavior provided a viable way of examining the difference between autocratic administrative behavior and democratic administrative behavior. McGregor's work made it plain that the "Y", or participating style of leadership, was the one most likely to produce the kind of commitment which was needed in order to involve persons in a normative institution.

The review of literature established the premise that historically organizations have moved toward a participatory style of management as they became more complex and more mature.

Secondly, contemporary research, as it has attempted to measure the effects of administrative style, has tended to confirm the positive effects of democratic leadership, particularly in normative institutions. James Cribbens reported on studies conducted by Michigan University and Ohio State University in which both studies confirmed the value of a participatory style of administrative behavior. A major experiment conducted by Nampa Development Center revealed a positive result to its study of participatory administrative behavior. An investigation conducted on the campus of a large university among sixty-five professors revealed a positive assessment of the use of democratic, participatory decision-making processes within the institution.

The basic thrust of the research was to give a positive affirmation of the general historical progression of organizations toward concepts of democratic, participatory organizational leadership policies. Of course, not all of the data supported this conclusion. In fact, several studies, while positive about the internal results, did not demonstrate any effect of a change in administrative styles on the end product of the organization.

Thirdly, the review of literature considered the

theological and organizational direction of the Christian Church generally and the United Methodist Church specifically. The literature revealed a commitment both to participatory styles of leadership and to flexibility of organizational structure to allow the application of this leadership style. A model by Lyle Schaller and Charles Tidwell related to the "X-Y" theory of McGregor was presented. The concensus of the literature from church and religious sources indicated that the church, to be effective in the future as an organization, needed to develop a leadership and administrative style which would encourage full participation.

Finally, the review of literature uncovered a model of participatory management which seemed to encompass the concerns of the major theorists and which seemed to incorporate the findings of the research.

When one considers the information which has been uncovered in literature, he can begin to grasp the fact that most organizations have been moving toward a more democratic, participatory organizational leadership policy. Most organizations, it seems, have continued to choose this course of action even when their own research has not revealed growth data to support the decisions. Leaders within organizations have tended to believe that the climate, involvement, feeling of shared responsibility have been so beneficial to the organization that the democratic, participatory

style of administration is worth the temporary conflict that might arise.

Hopefully, the problem toward which this great body of literature points will make one small contribution to the theory of the effects of administrative leadership as that theory applies to the United Methodist Church and to an objective assessment of the effects which a leadership style, whether autocratic or democratic, might have on the United Methodist Churches of Oklahoma. To this end, this study was directed.

CHAPTER III

DESIGN AND METHODOLOGY

Design of the Study

This study was designed to investigate the influence of leadership behavior of local pastors and local churches on selected statistical growth factors in a local church. Lyle E. Schaller[1] in The Pastor and the People identified three growth factors as indicators of the health of a church. He noted that the best single variable by which to predict other characteristics and trends in the church was the average attendance in the principle service of worship. Secondly, he felt that the actual growth or decline of the membership of the congregation was an important variable. Thirdly, he noted that the growth of the budget was a significant variable to consider.

This study was designed to correlate these three variables with the kind of leadership style which is present

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[1]Lyle E. Schaller, The Pastor and the People (Nashville: Abingdon Press, 1973), pp. 32-40.

in a church and the leadership style of a particular pastor assigned to the church. The population of the study consisted of United Methodist ministers and United Methodist churches within the Oklahoma Annual Conference of the United Methodist Church. The study was designed to be a descriptive study utilizing a questionnaire which was administered to pastors and which utilized official data supplied by the local churches included in the study from the Oklahoma Annual Conference. These data were reported in the official records of the Oklahoma Annual Conference through the Oklahoma Conference Journal[1] for the years 1964 through 1975. The questionnaire consisted of questions drawn from a model of autocratic administrative behavior abstracted from concepts of Max Weber[2] and from a concensus model of democratic administrative behavior presented by Morphet, Johns, and Reller.[3]

The study basically was a study of correlations designed to determine any significant relationship between the selected growth factors, the administrative style of churches, the administrative style of pastors, and any significant area of conflict. A meaningful correlation would indicate that the variable of administrative style would be influencing the growth factors of the local church.

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[1]Oklahoma Journal, op. cit.

[2]Thompson, op. cit., pp. 81-113.

[3]Morphet, op. cit., pp. 107-110.

The limitation of the study was designed to establish control over the data. The writer was concerned with investigating the administrative behavior of Oklahoma United Methodist Churches. In order to establish the pattern of institutional behavior, the population was limited to those pastors and churches who could be followed over a five year period, three years of a church's life prior to a pastoral assignment and two years of the church's life after the appointment of a pastor. The study was limited to full-time pastors. No new churches were considered. Neither were churches included in the study whose pastor had served so long that the data to be considered was older than ten years. These limitations meant that out of 350 pastoral charges in Oklahoma, 106 qualified for the study.

The Population and Sample

Ministers were chosen from churches of different sizes across Oklahoma to participate in the study. The requirements for participation in the study were that the minister must have been appointed to his church for a period of two years and that he be a full-time pastor. Further, the church to which he was appointed could not be a new congregation; neither could he have served in the church for more than seven years. After these bounderies were set, 106 ministers were identified. The decision was made to consider the entire population as the sample to provide a larger statistical base from which to draw the results.

The formula[1] for the sample size was as follows:

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

When the formula was applied to the number of cases in the sample size, the results of the calculations revealed that a 60% return of the questionnaires would be required for the correlations derived from the data to have meaning. The actual number of questionnaires which needed to be returned was 63.60.

A total of 106 ministers were surveyed. Of that number, 75 questionnaires were returned. After the returned questionnaires were examined, 65 were usable in the statistical analysis. This figure represented 64.33%, a return acceptable for computation purposes.

The Instrument

A review of the literature relating to administrative behavior of churches revealed no adequate instrument from which to study the administrative behavior of pastors and churches. Because of this fact, it became necessary to construct an instrument which might reflect, as accurately as possible, the administrative behavior of ministers and churches.

Two basic sources for developing the instrument were

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[1]Taro Yamane, Statistics: An Introductory Analysis (New York: Harper and Row, 1964), p. 549.

used. One source was a model describing an authoritarian, autocratic style of leadership drawn by Victor Thompson[1] from the work of Max Weber.[2] The second source for the instrument was a model outlined by Morphet, Johns and Reller[3] which described an emerging democratic style of administrative behavior. This style was called the "emerging, democratic, collegial style" of administrative behavior.

The characteristics of the authoritative, autocratic style of administrative leadership were identified as the following:

1. Leadership is confined to those holding positions in the power echelon.

2. Good human relations are necessary in order that followers accept the decisions of the superordinates.

3. Authority and power can be delegated but responsibility cannot be shared.

4. Final responsibility for all matters is placed in the administrator at the top of the power echelon.

5. The individual finds security in a climate in which superordinates protect the interests of subordinates in the organization.

6. Unity of purpose is secured through loyalty of the superordinate.

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[1]Thompson, op. cit., pp. 81-113.

[2]Weber, op. cit., pp. 86-90.

[3]Morphet, op. cit., pp. 107-110.

7. The image of the executive is that of a superman.

8. Maximum production is attained in a climate of competition and pressure.

9. The line and staff plan of organization should be utilized to formulate goals, policies, and programs as well as to execute policies and programs.

10. Authority is the right and privilege of a person holding an hierarchical position.

11. The individual in the organization is expendable.

12. Evaluation is the perogative of superordinates.

The second model[1], called the emerging democratic, collegial model, had the following characteristics:

1. Leadership is not confined to those holding status positions in the power echelon.

2. Good human relations are essential to group production and to meet individual needs of the members.

3. Responsibility as well as power and authority can be shared.

4. Those affected by a program or a policy should share in the decision-making in respect to that program or policy.

5. The individual finds security in a dynamic climate in which he shares responsibility for decision-making.

6. Unity of purpose is secured through consensus and group loyalty.

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[1]Ibid., pp. 107-110.

7. Maximum production is attained in a threat-free climate.

8. Line and staff organization should be used exclusively for the purpose of dividing labor and implementing policies and programs developed by the total group affected.

9. The situation and not the position determines the right and privilege to exercise authority.

10. The individual in the organization is expendable.

11. Evaluation is a group responsibility.

From these two models, an instrument was developed which was designed to determine the kind of leadership style of ministers and the leadership style of churches. The nature of the items was such that the minister was asked to make a choice between responses drawn from items written from the model identified as autocratic and the model identified as democratic.

The items were developed and appeared as follows:

Questions relating to the administrative behavior of the pastor:

1. a. Leadership in a church should be confined to those leaders specifically designated by the charge conference as leaders.

b. Leadership may be provided by any member of the church depending upon the person, the situation, or the goals at a given time.

2. a. Good relations between the leaders of the

church and the members are important in order to motivate members to accept and follow church leadership.

b. Good relations between the leaders of the church and the members are important in order to motivate members to accept and follow church leadership and to help members feel that the church is meeting their needs.

3. a. In a church, authority and power to accomplish aims can be delegated but ultimate responsibility lies with the minister and the administrative board.

b. Responsibility as well as power and authority can be shared with all the members of the church.

4. a. In the United Methodist Church, final responsibility should belong to the pastor.

b. Responsibility in the United Methodist Church should be shared equally by all members of a congregation.

5. a. Individual members of the church feel most secure and related to the church when the minister, the administrative board and other persons in the leadership of the church work to protect and insure their interests in the church.

b. Individual members of the church feel most secure and related to the church as they are dynamically involved in the program of the church.

6. a. The minister in a United Methodist Church is, by virtue of his position, the most important person in the church and the one most able to bring about success.

b. The person most important and able to bring about success in the church changes with each situation.

Questions relating to the administrative behavior of the church:

1. a. The church which you serve is led by leaders designated by the charge conference.

b. Church members often are chosen for leadership within your church because of particular talents rather than their position in the church.

2. a. The administrative leadership of your church understands that the success of this church is dependent upon their care and concern for the regular church members.

b. The administrative leadership of your church works to meet the needs of individuals in the church without regard to what their level of contribution is.

3. a. The administrative board accepts responsibility for the success or failure of the church.

b. The administrative board seeks to cultivate the idea that all church members bear equal responsibility for the success or failure of the church and attempts to solicit opinions from church members about pending decisions so that there can be shared decision-making.

4. a. The administrative board tends to hold the pastor ultimately responsible for the success or failure of the church.

b. The board sees the pastor as a facilitator

for action, but understands that everyone must bear the responsibility for success or failure.

5. a. The administrative board feels that it must protect through its actions the membership of the church.

b. The administrative board tries to get the general membership actively involved in all decisions.

6. a. The minister is seen by the church as the most important member of the church. The church expects perfection from him.

b. The church clearly understands that the given programs of the church may necessitate leadership quite apart from the minister, and that, in fact, the minister is only one of many able persons.

7. a. The church tends to treat its overall goals as more important than the needs of individual members.

b. The church tends to feel individual needs are equally as important as corporate goals.

8. a. The board through its committees evaluates the progress of the church leadership.

b. The board attempts to achieve evaluation through the involvement of the entire congregation. (See Appendix A for complete questionnaire.)

The intent of these questions was to determine the level of commitment that a pastor or a church had to the democratic style. The "a" responses were related directly to the model identified as autocratic. The "b" responses

were related directly to the model represented as democratic in nature. The more "b" responses which were reported, the higher rating a minister or a church received on a scale for the minister of 0 - 6 and for the church of 0 - 8.

Validity

Before the questionnaire was finalized, a panel of eight competent judges representing a wide span of pastoral and administrative experience was selected and asked to review the test items. The judges generally were leaders in the United Methodist Church who had demonstrated administrative ability within the hierarchy of the church. (See Appendix B.)

The judges were asked to review the items on the questionnaire in terms of the ability of the items to discriminate between autocratic and democratic administrative leadership behavior. In addition, they were asked to determine the appropriateness of the items as they were related to the specific terminology and structural references to the organization of the United Methodist Church. The judges were asked to share comments and opinions regarding the appropriateness of the questionnaire.

In both of these areas, the judges reported a positive, favorable impression of the questionnaire. They all felt that the items related very well to the United Methodist Church and would provide an adequate tool for discriminating between autocratic and democratic administrative behavior.

Procedure for the Study

The ministers and churches which were to be sampled were identified and located. A letter, along with a copy of the instrument, was sent to the pastors who were included in the population. In the letter, the author explained that this was part of a study to determine the administrative attitudes and practices of ministers and churches. He further explained that there were six responses related to the minister and eight responses related to the church. The author explained also that the responses would be kept in confidence. The minister was asked to select the answer which most nearly approximated his administrative style or behavior on the minister section of the questionnaire, and he was asked to respond to the questions relating to the church in terms of its administrative style.

Statistical Procedures

After the questionnaires were returned, the author examined the Oklahoma Conference Journal Statistical Tables[1] to calculate the statistical gain or loss in the three areas which had been identified by Lyle Schaller[2] as being the most indicative of church growth. The statistics were expressed in percentages of gain or loss. The data were gathered over a five year period for each church. Three years of that

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[1]Journal, op. cit., 1964-1975.

[2]Schaller, op. cit., pp. 32-40.

period reflected activity of the church prior to a minister's appointment while two years of that period related to the activity of a church during a minister's tenure in the church. The areas of the church's life which were studied were average attendance at the principle service of worship, annual membership growth, and budget growth.

After the data had been gathered from the statistical tables and the percentages calculated, the results were then combined with the information which had been received on the questionnaires to establish a matrix of eleven variables. (See Table I.)

For the purpose of analysis, the statistics were then coded so that the churches and ministers could be identified. A Pearson Product-moment Correlation Coefficient[1] was calculated:

$$r_{xy} = \frac{s_{xy}}{s_x s_y}$$

A factor analysis of each of the variables was calculated so that each variable was measured against each of the other variables and a correlation coefficient was determined. The level of significance was determined to be .05 ($r_{60} = .250$) so that any correlation coefficient which would be .250 or higher would be considered significant. The matrix of the factor analysis was then rotated so that the particular

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[1]Glass, op. cit., pp. 113-114.

correlation coefficient would reflect each of the other relevant variables. (See Table II in Chapter IV for Derived Correlation Coefficients.)

CHAPTER IV

PRESENTATION AND ANALYSIS OF THE DATA

Introduction

This study was designed to examine the influence of administrative style or behavior of local pastors and local churches on selected statistical growth factors in the church. The growth factors which were chosen were the following: annual budget, average attendance at the principle service of worship, church membership growth. The major purpose of this chapter is to analyze and interpret the data derived from the survey instrument; to analyze the statistical information relating to the churches; to determine significant correlations between the two bodies of data. Tables were employed to report the data. Their main purpose was to provide the necessary clarification and statistical evidence for the discussion.

The procedures described in Chapters I and III were used to gather information relating to the nature of ministerial and church administrative styles and to correlate that information with the data relating to budget growth,

average attendance, and membership growth to determine if a statistically significant correlation existed between these growth factors in the churches and the administrative style of pastors and churches. These data were tabulated to test the following hypotheses:

1. Churches having pastoral leadership and church administration committed to concepts of pluralistic democratic administration do not by such behavior have a positive effect on the selected growth factors of church budget, average attendance, and membership growth.

2. Churches having pastoral leadership and church administration committed to concepts of traditional autocratic administration do not by such behavior have a positive effect on the selected growth factors of church budget, average attendance, and membership growth.

3. A dichotomy of administrative behavior between the church and the minister will have no effect on the selected growth factors of budget growth, average attendance, and membership growth.

In order to correlate the statistical information reported to the Oklahoma Annual Conference by the churches with the responses of the pastors to the questionnaire, a data sheet was developed which identified eleven variables. (See Table I.) A factorial matrix was developed, using Pearson's Product-moment Correlation Coefficient[1] formula in

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[1]Glass, op. cit., pp. 113-114.

TABLE 1

ITEM	CHURCH SIZE	PASTOR AUTO-CRATIC	PASTOR DEMO-CRATIC	CHURCH AUTO-CRATIC	CHURCH DEMO-CRATIC	% OF BUDGET GROWTH 1-3	% OF BUDGET GROWTH 4-5	% OF AVERAGE ATTEN-DANCE 1-3	% OF AVERAGE ATTEN-DANCE 4-5	% OF MEMBER-SHIP GROWTH 1-3	% OF MEMBER-SHIP GROWTH 4-5
1	1591	0	6	2	6	-23	+50	-14	-14	-1	-1
2	558	1	5	4	3	+9	+32	-1	+16	-7	-1
3	1384	1	5	0	8	-4	+42	-16	+1	-9	-9
4	389	3	3	5	3	+5	-26	-1	-4	-1	-1
5	187	2	4	6	2	+99	+34	+15	-25	-1	-2
6	389	2	3	1	7	-32	+39	+16	-3	-3	+3
7	322	3	3	3	5	+12	+103	-2	0	+22	-1
8	221	3	3	1	7	-10	+40	+11	-10	-1	-1
9	434	2	3	3	5	+44	+160	-18	+34	-4	-2
10	595	0	6	2	6	-61	0	-18	+1	-1	+1
11	1051	1	5	4	4	-41	+109	-8	-3	+2	-3

TABLE 1 (continued)

12	335	4	2	5	3	+11	+21	+28	-15	+2	+2
13	254	0	6	0	8	+12	+20	-8	+9	-2	0
14	3288	2	4	3	5	+11	+5	-1	+1	+2	+1
15	654	1	6	8	0	+38	-12	+1	+1	+2	+3
16	320	3	3	2	6	+91	+57	-2	+3	-9	+5
17	869	0	6	0	8	-15	+158	0	-8	-1	+1
18	155	1	5	1	7	-23	+38	-14	-30	+1	-4
19	1793	1	5	6	2	+6	+2	+9	-2	+1	-2
20	2631	0	6	0	8	-6	+18	-35	-6	-7	-1
21	730	2	4	3	5	-41	+98	-23	+49	-3	+1
22	658	3	2	5	3	+37	-21	-1	-20	+2	-2
23	1556	2	4	2	6	+7	+8	-4	+31	+1	+1
24	560	3	3	4	4	-38	+118	+4	+12	-4	-7
25	173	6	0	7	1	-4	+45	-9	+36	+14	+7
26	195	1	5	2	6	+76	+92	0	0	+28	+8
27	2337	0	6	2	6	+104	+35	-11	-7	0	-1

TABLE 1 (continued)

28	285	2	4	6	2	+81	+31	-13	+18	+1	+2
29	1075	4	2	5	3	-73	+100	-4	+120	+8	+5
30	233	3	3	2	6	-37	+75	-19	+20	+1	+9
31	802	3	3	4	4	-26	+1	+18	+1	+11	+3
32	1860	1	5	0	8	+19	+30	-2	-6	+4	+6
33	1412	2	4	2	6	-50	+39	-18	-1	+1	-2
34	369	0	6	2	6	-7	+19	-4	+7	-1	+10
35	955	0	6	0	8	+19	+30	-2	-6	+4	-1
36	2252	3	3	2	6	-40	+50	+7	-60	+3	-6
37	564	6	0	4	4	-7	+29	0	+64	-11	+9
38	980	1	5	1	7	+105	+20	+13	+15	+4	+6
39	652	3	3	0	8	+65	+119	+60	-18	-10	+5
40	1433	2	4	3	5	+16	-28	-10	-37	+118	+1
41	1294	3	2	1	7	+12	-45	+7	-22	+29	+4
42	1084	0	6	0	6	+70	+58	-7	+3	-7	+1
43	2744	1	5	1	7	0	-1	-43	0	+7	+1

TABLE 1 (continued)

44	413	2	4	2	6	+11	-5	-6	-15	+11	0
45	1300	2	4	1	6	+123	+21	0	-40	+16	-2
46	244	0	6	1	7	+102	+7	-37	-9	+10	+3
47	628	0	6	0	8	+33	-19	+1	+40	+33	+40
48	915	2	4	1	7	-16	+7	-16	-35	-4	-5
49	287	2	4	1	7	+9	+7	+4	+1	+28	-2
50	1422	2	4	5	3	-18	+31	-18	-20	-2	-3
51	512	3	3	3	5	+122	+42	+25	-2	+4	-1
52	1612	2	4	5	3	+6	-41	-5	-20	0	-4
53	118	0	6	1	7	+30	-17	-24	-15	+16	-15
54	6609	2	3	2	4	+10	+35	+5	-53	-1	+1
55	890	2	4	5	3	+57	+1	+1	-25	+2	-2
56	459	1	5	1	7	-3	+7	-14	-1	+2	-1
57	476	0	6	1	7	+4	+48	-12	-6	+48	+8
58	1236	3	3	3	5	+2	+6	-5	+8	-1	+2
59	2946	2	3	1	7	-15	+14	0	-40	+1	0

TABLE 1 (continued)

60	655	0	6	1	7	-28	+32	-25	+9	+49	+5
61	433	2	3	4	4	-47	+107	-11	-6	-2	+1
62	790	2	3	5	3	+43	+16	+1	+27	+7	+10
63	1290	3	3	2	6	+29	+36	+12	-13	+34	+1
64	522	1	5	0	8	-1	+48	+1	-3	-19	+5
65	1010	1	5	5	3	+104	+48	+23	-140	+34	+7

which each of the factors was correlated with each of the other factors. Through the use of a formula for sample size developed by Taro Yamane,[1] the author determined that a correlation, to have statistical significance at the .05 level, would need to receive a Pearson r of .250 and to have signficance at the .01 level would need a Pearson r of .325.

The information was gathered in such a way that a church's growth percentage for three years prior to a minister's appointment to a church was determined. After these data were gathered, then data were gathered from the official records which were indicative of the growth of the churches during two years of a minister's tenure in the church. By using this procedure, it was possible for a person studying the data reported in Table I to make some observations about the effectiveness of a minister in the church to which he was assigned in relation to the growth factors of budget, attendance, and membership growth.

A questionnaire had been developed and administered to the pastors relating to their adminstrative style and that of their churches. (See Appendix A.) Data collected from that questionnaire were then tabulated and included within the data which had been recorded in Table I. The results of the questionnaire were arranged on the table to reflect the administrative style of the pastors and the churches whose pastors responded to the questionnaire.

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[1]Taro Yamane, op. cit., pp. 549-550.

The questionnaire had been scored in such a way that the highest score which a pastor could receive was six. Such a score indicated a strong commitment by the pastor to democratic leadership. The highest score which could be given a church was eight. As in the case of the pastor, this score would indicate a leadership style within the church as democratic. On the other end of that continuum, a score of zero by either pastor or church would indicate a strong commitment to the autocratic style of administration. (Table I records the actual number of responses in each area.) Any variance between the extreme scores would reflect lesser commitment to one style of administrative leadership or the other.

Data From the Statistical Tables

Data from the statistical tables revealed an over-all decline in growth in two areas. Average attendance in the United Methodist Churches had declined 8 percent as had church membership. Budgets of the churches had increased 50 percent during the same period. Of the three variables identified by Schaller to be indicative of church activity, average attendance and church membership had declined. Only church budgets had shown positive growth. This growth occured during a highly inflationary period in the general economy.

Curiously, the data produced a strange anomally. While there was a positive correlation between average

attendance and membership growth of .28842, a significant correlation (.250 being at the .05 level of significance), there was a negative correlation between average attendance and budget growth over the same period of time. That negative correlation was -.26320, a significant correlation at the .05 level.

The data revealed that the United Methodist Church is in decline in Oklahoma in two of the three areas which were measured--average attendance and total church membership. When one studies the data in Table I, he can see that the decline seems constant throughout the churches making up the population. Large churches, medium-sized churches, small churches; country churches and urban churches all are included in the observation. The only churches which did not fit the observation were churches in rapidly developing suburban sections of the larger cities.

Data from the Questionnaire

The data from the questionnaire indicated that 64 percent of those ministers responding to the questionnaire reported a better than 50 percent commitment to the democratic style of leadership while 36 percent of the ministers reported 50 percent or less commitment to the concepts of democratic style of administration. This statistic would indicate that generally Oklahoma United Methodist ministers are committed to a democratic style of administrative leadership. However, a sizable number of ministers, 36 percent,

indicated at least a partial commitment to the autocratic style of administrative leadership behavior.

As reported by their pastors, churches tended to encourage a democratic, participative style of administration more often than did the clergy. The data revealed that 73 percent of the churches surveyed encouraged or practiced democratic principles in their administrative policies. At the same time, 27 percent, over one-fourth of the churches, were maintaining autocratic leadership and administrative policies.

Another observation which can be made from the data is that the data seemed to indicate areas of conflict when there was a marked difference between the pastor's administrative style and that of the church. An example of this observation can be seen in item 8 (See Table I). The pastor responded with a score of three while he reported his church with a score of seven. Average attendance in that church showed a decline of 10 percent over the previous year when the church had reported a 11 percent increase in the same statistic. That same pattern exists in items 2, 19, 28, 36, 39, 41, 50, 52, 65. Each of these examples indicate a decline in one or more of the major statistical areas which were selected as indices of church growth when there was reported a significant difference between the leadership style of the pastor and the adminstrative style of the church.

To further buttress this observation, the author followed longitudinally two pastors and two churches to see if a pastor's statistics would improve when his style of administrative leadership agreed with the church's style of leadership. This observation was made regarding the churches represented by items 29 and 60. The pastor's present church, item 29, showed a positive growth of 100 percent in the area of budget; 120 percent growth in average attendance, and 5 percent growth in church membership. Table I indicates that both pastor and church agree in their styles of leadership. However, that same pastor was the pastor of the church represented by item 60 prior to being transferred to his present assignment. During his tenure in that church, item 60, the church showed a decline in church budget of 28 percent and a decline in average attendance of 25 percent. The church grew, however, 49 percent in total membership. This pastor was identified with a score of two while the church, item 60, was identified by its present pastor with a score of seven. The present pastor of item 60 received a score of six. Under the leadership of item 60's present pastor, whose style is very congruent with the style of the church, the church has shown a budget growth of 32 percent, and average attendance growth of 9 percent, and a membership growth of 5 percent. The conflict in styles certainly could have influenced these statistics.

Pearson Product-Moment Correlation Coefficient: Relation to Democratic Administrative Behavior

The results of the Pearson Product-moment Correlation Coefficient between democratic administrative leadership style and the selected administrative variables of budget growth, average attendance, and membership growth revealed no significant correlation between nine of the eleven variables either positive or negative. For instance, variable 3 (pastor, democratic) was correlated with variable 7 (budget growth for the last two years) at the -.10577 level which was not significant at the .05 level. When that same item was correlated with item 9 (average attendance over the last two years) a non-significant correlation of -.18773 was discovered. Finally, when variable 3 was correlated with variable 11 (membership over the last two years), the correlation was .01091, another non-significant correlation. Other correlations in the matrix were also not significant. Item 5 (church, democratic) was correlated with item 7 without a significant correlation. The statistic was .06794. When that same item was correlated with item 11, the statistic which resulted was .07778, another non-significant correlation. These statistics tended to support the stated hypothesis regarding the effect of democratic administrative leadership behavior on these three statistical variables.

TABLE 2

	ENROLL-MENT (1)	PASTOR AUTO-CRATIC (2)	PASTOR DEMO-CRATIC (3)	CHURCH AUTO-CRATIC (4)	CHURCH DEMO-CRATIC (5)	BUDGET GROWTH 1-3 (6)	BUDGET GROWTH 4-5 (7)	AVERAGE ATTEN-DANCE 1-3 (8)	AVERAGE ATTEN-DANCE 4-5 (9)	MEMBER-SHIP GROWTH 1-3 (10)	MEMBER-SHIP GROWTH 4-5 (11)
(1)	1.0000	-0.08057	0.01780	-0.11739	0.32310	-0.64360	-0.14164	-0.05370	-0.25982	0.04595	-0.10708
(2)	-0.08057	1.00000	-0.97214	0.46586	-0.44774	0.12400	0.07083	0.37456	0.21430	0.6752	-0.01006
(3)	0.01780	-0.97214	1.00000	-0.42890	0.41530	0.13829	-0.10577	-0.36632	-0.18773	0.08817	0.01091
(4)	-0.11739	0.46586	-.42890	1.00000	-0.98163	0.01024	-0.07354	0.24313	0.07854	-0.02461	-0.06815
(5)	0.03231	-0.44774	0.41953	-0.98163	1.00000	-0.04317	0.06794	-0.25557	-0.05304	0.04437	0.07778
(6)	-0.06436	-0.12400	0.13829	0.01024	0.04317	1.00000	-0.12106	0.26098	-0.26320	0.09425	0.12115
(7)	-0.14164	0.07083	-0.10577	0.07354	0.06794	-0.12106	1.00000	0.00459	0.20610	-0.22636	0.04750
(8)	-0.05370	0.37456	-0.36632	0.24313	-0.25557	0.26098	0.00459	1.00000	-0.22301	0.01373	0.14841
(9)	-0.25932	0.21430	0.18773	0.07854	0.05304	-0.26320	0.20610	-0.22301	1.00000	1.19183	0.28842
(10)	0.04595	-0.06752	0.09917	-0.02461	0.04437	0.09423	-0.22636	0.01373	0.19183	1.00000	0.22212
(11)	-0.16708	-0.01006	0.01091	-0.06815	0.07778	0.12115	0.04750	0.14841	0.28842	0.22212	1.00000

TABLE 3

	CHURCH AUTOCRATIC	BUDGET GROWTH AND ATTENDANCE 1ST TWO YEARS	MEMBERSHIP	PASTOR DEMOCRATIC	CHURCH SIZE
VARIABLE 1 SIZE	-0.16156	-0.15463	0.15509	-0.09981	0.72563
VARIABLE 2 PASTOR: AUTOCRATIC	0.28243	-0.05844	-0.05931	-0.91286	-0.05207
VARIABLE 3 PASTOR: DEMOCRATIC	-0.25301	0.06694	0.08104	0.92988	0.00795
VARIABLE 4 CHURCH: AUTOCRATIC	0.94667	0.03776	0.02661	-0.25301	-0.06909
VARIABLE 5 CHURCH DEMOCRATIC	-0.93799	-0.05964	-0.01858	0.25215	0.01378
VARIABLE 6 BUDGET GROWTH 1ST TWO YEARS	0.05216	0.80247	0.09046	0.17937	-0.09007

TABLE 3 (continued)

VARIABLE 7 BUDGET GROWTH LAST 3 YEARS -0.19416	-0.00037	-0.68451	-0.13345	-0.29677
VARIABLE 8 ATTENDANCE 1ST TWO YEARS 0.06402	0.67479	0.01701	-0.53952	-0.00236
VARIABLE 9 ATTENDANCE LAST 3 YEARS 0.03486	-0.53650	-0.11991	-0.16133	-0.67071
VARIABLE 10 MEMBERSHIP 1ST TWO YEARS -0.05474	0.09627	0.76014	0.03293	-0.05683
VARIABLE 11 MEMBERSHIP LAST 3 YEARS -0.23842	0.09088	0.50111	-0.15036	-0.61088

Pearson Product-Moment Correlation Coefficient: Relation to Autocratic Behavior

The results of the Pearson Product-moment Correlation Coefficient between the administrative style of ministers and churches and the selected statistical variables of church budget, average attendance, and church membership growth revealed no significant correlation between autocratic administrative behavior and church growth. Item 2 (pastor, autocratic) when correlated with item 7 (budget growth over the past two years) revealed a statistic of .07083, a non-significant correlation. When item 2 was correlated with item 9 (average attendance over the past two years), the correlation was .21430, a non-significant correlation at the .05 level of significance. When item 2 was correlated with item 11, the statistic was .01006, another non-significant correlation. The results of these statistics tended to support the hypothesis stated in $H_0 2$.

As in the case relating to the autocratic pastor, the items which were correlated with item 4 (autocratic church) all produced non-significant correlations. The statistics revealed with item 9 a correlation of .07854; with item 7 a correlation of .07354; with item 11 a correlation of -.06815. None of the correlations were significant at the .05 level. As in the case of the autocratic pastor, the autocratic church's administrative behavior seemed to have little effect on the variables of church growth which were used in the study.

Pearson Product-Moment Correlation Coefficient: Relation to Conflict in Administrative Behavior

The results of the Pearson Product-moment Correlation Coefficient between the administrative style of ministers and churches and the selected variables of church budget, average attendance, and church membership growth revealed significant positive correlation between these factors and churches and pastors whose style of leadership behavior agreed. The results, by the same token, revealed significant negative correlation between the selected variables and church and pastoral administrative behavior when the two disagreed.

When the autocratic pastor (item 2) was correlated with the autocratic church (item 4) the correlation derived was .46586. When that item was then rotated to encompass all the other variables, the correlation was .28243. Both of these correlations were significant, the first at the .01 level of significance and the second at the .05 level of significance. On the other hand, when autocratic pastor (item 2) was correlated with democratic church (item 3), the correlation was -.42890. When that item was rotated to reflect the other variables, the correlation was -.25301. Both of these correlations were significant correlations at the .05 level of significance or better. When the correlations were reversed to reflect democratic pastoral activity to democratic church and democratic pastoral leadership

activity to church activity, the statistics were reversed. Democratic pastor correlated with democratic church with a positive correlation of .41953. When that item was rotated to reflect the other variables, the correlation was .25215. Both of these correlations were significant at the .05 level of significance. When the situation was reversed and democratic pastor was correlated with autocratic church, the correlation produced was -.42890. When that figure was rotated, the correlation was -.25301. Each of these correlations was significant at the .05 level of significance.

These statistics point to the fact that when churches are in harmony with their pastors in terms of leadership style, there are positive influences apparent in the statistics, but when there is disagreement between the pastor and the church in relation to leadership styles, then there is negative influence on the statistical data as it relates to the variables. This finding would not support the hypothesis stated in $H_0 3$. (Tables II and III.)

Effects of the Statistical Analysis On the Survey Responses and The Official United Methodist Oklahoma Conference Data

On the basis of the information revealed in the statistical analysis of both the correlation coefficients and the raw data, the following statements can be made:

1. There is no significant correlation between churches and pastors committed to concepts of pluralistic,

democratic administrative leadership style and the growth of the churches as measured by budget growth, average attendance, and membership growth.

2. There is no significant correlation between churches and pastors committed to concepts of traditional autocratic administrative leadership style and the growth of those churches as measured by budget growth, average attendance, and membership growth.

3. The lack of agreement between the administrative behavior or style of churches does have negative impact on the growth of churches as measured by budget growth, average attendance, and membership growth.

In accordance with these findings, it was necessary to respond to the null hypothesis in the following manner:

$H_0 1$ Churches having pastoral leadership and church administration committed to concepts of pluralistic democratic administration do not by such behavior have a positive effect on the selected growth factors of church budget, average attendance, and membership growth.

Accepted.

$H_0 2$ Churches having pastoral leadership and church administration committed to concepts of traditional autocratic administration do not by such behavior have a positive effect on the selected growth factors of church budget, average attendance, and membership growth.

Accepted.

$H_0 3$ A dichotomy of administrative behavior between the church and the minister will have no effect on the selected growth factors of budget growth, average attendance, and membership growth.

Not Accepted.

CHAPTER V

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

The purpose of this chapter is to summarize the major findings presented in Chapter IV, and to suggest recommendations for further research.

Summary

The problem of the study was to consider the implication of leadership style, both in terms of ministers and in terms of United Methodist churches on the selected variables of church budget, average church attendance, and total church membership. More specifically, the study was concerned with answering the following questions: (1) Is there a significant correlation between churches and pastors committed to concepts of pluralistic, democratic administrative leadership style and the growth of those churches as measured by budget growth, average attendance, and membership growth? (2) Is there a significant correlation between churches and pastors committed to concepts of traditional autocratic administrative leadership style and the growth of those

churches as measured by budget growth, average attendance, and membership growth? (3) Does the lack of agreement between the administrative behavior or style of churches and ministers have negative impact on the growth of churches as measured by budget growth, average attendance, and membership growth?

The study was designed to test the following hypothesis:

H_01 Churches having pastoral leadership and church administration committed to concepts of pluralistic democratic administration do not by such behavior have a positive effect on the selected growth factors of church budget, average attendance, and membership growth.

H_02 Churches having pastoral leadership and church administration committed to concepts of traditional autocratic administration do not by such behavior have a positive effect on the selected growth factors of church budget, average attendance, and membership growth.

H_03 A dichotomy of administrative behavior between the church and the minister will have no effect on the selected growth factors of budget growth, average attendance, and membership growth.

In order to test these propositions, the following procedures were used in the study:

An examination of the related literature described in Chapter II revealed the nature of previous research

accomplished in the area of leadership and administration. Since the literature failed to reveal an adequate instrument designed to correlate the statistical growth factors of the church with administrative style, it became necessary to develop a tool for this purpose. In order to develop the instrument, two major sources were used. One source was a model of bureaucratic autocratic leadership style growing out of a list of administrative behaviors identified by Max Weber[1] as being authoritarian or autocratic in nature, and another list, described by Morphet, Johns, and Reller,[2] describing an emerging collegial democratic style of administrative behavior.

From these two sources, a questionnaire was developed consisting of fourteen items. Six of the items were designed to reveal pastoral leadership style. Eight of the items were designed to reveal church administrative leadership style. The statements contained in the instrument were submitted to a panel of competent judges in order to achieve content validity.

The population for the study consisted of United Methodist ministers in the Oklahoma United Methodist Conference who had served their churches a minimum of two years. No minister was considered who had served longer than ten years. A period in the life of the church from

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[1]Weber, op. cit.

[2]Morphet, op. cit.

which the statistics were gathered was three years prior to a minister's appointment to a church and two years of a minister's work in the church. No church was studied in which the statistics which were gathered would be older than ten years. When the parameters of the study were determined, one hundred and six (106) ministers and churches were identified who met the criteria for selection.

Because of the limited population, the author decided that all members of the population would make up the sample to be surveyed. Of the number which were surveyed, sixty-five responses were used. Through the use of the sample size formula ($n = \frac{n}{1 + Ne^2}$),[1] it was determined that a return of sixty-three responses were necessary for the sample to be valid. It was further determined that a correlation of .250 was necessary to establish a significant correlation at the .05 level, and that a correlation of .325 was necessary for the correlation to be significant at the .01 level of significance.

The questionnaire was then sent to the ministers in the population. The questionnaire consisted of three parts, two of which were used in the statistical study. A continuum of zero to six and zero to eight was established with zero representing a totally autocratic response and six and eight representing a totally democratic response.

The results of the sixty-five responses were

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[1]Yamme, op. cit.

tabulated. In addition, the statistical data which had been gathered from the official record of the church were recorded. A matrix of eleven variables was developed. Using the Pearson Product-moment Correlation Coefficient, each of the eleven variables was correlated with each of the other variables. The variables, then, were rotated so that each correlation represented a compilation of values. Tables II and III contain the results of those findings.

Findings

Significant findings of the study were as follows:

$H_0 1$ Churches having pastoral leadership and church administration committed to concepts of pluralistic democratic administration do not by such behavior have a positive effect on the selected growth factors of church budget, average attendance, and membership growth.

In every case, the pastors and churches having scores indicating a basic commitment to the democratic style of pastoral leadership and church administration showed no significant correlation with the variables in the matrix, either positive or negative. Evidently, when the pastor and church agree in their style of administrative leadership, the growth factors remain constant.

$H_0 2$ Churches having pastoral leadership and church administration committed to concepts of traditional autocratic administration do not by such behavior have a positive effect on the selected growth factors of church budget,

average attendance, and membership growth.

As in the case of the democratic behavior of ministers and churches, autocratic administrative policies did not produce any significant correlation, either positive or negative, with the variables which make up the matrix. When pastoral leadership agrees with church administration then the style of leadership seems to have no bearing on the statistical results.

H_O3 A dichotomy of administrative behavior between the church and the minister will have no effect on the selected growth factors of budget growth, average attendance, and membership growth.

Of these three hypotheses, this final hypothesis was not supported by the data. There was a negative correlation of better than the .05 level that indicated the effect of the difference between a democratic pastor and an autocratic church or vice-versa. This same finding can be traced in the statistical data derived from the questionnaire and the churches when one compares the data from the churches with the responses to the questionnaire.

On the basis of the correlations in the matrix, the first two hypotheses were accepted. On the basis of the correlations in the matrix, supported by inferences drawn from the statistical data, the third hypothesis was rejected.

Other Findings

A. Review of literature

1. The review of related literature reveals a progressive commitment of organizations to democratic leadership style.

2. Basically, the review of literature revealed that normative organizations would respond better to democratic administrative styles of administrative leadership behavior.

3. The democratic style generally produced higher morale, more harmony between organizations and their employees. Generally, even in the absence of supporting data, executives tended to support a democratic administrative leadership style.

4. Differences between leadership style of vested authority and perceived needs of employees produced conflict which had bearing on production.

5. When the end product was considered, where conflict was not present, there seemed to be little statistical difference between administrative style and out-put. However, the quality of products or services seemed to rise and the customer was often happier.

B. The data from the statistical tables

1. These data indicate a negative growth factor of 8 percent in two of the three statistical areas of church membership and church attendance. Church budget, on the other hand, over the same period increased 50 percent.

2. The data seemed to indicate, with few

exceptions, that areas of decline were constant throughout the church, whether a large church, small church, urban or rural, the exception being churches in rapidly growing suburbs.

3. There was a negative correlation between church growth and budget growth.

4. There was a positive correlation between average attendance and church membership.

5. The raw data seemed to support the results of the correlated data.

C. The data from the questionnaire

1. The data from the questionnaire revealed that 64 percent of the ministers acknowledged a better than 50 percent response to the questions related to democratic style.

2. The data from the questionnaire also revealed that 73 percent of the churches had democratic administrative styles.

Conclusion

Several conclusions were formed from the major findings of this study. The conclusions were formed within the limitations of this investigation.

1. There is no evidence that either autocratic or democratic style on the part of the minister and the churches, by themselves, influence the statistical growth factors of budget, average attendance, and church membership. The

obvious implication of this conclusion is that churches should consider very carefully any changes that they make in administrative style if they are making those changes to facilitate growth in these areas. However, information in the review of literature did indicate that there has been a progressive commitment on the part of many organizations to the democratic style of administration. Such factors as morale and harmony appear to be affected by the kind of administrative style. Growth factors, however, are not affected by the style of the administration in the church if pastor and church agree.

2. There was evidence that when the administrative style of the pastor disagreed with the administrative style of the church, then that disharmony produced a negative effect on the growth factors of church budget, average attendance, and church membership. From this finding, the conclusion must be drawn that some care should be taken to insure that pastors and churches are matched so that they agree in their approach to leadership and administration. In the United Methodist Church in Oklahoma, with 36 percent of the pastors and 27 percent of the churches having commitment to autocratic styles of administration, it would be possible in a given year to have over 50 percent of the churches mismatched. This mismatching, alone, might account for much of the statistical loss incurred by the United Methodist Church in Oklahoma.

Recommendations

The following recommendations were presented as a result of the conclusions previously stated:

1. It is recommended that the United Methodist Church isolate other factors relating to leadership and determine the impact of those factors on the growth factors of the congregation.

2. It is recommended that since the United Methodist Church has committed itself to a democratic administrative style, efforts be made to identify adequate training models to help pastors and churches understand and adjust to the newly adopted style.

3. It is recommended that pastoral appointments be made with some care as to the administrative style of pastors and churches. This consideration should help minimize some of the negative statistics.

4. It is recommended that the Oklahoma United Methodist Conference develop at all levels of church administration, clearly defined goals and objectives that reflect the administrative style of the institution.

5. It is recommended that this study be extended to all United Methodist Churches in Oklahoma and that the data be collected so that a longitudinal study might be conducted relating to administrative style over an extended period of time.

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APPENDIXES

APPENDIX A

QUESTIONNAIRE RELATING TO PASTOR AND CHURCH ADMINISTRATIVE BEHAVIOR INSTRUMENT

THE QUESTIONNAIRE

The following questionnaire is designed to determine the kinds of administrative practices by United Methodist Ministers and Churches. The Questionnaire is in three parts and attempts to get at three different questions.

(1) What are your attitudes toward church administration as the minister of your church?

(2) What do you perceive the administrative practices of your church to be?

(3) What, if any, conflict exists within your church because of differences in administrative philosophy, practices, or attitudes?

(Please answer these questions as candidly as possible. Your answers will be held in the strictist confidence. Please circle your answer.)

I. These questions relate to your administrative behavior and philosophy.

1. (a) Leadership in a church should be confined to those leaders specifically designated by the charge conference as leaders.

   (b) Leadership may be provided by any member of the church depending upon the person, the situation, or the goals at a given time.

2. (a) Good relations between the leaders of the church and the members are important in order to motivate members to accept and follow the church membership.

   (b) Good relations between the leaders of the church and the members are important in order to motivate members to accept and follow church leadership and to help members feel that the church is meeting their needs.

3. (a) In a church, authority and power to accomplish aims can be delegated but ultimate responsibility lies with the minister and the administrative board.

   (b) Responsibility as well as power and authority can be shared with all the members of the church.

4. (a) In the United Methodist Church, final responsibility should belong to the pastor.

   (b) Responsibility in the United Methodist Church should be shared equally by all members of the congregation.

5. (a) Individual members of the church feel most secure and related to the church when the minister, the administrative board, and other persons in the leadership of the church work to protect and insure their interests in the church.

   (b) Individual members of the church feel most secure and related to the church as they are dynamically involved in the program and decisions of the church.

6. (a) The minister in the United Methodist Church, by virtue of his position, is the most important person in the church and is the one most able to bring about success.

   (b) The person most important and most able to bring about success in the church changes with each situation.

II. The questions in this section of the questionnaire relate to the actual practices of your church.

1. (a) The church which you serve is led by the leaders designated by the charge conference.

   (b) Church members often are chosen for leadership in your church because of particular talents rather than their position in the church.

2. (a) The administrative leadership of your church understands that the success of this church is dependent upon their care and concern for the regular church members.

   (b) The administrative leadership of your church works to meet the needs of individuals in the church without regard to what their level of contribution is.

3. (a) The administrative board accepts responsibility for the success or failure of the church.

   (b) The administrative board seeks to cultivate the idea that all church members bear equal

responsibility for the success or failure of the church, and it attempts to solicit opinions from church members about pending decisions so that there can be shared decision-making.

4. (a) The administrative board tends to hold the pastor ultimately responsible for the success or failure of the church.

   (b) The administrative board sees the pastor as a facilitator for action, but understands that everyone must bear responsibility for success or failure of the church.

5. (a) The administrative board feels that it must protect through its actions the membership of the church.

   (b) The administrative board tries to get the general membership actively involved in all decisions it makes concerning the church.

6. (a) The minister is seen by the church as the most important member of the church and the church expects perfection from him.

   (b) The church clearly understands that the programs of the church may require leadership quite apart from the minister and that the minister is only one of many able persons.

7. (a) The church tends to treat its overall goals as more important than the needs of individual church members.

   (b) The church tends to feel individual needs of church members are equally as important as corporate goals.

8. (a) The administrative board through its committees evaluates the progress of the church and its membership.

   (b) The administrative board attempts to achieve evaluation through involvement of the entire congregation.

III. This portion of the questionnaire relates to your relationship to the church.

1. Do you feel that there has been noticeable change in administrative attitudes and practices of the church since you became its pastor?

2. Do you feel that your views of how the church should make decisions and administer its program differ from the actual practices of the church?

3. Does this create problems for you?

4. In a short paragraph, describe how you feel your church could better handle its administrative and decision-making approaches?

APPENDIX B

LIST OF JUDGES

Panel of Judges who assisted in the validation of the Questionnaire relating to Pastor and Church Administrative Behavior Instrument:

Bishop Paul Milhouse
Residing Bishop
Oklahoma United Methodist Conference

Dr. J. Cliffton Sprouls
Executive Secretary
Administrative Council
Oklahoma United Methodist Conference

Dr. Lester Meyer
District Superintendent
Tulsa District
Oklahoma United Methodist Conference

The Rev. L. Paul Green
Treasurer
Oklahoma United Methodist Conference

Dr. Howard Plowman
District Superintendent
Stillwater District
Oklahoma United Methodist Conference

The Rev. Paul Kienholz
Pastor
First United Methodist Church
Boise City, Oklahoma

Dr. Luman T. Cockrill
Pastor
First United Methodist Church
Kingfisher, Oklahoma

Dr. William Oden
Pastor
Crown Heights United Methodist Church
Oklahoma City, Oklahoma

APPENDIX C

CORRESPONDENCE RELATING TO THE STUDY

Dear Fellow Pastor:

I am in the process of completing work on a Doctor of Education degree at the University of Oklahoma. In order to complete my degree, I have designed a study to consider the administrative style of pastors and churches. You have been selected as one of the pastors to respond to my study. I would appreciate very much your cooperation.

You will find enclosed a questionnaire which has three sections to it. The first section relates to your perception of your leadership style in the local church. The second section relates to what you perceive the administrative style of the church you serve to be. The third section of the questionnaire provides opportunity for you to react to any conflict which might be present because of a difference between your administrative style and that of the church.

I am asking you to respond to the questionnaire as candidly as possible. Please be assured that your responses will be kept in confidence. Enclosed with the questionnaire is a stamped, self-addressed envelope for your convenience. It is imperative that I have your response by April 15.

Thank you very much for your cooperation.

Your brother-in-Christ,

Cecil Dene Brown