

A Quantitative Study on Leadership Succession Planning for Council of Chaplaincy Ministry (COCHAM) in Malawi

Mabvuto Fitta Chipeta (BA, MA, MPTH, PhD)

*School of Postgraduate Studies, Adventist University of Africa
Nairobi, Kenya*

Corresponding Author: Mabvuto Fitta Chipeta

ABSTRACT: *Globally the challenge of leadership succession planning has been conspicuous in many organizations. The Council of Chaplaincy Ministry in Malawi is not immune from facing the same problem. This has prompted the researcher to conduct a general study on the significance of leadership succession planning for the Council of Chaplaincy in Malawi. This study aims to enhance effectiveness and efficiency in performance through leadership succession planning in different chaplaincy ministries in Malawi. Further, the study acts as an enabler for capacity building of human resources that is guided by the values of integrity and accountability to different chaplaincy ministries in Malawi. The general objective of the study on leadership succession planning for the Council of Chaplaincy Ministry in Malawi is to find out factors affecting leadership succession planning.*

KEYWORDS: *Succession Planning, Chaplaincy, Chaplains and Council of Chaplaincy Ministry*

Date of Submission: 04-11-2023

Date of Acceptance: 17-11-2023

I. INTRODUCTION

In Malawi, chaplaincy leadership succession is mostly accidental and non-formal. For example, since the establishment of the chaplaincy ministry in the Malawi Police Service around 1970. There has been only one Adventist chaplain. There has been no replacement for the first Adventist chaplain hence the need for a leadership succession plan in chaplaincy (Mtonya, 2016).

Leadership succession plan is necessary for steadiness and sustenance in every organization including the Council of Chaplaincy Ministry in Malawi. The Council of Chaplaincy Ministry is a non-profit driven by the social mission of holistic care to the people of Malawi through chaplaincy services. It is an umbrella body of all four regional chaplaincy ministries in Malawi. Despite having chaplains in four regions, the researcher is yet to see the Council of Chaplaincy Ministry leadership succession planning document. Absence of a strategic leadership succession plan has affected institutional continuity and sustainability of programmes. In addition, many founding chaplains are currently at retirement age, hence the need for strategic leadership transition experience. This problem calls for the study to unearth solutions to the problem of non-existence of strategic leadership planning for the Council of Chaplaincy Ministry particularly among chaplains in Malawi.

After noticing the failure of institutional chaplains to attain both formal and informal education in Malawi. Additionally, after establishing that there is no substantive and operational council to equip chaplains in Malawi. Furthermore, with the understanding that chaplains are caregivers of mental, physical, social and spiritual practitioners to people across Malawi.

It is against this fundamental premise that necessitated the establishment of Council of Chaplaincy Ministry in 2018. Council of Chaplaincy Ministry was established to complement the Malawi government's sustainable development goal of improving the health sector in support of the Ministry of Health towards the provision of quality holistic health care to the people of Malawi.

Chaplains provide care to people in the police service, prisons, schools, military institutions, colleges and hospitals. Further, chaplains are trained to focus on positive behaviour reinforcement through counseling by engaging people in diverse settings or one-on-one or group counseling mainly in institutions. The three categories of chaplains are part-time chaplains, full-time chaplains and volunteer chaplains. Full-time chaplain's work for a minimum eight hours per day plus any other duty assigned as per the demand of chaplaincy services.

Leadership succession plan plays a pivotal role in chaplaincy because chaplains generally work with people who are usually pessimistic, let down, stressed, depressed, bereaved, sick, and hopeless. The Council of Chaplaincy Ministry provides activities and a series of mentoring programs through the professional development of chaplains to assist in fostering holistic care for the people of Malawi. This helps the targeted group of vulnerable

people in Malawi to find hope and live meaningful lives. In this way, the Council of Chaplaincy Ministry contributes towards the sustainable development goal of providing good health and well-being to Malawians.

II. THEORETICAL FRAMEWORK

(a) Succession Planning Theory

This theory posits that “succession planning is a process of identifying, developing, and preparing individuals to fill key leadership roles within an organisation” (Meron, 2023). This study identifies succession planning strategies for the Council of Chaplaincy Ministry. The theory variables include recruitment procedures and leadership development in the chaplaincy ministry. It guides the study in identifying policies contributing to leadership succession planning in the chaplaincy ministry. The theory further contributes to discovering attitudes and views in preparing individual chaplains to succeed currently serving leaders. Succession planning theory helps in explaining challenges encountered in leadership succession development of the next leaders. This theory aids in programme development for leadership succession planning.

(b) Upper Echelon Theory

Developed by Hambrick and Mason in 1984, upper echelon theory is based on a synthesis of available literature that characterizes effective managers. Hambrick and Mason (1984) sought to provide a theoretical perspective to help academics understand and predict organisational outcomes more effectively. Upper echelon theory states that the top leaders of organisations view situations, such as opportunities and threats, based on their personalized lenses (Hambrick & Mason, 1984).

Under this theory, the values, experiences, and personalities of the top leaders of an organisation serve as the basis for leadership succession planning. As such, the upper echelon theory can be used as a framework for understanding the decisions of the top leaders and the appointment of new leaders (Longbotham, 2007; Ohlsson & Larsson, 2017).

This section provides an overview of the upper echelon theory used in this study to examine how top leaders of the church influence the organization’s overall practices and priorities. Various researchers have also noted the application of upper echelon theory in organisational contexts (Lewa et al., 2018; Longbotham, 2007). According to upper echelon theorists' research findings, top executives' background and demographic characteristics are empirically linked to performance and strategy-related organisational outcomes (Longbotham, 2007). Consequently, these top leaders' behaviors and decisions are reflected in the entire organization (Longbotham, 2007). However, it is important to note that the characteristics and traits of upper management teams can predict organisational outcomes more effectively than those of individual leaders (Longbotham, 2007).

Previous studies have also used the upper echelon theory in the context of church leadership, specifically as a framework for understanding the transition of power among pastors (Lewa et al., 2018; Wiranto, 2015). For instance, Lewa et al. (2018) used the upper echelon theory to describe the dynamics involved in Christian leadership, which is often determined by the church's top leaders. Leadership in churches has also been described as paternalistic, wherein followers view their leaders as the center of the entire congregation (Wiranto, 2015). This pool of findings provides empirical knowledge on how the upper echelon theory could be used to understand top leaders in organisational contexts, specifically in the appointment of top leaders in church organisations.

(c) Leadership Trait Theory

Trait theory emphasize the personal qualities of leaders and focus attributes that distinguish leaders from non-leaders. Three kinds of traits are physical factors height, appearance, age, etc, aspects of personality self-esteem, dominance, emotional stability, conservatism, etc., and aptitudes general intelligence, fluency of speech, creativity, etc., assuming that the differential traits could be identified by empirical research. Stogdill's (1948) review on the literature on leadership traits showed associations with factors that he classified under the general headings of capacity intelligence, alertness, verbal facility, originality, judgment, achievement scholarship, knowledge, athletic accomplishments, responsibility dependability, initiative, persistence, aggressiveness, self-confidence, desire to excel, participation activity, sociability, cooperation, adaptability, humor, and status socio-economic position, popularity.

Trait theory is an overarching term that refers to theories based on desirable traits for leaders. This theory proposes that the greatest predictors of effectiveness and success of leaders are the traits with which these individuals are endowed at birth or develop early in life (Holdford, 2003). In an extensive review of the literature regarding trait theory, the most important traits are identified as drive, motivation integrity, self-confidence, intelligence and knowledge (Holdford, 2003). Ultimately, studies of trait theory have shown that the relationship between these traits and ultimate abilities and success of leaders is weak and inconsistent. In spite of the weak link between these traits and success in leadership, they should not be completely discounted. Trait theory itself may not offer explanations to all facets of succession planning and management, but this theory is most certainly a piece of the theoretical puzzle.

The trait theory of leadership proposes that certain traits differentiate leaders from other individuals. Tests of trait theory and searching for the traits of effective leaders dominated leadership research during the first half of the twentieth century (Colbert et al., 2012).

The theory proposes that the greatest predictors of effectiveness and success of leaders are indeed the traits in which these individuals are endowed at birth or develop early on in life. The key significant traits are drive, motivation integrity, self-confidence, intelligence and knowledge (Malki, 2014).

III. METHODOLOGY OF THE STUDY

This study solely used quantitative methodological approach. Statistical Package for Social Sciences (SPSS) also known as Predictive Analytical Software (PASW) was employed to analyze data and to generate output. Apart from doing the univariate, bivariate and multivariate analysis, Pillars, Lambda, Hotelling's and Roys largest root were employed to test the normality assumption and correlation effect in the model. Lambda, Hotelling's Trace and Roy's Largest Root were also tested using the General Linear Model. According to Comrey and Lee (1992), a sample size less than 50 respondents is considered weaker, 51 to 100 is considered as weak, 101 to 200 is considered as adequate, 300 is considered as good, 500 respondents is considered as good, and 1000 is considered as excellent. However, this study was unique in the sense that it was a case study of Council of Chaplaincy Ministry which is located in the Capital City of Lilongwe during an annual chaplaincy conference at African Bible College. Hence 200 respondents were included in the study in order to make the sample size adequate.

IV. DEMOGRAPHIC FINDINGS

Table 2: Demographic Statistics (N = 200)

Var.	Frequency	Valid Percent
Gender		
Male	136	68.0
Female	64	32.0
Age		
18 – 23 Years	8	4.0
24 – 29 Years	41	20.5
30 – 35 Years	57	28.5
36 – 41 Years	63	31.5
42 – 47 Years	25	12.5
48 – 53 Years	2	1.0
54 – 59 Years	4	2.0
Significance of Education		
Yes	103	52.00
No	97	48.00
Categories of Chaplains		
Independent chaplains	6	3.0
Public chaplains	54	27.0
Denominational chaplains	140	70.0
Length of Service of Chaplains		
1 to 5 Years	71	35.5
6 to 10 Years	28	14.0
11 to 15 Years	54	27.0
16 to 20 Years	29	14.5
21 to 25 Years	13	6.5
26 and above	5	2.5
Chaplains Level of Education		
PhD	1	1.5
Masters	3	1.5
Diploma	32	16.0
Bachelors	125	62.5
Certificate	37	18.5

Statistically, demographic data indicate that there was great number of male chaplains at 68 percent compared to 32 percentage of female chaplains. This means that leadership succession planning in chaplaincy is male dominated compared female chaplaincy leaders. The greatest age range was between 36 to 41 years at 31.5 percent seconded by age range of 30 to 35 years at 28.5 percent and 24 to 29 years making 20.5 percent. Statistically this means that most chaplains are within the middle age range which can contribute towards leadership succession plan for future chaplains in the professional development of chaplains in Malawi.

Additionally the results show that 52 percent of the respondents indicated that education is significant in chaplaincy leadership succession plan. To the contrary, 48 percent of the respondents said education is not important which resonates with the popular notion that education is not necessary in chaplaincy work as long as a chaplain is has spiritual calling. Further, 70 percent are denominational chaplains compared to 27 percent of chaplains are those who work in public institutions like prison, police and military institutions while 3 percent are independent chaplains who are employed in private institutions on private arrangement. Statistically this means that very few chaplaincy leaders are not hired by denominations. Further, it is not easy to be become a chaplaincy leader if you are not affiliated to any religious grouping.

On years of service, the greatest number of chaplaincy leaders had 1 to 5 years of service at 35.5 percent seconded by chaplaincy leaders who had served between 11 to 15 years making 27 percent then thereafter 6 to 10 years and 16 to 20 years at 14 to 14.5 percent. On education, chaplaincy leaders with Bachelors were at 62.5 percent seconded by chaplains with theology certificate at 18.5 and then diploma at 16 percent. This means that most chaplaincy leaders under Council of Chaplaincy Ministry have Bachelor’s degree which ascertains the need for leadership development of chaplains in Malawi because those with masters and doctorate only sum up to 3 percent. This explains why leadership succession planning is necessary because most chaplains have basic knowledge of first degree with less experience and with a male dominated chaplaincy leadership phenomenon.

V. EDUCATION AND YEARS OF SERVICE ON LEADERSHIP SUCCESSION USING UNIVARIATE ANALYSIS

The Univariate procedure is based on the General Linear Model procedure, in which factors and covariates are assumed to have a linear relationship to the dependent variable. Two independent variables level of education and years of service were assessed to see if the there is a linear effect on leadership succession planning. From the table below the results show significance on the level of education only. This means that education may play a role somehow on chaplaincy leadership succession planning. Based on the results of the partial eta squared statistic, a larger values of partial eta squared indicate a greater amount of variation accounted for by the model term, to a maximum of 1. Though only education is significant, the partial square demonstrated greater effect on all the two variables and contrasts. As in all the cases their values are closer to one which is the maximum. Therefore the effect of education and length of service has greater effect on chaplaincy leadership succession in Council of Chaplaincy Ministry in Malawi.

Table 3: Tests of Between-Subjects Effects

Dependent Variable: rank

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	
Intercept	Hypothesis	431.951	1	431.951	119.337	.000	.865
	Error	67.597	18.676	3.620 ^a			
educat	Hypothesis	17.382	2	8.691	7.146	.039	.756
	Error	5.622	4.622	1.216 ^b			
service	Hypothesis	41.045	11	3.731	7.036	.438	.993
	Error	.297	.561	.530 ^c			
educat * service	Hypothesis	4.585	4	1.146	.193	.934	.099
	Error	41.500	7	5.929 ^d			

a. .673 MS(service) + .173 MS(educat * service) + .153 MS(Error)

b. .985 MS(educat * service) + .015 MS(Error)

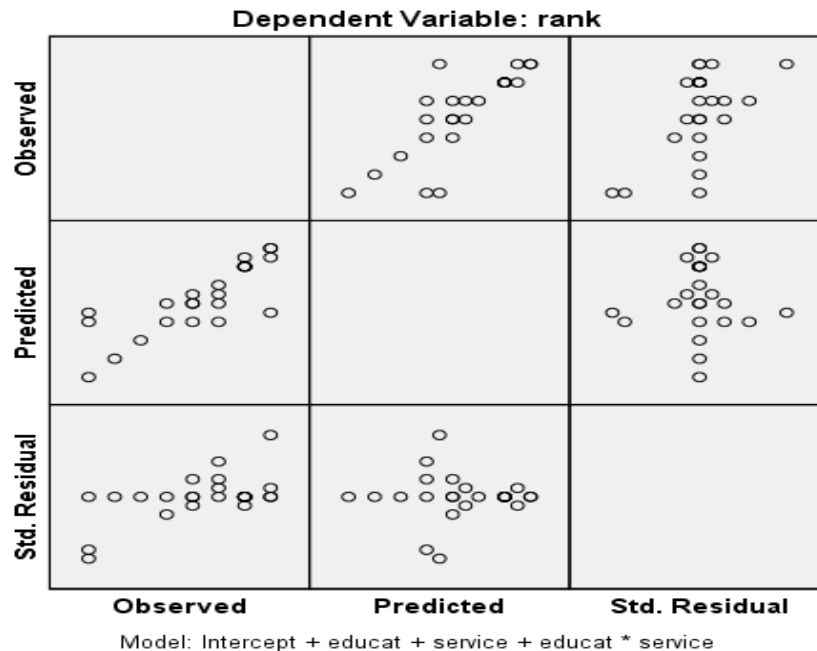
c. 1.129 MS(educat * service) - .129 MS(Error)

d. MS(Error)

Statistically, the significance level shown above on education has an impact on the chaplaincy leadership succession planning in Council of Chaplaincy Ministry due to the following reasons. First, if education somehow contributes to the subject of chaplaincy leadership succession planning. What it means is that most of the chaplains will need more capacity building and trainings to assume leadership positions. Second, it means that those chaplains with less education can hardly be entrusted and prepared to take up chaplaincy leadership particularly in tertiary education institutions. Third, if years of experience or service are of less significance in chaplaincy leadership succession planning it means it doesn’t matter the number of years a chaplain may serve because it may not have a direct bearing towards chaplaincy leadership succession planning. This is true with Council of

Chaplaincy Ministry where most clergy are assigned to chaplaincy leadership by denominations without considering their years of experience in chaplaincy. This has a lot of impact because it means most chaplaincy trainings and conference attendees are with few years of experience or no experience at all.

Again, if years of service have less statistical significance in chaplaincy leadership succession planning, the following are the implications in chaplaincy praxis. First, the chaplains who have served for many years without assuming leadership role may lose interest of attending more trainings and conferences conducted by Council of Chaplaincy Ministry because years of experience does not add value to promotion in chaplaincy. Hence long serving chaplains with many years of experience and getting small salary without being promoted may end up tempting chaplains to quit from chaplaincy ministry to embark on frontline ministry where they get more benefits. Secondly, such chaplains who have put in more years of service without being promoted into leadership position are also demotivated which results in absenteeism, compromised chaplaincy service and increase of staff turn-over which in turn affects leadership succession planning.



VI. EVALUATION ON LEADERSHIP SUCCESSION PLANNING USING BIVARIATE ANALYSIS

In order to determine the strength and effect of correlation I computed a Bivariate using Pearson correlation 2tailed. The results show a negative correlation and significance at 0.5 level (2tailed) implying that chaplaincy leadership succession planning is not necessarily based on the year of service but on other factors as well hence the negative correlation. A negative correlation indicates an inverse relationship between leadership succession planning and years of service. In this case, this result implies that as the years of service increase, the likelihood or effectiveness of leadership succession planning decreases.

Based on this analysis, it could be implied that there may be a lack of emphasis or attention given to leadership succession planning as the years of service accumulate within the organization. It could indicate a need for improvement in planning and preparation for leadership transitions as chaplains gain more experience and tenure.

Table 4 below show the Pearson Correlation.

Table 4.

Correlations		rank	length of your service
rank	Pearson Correlation	1	-.433*
	Sig. (2-tailed)		.031
	N	25	25
length of your service	Pearson Correlation	-.433*	1
	Sig. (2-tailed)	.031	
	N	25	25

*. Correlation is significant at the 0.05 level (2-tailed).

Statistically, the results imply that chaplaincy leadership succession planning is not based on years of service which has an implication that serving for many years does not guarantee into chaplaincy leadership. This is a true reflection with Council of Chaplaincy Ministry in Malawi where most long serving chaplains are still at the same position they started work without being promoted or considered on their remuneration.

Further, it means the promotion or assignment into chaplaincy leadership role is based on other factors. These other factors may range from intrinsic to extrinsic which in turn have either positive or negative impact on leadership succession planning for Council of Chaplaincy Ministry as an organization. For example, if chaplains are ushered into leadership positions because of connection or political influence, those chaplains without connection may feel demotivated thereby affecting performance of chaplaincy services.

VII. ASSESSING COUNCIL OF CHAPLAINCY MINISTRY PERFORMANCE USING MULTIVARIATE ANALYSIS

Multivariate General Linear Model (GLM) calculates statistical tests that are valid for analyses of dependent variables that are correlated with one another. Leadership was specified as dependent variable while years of service and level of education were independent variables. In the analysis I contrasted the two independent variables. The results shows no significance on the two variables independently and on the contrasts. All the assumptions were valid the Lambda, Hotelling's Trace and Roy's Largest Root. Lambda has exhibited the range or fall within the range of 0 to 1. The Hotelling's trace was greater or equal to Roy's Largest as necessary condition. In all cases the service, education and the contrast of the two variables these conditions were met though the results were not significant at 0.05. Hence the specified model demonstrate that there is no independent linear relationship. Refer to table 5 below;

Multivariate Tests^a

Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	.988	252.025 ^b	2.000	6.000	.000
	Wilks' Lambda	.012	252.025 ^b	2.000	6.000	.000
	Hotelling's Trace	84.008	252.025 ^b	2.000	6.000	.000
	Roy's Largest Root	84.008	252.025 ^b	2.000	6.000	.000
service	Pillai's Trace	1.005	.643	22.000	14.000	.829
	Wilks' Lambda	.246	.554 ^b	22.000	12.000	.889
	Hotelling's Trace	2.039	.463	22.000	10.000	.936
	Roy's Largest Root	1.156	.736 ^c	11.000	7.000	.688
educat	Pillai's Trace	.545	1.310	4.000	14.000	.314
	Wilks' Lambda	.496	1.260 ^b	4.000	12.000	.339
	Hotelling's Trace	.934	1.167	4.000	10.000	.382
	Roy's Largest Root	.835	2.923 ^c	2.000	7.000	.119
service *	Pillai's Trace	.564	.688	8.000	14.000	.697
	Wilks' Lambda	.482	.661 ^b	8.000	12.000	.716
educat	Hotelling's Trace	.979	.612	8.000	10.000	.751
	Roy's Largest Root	.869	1.520 ^c	4.000	7.000	.295

a. Design: Intercept + service + educat + service * educat

b. Exact statistic

c. The statistic is an upper bound on F that yields a lower bound on the significance level.

If there is no independent linear relationship it means education and years of service have a small bearing on leadership succession planning. Now wonder there are a great number of chaplains under Council of Chaplaincy Ministry who have not been promoted or ushered into leadership positions and yet they have worked for many years. Further, despite the fact that there are well educated chaplains under Council of Chaplaincy Ministry, there are many chaplains under Council of Chaplaincy Ministry who have not been rewarded with leadership positions. These two extremes are not healthy for the performance of the organization to have chaplains under Council of Chaplaincy Ministry who have worked for many years but are not yet given opportunity to demonstrate their leadership skills. All the two extremes need to be balanced for the proper functioning of the organization.

VIII. CONCLUSIONS

Leadership succession planning in chaplaincy and other organizations is multidimensional. However, the level of education is one of the factors on leadership succession planning. The study reveals that leadership succession planning is not affected by years of service in chaplaincy. On the other hand, those with education should be assigned positions, tasks and leadership succession in accordance with their level of knowledge which will bring chaplaincy efficiency. However, on the overall, education and years of service have no statistical significance on leadership succession planning in chaplaincy hence chaplains should know having so many years

of experience and education does not guarantee leadership position. In summation, education and years of service of chaplains have no linear relationship on leadership succession.

IX. RECOMMENDATIONS

Based on Bivariate analysis, Council of Chaplaincy Ministry should consider making recommendations for chaplains to assume leadership positions based on years of service. The reason is that the more the chaplains increase the number of years of service, the more experience they gain to qualify them for chaplaincy leadership as part of promotion. Hence, the promotion into leadership position comes with economic benefit which will eventually will motivate chaplains. Other factors of leadership succession planning should not be manipulated by political interference. Univariate analysis ascertains the point that education has a statistical significance on leadership succession planning hence those chaplains who have pursued for further studies should be considered for leadership positions. However, Council of Chaplaincy Ministry needs to come up with a criterion for promoting chaplains into leadership positions because the study shows education and years of service have no statistical significance on leadership position. For purposes of research, it is further recommended that a comprehensive study be done on leadership succession planning in Council for the Chaplaincy Ministry for further analysis.

REFERENCES

- [1]. Colbert, A. E., Judge, T. A., Choi, D., & Wang, G. (2012). Assessing the trait theory of leadership using self and observer ratings of personality: The mediating role of contributions to group success. *The Leadership Quarterly*, 23(4), 670-685. <https://doi.org/10.1016/j.leaqua.2012.03.004>
- [2]. Comrey, A. L., & Lee, H. B. (1992). *A first course in factor analysis*: Psychology press.
- [3]. Hambrick, D. C., & Mason, P. A. (1984). Upper Echelons: The Organization as a Reflection of its Top Managers. *The Academy of Management Review*, 9 (2), 193–206.
- [4]. Lewa, P. M., Lewa, S. K., & Mutuku, S. M. (2018). *Leading from the Heart: Lessons from Christian Leadership in Engaged Leadership* (pp. 137-157). Cham, Switzerland: Springer.
- [5]. Longbotham, G., & Gutierrez, B. (2007). Upper Echelons Theory at Work in the Ephesian Church. *Journal of Biblical Perspectives in Leadership*, 1(2), 18; 99-117.
- [6]. Meron, Elad. (2023). What are the three best theories on succession planning and their suggested constructs?. Retrieved from: https://www.researchgate.net/post/What_are_the_three_best_theories_on_succession_planning_and_their_suggested_constructs/63c142b7d5d8556eb307c071/citation/download.
- [7]. Mtonya, G. (2016). Sunday Times, Religion, Malawian Newspaper, January 3, p.18
- [8]. Wiranto, R. (2015). Church Leadership Identity: Between Hopes and Reality (Solidarity Network Leadership As an Alternative). *International Information Institute (Tokyo). Information*, 18(11), 4629-4641.

Mabvuto Fitta Chipeta. "A Quantitative Study on Leadership Succession Planning for Council of Chaplaincy Ministry (COCHAM) in Malawi." *International Journal of Humanities and Social Science Invention (IJHSSI)*, vol. 12, no. 11, 2023, pp. 44-50. Journal DOI- 10.35629/7722