

AN EXAMINATION OF DOUGLAS MCGREGOR'S HUMAN BEHAVIOURAL
THEORY FOR PASTORAL LEADERSHIP IN RIVERS BAPTIST CONFERENCE

A Thesis Proposal In The Department of RELIGIOUS STUDIES,
Faculty of Education, Submitted to The School for Postgraduate Studies
The Nigerian Baptist Theological Seminary, Ogbomoso
In Partial Fulfillment of The Requirements
for the Award of MASTER OF THEOLOGY in
Religious Education of the
University of Jos

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NBTS/11/0175

2013 - 0733

JUNE, 2013

ABSTRACT

This work was entitled "An Examination of Douglas McGregor's Human Behavioural Theory for Pastoral Leadership in Rivers Baptist Conference." The study was intended to find out pastors knowledge, understanding and application of human behavioural theory in their led organizations or church. It was discovered that some churches in Rivers Baptist Conference have not been cooperating with the association, conference and convention programmes, thus: it is affecting the financial and physical growth of the conference. The study used descriptive and formative design which was aimed at describing the current situation of the pastoral leadership of the Rivers Baptist Conference. The instrument of data collection was questionnaire designed by the researcher. Data collected via questionnaire was analyzed with descriptive statistics such as means score, standard deviation and percentage. The reliability of the instrument was confirmed through cronbach's Alpha, with the correlated co-efficient of 0.65. Overall, the study reveals that most pastors in Rivers Baptist Conference use Management by Objective in their leadership ministry, while only a few use McGregor's theory on management as a tool for pastoral leadership. The study also discovered that most pastors in Rivers Baptist Conference prefer team work as a model of leadership. Based on the findings, it was recommended that pastors in Rivers Baptist Conference should apply McGregor's theory in the leadership of their churches, since McGregor's theory give room for improvement, team work and it's friendly with Baptist polity the "priesthood of all believers". The researcher also recommended that Pastors of Rivers Baptist Conference should apply McGregor's theory as a leadership principle for multi-staff ministry in their churches. It was also recommended that Pastors of Rivers Baptist Conference should make arrangement for social interaction by organizing picnics, Christmas party, Children's party, couples retreat to ease the effect of job strain on the leadership team of the church. This will refresh and motivate them to improve performance.

Conclusion

One of the most significant teachings of the Christian church that flows through the reformation period is that of the priesthood of all believers. This doctrine allows the participation of all Baptist church members to be part of the leadership processes of their local church directly or indirectly. This idea which is formally called congregationalism makes the leadership of the church more difficult to govern, in addition, the changing situation of the world today call for a more improve method of leadership (Nihinlola, 1999, Enyioha, 1999, Dural, 1928).

It is in light of the changing situation that pastors of Rivers Baptist Conference need to rethink their conception of Christianity in light of leadership. Therefore,

pastors need to develop a theory of leadership, not just any leadership theory but McGregor's theory of human behaviour, since pastors deal daily with human beings who are unique in nature, McGregor's theory is a sure-fit for pastoral leadership for pastors in Rivers Baptist Conference and the entire Nigerian Baptist Convention in general.

In the course of this study, it was discovered that human behavioural theory deals with the total person, (emotional, physical, social and mental state of the man), thus, it will be safe to say that if pastors apply McGregor's theory in their pastoral leadership they will be able to understand and cater for both the weak and strong members of their church which will bring about growth, unity and commitment in their churches, which will in turn strengthen their association, conferences and the Nigerian Baptist Convention as a whole.

McGregor's theory on human behaviour will enable pastors of Rivers Baptist Conference to understand people's deficiencies and strength. This will enable them develop strategies for motivating followers performance at the same time change their orientation towards achieving organizational goals. Pastors must be aware of what motivates people if they intend to get volunteers to respond. Churches have perhaps always been aware of motivations, but a leader who is conscious of them can be more effective at getting people to respond. People want to participate in decision-making, they also want to identify with success and the progress of the organization. They want to have a vote, and be given authority (power). These are some of the motivating factors of humans, thus there is a factor of motivation in all church members. Knowing and applying this motivational principle, serve as enablement to volunteer leaders and church members as they carry out their day-to-day assignments.

Recommendations

Having established the thesis of this study that Douglas McGregor's theory is a sure-fit for pastoral leadership in Rivers Baptist Conference, it is pungent to recommendations the following.

1. Pastors of Rivers Baptist Conference should apply McGregor's theory as a leadership principle for multi-staff ministry in their churches.

2. Pastors of Rivers Baptist Conference should make arrangement for social interaction by organizing picnics, Christmas party, Children's party, couples retreat to ease the effect of job strain on the leadership team of the church. This will refresh and motivate them to improve performance.

3. Pastors of Rivers Baptist Conference should openly recognize outstanding performance and reward this person openly. This will not only motivate the person to up his or her service to Christ, it will also motivate others to emulate such performance. The combination of both, add up to increase in performance, productivity and goals attainment in the church

4. Pastors of Rivers Baptist Conference can approve loan schemes for the church leadership team in order for them to meet up with some of the needs, their salary may not be able to afford. That is; car loan, housing loans and business loan.

5. Pastors of Rivers Baptist Conference should organize workshop and seminar for specialized training to teach church members and leadership team new skills and abilities that will enhance the chances of reaching their personal and organization goals.

6. Adequate and regular incentives, financial or otherwise should be provided for the various workers in the church. Every church leader should examine their own

outlook on the Theory X, Theory Y and Theory Z continuum, ensuring their views is grounded.

7. There should be regular meetings between pastoral leadership and the church workers, such as volunteer leaders and church members, this will help strengthen the cord of team work.

8. McGregor's perception or concept for planning is that of group participation (team work). He believes that if workers and employees are involved in the planning stage of any task, there is a greater tendency that the organizational goals will be achieved easily (Dale, 1997, Day, 2000). Pastors in Rivers Baptist Conference should motivate their members to an extent that the members will develop greater commitment for the tasks at hand through their participation during the planning stage. Therefore, pastors should endeavour to involve all volunteer workers and leadership team at the planning stage of church calendar, objectives, and programmes. If this is done, church members will exercise self-direction and self-control to achieve the goals of the organization since they were part of the planning from the beginning.

9. Another major point of McGregor's work is the belief that leadership should be seen as relationship. Leadership style should be participative in nature (Theory Y) and not autocratic (Theory X). Pastors of Rivers Baptist Conference should ensure to make use of this style of leadership as it gives room for the grooming of people who will become future leaders by closely working with them and developing a cordial relationship. Pastors tasks, as earlier mentioned, is to provide a heterogeneous supply of human resources from which individuals can be selected to fill variety of specific but unpredictable need.

10. McGregor's theory Y prescribes that managers should organize their employees in such a position that they will simultaneously achieve personal and

