

## Leaders and employees views on how organizational goals can be attained: a case study of COCIN, Jos

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### Keywords

Leaders Employees Views Attaining Organizational Goal

### Abstract

*This study was undertaken in September, 2012 on the matter of leaders and employees views on how organizational goals can be attained in COCIN. Of the 85 questionnaires distributed to a sample of middle level (intermediate) leaders/workers at different levels of the church, 71 were duly filled and returned and 14 were not returned. Some 14 top leaders of COCIN were interviewed particularly on the role and styles of leadership in relation to goal attainment. Varied responses were received, analyzed and discussed. Majority responses (37.50%) each of top leaders believed levels of leadership is to enhance division of labour and goal attainment. Majority responses (47.83%) each of top leaders also believed COCIN's goal is holistic evangelism and to bring salvation to mankind while another majority, 91.55%, of intermediate leaders/workers also knew the goal. Majority (87.7%) of top leaders and another majority (83.10%) of intermediate leaders/workers believed on the importance of goal attainment with a majority intermediate leaders/workers giving reasons for that belief to include a mark of success (43.66%) and purpose of COCIN's existence(36.62%) just as majority 68.75% of top leaders believed.*

*While majority (36.36%) each of top leaders believed everyone and leaders/workers are responsible for goal attainment, majority intermediate leaders/ workers believed leaders help (91.55%) and can inspire (45.90%) them to work through good motivation (45.90%) and effective supervision/training(40.98%). On their role in achieving COCIN's goal, majority top leaders believed in leading (50%) and being models (31.82%) while another majority of them believed in teaching (43.48%) and (21.74%) each in being exemplary and communicating as their role in getting subordinates to pursue the goal. Majority of top leaders also believed participative/democratic (76.92%) and situational leadership styles (15.38%) get results from subordinates while majority responses of intermediate leaders/workers on the other hand, chose transformational (26) and participative (25) leadership styles as 1<sup>st</sup> and 2<sup>nd</sup> in order of preference. Another majority of top leaders believed justice/capacity building (43.75%) and commitment by all (37.50%) are further ways of achieving COCIN's goal while majority intermediate leaders/workers believed it is team work (32.61%) and faithfulness (28.26%). Furthermore, majority intermediate leaders/workers believed staff motivation (52.48%), proper staff placement (24.75%) and recruitment (22.77%) would improve COCIN's performance.*

*To achieve COCIN's goal and objectives, majority intermediate leaders/workers also said other ways such as committed workforce (35.05%) and effective leadership (32.99%) would help. It was therefore found that both top leaders and workers have expectations of each other with views on how organizational goals can be achieved so if both sides play their parts effectively, COCIN and other organizations would succeed in attaining their set goals and objectives.*

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### 1. Introduction

Religion plays a major role in the political, social and economic life of most nations of the world, especially in the Middle East, Africa and Nigeria in particular. Although Christianity has been the world's largest religion for a long time; research on demographic factors indicates a

drive in the growth of Islam because Muslims have the highest fertility rates compared to any other religious group. In fact, there are empirical proofs that even though as at 2010, nearly one third of the world's population was identified as being Christian; if demographic trends persist, Islam will close the gap by the middle of the 21st century (The Future of World Religions - Accessed 30/4/2015).

However, despite the above indicators, Christianity and the Church are growing in numbers, organization and wealth within and outside Nigeria. Examples: (i) Living Faith Church World Wide (LFCWW) a Pentecostal denomination that began in Nigeria in 1981 with Bishop David Oyedepo as presiding Bishop now has over 5000 branches world-wide . The Church has the largest single 50,000 seater sanctuary in the world ([www.thenationonline.ng.net](http://www.thenationonline.ng.net) - Accessed 13/5/2015). Bishop Oyedepo has been hailed as the wealthiest preacher in Nigeria with a total net worth of \$150 million and properties like 4 private jets and homes in the United States and England (Richest Pastors - Accessed on 2/5/2015). (ii) The Redeemed Christian Church of God (RCCG) which began in 1952 with Pastor Enock A. Adeboye as General Overseer succeeded the founder, Rev. Josiah Akindayomi; in 1981 with 40 churches now has 20,000 branches in 140 countries with at least 540 branches in UK and Ireland alone! ([www.punchng.com](http://www.punchng.com) - Accessed 13/5/2015). E. A. Adeboye was listed in an African magazine, *NEWSWEEK*, as the most powerful man in Africa and one of the top 50 global power elites in 2008/2009 among others such as President Barack Obama and Nicolas Sarkozy ([www.rccgn.org](http://www.rccgn.org) - Accessed on 2/5/2015). Recently, it was reported that Cameron of UK attended the RCCG Festival of Life in London and said Britain should be proud of its Christian roots; 45,000 people were in attendance. RCCG is reputed as the fastest growing denomination with 732 churches in UK (The Guardian Newspaper, 27/4/2015). (iii) The Potter's House with Bishop T. D Jakes presiding is a non-denominational American mega church has 30,000 members, located in Dallas, Texas (Porters House - Accessed on 2/5/2015). Bishop Jakes lives in a \$1,700,000 mansion, has been called America's best preacher, wears custom made suits and endowed with a \$150 million net worth (Richest Pastors - Accessed on 2/5/2015).

The Church of Christ in Nigeria (COCIN) now Church of Christ in Nations (COCIN), which is an Evangelical church denomination is not left out of the growing trend of churches. Established in 1904, now has 86 Regional Church Councils, over 2000 Local Church Councils besides 7 functional service departments within Nigeria. It has salaried workforce of about 5000 (clergy and lay workers). Its spread has now gone beyond Nigeria to 7 African countries and the UK which warranted a change of name to Church of Christ in Nations (COCIN) in 2013. It may not be materially and financially wealthy, but it is self-supporting, self-propagating and self-governing.

Therefore, like any other church and organization, COCIN is set up to accomplish set goals and objectives. 'Online Integrated Library (Accessed on 25/8/2012) underscored this by defining organization as "people intentionally organized to accomplish an overall common goal or set of goals". Goals are strategic objectives that a company's management establishes as an outline of expected outcomes and guide to employees' efforts. Therefore, goals guide employee efforts, justify organization's existence, define performance standards, provide constraints for deviation and function as behavioral incentives (SearchCIO - Margaret Rouse - Accessed 30/4/2015 at 9.45am). Management in Organizations (Accessed on 23/8/2012) reported that leadership typically falls into three levels or categories. Top Level Management, called strategic leadership by Martin (2011) set the long term purpose or goal of the organization. Kalyan City Life (Accessed on 23/8/2012) asserted that top leaders have maximum authority so they assemble available resources, think, plan, organize and are responsible for the success of the

organization. They do not direct the day to day activities of the organization. Middle level management according to Management in Organizations (Accessed on 23/8/2012), are those who head specialized departments and units, develop and implement plans to attain goals set by top management. They motivate and assist first line managers to achieve objectives and give feed back to top management. Lower - level management works most closely with the workforce to ensure individual employee performance goals aligns with organizational goals. They inspire and motivate to improve performance. They have limited authority but are responsible for getting the work done. None of the 3 levels can do without the other.

This study is aimed at investigating the views of top leaders and middle level (intermediate) leaders/workers on how faith based organizations can attain their set goals using COCIN as a case study. It is expected that the outcome would help both sides to appreciate each other's expectations and views on how to attain organizational goals and objectives and to challenge them to play their parts effectively in order to make goal attainment a reality.

## **2. Materials and methodology of the study**

### **2.1 Study Site**

This study was conducted in the Church of Christ in Nigeria now Church of Christ in Nations (COCIN) with headquarters in Jos, Plateau State, Nigeria.

COCIN headquarters is situated at No. 5 Noad Avenue, Behind Central Bank of Nigeria, Jos. Jos is the capital of Plateau State which is located in the Middle Belt Zone of Nigeria. (Butswat et al, 2011). The 2006 census figures show that about 3,178,712 (1,593,033 male, 1,585,679 female) million people live in Plateau State (Nigeria 2006 Census Figures Population - Accessed on 30/4/2015).

The headquarters of COCIN coordinates the entire activities of all its regions, departments, chaplaincies and mission zones within and outside Nigeria. From the following organizational chart authority lines are also defined, the arrows indicate an upward and downward communication within the church setting with two blocks of direct church worship and departmental service arms of COCIN. Winslow (1995) asserted that in many Christian organizations like COCIN, the structure of responsibility and authority (Top-Down Management) is not different from that of the secular. Therefore authority lines are distributed by the organization structure and quantitative rather than qualitative evaluations are used (Accessed on 30/4/2015).

### **2.2 Sample Size**

Eighty Five (85) structured (open and close ended) questionnaires were formulated and administered among Regional Chairmen and Secretaries, Heads of Departments, Heads of Units, Pastors, Staff and Elders of COCIN. Of the 85 questionnaires distributed, only 71 which is about 84% were duly filled and returned. Structured interview questions were also formulated and 14 senior leaders made of the top four leaders of the church (President, Vice, General Secretary and Deputy) and 10 Provincial Church Council Chairmen were interviewed.

Note that as a spiritual organization, the Researcher ensured that conditioning, expectations and the power dynamic did not affect the genuineness of data collected. For instance, the privacy of responses was guaranteed as there was no request for respondents' names and other exclusive details so they were free. Also, the top leaders interviewed were not in any way intimidated by the interviewer who was at a lower-level of management, in fact, they were glad that someone was researching into this question.

**Cocin organizational chart**

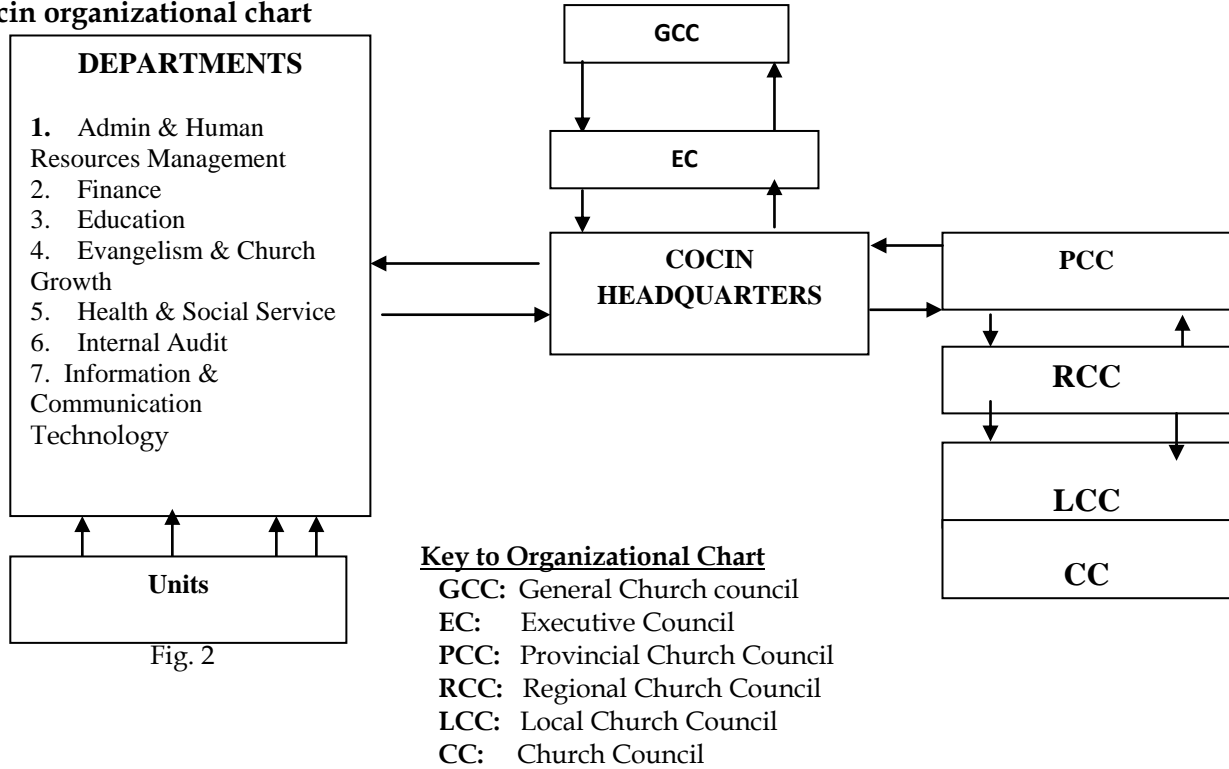


Fig. 2

**2.3 Data Analysis**

Data collected was analysed; simple frequencies and percentages were used to describe the data and presented in tables, along with discussions as described by Bello and James (2010).

**2.4. Results and Discussion**

**Table 1: Distribution of interviewees according to reasons for levels of leadership in the COCIN constitution.**

Opinion	No. of Responses	Percentage %
Division of Labour/ biblical	9	37.50
Easier goal attainment	6	37.50
Communication purposes	9	25.00
<b>Total</b>	<b>24</b>	<b>100</b>

Source: Interview, 2012.

The distribution of interviewees according to reasons for levels of leadership in COCIN constitution is presented on Table 1.

Table 1 shows that 37.50% each of interviewees said that COCIN needs different levels of leadership for the purpose of division of labour which is biblical and to make goal attainment easier, while 25% said it was for communication purposes. All these reasons are important for a big and growing church like COCIN. Gannon (1979) says division of labor is a basic principle of classical theory which refers to dividing all work to be done. He cites Littener (unknown) as saying that the size and complexity of task and desire for overall efficient operation are pre-conditions for division of labour. Instigator Blog (2007) and Learning for Life (Accessed on 13/8/2011) cite and opine that effective communication is an essential leadership skill and that a leader must be sure others are listening and speak clearly. So communication is the life-wire of any organization and the top leaders of COCIN interviewed said that is why there are different levels of leadership in the church. It is to facilitate a two-way communication with feedback.

Whether this beautiful structure is being used for effective communication might need to be a subject for investigation.

**Table 2: Distribution of interviewees according to broad goal of COCIN**

	Opinion	No. of Responses	Percentage %
	Bring salvation to mankind	11	47.83
	Holistic evangelization	11	47.83
	Build men to pursue COCIN vision	1	4.35
	<b>Total</b>	<b>23</b>	<b>100</b>

Source: Interview, 2012.

The distribution of interviewees according to broad goal of COCIN is presented on Table 2. Table 2 shows that 47.83% each of interviewees believed the broad goal of COCIN is to bring salvation to mankind and holistic evangelization, and 4.35% said it is building people to pursue COCIN's vision. This result shows a clear understanding and unity of the top leadership of COCIN on the broad goal of the organization. This is fundamental for goal attainment in COCIN. Nwachuku (1988) says organizations are purposive so any organization that does not have a reason to exist will have nothing to attain.

**Table 3: Distribution of respondents according to knowledge of the broad goal of COCIN.**

	Opinion	No. of Responses	Percentage %
	Yes	65	91.55
	Not ticked	5	7.04
	No	1	1.41
	Not sure	0	0
	<b>Total</b>	<b>71</b>	<b>100</b>

Source: Questionnaire Response, 2012.

The distribution of respondents according to knowledge of the broad goal of COCIN is presented on Table 3.

Table 3 shows that 91.55% knew the overall goal of COCIN, 7.04% did not respond, and 1.41 did not know it. This result shows an overwhelming majority knowledge of the goal of the church which the 841notes on Organizational Goals agree that goals are very beneficial because they serve as guidelines to channel employee effort in the organization.

**Table 4: Distribution of interviewees according to importance of COCIN's goal attainment**

	Opinion	No. of Responses	Percentage %
	Very important	12	85.71
	Important	2	14.29
	Not so important	0	0.00
	<b>Total</b>	<b>14</b>	<b>100</b>

Source: Interview, 2012.

The distribution of interviewees according to importance of COCIN's goal attainment is presented on Table 4.

Table 4 shows that 85.71% of interviewees believed it was very important for COCIN to attain its goal while 14.29% said it was important. Again, this result shows complete harmony

on the importance placed by the top leadership of COCIN on attaining her goal. It means they would formulate relevant policies to release every resource to acquire, develop and sustain the required human and material needed for goal attainment, which is their key role (Management in Organizations, Accessed on 23/8/2012).

**Table 5: Distribution of interviewees according to reasons for importance of COCIN's goal attainment**

	Opinion	No. of Responses	Percentage %
	Purpose existence	11	68.75
	Great Commission	3	18.75
	Every organization must attain its goal	2	12.50
	<b>Total</b>	<b>16</b>	<b>100</b>

Source: Interview, 2012.

The distribution of interviewees according to reasons for importance of COCIN's goal attainment is presented on Table 5.

Table 5 shows that 68.75% of interviewees gave the reason for the importance of attaining COCIN's goal as being the purpose of its existence, 18.75 said because it is the Great Commission while 12.50% said every organization must attain its goal. The results here could all be fused into one which shows the leaders know that the church exists for the purpose of evangelizing the world as mandated by the Great Commission (Matthew 28:19-20). It is encouraging to note the agreement between the top leadership and other leaders and workers on Tables 4 and 5.

**Table 6: Distribution of respondents according to whether organizations must achieve their goals and objectives.**

	Opinion	No. of Response	Percentage %
	Yes	59	83.10
	No	12	16.90
	<b>Total</b>	<b>71</b>	<b>100</b>

Source: Questionnaire Response, 2012.

The distribution of respondents according to whether organizations must accomplish their goals and objectives is presented on Table 6.

Table 6 shows that 83.10% believed that organizations must attain their goals and objectives while 16.90 did not. It also concurs with the results of the interview of top leaders on Table 4 where 85.71% said it is very important for an organization to attain its goal. It then means that what is needed is goal management. Effective goal management includes clearly communicating them to employees via formal channels and most effectively direct through their supervisors to guide their efforts towards accomplishment ((SearchCIO - Margaret Rouse) Accessed 30/4/2015. .

**TABLE 7: Distribution of respondents according to reasons for their response to whether organizations must attain their goals.**

	Opinion	No. of Responses	Percentage %
	Purpose of Existence	31	43.66
	Mark of Success	26	36.62
	None	14	19.72
	<b>Total</b>	<b>71</b>	<b>100</b>

Source: Questionnaire Response, 2012.

The distribution of respondents according to reasons for their responses on whether organizations must attain their goals and objectives is presented on Table 7.

Table 7 shows that 43.66% gave reasons for their responses in Table 5 as the purpose of the organization's existence, 36.62% said it was a mark of success, while 19.72% did not respond. This concurs with what top leaders interviewed said in Table 5 where 68.75% said it is important for COCIN to attain its goal because that is the purpose of its existence. Also as cited earlier, Nwachuku (1988) said organizations are purposive and so accomplishing its purpose or set goals fulfills the reason for its existence and so marks its success as per the responses on this table.

**Table 8: Distribution of interviewees according to persons responsible for accomplishing COCIN's goal.**

	Opinion	No. of Responses	Percentage %
A	Leaders	3	27.27
B	Everyone	4	36.36
C	Leaders & Church workers	4	36.36
	<b>Total</b>	<b>11</b>	<b>100</b>

Source: Interview 2012.

The distribution of interviewees according to persons responsible for accomplishing COCIN's goal is presented on Table 8.

Table 8 shows 36.36% each said that leaders and church workers or everyone is responsible for accomplishing the goal of COCIN while 27.27% said it is the responsibility of the leaders. Although each member of COCIN and all its workers are responsible for accomplishing the goal, it is evident from the results that leadership spearheads the communal effort. The definition of Winston and Patterson (2006) confirms that a leader is one or more people who selects, equips, trains, and influences one or more follower(s) of diverse gifts, abilities and skills to focus their concerted efforts to achieve the organizational mission and objectives.

**Table 9: Distribution of respondents according to help of superiors on work.**

	Opinion	No. of Responses	Percentage %
	Yes	65	91.55
	No	4	5.63
	Not ticked	2	2.82
	<b>Total</b>	<b>71</b>	<b>100</b>

Source: Questionnaire Response, 2012.

The distribution of respondents according to help of superior on work is presented on Table 9.

Table 9 shows that 91.55% of respondents said that their superiors were helping them to do their work well, 5.63% said they were not, while 2.82% did not respond. This result is very impressive because when leaders help subordinates to do their work well, the unit and organizational goals will be attained. The Management Study Guide (2009) says soliciting the support of subordinates and being a Friend, Philosopher and Guide are leadership roles which help subordinates do their work well.

Table 10: Distribution of respondents according to ways leaders can inspire work.

	<b>Opinion</b>	<b>No. of Responses</b>	<b>Percentage %</b>
A	Motivation	56	45.90
B	Effective Supervision/Training	50	40.98
	Good interpersonal relationship	16	13.11
	<b>Total</b>	<b>122</b>	<b>100</b>

Source: Questionnaire Response, 2012.

The distribution of respondents according to ways leaders can inspire work is presented on Table 10.

Table 10 shows that 45.90% suggested that motivation by leaders would inspire them to work very well, 40.98% said it is effective supervision/training that would inspire them, while 13.11% well motivated, effectively supervised and trained they would likely be inspired to work very well. Good interpersonal relationship between leaders and subordinates is also important. However, Morah (2008) cites Hersey and Blanchard's (1988) situational theory which postulates directing or supervisory leadership is for incompetent, unwilling or insecure workers. Good interpersonal relationship and motivation spur respect and willing followership of subordinates. It is worth noting that respondents understood such categories as "Effective Supervision/Training" in Table 10 above because they were not only heads of units and departments with supervisory roles but workers with requisite educational backgrounds of at least diplomas and first degrees.

Table 11: Distribution of interviewees according to role in getting subordinates pursue COCIN's goal.

	<b>Opinion</b>	<b>No. of Responses</b>	<b>Percentage %</b>
A	Teaching	10	43.48
B	Being exemplary	5	21.74
C	Communication	3	21.74
D	Motivating subordinates	5	13.04
	<b>Total</b>	<b>23</b>	<b>100</b>

Source: Interview 2012.

The distribution of interviewees according to role in getting subordinates pursue COCIN's goal is presented on Table 11.

Table 11 shows that 43.48% of interviewees said that teaching will help those under them to understand and pursue the goal of the church, 21.74% each said it was either by being exemplary or through communication, while 13.04% said it was through motivating subordinates. This result shows the importance of teaching, effective communication backed by an exemplary life to create understanding and pursuance of organizational goals. Motivating subordinates spurs them to imbibe what is desired by the leader. D'Souza (1994) confirms what COCIN top leaders said when he said one of the leader's primary responsibilities is to get the organizations goals accomplished, teaching (to clarify roles), maintaining channels of communication and motivating people are some of his main contributions.



**Table 12: Distribution of interviewees according to role in achieving COCIN's goals**

	Opinion	No. of Responses	Percentage %
	Lead people to achieve goal	11	50.00
	Being a model/exemplary	7	31.82
	Teaching the word of God	4	18.18
	<b>Total</b>	<b>22</b>	<b>100</b>

Source: Interview 2012.

The distribution of interviewees according to role in accomplishing COCIN's goal is presented on Table 12.

Table 12 shows 50% of the interviewees believed that their role as senior leaders in COCIN was to lead people to achieve the goal, 31.82% believe their role is to be a model/exemplary while 18% said their role was to teach the word of God. This result shows that the top leaders in COCIN know what they should be doing and how they should do it. This agrees with what D'Souza (1994) said that 'A leader is the one who knows the way, goes the way and shows the way.' It means for COCIN leaders to lead workers to pursue COCIN's goal, they must set the example of pursuing it themselves since Tables 2 and 4 show that they know the goal and felt it was very important for it to be attained. It is worth noting that COCIN senior leaders consider leading people to achieve the church's goal as being more important (50%) than teaching the word of God (18%). This response is largely because most of them are more involved in administrative functions than running local church congregations. However, it is helpful to know that teaching of God's word is embedded in COCIN'S Vision so no leader at any level should down-play it.

**Table 13: Distribution of interviewees according to style of leadership that gets results from subordinates**

	Opinion	No. of Responses	Percentage %
	Participative/democratic style	10	76.92
	Situational leadership style	2	15.38
	Consultative leadership style	1	7.69
	<b>Total</b>	<b>13</b>	<b>100</b>

Source: Interview, 2012.

The distribution of interviewees according to style of leadership that gets results from subordinates is presented on Table 13.

Table 13 shows that 76.92% of interviewees said that participative/democratic leadership style would help to get results from their subordinates, 15.38% said it was situational style while 7.69% said it is consultative style. This result agrees with the theoretical framework of goal attainment where positive behavioural theories and participative leadership combined with situational leadership would enhance workers performance and best accomplish organizational goals and objectives. It is worth noting here that on Table 14, majority (26) responses prefer the transformational, followed by participative (25) leadership style. So leaders and workers expectations can vary and it is the leadership responsibility to reconcile these expectations as seen in the Management Study Guide (Accessed on 13/8/2012). D'Souza (1994) buttressed this by saying that leaders must frequently examine their styles and be open to feedback to know how such styles contribute to or distract from the team's effectiveness.

**Table 14: Distribution of respondents according to order of preferred type of leader**

	1 <sup>st</sup> Position	2 <sup>nd</sup> Position	3 <sup>rd</sup> Position	4 <sup>th</sup> Position	5 <sup>th</sup> Position	6 <sup>th</sup> Position	
	26	4	10	-	-	-	1 <sup>st</sup>
	25	13	5	-	-	-	2 <sup>nd</sup>

	4	4	7	18	-	5	3 <sup>rd</sup>
	3	12	9	10	2	1	4 <sup>th</sup>
	-	-	2	2	9	7	5 <sup>th</sup>
	-	-	1	2	7	11	6 <sup>th</sup>
Wrong response	13						13
Half option							8
Total	71	33	34	42	18	24	

Source: Questionnaire Response, 2012.

The distribution of respondents according to order of preferred type of leader is presented on Table 14.

Table 14 shows 1<sup>st</sup> position column shows that 26 responses placed 'E' which is a leader that influences them positively by their passion and commitment (transformational) as their 1<sup>st</sup> choice, 25 responses placed 'A' which is a leader that involves them in decisions that have to do with their work (participative) as their 1<sup>st</sup> choice. 4 responses placed 'F' which is a leader that is friendly and persuasive in posture (charismatic) while 13 responses were wrong. A-F were the categories of options,

From the cumulative results of the type of leader respondents would like to work with; the transformational leader is the most preferred. The transformational leader is described as visionary, charismatic and inspirational. Morah (2008) said some researchers have found that it is the most effective leadership style and most liked by employees. The Learn to Lead (2011) adds that he transforms both the organization and its members and does all for the good of the organization and such leaders are best suited for organizations that are stagnated. Their weakness is that sometimes they lack the needed care for their followers. Former U.S. President Reagan is a typical example of a transformational leader.

The second most preferred leader is the participative leader. This leadership style is described as a leader that believes in his subordinates, allows them full participation in decision making, draws on their skills and so develops their full potentials resulting in self esteem, ownership of decisions and high performance which enhances goal attainment. Gray (1984) confirms that participation improves quality of decisions which results in improved performance. On Table 13, top leaders interviewed responded that it is the best way to get results from subordinates. This style is best for modern organizations where teams are mostly used.

The third most preferred leader is the charismatic leader. This style is personality based and fits into the trait theory of leadership. They inspire, are confident and courageous. Their weaknesses are that a lot of their inspiration is for self aggrandizement and not for the good of the organization and sometimes they lack integrity which is a critical skill for effective leadership. Although they are best suited for crisis situations, there is leadership succession problem if they leave because everything is centered on them. The fourth most preferred leader is the autocratic leader who gives directives and takes decisions without his subordinates' input. This leadership style makes employees feel isolated and their skills are not utilized which affects their morale and commitment so productivity is low. It is best suited for armed forces and emergencies.

The fifth preferred leader is the consultative leader who has some level of trust in subordinates but final decision rests with him. This is not a very key leadership style so it is not highlighted by most leadership scholars. Any style of leadership can consult their subordinates from time to time.

The least and 6<sup>th</sup> most preferred style is the laissez-faire style. This style may only work with a combination of coaching. The leader tends to be abdicate of his role and everyone does what he likes with hardly any tangible results. No wonder it is the last option preferred by respondents.

Although the participative style of leadership is generally acclaimed as very effective as cited by Morah (2008) his report on researchers have found the transformational leadership style the most effective and best liked by workers as confirmed by COCIN's middle leadership and workers. It means they are looking for visionary, charismatic and inspirational leadership. Their rejection of the irresponsible freedom of the laissez-fair leadership is commendable.

**Table 15: Distribution of interviewees according to further ways of achieving COCIN's goal.**

Opinion	No. of Responses	Percentage %
Justice/capacity building/truthfulness/proper placement	7	43.75
Commitment/pastors/members/worker	6	37.50
Effective leadership/communication	3	18.75
<b>Total</b>	<b>16</b>	<b>100</b>

Source: Interviews 2012.

The distribution of interviewees according to further ways of achieving COCIN's goal is presented on Table 15. Table 15 shows 43.75% of interviewees commenting that justice/capacity building/truthfulness/proper placement will enhance goal attainment in COCIN, 37.50% see commitment of pastors/members/workers as the key, while 18.75% see effective leadership as what will enhance goal attainment. This result is a challenge to the entire leadership, workers and members of COCIN. This agrees with Haggai (1986) and Winston and Patterson's (2006) definitions of both leadership and followers to the cause of the organization. Leadership skills would help both leaders and followers to pursue the right ways of working together to accomplish the goals and objectives of COCIN.

**Table D16: Distribution of respondents according to other factors that enhance organizational goal attainment.**

Opinion	No. of Responses	Percentages %
Team work	30	32.61
Faithfulness	26	28.26
Motivation	19	20.65
Availability	17	18.48
<b>Total</b>	<b>92</b>	<b>100</b>

Source: Questionnaire Response 2012.

The distribution of respondents according to other factors that enhance goal attainment apart from leadership is presented on Table 16.

Table 16 shows that 32.61% of respondents indicated that teamwork was another factor besides leadership that enhance organizational goal attainment, 28.26% said it was faithfulness, 20.65% said it was motivation while 18.48% said it was peoples' availability. Thus, there were other variables that enhanced organizational goal attainment. However, it should be noted that teamwork and motivation are largely enhanced by effective leadership while faithfulness and availability are more personal to individuals but a leader that models faithfulness and availability will further inspire subordinates to do same. Gray (1984) confirms this when he said

that many managers believe that leadership is the major determinant of productivity and organizational success.

Table 17: Distribution of respondents according to ways COCIN can improve performance

	<b>Opinion</b>	<b>No. of Responses</b>	<b>Percentages %</b>
	Staff Motivation	53	52.48
	Square pegs in square holes (Putting people in the right place)	25	24.75
	Proper recruitment	23	22.77
	<b>Total</b>	<b>101</b>	<b>100</b>

Source: Questionnaire Response 2012.

The distribution of respondents according to ways COCIN can improve performance is presented on Table 17.

Table 17 shows that 52.48% of respondents said that staff motivation would improve workers' performance in COCIN, 24.75% said it is putting people in the right places, while 22.77% said it is proper recruitment. These suggestions for improved performance are all potent. Various theories of motivation like those of McGregor (1960), Carrot and Stick Approach (1960), McClelland (1978), Herzberg (1978) and many others as discussed by Omale (2006) confirm this. On the issue of placing people in the right places and recruitment, Nwachuku (1988) acknowledges that it is one of the major problems confronting management in any organization. There should therefore be proper Manpower Planning in every organization, COCIN inclusive.

Table 18: Distribution of respondents according to ways COCIN can achieve her goal and objectives.

	<b>Opinion</b>	<b>No. of Responses</b>	<b>Percentages %</b>
	Committed workforce	34	35.05
	Effective leadership	32	32.99
	Staff Empowerment	31	31.96
	<b>Total</b>	<b>97</b>	<b>100</b>

Source: Questionnaire Response 2012.

The distribution of respondents on how to help COCIN achieve her goals and objectives is presented on Table 18.

Table 18 shows that 35.05% of respondents suggested that a committed workforce would help COCIN achieve her goals and objectives, 32.99% suggested effective leadership, while 31.96% suggested staff empowerment. This result adds to factors that would enhance goal attainment in COCIN. Getting a committed workforce starts from proper manpower planning with particular attention to recruitment. On staff empowerment, Nwachuku (1988) says employee training and development are at the heart of employee utilization, productivity, commitment, motivation and growth.

### 3. Limitations of the study

Since human beings are limited and so no study is without limitations; some of the limitations of this study include:-

- i) The scope of the study. If the scope was wider, it might have affected some of the outcomes.
- ii) Due to the nature of the research question, the Researchers did not think it necessary to highlight gender differences in the questionnaire which might have added some challenging perspectives to the outcome.

- iii) The Researchers could not determine the gender balance of respondents and interviewees as they were already employed, appointed or elected into offices as heads of units/workers, departments or top management. For instance, at the time of the study, out of 40 units, only 8 were females and out of seven (7) directors, only two (2) were females. Only age categorizations of becoming a Christian and in the church were taken into account.

#### 4. Conclusion

This study set out to investigate the views of leaders and workers on how organizational goal and objectives can be attained with particular reference to COCIN. It was found that both leaders and employees know the goal of COCIN and believe it must be attained to justify its existence. They also have expectations of each other. For the leaders, COCIN's goal can be achieved through division of labours, leadership and teaching, being exemplary, communication, and using participative/democratic leadership styles with justice, capacity building, and commitment by all. For intermediate leaders/workers on the other hand, they believed leaders can help and inspire them to be productive through motivation and giving them effective supervision/training, with good interpersonal relationship while they preferred transformational and participative style with team work, and faithfulness, and commitment with effective leadership as means of goal attainment. Therefore, at the end of the study, both leaders and workers know what should be done for organizational goal and objectives to be attained. So if both sides play their part effectively, COCIN and any other organization can attain their goal and objectives.

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