

Montemorelos University
Faculty of Business and Legal Sciences

A STRUCTURAL MODEL FOR TRANSFORMATIONAL
LEADERSHIP IN NON-PROFIT
ORGANIZATIONS

Thesis
presented in partial fulfilment
of the requirements for the degree
Doctorate in Business Administration

by

Margaret Neckles

April 2019

ABSTRACT

A STRUCTURAL MODEL FOR TRANSFORMATIONAL
LEADERSHIP IN NON-PROFIT
ORGANIZATIONS

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Margaret Neckles

Main advisor: Ronny Kountur

DOCTORAL THESIS ABSTRACT

Montemorelos University

Faculty of Business and Legal Sciences

Title: A STRUCTURAL MODEL FOR TRANSFORMATIONAL LEADERSHIP IN NON-PROFIT ORGANIZATIONS

Researcher's name: Margaret Neckles

Name and degree of main advisor: Ronny Kountur, Ph.D. Philosophy and Ph.D. in Educational Research and Evaluation

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Problem

The empirical model, in which value-based organizational culture, professional competence, spirituality, and ethics are predictors of transformational leadership in management of small and mid-sized non-profit organizations in the New York area.

Methodology

The research was empirical quantitative, descriptive, exploratory, explanatory and transversal. The study population was made up of over 413 non-profit organizations throughout the New York City area. An instrument was administered to 105 participants from the population described. The substantive statistical process was based on the analysis of sequence diagrams by structural equation models, performed in

AMOS 24.0.

The constructs for the five instruments used were done through factorial analysis techniques (with explained variance levels of over 66%, which are acceptable) and the reliability, measured with the Cronbach alpha coefficient for each instrument, was acceptable (with the lowest explained variance levels of .428). For the analysis of this hypothesis, structural equation models (with high standardized coefficients for the indicators).

Results

The model was validated with the sample participants of non-profit organizations identified above. The value-based organizational culture and ethics are good predictors of transformational leadership, according to the perception of employees of the non-profit organizations. When evaluating the influence of independent constructs through the standardized beta coefficients, it was found that the best predictor of transformational leadership is professional competence, followed by ethics.

It is also discovered that there is an indirect effect from professional competences to transformational leadership. The existence of value-base organizational culture and spirituality are important as the mediator between professional competency and transformational leadership. There is a direct effect of value-base organizational culture and spirituality to transformational leadership.

Conclusion

Based on the result, this study may help the administration of non-profit organizations in choosing managers that will successfully run the organization.

It is recommended to the administration of non-profit organizations in New York City,

to pay attention to the ability and preparedness, level of integrity, and level of training of the managers that are put in charge of these organizations.

Professional competencies can be used to improve transformational leadership. As the leader become more competent, they tend to become leaders that can transform the organization, as long as it is supported by an organization that stress on value and the leaders are spiritual.

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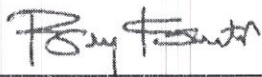
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Tesis
presentada en cumplimiento parcial
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Doctorado en Administración
de Negocios

por
Margaret Neckles

APROBADA POR LA COMISIÓN:



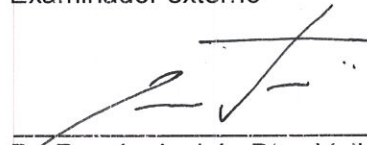
Asesor principal: Dr. Ronny Kountur



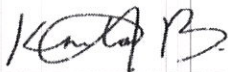
Dr. Carlton Barnes
Examinador externo



Miembro: Dr. Omar Arodi Flores
Laguna



Dr. Ramón Andrés Díaz Valladares
Director de Posgrad e investigación



Miembro: Dr. Karla Sarai
Basurto Gutiérrez

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DEDICATION

To the highest God, who has guided me on this journey from start to finish. Your timing is always perfect.

To my daughters Timara, Alexandra and Tonya Neckles. With Jesus as your guide, the world is your stage, go forth and conquer. I believe in you and love you from the bottom of my heart.

To my mom Sylvia Bowen, for always being my biggest supporter and fan. You have sustained me in ways that I never knew I needed.

To my Sunshine, you have been the rock I could turn to during those dark days.

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CHAPTER I

INTRODUCTION

In this following section, a brief compilation of definitions will be provide of the variables of this research, such as: (a) value-based organizational culture, (b) spirituality, (c) professional competence, (d) ethics, and (e) transformational leadership. It also presents a theoretical background which helps to formulate the main research question and hypothesis. In addition, it covers the research objectives, significance of the study, limitations, delimitations, assumptions as well as the philosophical background that guides this study.

Even though there are several studies that have demonstrated the relationship between ethics and employee behavior, there is ambiguity about how managers understand these concepts and their relationship, evidencing a gap in the existing research. Therefore, having a better understanding of managers' perception regarding codes of ethics, ethical behavior, and the relationship of these concepts to organizational culture gives new meaning to managers and policy makers who have the goal of building a successful and sustainable organization.

Background of the Study

Even though Business leadership has its roots in ancient disciplines, including philosophy, theology, and law, in the twenty-first century its significance has been triggered by corporate scandals and financial crises, in which the non-profit sector was not

immune. Many companies are increasingly required not only to possess a business code, but to monitor its effectiveness (Villegas & McGivern, 2015).

Organizations are facing a lack of quality leadership. There are many styles of leadership, but in this study, the focus will be on transformational leadership which research has found to be most instrumental in successfully influencing the organizations' management.

Transformational leaders integrate creative insights, persistence and energy, intuition and sensitivity to the needs of others, to create the culture strategy for the organization. Transformational leaders influence culture by first understanding it and then realigning the organization's culture with a new vision and a revision of its shared assumptions values and norms (Bass & Riggio, 2006).

Some organizations seem to lack transformational leaders as indicated by most organizations resistance to change. They do not want to adopt new methods or technology that will enhance the organization, thus these organizations need transformational leadership.

At the time when the for-profit world was being rocked by major scandals with ethical implications, the nonprofit sector was not spared. Embezzlement, mismanagement of funds, and other violations of ethical principles and laws shook the Children's Hospital of Philadelphia, the United Way of America, the New York Public Library, and perhaps one of the most publicized nonprofit scandals for mismanagement of funds at the American Red Cross in the aftermath of the terrorist attacks of 9/11.

Issues relating to the competency of managers, business ethics and social responsibility are much more relevant today than it was a decade ago, and although

codes of ethics have been developed as a guide, they are not sufficient to influence ethical behavior where leaders' beliefs and ethic are among the factors that influence employees in attaining ethical standard (Villegas & McGivern, 2015). Research has shown that these codes of ethics are not as successful in non-profit organizations because they do not require the same level of oversight as a public cooperation.

Value-Based Organizational Culture

Sun (2008) contends that organizational culture should be regarded as the right way in which things are done or problems should be understood in the organization. Culture represents the accumulated learning of a group. The way of thinking, feeling and perceiving the world that have made the group successful. Culture can be thought of as the shared mental models that the members of an organization hold and take for granted (Schein, 1999). Schein, E. H. & Schein, P. (2017) sees organizational culture as a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid.

The organization's culture develops in large part from its leadership while the culture of an organization can also affects the development of its leadership. A profound study of organization's culture, origin of organization and management style contributes in the development of employees' personal values and goals alignment with organizational values. Shahbaz and Shakeel (2012). When the organization focuses on value its culture is based on value.

Spirituality

Spirituality/religion is a complex construct that can incorporate both the internal, personal, and emotional expression of the sacred (assessed by spiritual well-being, peace and comfort derived from faith, or spiritual coping) and the formal, institutional, and outward expression of the sacred (assessed by the importance of religion, belief in God, and frequency of attendance at religious services or prayer)

Self-sacrificing, love, and care describes the main attributes of spirituality which ultimately play their role to enhance organizational productivity. Workplace spirituality basically deals on the employee's individual level (Garcia-Zamor, 2003). Meaningfulness in work revolves around the fundamental concept of seeking a profound sense of meaning, drive, and purpose in work (Milliman, Czaplewski, & Ferguson, 2003).

A consensus is emerging on the principal elements of a spirituality for working people. It includes acknowledging God, the importance of prayer, other people and a sustainable world. Some managers and firms encourage spirituality in the workplace. Many religiously-oriented universities are integrating mission, spirituality and service in their education (Cavanagh, 1999).

Professional Competence

The status of "professional" has certain privileges, and it also invokes several obligations. In addition, the psychologist carries the responsibility for adhering to high standards of ethics, committing to the acquisition of specialized knowledge and skills, and applying all for the betterment of others. The obligations and standards of professional psychologists are different from those expected of others using the term professional, such

as professional golfers or professional basketball players (Roberts, Borden, Dennis, & Lopez, 2005).

Because business involves a social element, evaluating the interest of others would seem to take ethical precedence over the use of talents, to pursue profits. Understanding the ethics of vocations allow us to avoid the charges that business persons have to do something more for others—often couched in terms of social responsibility, sustainability, competency or consideration of stake holders—in order to legitimize their career ethically (Wolcott, 2015).

Ethics

Ethics is the study of morality, fairness, rules and regulations, duties, values, and the code of conduct. Ethics is the reasoning to conduct and draw a logical connection between fundamental principles and moral commitments that guide us (Verma & Prakash 2011). Ethical behavior is defined as acts that reach some minimal moral standard such as honesty, obedience to the law, and are not unethical. Ethical behavior refers to individual behavior that is subject to or judged according to generally accepted moral norms of behavior (Camps & Majocchi, 2010). Unethical behavior is behavior that violates generally accepted moral norms (Kaptein, 2011).

To be perceived as an ethical leader, a leader must be seen as both a moral person and moral manager. Moral persons are honest, trustworthy, caring, open to input, principled, and respectful of others. As moral managers, ethical leaders set and communicate ethical standards, and hold others accountable when those standards are violated (Ofori, 2009).

Transformational Leadership

Leadership is defined as a broad menu of behaviors, some appropriate to one environment but not second. A number of the more common leadership behaviors are discussed. The article goes on to identify the process of learning some of the behaviors required to lead. It is suggested that an individual build a leadership repertoire based on personal background and experiences. Learning to lead is then discussed as requiring experience, because leadership cannot be learned from a book. A review of several kinds of experience models of instruction follows. Finally, the article addresses the issue of culture and makes the point that organizational culture is based on both the larger culture of which the organization is a part and the behavior of the organization's leader (Krapfl & Kruja, 2015).

Transformational leaders integrate creative insights, persistence and energy, intuition and sensitivity to the needs of others, to create the culture strategy for the organization. Transformational leaders influence culture by first understanding it and then realigning the organization's culture with a new vision and a revision of its shared assumptions values and norms (Bass & Riggio, 2006). Newstrom and Davis (1993) define leadership styles as the manner and approach of providing direction, implementing plans, and motivating people. As seen by the employees, it includes the total pattern of explicit and implicit actions performed by their leader. And Adeyemi and Brlarinwa (2013) maintain that leadership is the art or process of influencing people so that they will strive willingly towards the achievement of objects.

Definition of Terms

In this section, a number of terms need to be clearly explained for the purposes of the present study.

Organizational culture. The beliefs and values that have existed in an organization for a long time, and to the beliefs of the staff and the foreseen value of their work that will influence their attitudes and behavior. When the organization focuses heavily on value it's culture is based on value.

Professional competence. Is defined as having suitable or sufficient skill, knowledge, experience, etc., or some purpose; properly qualified. The capability to perform the duties of one's profession generally, or to perform a particular professional task, with skill of an acceptable quality.

Spirituality. Self-sacrificing, love, and care describes the main attributes of spirituality. It revolves around the fundamental concept of seeking a profound sense of meaning, drive, and purpose. It includes acknowledging God, the importance of prayer, other people and a belief in a sustainable world.

Ethics. Ethics is the study of morality, fairness, rules and regulations, duties, values, and the code of conduct. Ethics is the reasoning to conduct and draw a logical connection between fundamental principles and moral commitments that guide us (Verma & Prakash, 2011). Ethical behavior is defined as acts that reach some minimal moral standard such as honesty, obedience to the law, and are not unethical. Ethical behavior refers to individual behavior that is subject to or judged according to generally accepted moral norms of behavior (Camps & Majocchi, 2010).

Transformational Leadership. Leadership is defined as a broad menu of behaviors, some appropriate to one environment but not others. Transformational leadership incorporate creative insights, persistence and energy, intuition and sensitivity to the needs of others, to create the cultural action plan for the organization.

Relationship between Variables

In this research, there are some variables that are dependent and independent, so the following variables will be consider: organizational culture and administrative leadership, professional competence, spirituality / religiosity and administrative leadership, and values / ethics and administrative leadership.

Organizational Culture and Leadership

According to the author, organizational culture is a pattern of shared basic assumptions, which are formed, when members of organization solve the problems of external adaptation and internal integration.

From a nonprofit management practice standpoint organizational leader would need to foster deliberate organizational cultures that revolve around professional ethics, especially in the service sector (Racovita-Szilagyi, 2015).

Professional Competence and Transformational Leadership

The meaning of the concept of professional competence; the habitual and judicious use of communication, knowledge, technical skills, clinical reasoning, emotions, values, and reflection in daily practice for the benefit of the individual and the community being served (Epstein & Hundert, 2002).

Spirituality and Leadership

Aydin and Ceylan (2009) gave great importance to leadership spirituality and considered it as an essence for them to enhance the skills and abilities of workers to perform better. Spiritual leaders are the ones who try to build good association between

employees and the organizations. Lack of trust in institutions and businesses has translated into a skepticism and distrust of individuals. The key to building a successful relationship is to create credible leaders who both trust their followers and are trusted by them (Covrig, 2012).

Values/Ethics and Leadership

Leaders exhibit ethical behavior when they are doing what is morally right, just, and good and when they help elevate followers' moral awareness and moral self-actualization (Goode, 2016).

Nonprofit leaders' role in keeping ethics at the forefront of their organization is crucial to the internalization of ethical principles among paid staff and volunteers alike (Racovita-Szilagyi, 2015).

To be perceived as an ethical leader, a leader must be seen as both a moral person and moral manager. Moral persons are honest, trustworthy, caring, open to input, principled, and respectful of others. As moral managers, ethical leaders set and communicate ethical standards, and hold others accountable when those standards are violated (Yukhymenko-Lescrodt et al., 2015).

Problem Statement

Even though there are several studies that have demonstrated the relationship between ethics and employee behavior, there is ambiguity about how managers understand these concepts and their relationship, evidencing a gap in the existing research. Therefore, having a better understanding of managers' perception regarding codes of ethics, ethical behavior, and the relationship of these concepts to organizational culture

gives new meaning to managers and policy makers who have the goal of building a successful and sustainable organization

Nevertheless, business leadership has its roots in ancient disciplines, including philosophy, theology, and law, in the twenty-first century its significance has been triggered by corporate scandals and financial crises, in which the non-profit sector was not immune. Many companies are increasingly required not only to possess a business code, but to monitor its effectiveness (Villegas & McGivern, 2015).

Organizations are facing a lack of quality leadership. There are many styles of leadership, but in this study the focus will be on transformational leadership which research has found to be most instrumental in successfully influencing the organizations' management.

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of Philadelphia, the United Way of America, the New York Public Library, and perhaps one of the most publicized nonprofit scandals for mismanagement of funds at the American Red Cross in the aftermath of the terrorist attacks of 9/11.

For this reason, issues relating to competency of managers, business ethics and corporate social responsibility has become more relevant. In addition, although codes of ethics have been developed as a guide, they are not sufficient to influence ethical behavior where leaders' beliefs and ethic are among the factors that influence employees in attaining ethical standard (Villegas & McGivern, 2015).

Research Question

The research questions provide the researcher the focus for the study (Green, 2013). The research questions generated for this study are as follows:

How does value-based organizational culture, professional competence, spirituality, and ethics predict the transformational leadership behavior of the management of non-profit organizations? (see Figure 1).

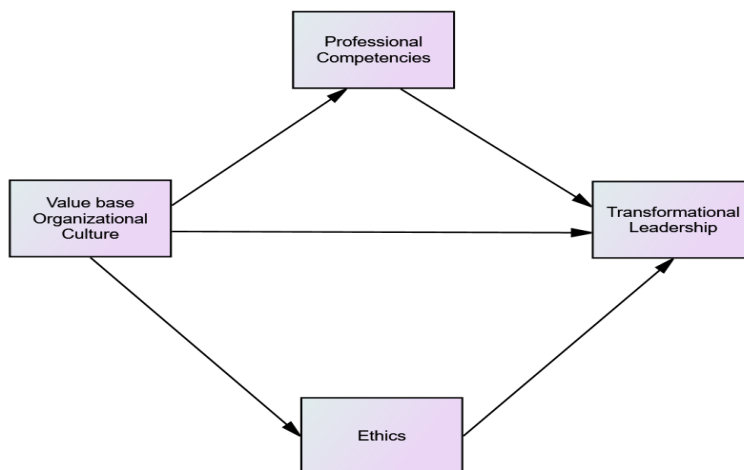


Figure 1. Research model.

Hypothesis

H: The general hypothesis of this study is that the theoretical model fit with the empirical data.

This research has four complementary hypotheses as follows:

H₁: Value-based organizational culture predicts professional competencies.

H₂: Value-based organizational culture predicts ethics

H₃: Professional competences predict transformational leadership.

H₄: Ethics predict transformational leadership.

Research Objectives

1. Build questionnaires for measuring how value-based organizational culture, professional competence, spirituality, and ethics predict transformational leadership behavior.

2. Evaluate the goodness of the propose model to explained and evaluated the theoretical relationship between constructs.

3. Assess the variables involved in the study: Organizational culture, professional competence, spirituality / religiosity, and values / ethics predict leadership behavior.

Justification

The importance of ethical dimension of leadership is a fact accepted by everyone. In spite of this, and considering the significance of ethical values in leadership, very few empirical studies have been carried out on this issue on the administration of nonprofit organizations.

Humanitarian nonprofit organizations, especially those that are faith-based, are often idealistic. Consequently, they can easily come under the control of dominant personality types, whose emphasis on goals—which may be service oriented—is at odds with mundane issues such as internal controls, solvency, and personnel qualifications. Often the “blessing of the Lord” is seen as sufficient to cover all needs. As a result, the expressed focus of meeting the goals of the organization may overcome good judgment when funds run low or when people without proper training are handling the monies (Gibson & Tidwell, 2013). These dominant personalities may ask for special favors including, for example, hiring family members (nepotism), personal loans from the organization, or requesting that nonworking spouses be placed on the payroll. When these individuals are highly placed in the organization, saying “no” can be extremely difficult, particularly in instances when the controlling board is also under the influence of a leader’s charisma. Finally, some charismatic figures are actually con artists who prey on organizations and their boards in order to effectively operate their scams (Gibson & Tidwell, 2013).

Studies show that the more engaged workers are the higher their productivity levels. To help workers establish a connection with the organization, management needs to take a holistic approach that considers the worker’s spiritual, physical, and emotional well-being (Atienza & Santiago, 2015). In order to cultivate ethical leadership, it is beneficial to cultivate a personal spirituality which provides philosophical, emotional, and spiritual sustenance to ethical leadership in practice, without which ethical leadership is more likely to succumb to situational pressures (Melé & Fontrodona, 2017). Much of the research around nonprofit leadership has focused on secondary or

transactional issues rather than on the question of what good leadership must include in a nonprofit organization. This serves to rob the nonprofits of creativity, rigor, power, and the kind of finely tuned understanding of accountability the public should expect. For this reason, I have chosen to focus this study on transformational leadership of nonprofit organizations.

Limitations

One limitation in the study is that the sample size is only 105. The reliability of the ethics variable is .63. The findings and results of the study may be limited to organizations with similar characteristics of the study participants. Another limitation is that honesty of the participants affects the results of the study. The participants are limited to responding to questions with predetermined answers, therefore in-depth explanation of the phenomenon will be impossible to obtain. The model contains five variables. There are other variables that were not considered in the model that may impact transformational leadership. These may include transactional and laissez-faire leadership

Delimitations

Here are some delimitations that are considered relevant to the preparation of this research:

1. The study is limited to four independent variables that is used to predict transformational leadership.
2. The organizational culture variable of this study is limited to value-based culture only.
3. The leadership variable of this study is limited to transformational leadership only.

Assumptions

The researcher assumes that the collection of data from respondents represents true and honest responses of the participants. Data collection will be derived from survey questionnaire answered either on paper or online.

Below are some scenarios considered in the preparation of this research:

1. It is expected that the members' responsibility answered the instruments.
2. The theoretical basis of relations between constructs is based on authors who know the subject.
3. The research used as the basis of relations between constructs for this research is empirical studies, prepared with scientific rigor and significantly acceptable.

Philosophical Background

In this part of the study, it will be display from the Scriptures and other sources a philosophical view of the constructs for this research on how they relate to God the unique Sovereign of the universe. Those constructs are: Organizational culture, professional competence, spirituality/religiosity, and values/ethics predict leadership behavior.

The word stewardship is many times associated with money, but the dictionary definition said that stewardship is the activity or job of protecting and being responsible for something. God has asked to be stewards of more than just material things; so how can people be good stewards of God's character in today's workplace, and more importantly, in all aspects of live? As stewards of God's world, it is needed to put aside the desire for material gain and free the self to spend more time with Him and one another. James 1:21 says: "Lay aside all filthiness and overflow of wickedness and

receive with meekness the implanted word which is able to save your souls". Sometimes in striving for material success the sight of the end goal can be lost.

In Acts 2, the Holy Bible reveals the pre-existent nature of leadership, provides examples of divinely ordained leader-follower relationships, and forms the basis for leadership theory. God used the gift of prophecy, through the Holy Spirit, to communicate God's divine empowerment of leaders in the early Christian church as in the Old Testament. Following a pattern that is evident in Scripture from before the beginning of time, Jesus Christ and subsequent leaders of the early Christian church divinely received their authority and empowerment to lead believers from God through the Holy Spirit.

Solomon warns in Proverbs 4:23: "keep thy heart with all diligence, for out of it are the issues of life". The good news is; that people are not alone . . . they have the responsibility to decide to follow God's way no matter how difficult it seems. Regardless of the outcome.

American culture is influenced by the desire for power and fame, the desire to accumulate wealth or material things, the desire for knowledge, and many more. Paul has summed up all these cultural influences as "the wisdom of the world" (1 Corinthians 3:18, 19). These strongholds form barricades that try to deter people from trusting God's promises and fulfilling His purpose in lives.

There is nothing to fear, except that people forget what God has done in the past. While there is not an assurance of how God will use time, talents, and skills. God is saying in Genesis 12:1-3, "I bless you so that you can be a blessing". And it is still the call of God for us today. "I declare you righteous ...; so that you can take my blessing

and bless others” (Mark 16:15).

Organization of the Study

This research is arranged in five chapters. In Chapter I, there has been a presentation of the background of the problem, the relationship between the variables, the investigation to be carried out, the problem statement, the definition of terms, the research hypothesis, the research questions, the objective of the investigation, the justification, the limitations, the delimitations, the assumptions and the philosophical background. The remaining sections of the research paper are structured in sequential chapters.

Next, in Chapter II, a review of pertinent literature which relates to value-based organizational culture, professional competences, spirituality, ethics and transformational leadership is presented.

Chapter III points out the overall research methodology for the study. This includes the research design used for the data collection, research sampling, data collection techniques, data analysis methods the measurement instrument, the validity, the reliability, the operationalization of the variables, the null hypotheses, the operationalization of the null hypotheses, the research questions and limitations of the chosen method.

In Chapter IV, the nature of the analysis procedure is described, and the findings are presented in relation to the research hypothesis, the behavior of the variables and the analysis of the main model.

Finally, in Chapter V, a summary of the study is, presented, along with the results, the conclusions, recommendations and paths for future research.

CHAPTER II

REVIEW OF RELATED LITERATURE

Introduction

In this second chapter of this paper, a few items will be considered such as: the importance of the different variables, the study of their dimensions and the different relations and correlations that might exist among them.

Theories relevant to competency, ethical behavior, and organizational culture (OC) include the ethical theory and the OC theory. With regard to the theory of OC, the researcher followed the culture developed by Edgar Schein in the 90s. Schein's model of the Three Dimensions or OC is one of the key concepts to interpret the research (Kuei, Madu, & Lin, 2011). Culture represents those values, beliefs, and experiences shared by a group, which are manifested under different levels, making it so suitable and so difficult to change. These theories are the basis to interpret the different understandings that managers in the nonprofit industry have regarding the concepts under study.

According to Schein (1999), organizational initiatives have to assess their leadership needs in accordance to the cultural forces of the organization if they want to succeed. In addition, the author stated that culture varies regarding whether an organization is in a young, middle or mature stage. For instance, as companies age, if they do not evolve, adapt, and change elements of their culture, they grow increasingly maladapted and the culture becomes a serious constraint on learning and change, by establishing

barriers toward new values and behaviors that internal and external forces demand (Schein, 1999). Hence the need for transformational leadership to reinvigorate the culture identifies values, beliefs and behaviors that of organization at various each evolutionary stage. The right training and competencies will act as a lever or barrier to manage change. The scandalous and unethical behaviors nonprofit organizations as shown in the past only proves that philanthropic work can also be subjected to corruption and unethical behaviors of leaders and employees. Therefore, it is necessary to enforce honest and transparent operations through transformational leadership in nonprofit organizations.

Organizational Culture

Importance

The organization's culture develops in large part from its leadership while the culture of an organization can also affect the development of its leadership (Bass & Riggio, 2006). Over the last thirty years, organizations and institutions around the world have invested in leadership and OC, leading to a continuous debate about their relationship (Kargas & Varoutas, 2015)

Successful organizations require both tactical and strategic thinking as well as culture building by its leaders. Strategic thinking helps to create and build the vision for an organization's future. The vision can emerge and move forward as the leader constructs a culture that is dedicated to supporting that vision. The culture is the setting within which the vision takes hold. In turn, the vision may also determine the characteristics of the organization's culture (Bass & Riggio, 2006). Schein (1990) supported the idea that leaders must evaluate and respect cultural elements, while they should try to

promote an appropriate and strategically suitable culture. He claimed that leaders are shaping culture during the first stages of business creation, but later, when the business matures, it is culture that shapes leadership characteristics.

In addition, researchers revealed that the impact of leadership on a firm's performance is mediated by OC. And also implied that the initially shaped culture will develop the next generation of corporate leaders (Vardiman, Houghton, & Jinkerson, 2006). Many researchers supported the idea of a culture that facilitates the development of effective leaders on every organizational level.

Definitions of OC disclose diverse, often different aspects of it. Schein [1990] provided one of the most exhaustive definitions. According to the author, organizational culture is a pattern of shared basic assumptions, which are formed, when members of organization solve the problems of external adaptation and internal integration.

Dimensions

The selection of OC dimensions was carried out in three stages:

1. All dimensions were collected from the sources of literature. Many authors didn't single out concrete dimensions; therefore, by analyzing the content of described phenomena names characterizing cultural aspects were given for them.
2. Differently named dimensions were ascribed to one dimension, if after analyzing their content it became clear, that they were similar.
3. Only such dimensions were selected, impact of which on performance was based empirically or theoretically.

The dimensions were the following: (a) mission, (b) commitment, (c) adaptability and (d) implications. Among the author that mention these dimensions were: Fey and

Denison (2003) who explored the link between OC and effectiveness is also limited by lack of agreement about the appropriate measures of effectiveness and had identified and validated four dimensions of OC that are conducive to organizational effectiveness: adaptability, consistency, involvement, and mission. Their research has developed an explicit model of OC and effectiveness and a validated method of measurement. At the core of this model are underlying beliefs and assumptions. These “deeper” levels of OC are typically difficult to measure and harder to generalize about. However, six these underlying beliefs and assumptions result in organizational practices which are observable and which are represented by the four key traits of involvement, consistency, adaptability, and mission. This model incorporates many of the concepts identified in our review of the Russian management literature and thus serves as a useful framework for our study (Fey & Denison, 2003).

Zheng, Yang, and McLean (2010) and Brown, Yoshioka, and Munoz (2004) suggest that organizations rely on their mission to attract resources and guide decision-making. The mission is more than a statement or a symbol; it is a tool that provides a clear, compelling statement of purpose that is disseminated both internally and externally.

Professional Competence

Importance

Horevitz and Manoleas (2013) indicated that leaders feel competent when they are properly prepared or trained for the work they undertake but would also benefit from additional training in specific competency areas. Competence was seen as an aggregate of different components or latent attributes, which were seen as relatively distinct from each other. The development of competence was contemplated as being equal to the

development in each of the components, with growth defined as a monotonic process resulting from learning experiences. Thus, the discussion on teachers' competencies to improve the teaching learning process in school is of great importance (Sofuoglu, Kiyimet, Kavcar, & Sofuoglu, 2010).

There has been a burgeoning interest in competency-based education and credentialing in professional psychology. This movement gained momentum at the Competencies Conference: Future Directions in Education and Credentialing in Professional Psychology (Kaslow, 2004).

The physicians revealed curricular weaknesses in the teaching of competencies proposed as important for the emerging health care system, especially in the managed care environment (Finocchio, Bailiff, Grant, & O'Neil, 1995).

Dimensions

The model of professional competence has two approaches, which are "functional outcomes" approach and the "personal competence" approach (Cheetham & Chivers, 1998). Rossouw (2002) stated three dimensions which are the cognitive competence, the behavioral competence and the managerial competence positions. Cognitive Competence aids in acquiring the intellectual knowledge and skills to make proper judgements about the ethical dimension of an economic activity. These skills will enable one to identify, analyze, judge and evaluate ethical matters in business. In order to gain this competence, the following cognitive competencies are vital: (a) moral awareness: Is an ethical dimension of business which deals with the understanding of the moral obligations and responsibilities associated with economic activity; (b) moral understanding: Is an intellectual tool used to handle ethical matters in business.

These tools may include theories, frameworks, models and concepts that provide one with the ability to articulate the moral dimensions of business; (c) moral reasoning: This is the ability to make comparisons and evaluate different ethical perspectives. It also suggests that the intellectual independence to make one's own calculations of ethical matters.

The general framework regarding teacher competencies were explained in nine different dimensions as field competencies, research competencies, curriculum competencies, lifelong learning competencies, social-cultural competencies, emotional competencies, communication competencies, information and communication technologies competencies (ICT) and environmental competencies (Kiymet, 2010).

The competencies were derived from the skills, attitudes, and behaviors Finocchio et al. (1995). It was "very important" to include the five competencies involving skills: diagnosis, effective communication, problem solving, lifelong learning, and counseling on ethics (Finocchio et al., 1995).

The dimensions were the following: (a) systematic competences, (b) interpersonal competences and (c) practical competences.

Spirituality/Religiosity

Importance

In addition to psychotherapy for problems causing emotional distress, many individuals seek out growth-enhancing approaches such as spiritual direction, a practice that typically involves regular meetings between a director and an individual focused on the latter's religious experience (Saadeh, North, Hansen, Steele, & Peteet, 2018).

This existential and spiritual analysis on start of life reveals the need to focus

more on an embodied and relational spirituality in and around birth. In this age of fast paced technological and medical innovation, research from multiple perspectives needs to be done to explore existential and spiritual understandings at the start of life (Wojtkowiak & Crowther, 2018).

Dimensions

Interfaith spirituality includes five interconnected components: direct connection with the creating force, asceticism, the unity of existence, meditation, and divine love. Using experts and focus groups, they developed the measure of interfaith spirituality that included items that represented the five components (de Jager Meezenbroek, 2012).

Joshanloo and Daemi (2015) have indicated in their studies that spirituality is positively associated with self-esteem. Because of this, it was assumed that self-esteem would be one of the ways in which spirituality leads to increased mental well-being. Mediation analysis showed that self-esteem was a partial mediator of the spirituality-well-being relationship. Moreover, results of moderated mediation analysis showed that this mediation was not highly affected by gender, and that the indirect path through self-esteem was significant in both genders (Joshanloo and Daemi, 2015). The dimensions were the following: (a) religion, (b) beliefs, (c) loyalty to commitment and (d) commission.

According to Sawatzky, Gadermann, and Pesut (2009), spirituality has a significant impact on job satisfaction. Analysis has shown that all the four aspects of spirituality i.e. intrapersonal, interpersonal, superapersonal and ideopraxis have strong, positive and significant impact on job satisfaction.

Transformational Leadership Style

Importance

Leadership is considered to be one of the most crucial elements in successfully gaining sustainability of an organization (Kargas & Varoutas, 2015).

The interests of the organization and its members need to be aligned. Such is a task for the transformational leader. The transformational leader inspires, intellectually stimulates, and is individually considerate of them. Transformational leadership may be directive or participative. Requiring higher moral development, transformational leadership is recognized universally as a concept.

Furthermore, contrary to earlier expectations, women leaders tend to be more transformational than their male counterparts. Although a six-factor model of transformational/ transactional leadership best fits a diversity of samples according to confirmatory factor analyses, whether fewer factors are necessary remains an open question. Another important research question that has only been partially answered is why transformational leadership is more effective than transactional leadership in a wide variety of business, military, industrial, hospital, and educational circumstances (Bass & Riggio, 2006).

Religion and spirituality are multidimensional constructs that have been variously defined. Religion involves the co-presence of beliefs, ritualized experiences, norms, and groups connected to what people perceive as a transcendent entity

Dimensions

Transformational leadership may be directive or participative.

Bono and Judge (2004) have confirmed that personality traits were related to three dimensions of transformational leadership--idealized influence--inspirational motivation

(charisma), intellectual stimulation, and individualized consideration—and three dimensions of transactional leadership—contingent reward, management by exception—active, and passive leadership. Extraversion was the strongest and most consistent correlate of transformational leadership. Although results provided some support for the dispositional basis of transformational leadership—especially with respect to the charisma dimension. The first transformational leadership behavior, idealized influence, refers to leaders who have high standards of moral and ethical conduct, who are held in high personal regard, and who engender loyalty from followers. The second transformational leadership behavior, inspirational motivation, refers to leaders with a strong vision for the future based on values and ideals. Leader behaviors falling into this dimension include stimulating enthusiasm, building confidence, and inspiring followers using symbolic actions and persuasive language. The idealized influence and inspirational motivation dimensions are highly correlated and are sometimes combined to form a measure of charisma (Bass, 1999). The third transformational leadership dimension is intellectual stimulation, which refers to leaders who challenge organizational norms, encourage divergent thinking, and who push followers to develop innovative strategies. Individual consideration, the fourth transformational leadership dimension, refers to leader behaviors aimed at recognizing the unique growth and developmental needs of followers as well as coaching followers and consulting with them (Bono & Judge, 2004).

Values/Ethics

Ethical behavior is defined as acts that reach some minimal moral standard such as honesty, obedience to the law, and are not unethical. Ethical behavior refers to individual behavior that is subject to or judged according to generally accepted moral

norms the Government rewards nonprofit organizations for their philanthropy by granting tax exemptions. However, unethical activities, corruption, and controversies have marred the reputations of several nonprofit organizations (Shinde, Shinde, & Lytle, 2010). Among the nonprofit organizations that committed unethical activities are ACORN, Points of Light Institute, and Our American Veterans. ACORN, a nonprofit organization that helps disadvantaged families, received negative attention from cases of tax evasion and electoral sabotage. According to Lytle (2010), Our American Veterans involved itself in deceptions regarding the use of donations, and Points of Light, participated in internet fraud. The director failed to monitor the activities of the employees in using the name of the organization in bogus vacation packages on eBay.

A resounding new message is needed for these organizations, one that reiterates that ethical behaviors is expected by all employees regardless of level. However, research is revealing that in some nonprofit organizations, ethical standards are not visible, and employee understanding of such existing policies is illusive at best and nonexistent in far too many (Camps and Majocchi, 2010; Verschoor, 2012).

Importance

Because business involves a social element, evaluating the interest of others would seem to take ethical precedence over the use of talents, to pursue profits. Understanding the ethics of vocations allow us to avoid the charges that business persons have to do something more for others—often couched in terms of social responsibility, sustainability, or consideration of stake holders—in order to legitimize their career ethically (Wolcott, 2015). While business struggles with both extreme approach to ethical decision-making in unfamiliar situations, it is more likely that a religious organization,

with “truth” on its side, will choose the cultural imperialism stance when faced with difficult decisions in international and intercultural situations. Most Christians will find the stance of cultural relativism, which seems to imply that almost anything is correct in the culture, unacceptable (Gibson, 2010).

The direction of organizational change is from the inside out. It is unethical and unproductive to try to change people from the outside in (Nielsen, 2016). A million zeros joined together do not, unfortunately, add up to one. Ultimately everything depends on the quality of the individual, including humility, respect, and integrity (Rozuel, 2016). Many leaders agree to earn a smaller profit knowing that the investment is morally or ethically good (Czerwonka, 2014).

No institution in America is perfect, he said but good institutions are led in the right direction by good people and the right values (Fulmer, 2004).

Dimensions

Cragg (1997) outlines three dimensions of ethics: the first dimension is the ethics of doing, the second deals with what it is seen and how seeing it and the third, the ethics of being, deals with who they are. Of these three dimensions, the first and the third have been explored by philosophers and are usually the focus of attention when discussing business ethics. Cragg (1997) argued that in the second-dimension moral education is unavoidable, and justifiable and important in the modern world of business.

Mihelic, Lipicnik, and Tekavcic (2010) the virtue (value) theory has five values that are essential for ethical leaders:

1. Pride: Lacking self-esteem an ethical leader will hardly receive esteem and respect from followers.

2. Patience: The process of implementing strategies that enable an organization to reach its goals.

3. Prudence: A virtue that refers to exercising sound judgement in practical affairs. It is considered as the measure of moral virtues as it provides a model of ethically good actions.

4. Persistence: Refers to leader's striving for goals and his continuing quest to take all the necessary steps to achieve them.

5. Perspective: The capacity to perceive what is truly important in any given situation.

Relation between Variables

Organizational Culture and Administrative Leadership

Over the last thirty years, organizations and institutions around the world have invested in leadership and organizational culture, leading to a continuous debate about their relationship. The process of identifying and developing future leaders has traditionally evolved around the characteristics of the potential leader (Porrás & Hoffer, 1986). Leadership and organizational culture are considered to be two of the most crucial organizational elements in order for firms to compete successfully and to gain sustainable advantage. Researchers examine the interconnection between the aforementioned elements and create an empirical link based on data drawn from a competitive industry. The results indicate a strong relationship between these two operational factors (Kargas & Varoutas, 2015).

A study conducted by Tsai (2011), indicates that culture plays a vital role within

an organization. It is considered as one of the determinant factors in whether an organization is a happy and healthy place to work. Leadership helps to create such environment through communicating and promoting the mission and vision of the organization as it celebrates and encourages the right behavior and attitudes. Leadership styles has a lot to do with the types of environment that exists in the workplace.

Professional Competence and Administrative Leadership

Teachers' competencies affect their values, behaviors, communication, aims and practices in school and, they support professional development and curricular studies (Kiymet, 2010).

Spirituality and Administrative Leadership

It is critical to have a clear identification of what the core personality, the spiritual DNA of Seventh-day Adventism, which transcends cultures and traditions, and must be retained, treasured, nurtured and passed on to our children and the next generation of church members. It is leadership's responsibility, with discipline and love to look after the heart and the mind of the church (Prestol-Puesan, 2014). Humanitarian nonprofit organizations, especially those that are faith-based, are often idealistic. As a result, they can easily come under the control of dominant personality types, whose emphasis on goals—which may be service oriented—is at odds with mundane issues such as internal controls, solvency, and personnel qualifications. Often the “blessing of the Lord” is seen as enough to cover all needs. As a result, the expressed focus of meeting the goals of the organization may overcome good judgment when funds run low or when people without proper training are handling the monies (Gibson & Tidwell, 2013).

Usman and Danish (2010) identifies that spirituality have a great impact on the culture of organizations. Sense of spirituality is quite helpful for the workers in the execution of their tasks which in the end increase the profitability of the organizations.

Interfaith spirituality was moderately associated with religiosity, higher self-esteem, higher emotional regulation, higher will-to exist-live and survive, and posttraumatic growth. They were negatively associated with posttraumatic stress disorder (PTSD), depression, externalizing, thought disorder, and psychopathology in general (de Jager Meezenbroek, 2012).

Analyses of the results indicated that previous mental health services use was negatively correlated with spirituality. Additionally, ethnic identity was positively correlated with spirituality (Turner & Llamas, 2017).

Ethics and Leadership

Ethics is the study of morality, fairness, rules and regulations, duties, values, and the code of conduct. Ethics is the reasoning to conduct and draw a logical connection between fundamental principles and moral commitments that guide us (Verma & Prakash, 2011).

Ethical leaders are known for caring not only about successful performance, but also that success is achieved using ethical means (Brown et al., 2004). Coaches who demonstrate ethical leadership behavior offer encouragement (positive persuasion) to their athletes to achieve athletic and ethical excellence, which should discourage the temptation to cheat. Furthermore, having been treated with respect by a coach who demonstrates ethical leadership behavior, athletes will treat competitors with similar respect (Yukhymenko-Lescrodt et al., 2015).

Similarly, numerous studies have found a link between ethical leadership and follower satisfaction and commitment to the organization (Brown et al., 2004; Neubert, Carlson, Kacmar, Roberts, & Chonko, 2009). It is hypothesized that the ethical leadership of coaches will generate similar outcomes, especially athletes' satisfaction with their college choice (Yukhymenko-Lescrodt et al., 2015).

Finally, some charismatic figures are actually con artists who prey on organizations and their boards in order to effectively operate their scams (Gibson & Tidwell, 2013).

Research about the Variables

Value-Based Organizational Culture

Culture identifies values, beliefs and behaviors that an organization has in each evolutionary stage, while acting as a lever or barrier to manage change (Brown et al., 2004). A profound study of organization's culture, origin of organization and management style contributes in the development of employees' personal values and goals alignment with organizational values (Nazir & Malik, 2013). Culture also involves certain values and beliefs that specific communities or organizations have in each stage of business, which also explains their behavior. According to Schein (1999), organizational initiatives have to assess their accordance to cultural forces of the organization if they want to succeed. In addition, the author stated that culture varies regarding whether an organization is in a young, middle or mature stage. For instance, as companies age, if they do not evolve, adapt, and change elements of their culture, they grow increasingly maladapted and the culture becomes a serious constraint on learning and change, by establishing barriers toward new values and behaviors that internal and external forces demand (Schein, 1999).

Professional Competences

While most competencies tended to have universal significance, others depended more strongly on the client's preferences (Russinova, Rogers, Ellison, & Lyass, 2011). It was "very important" to include the five competencies involving skills: diagnosis, effective communication, problem solving, lifelong learning, and counseling on ethics (Finocchio et al., 1995).

Globalization of economies and cultural complexity affected the research interest on leadership. A growing interest in study and theory that focuses on the role of leadership across cultural contexts has arisen (Avolio, Walumbwa, & Weber, 2009).

Spirituality

What supports spirituality integration include personal religiosity, education, and utilizing a spirituality-sensitive practice. What hinders spirituality integration include a lack of training, fear/discomfort with spirituality, lack of time, client discouraged discussion, and no perceived limitations (Oxhandler, Moffatt, & Giardina, 2018).

Spirituality/religion was assessed by using eight measures: The Functional Assessment of Chronic Illness Therapy—Spirituality-Expanded scale (meaning/peace, faith, and overall spirituality); the Duke Religion Index (organized and non-organized religious activities, and intrinsic religiosity); and the Brief RCOPE scale (positive and negative religious coping).

Workers need to feel a connection to their organization to find meaning in their work. Studies show that the more engaged workers are the higher their productivity levels. To help workers establish a connection with the organization, management needs

to take a holistic approach that considers the worker's spiritual, physical, and emotional well-being (Atienza & Santiago, 2015). In order to cultivate ethical leadership, it is beneficial to cultivate a personal spirituality which provides philosophical, emotional, and spiritual sustenance to ethical leadership in practice, without which ethical leadership is more likely to succumb to situational pressures (Melé & Fontrodona, 2017).

Ethics

The fruits of this ethical modeling behavior will also show up in the way that team members treat their opponents. Ethical leaders are known for caring not only about successful performance, but also that success is achieved using ethical means (Brown et al., 2004). Coaches who demonstrate ethical leadership behavior offer encouragement (positive persuasion) to their athletes to achieve athletic and ethical excellence, which should discourage the temptation to cheat. Furthermore, having been treated with respect by a coach who demonstrates ethical leadership behavior, athletes will treat competitors with similar respect (Yukhymenko-Lescrodt et al., 2015).

Similarly, numerous studies have found a link between ethical leadership and follower satisfaction and commitment to the organization (Brown et al., 2004; Neubert et al., 2009). It is hypothesized that the ethical leadership of coaches will generate similar outcomes, especially athletes' satisfaction with their college choice (hypothesis 3a) (Yukhymenko-Lescrodt et al., 2015).

Transformational Leadership

Globalization of economies and cultural complexity affected the research interest on leadership. A growing interest in research and theory that focuses on the role of

leadership across cultural contexts has arisen (Avolio et al., 2009). It is the objective of every organization and institution to be consistently productive. As a result, performance has become an important subject in the literature of organizational behavior and human resource development (Bommer, Johnson, Rich, Podsakoff, & MacKenzie, 1995; Worley & Lawler, 2006). It remains a complex construct which is difficult to conceptualize and describe despite its importance to organizational performance (Al-alak & Tarabieh, 2011; Mansoor, Aslam, Barbu, Capusneanu, & Lodhi, 2012). Consequently, employers need to invest in their employees to raise their level of satisfaction so that they can become more productivity.

Miyonga, Namusonge, and Sakwa (2018) conducted a study on the effect of strategic leadership on after applying the study reveals that strategic leadership has a positive correlation on customer retention on the banks in Kenya. Liu, Cai, Li, Shi, and Fang (2009) suggests that leadership styles can affect organizational commitment. Nwokocha and Iheriohanma (2015) mention in their study on leadership styles and employee retention that appropriate leadership has direct impact.

Leadership and organizational culture are considered to be two of the most crucial organizational elements in order for organizations to compete successfully and to gain sustainable advantage. The study examined the interconnection between leadership and organizational culture elements and created an empirical link based on data drawn from a competitive industry. The results indicate a strong relationship between these two operational factors, while factors' coordination (identical cultural type and leadership style) enforces this relationship. Moreover, it is investigated whether market conditions, such as strength of competition and "operational age and

size,” can determine the extent and the direction of the relationship. Market competition seems to affect the direction of the relationship, while operational age and size affect the relevant extent (Kargas & Varoutas, 2015).

CHAPTER III

METHODOLOGY

Introduction

This study had, among its objectives, to explore the relationship of causality between the variables of organizational culture, administrative leadership style, religiosity, professional competence, and values in the small and medium-sized non-profit organizations in the New York City area.

This chapter is composed of the description of the methodology used during the investigation. It addresses the design of the study, which includes: (a) the type of research, (b) the study population, (c) the sample, (d) the measuring instrument, (e) the null hypotheses, (f) the data collection, and (g) the data analysis.

Type of Investigation

It was a quantitative investigation, because, according to Hernández Sampieri, Fernández Collado, and Baptista Lucio (2014), a research has a quantitative approach if data collection is used to test hypotheses taking into account numerical measurement and statistical analysis, to establish patterns of behavior and test theory.

It was explanatory, because it tried to identify the causal relationships between variables, both directly and indirectly, pretending in this way, to explain the interrelationships between the different variables (Hernández Sampieri et al., 2014). The perception that managers, directors, and operations personnel in charge of making

decisions in small and medium-sized non-profit organizations in the New York City area.

The investigation was transversal (Hernández Sampieri et al., 2014), since data were collected in a single moment to describe the variables and their interpretations were analyzed. The administration of the instrument was in a single moment between the months of June to September of the year 2017.

The research was descriptive (Malhotra, 2004), because it's main objective was the description of something, descriptive research is the type of conclusive research whose main objective is to describe generally the characteristics or functions of the problem in question. It was intended to find differences between the groups of variables of gender, years of service, employment type, academic level, years of service, type of institution, and role in the organization.

It was field research, because the data was collected in the small and medium-sized non-profit organizations in the New York City area.

Population

The population or universe is a set of all the cases that agree with certain specifications (Hernández Sampieri et al., 2014). The population of this study are non-profit organizations. Non-profit organizations are institutions with a long-standing tradition of advocacy on behalf of their clients, particularly those that comprise underrepresented or minority groups. A nonprofit organization is one that is organized to achieve a purpose other than generating profit and must normally receive funds from governmental entities or multiple private donors.

Sample

Hernández Sampieri et al. (2014) states that the sample is a representative subset of the population and that there are two non-probabilistic ways of selecting it, which are: (a) intentional sample, is one that uses the judgment of a person with experience and knowledge regarding the population that is studied, and (b) shows for convenience, that results from the selection of the units or elements that are available. The type of sampling conducted in this investigation is non-probabilistic, directed, intentional and for convenience, where personnel that are part of the small and medium-sized non-profit organizations in the New York City area were intentionally selected. The sample was (Northeastern Conference) 50 (City Harvest) 50 (Greater New York Conference) 50 (4Real Women International, Inc.) all based in the New York City area.

Measuring Instruments

This section presents the different variables used in the study, the development of the instrument, the content validity, the construct validity and the reliability of the instruments.

Variables

A variable is a property that can fluctuate and whose variation can be measured or observed (Hernández Sampieri et al., 2014). The variables used in this research were the following: (a) independent (value-based organizational culture and professional competence), (b) criterion or dependent variable (Transformational Leadership Style).

Instrument Development

A measuring instrument, according to Hernández Sampieri et al. (2014), is any

resource that the researcher uses to approach the phenomena and extract information from them, since the instrument itself synthesizes, all previous research work summarizes the contributions of the theoretical market by selecting data that correspond to the indicators and the variables or concepts used.

Here is a description of the process of elaboration of the instruments used in the present study is made.

1. A conceptual definition of the variables value-based organizational culture, transformational leadership style, spirituality, professional competence, and ethics was made.

2. The variables value-based organizational culture, transformational leadership style, spirituality, professional competence, and ethics were dimensioned and undersized.

3. Once the instruments were formed, the help of writing experts was requested for their correction.

4. It was proceeded to validate content in terms of relevance and clarity; five experts employed by non-profit organizations were provided with an evaluation tool, showing the name of the variable and the indicators. Each indicator or item had a five-point Likert scale to assess relevance and clarity.

5. After the relevance test, the instrument used in this study was created and consists of five sections: (a) general instructions and demographic data, (b) variable value-based organizational culture, with 25 statements; (c) variable transformational leadership style, with 23 statements; (d) variable professional competence, with 20 statements; (e) variable spirituality, with 22 statements; and (f) variable ethics, with 20 statements.

Once the advisor approved the instruments, the data of the employees of the

small and medium-sized non-profit organizations in the New York City area was collected. The instrument used is shown in Appendix A.

Instrument Validity

In this section, the content and construct of the variables used in the research validity are presented.

Content Validity

Peter and Churchill (1986) state that content validity is used to determine the extent to which the instrument's items are representative of the domain or whether the procedure followed for the elaboration or scale has been adequate.

The validation process of the content of the instruments was as follows:

1. Several interviews were conducted with the advisors to find out their opinion on the measurement of the variables.
2. The literature was reviewed in different databases on the variables value-based organizational culture, transformational leadership style, spirituality, professional competence, and ethics.
3. Then, taking into account the list of dimensions, sub dimensions and criteria of the instrument to be proposed, in agreement with the advisor, those that would be used in the instrument were selected.
4. Consultations and reviews of the research were carried out by the advisors.
5. Clarity and relevance were evaluated with the help of five experts in the subject.

Validity of the Construct

The factorial analysis procedure was used to evaluate the validity of the

constructs of value-based organizational culture, transformational leadership style, spirituality, professional competence, and ethics, presented in this section. The results of the validation of each variable are presented in Appendix B.

Next, the statistical tests of the factor analysis for the constructs are presented.

Value-Based Organizational Culture

The instrument of value-based organizational Culture was made up of three dimensions: (a) mission (OM1-OM5, OM8, OM17, OI19-OI23, and OM25), (b) commitment (OC6, OC9-OC13) and (c) adaptability (OA14-OA16, OA18, and OA24).

The factorial analysis procedure was used to evaluate the validity of the collaborative relationship construct (see Appendix B). In the analysis of the correlation matrix, it was found that the 25 statements have a positive correlation coefficient greater than .3.

Regarding the sample adequacy measure KMO, a value very close to the unit (KMO = .914) was found. For the Bartlett Sphericity test, it was found that the results ($X^2 = 1,526.296$, $gl = 300$, $p = .000$) are significant.

When analyzing the anti-image covariance matrix, it was verified that the values of the main diagonal are significantly greater than zero (greater than .8).

For the extraction statistics by main components, it was found that the commonality values (Com_{min} = .349; Com_{max} = .734), the 25 items are superior to the extraction criteria (Com = .300). In relation to the total variance explained, a confirmatory analysis was carried out with three factors, explaining 55% of the total variance, this value being greater than 50% established as a criterion.

As for the rotated factorial solution, the Varimax method was used. Table 1 presents information comparing the relative saturations of each indicator for the three

factors of collaboration relationships.

The first factor was constituted by seven indicators and was assigned the name of "mission". The indicators were the following: "Leaders work based on values" (OC6), "Managers model the values of organization" (OM3), "Directors work towards mission"

Table 1

Rotated Component Matrix Value-Based Organizational Culture

Items	Component		
	1	2	3
Leaders work based on values (OC6)	.772	-.086	-.173
Managers model the values of organization (OM3)	.768	.289	-.246
Directors work towards mission (OM5)	.756		-.336
Leaders encourage fairness towards members (OA24)	.691	.286	-.140
Administrative decisions are made collectively (OM25)	.683	.158	.149
Hierarchical levels work together for goal achievement (OC10)	.679	.453	-.084
Employees working towards the same goal (OC11)	.677	.276	
Management leads upholding the values of the organiz. (OI22)	.665	.446	-.143
Authority is delegated to improve personal abilities (OI19)	.644	.403	.243
Staff meetings are used to spread the mission (OI20)	.637	.426	.145
Managers encourage exemplary employee behavior (OI7)	.634	.342	.036
High level of commitment from leaders (OC9)	.611	.469	-.139
Staff participates planning (OM1)	.577	.294	.093
Members needs are always put first (OA14)	.576	.242	.175
Environmental changes are responded to positively (OC13)	.498	.329	-.246
Resources are invested in personnel development (OA2)	.486	.333	-.048
Improvement programs are very seldom offered (OC12)	.051	-.705	.202
Learning is an important objective (OA16)	.280	.646	-.114
Individual work contributes to the achievement of object (OI21)	.260	.620	
There's a clear mission that gives meaning to the job (OM17)	.529	.578	
Strategies make organization's mission competitive (OA15)	.477	.569	.052
Administrators empower workers to do a great job (OA18)	.541	.560	.240
Collective agreement on goals (OM8)	.187	.079	.593
Organization mission generate little motivation (OM4)	-.325	-.254	.573
Teamwork is seldom promoted in the organization (OI23)	-.187	-.486	.505

(OM5), "Leaders encourage fairness towards members" (OA24), "Administrative decisions are made collectively" (OM25), "Hierarchical levels work together for goal achievement" (OC10), "Employees working towards the same goal" (OC11), "Management leads upholding the values of the organization" (OI22), "Authority is delegated to improve personal abilities" (OI19), "Staff meetings are used to spread the mission" (OI20), "Managers encourage exemplary employee behavior" (OI7), "High level of commitment from leaders" (OC9), "Staff participates planning" (OM1), "Members needs are always put first" (OA14), "Environmental changes are responded to positively" (OC13) and "Resources are invested in personnel development" (OA2).

The second factor was constituted by six indicators and was assigned the name of "commitment". The indicators were the following: "Improvement programs are very seldom offered" (OC12), "Learning is an important objective" (OA16), "Individual work contributes to the achievement of object" (OI21), "There's a clear mission that gives meaning to the job" (OM17), "Strategies make organization's mission competitive" (OA15) and "Administrators empower workers to do a great job" (OA18).

The third factor was constituted by three indicators and was assigned the name of "adaptability". The indicators were the following: "Collective agreement on goals" (OM8), "Organization mission generate little motivation" (OM4) and "Teamwork is seldom promoted in the organization" (OI23).

Professional Competence

The professional competence instrument has three dimensions: (a) systemic competence (PC10 to PC20), (b) interpersonal competence (PC1 to PC5, PC9) and (c) practical competence (PC6 to PC8).

The factorial analysis procedure was used to evaluate the validity of the professional competence construct (see Appendix B). In the analysis of the correlation matrix, it was found that the 20 statements have a positive correlation coefficient greater than .3.

Regarding the sample adequacy measure KMO, it resulted in a value very close to the unit (KMO = .938). For the Bartlett sphericity test, it was found that the results ($X^2 = 2,198.608$, $gl = 190$, $p = .000$) are significant.

When analyzing the anti-image covariance matrix, it was verified that the values of the main diagonal are significantly greater than zero (greater than .8).

For the extraction statistic of the main component, it was found that the commonality values (Com_{min} = .496; Com_{máx} = .823) the 20 items are superior to the extraction criteria (Com = .300). In relation to the total variance explained, the confirmatory analysis was carried out with three factors, explaining 75.8% of the total variance, this value being higher than the 50% established as a criterion.

As for the rotated factorial solution, the Varimax method was used. Table 2 presents information comparing the relative saturations of each indicator for the three factors of professional competence model.

The first factor was constituted by eleven indicators and was assigned the name of "systematic competences". The indicators were the following: "Leaders treat everyone with respect" (PPC19), "Leaders are always professional" (PPC18), "Leaders words do not contradict their deeds" (PPC20), "Leaders strive to improve socio-cultural environment" (PPC15), "Leaders strive to preserve the environment" (PPC14), "Leaders have ability to motivate and lead" (PPC13), "Leaders have ability to work well as a team" (PIC10), "Leaders have capacity for team leadership" (PIC12), "Leaders have

Table 2

Rotated Component Matrix Professional Competences

Items	Factors		
	1	2	3
Leaders treat everyone with respect (PPC19)	.800	.241	.308
Leaders are always professional (PPC18)	.792	.294	.264
Leaders words do not contradict their deeds (PPC20)	.777	.226	.132
Leaders strive to improve socio-cultural environment (PPC15)	.766	.382	.219
Leaders strive to preserve the environment (PPC14)	.738	.382	.120
Leaders have ability to motivate and lead (PPC13)	.702	.375	.419
Leaders have ability to work well as a team (PIC10)	.684	.366	.455
Leaders have capacity for team leadership (PIC12)	.675	.245	.554
Leaders have interpersonal skills (PIC11)	.652	.288	.531
Leaders have ability to work autonomously (PPC17)	.610	.389	.418
Leaders are sensitive towards cultural diversity (PPC16)	.575	.251	.320
Leaders have ability to use time optimally (PSC3)	.378	.805	.171
Leaders have ability to develop professional projects (PSC5)	.189	.801	.349
Leaders have ability to synthesize information (PSC1)	.356	.747	.251
Leaders have ability to communicate effectively (PSC4)	.370	.677	.349
Leaders have ability to apply knowledge (PSC2)	.477	.586	.495
Leaders have ability to solve problems (PIC9)	.455	.520	.471
Leaders have decision making skills (PSC6)	.152	.438	.761
Leaders have ability to act in new situations (PIC8)	.438	.438	.650
Leaders have ability to make constructive critic (PIC7)	.585	.255	.636

interpersonal skills" (PIC11), "Leaders have ability to work autonomously" (PPC17), and "Leaders are sensitive towards cultural diversity" (PPC16).

The second factor was constituted by six indicators and was assigned the name of "interpersonal competences". The indicators were the following: "Leaders have ability to use time optimally" (PSC3), "Leaders have ability to develop profile projects" (PSC5), "Leaders have ability to synthesize information" (PSC1), "Leaders have ability

to communicate effectively" (PSC4), "Leaders have ability to apply knowledge" (PSC2), and "Leaders have ability to solve problems" (PIC9).

The third factor was constituted by three indicators and was assigned the name of "practical competences". The indicators were the following: "Leaders have decision making skills" (PSC6), "Leaders have ability to act in new situations" (PIC8), and "Leaders have ability to make constructive critic" (PIC7).

Transformational Leadership

The transformational leadership instrument is made up of four dimensions: (a) transformational leadership (LT1 to LT8, LT10 to LT12, LT15 and LT18), (b) transactional leadership (LT9, LT14, LT21 to LT23), (c) laissez faire or no leadership (LT16 to LT19, LT20), and (d) (LT13, LT17).

The factorial analysis procedure was used to evaluate the validity of the administrative leadership construct (see Appendix B). In the analysis of the correlation matrix, it was found that the 23 statements have a positive correlation coefficient greater than .3.

Regarding the sample adequacy measure KMO, a value very close to the unit (KMO = .888) was found. For the Bartlett sphericity test, it was found that the results ($\chi^2 = 1,368.371$, $df = 253$, $p = .000$) are significant.

When analyzing the anti-image covariance matrix, it was verified that the values of the main diagonal are significantly greater than zero (greater than .8).

For the extraction statistic by main components, it was found that the commonality values (Com_{min} = .393; Com_{max} = .787) the 23 items are superior to the extraction criteria (Com = .300). In relation to the total variance explained, a confirmatory analysis was carried out with four factors, explaining 67.30% of the total variance, this value

being higher than the 50% established as a criterion.

As for the rotated factorial solution, the Varimax method was used. Table 3 presents information comparing the relative saturations of each indicator for the three factors of the administrative leadership model.

Table 3

Rotated Component Matrix Transformational Leadership

Items	Component			
	1	2	3	4
My manager is a role model (LTF11)	.884	-.056	-.044	
Managers special effort problem analysis (LTF6)	.861		-.125	-.045
My manager helps me (LTS12)	.860		-.030	-.063
Managers helps me look at problems (LTF7)	.838	-.075	-.122	-.055
I am proud to work with my manager (LTF3)	.830		-.143	
Leaders encourage fairness (LTF10)	.804		-.111	-.086
Managers outline clear objectives (LTF4)	.781	.043	-.114	.179
Managers sees problems as new opportunities (LTF8)	.777	.072	-.104	.056
Managers treat everyone as individuals (LTF5)	.743		-.201	.227
Managers openly express ideals and beliefs (LTF1)	.731	.131	-.089	.035
Managers clarify and specify responsibility of all (LTS15)	.686	-.107	-.140	
When problems occur, managers solve them in different ways (LTF2)	.642	-.085	-.122	.091
Managers clarify my compensation (LTS18)	.550	-.101	.086	.368
Manager doesn't detect or correct errors (LLF21)	.055	.858		.210
Managers act only at tipping point (LTS14)		.773	-.062	.238
Some managers do not make decisions (LLF23)	-.142	.759	-.114	-.241
Manager avoids giving guidance (LLF22)	-.038	.633	.246	
I have little confidence in my manager's judgments and decisions (LTF9)	.172	.540		.528
Manager takes a lot of time for Decisions (LLF20)	-.090	-.085	.834	.223
Managers act if problem become frequent and serious (LTS16)	-.367	.242	.645	-.155
Managers find it difficult to compromise (LLF19)	-.371	.088	.515	-.419
Managers pay attention to complaints (LTS13)	-.210	.110	.155	.694
Managers track all errors that occur (LTS17)	.084	.095	-.249	.339

The first factor was constituted by thirteen indicators and was assigned the name of "Transformational leadership". The indicators were the following: "My manager helps me" (LTS12), "Managers special effort problem analysis" (LTF6), "My manager helps me" (LTS12), "Managers helps me look at problems" (LTF7), "I am proud to work with my manager" (LTF3), "Leaders encourage fairness" (LTF10), "Managers outline clear objectives" (LTF4), "Managers sees problems as new opportunities" (LTF8), "Managers treat everyone as individuals" (LTF5), "Managers openly express ideals and beliefs" (LTF1), "Managers clarify and specify responsibility of all" (LTS15), "When problems occur managers solve them in different ways" (LTF2) and "Managers clarify my compensation" (LTS18).

The second factor was constituted by five indicators and was assigned the name "transactional leadership". The indicators were as follows: "Manager doesn't detect or correct errors" (LLF21), "Managers act only at tipping point" (LTS14), "Some managers do not make decisions" (LLF23), "Manager avoids giving guidance" (LLF22), "I have little confidence in my manager's judgments and decisions" (LTF9).

The third factor was made up of three indicators and was assigned the name "laissez faire / no leadership". The indicators were the following: "Manager takes a lot of time for Decisions" (LLF20), "Managers act if problem become frequent and serious" (LTS16), "Managers find it difficult to compromise" (LLF19).

The forth factor was made up of two indicators and was assigned the name "hands on leadership". The indicators were the following: "Managers pay attention to complaints" (LTS13), "Managers track all errors that occur" (LTS17).

The spirituality instrument was made up of four dimensions: (a) religion (NCL1

to NCL6), (b) beliefs (NCL7 to NCL11), (c) commitment (NCL7 to NCL11) and (d) compromise (NCL12 to NCL16).

The factorial analysis procedure was used to evaluate the validity of the religiosity construct (see Appendix B). In the analysis of the correlation matrix, it was found that the 22 statements have a positive correlation coefficient greater than .3.

Regarding the sample adequacy measure KMO, a value very close to the unit (KMO = .897) was found. For the Bartlett sphericity test, it was found that the results ($X^2 = 1,603.308$, $gl = 231$, $p = .000$) are significant.

Spirituality/Religiosity

When analyzing the anti-image covariance matrix, it was verified that the values of the main diagonal are significantly greater than zero (greater than .8).

For the main component extraction statistics, it was found that the commonality values ($Com_{min} = .446$; $Com_{max} = .875$) the 22 items are superior to the extraction criteria ($Com = .300$). In relation to the total variance explained, a confirmatory analysis was carried out with three factors, explaining 67.37% of the total variance, this value being higher than the 50% established as a criterion.

As for the rotated factorial solution, the Varimax method was used. Table 4 presents information comparing the relative saturations of each indicator for the four factors of labor competency level.

The first factor was constituted by twelve indicators and was assigned the name of "religion". The indicators were the following: "The most important thing in life is to serve God" (RR4), "I believe must seek God's guidance" (RB6), "I feel the presence of God" (RR2), "I believe fully in the church doctrines" (RB20), "I dedicate my talents to

Table 4

Rotated Component Matrix Spirituality/Religiosity

Items	Component			
	1	2	3	4
The most important thing in life is to serve God (RR4)	.920	.083	.093	.111
I believe must seek God's guidance (RB6)	.832	.035		.119
I feel the presence of God (RR2)	.829	.067	.044	-.091
I believe fully in the church doctrines (RB20)	.826	.343	.059	.102
I dedicate my talents to the serve of the Creator (RLC11)	.801	.322	.064	.285
My religious principles are the basis of my visions (RR5)	.798	.068	.201	
I make time to pray for specific needs of others (RMC19)	.733	.424	-.057	.150
I help my church members when they are in need (RMC18)	.727	.408	-.039	.099
I make involvement in worship a central part of life (RMC15)	.722	.309		.109
I believe the principal aspect of religion is to practice moral life (RB7)	.710	.116	-.118	-.213
Religion is important to the organization (RR3)	.611	.189	.279	
I share my beliefs with non SDAs (RLC12)	.502	.250	-.110	.452
I support the different programs of the organization (RLC13)	.182	.871		
I accept the pleasures and responsibilities of the organization (RMC17)	.052	.844		.111
I support the projects proposed by the organization (RMC14)	.236	.822	-.067	-.053
I actively participate in the activities of the organization (RLC10)	.175	.773	.078	.128
I work actively to achieve the goals of the organization (RMC16)	.126	.772	.195	
I am generous with my donations (RLC21)	.229	.624	-.109	
I faithfully perform the tasks assigned to me (RLC22)	.415	.465	.221	-.094
My faith embodies few aspects of my life (RR1)	-.074	.082	.826	.105
I try to apply religious beliefs in a few aspects of my life (RB8)	.203		.760	-.054
My faith hinders me from behaving the way I want (RR9)	.056		.072	.863

the serve of the Creator" (RLC11), "My religious principles are the basis of my visions" (RR5), "My religious principles are the basis of my visions" (RR5), "I make time to pray for specific needs of others" (RMC19), "I help my church members when they are in need" (RMC18) , "I make involvement in worship a central part of life" (RMC15), "I

believe the principal aspect of religion is to practice moral life" (RB7), "Religion is important to the organization" (RR3) and "I share my beliefs with non SDAs" (RLC12) .

The second factor was constituted by seven indicators and was assigned the name of "beliefs". The indicators were the following: "I support the different programs of the organization" (RLC13), "I accept the pleasures and responsibilities of the organization" (RMC17), "I support the projects proposed by the organization" (RMC14), "I actively participate in the activities of the organization" (RLC10), "I work actively to achieve the goals of the organization" (RMC16), "I am generous with my donations" (RLC21), and "I faithfully perform the tasks assigned to me" (RLC22).

The third factor was made up of two indicators and was assigned the name of "commitment". The indicators were the following: "My faith embodies few aspects of my life" (RR1), "I try to apply religious beliefs in a few aspects of my life" (RB8).

The fourth factor was made up of one indicator and was assigned the name of "compromise". The indicator were the following: "My faith hinders me from behaving the way I want" (RR9).

Ethics

The ethics instrument was made up of three dimensions: (a) respect (REI1 to REI7), (b) humility (REI8 to REI11) and (c) integrity (REI12 to REI16).

The factorial analysis procedure was used to evaluate the validity of the ethics construct (see Appendix B). In the analysis of the correlation matrix, it was found that 13 statements have a positive correlation coefficient greater than .3, and the remaining four statements do not have a positive correlation coefficient greater than .3.

Regarding the sample adequacy measure KMO, a value very close to the unit

(KMO = .688) was found. For the Bartlett sphericity test, it was found that the results ($\chi^2 = 445.724$, $gl = 136$, $p = .000$) are significant.

When analyzing the anti-image covariance matrix, it was verified that the values of the main diagonal are significantly greater than zero (greater than .8).

For the main component extraction statistics, it was found that the commonality values ($Com_{min} = .192$; $Com_{max} = .625$) 13 of the 17 items are superior to the extraction criteria ($Com = .300$). In relation to the total variance explained, a confirmatory analysis was carried out with three factors, explaining 42.88% of the total variance, this value being higher than the 50% established as a criterion.

As for the rotated factorial solution, the Varimax method was used. Table 5 presents information comparing the relative saturations of each indicator for the three business reengineering factors.

The first factor was constituted by five indicators and was assigned the name of "respect". The indicators were the following: "I detest the violation of people's rights" (VR13), "I avoid improper behavior towards others" (VI12), "I avoid making scandal while facing unfair treatment" (VI18), "Inputs, raw material, materials from external sources" (REI4), "I think bribery is an improper practice" (VI10), "I recognize how far I can go in dealing with others" (VR1).

The second factor was constituted by five indicators and was assigned the name of "humility". The indicators were the following: "I realize that the opinions of others are important" (VR5), "I recognize there are better persons than me" (VH6), "I recognize my manager's authority" (VR3), "I accept my failure as an opportunity for improvement" (VH7), and "I accept my errors when I'm wrong" (VH8).

Table 5

Rotated Component Matrix Ethics

Items	Component		
	1	2	3
I detest the violation of people's rights (VR13)	.769	.051	.144
I avoid improper behavior towards others (VI12)	.656	.096	.043
I avoid making scandal while facing unfair treatment (VI18)	.582	.096	
I think bribery is an improper practice (VI10)	.517	.069	-.140
I recognize how far I can go in dealing with others (VR1)	.503	.311	.319
I realize that the opinions of others are important (VR5)	.155	.744	-.082
I recognize there are better persons than me (VH6)	-.045	.743	
I recognize my manager's authority (VR3)	.118	.693	.216
I accept my failure as an opportunity for improvement (VH7)	.363	.613	.333
I accept my errors when I'm wrong (VH8)	.469	.515	.296
I resolve conflicts with dialogue (VI17)	.198	.124	.690
There is coherence between what I say and do (VI11)	-.211	.115	.632
I do not behave aggressively (VR2)	-.071	.031	.575
I express appreciation towards others (VH15)	.250	.050	.555

The third factor was constituted by four indicators and was assigned the name of "integrity". The indicators were the following: "I resolve conflicts with dialogue" (VI17), "There is coherence between what I say and do" (VI11), "I do not behave aggressively" (VR2), and "I express appreciation towards others" (VH15).

Reliability of the Instrument

The instruments were subjected to reliability analysis to determine their internal consistency by obtaining the Cronbach alpha coefficient for each scale. The Cronbach alpha coefficients obtained for the variables are the following: (a) value-based organizational culture, .901 (b) professional competence, .972 (c) transformational leadership, .806 (d) spirituality, .897 and (d) ethics, .582.

All Cronbach's alpha values were considered as corresponding to very acceptable reliability measures for each of the variables (see Appendix C)

Operationalization of the Variables

Table 6 shows, as an example, the operationalization of the collaborative relations variable, in which its conceptual definitions are included as instrumental and operational, in the first column the name of the variable can be seen, in the second column, the conceptual definition appears, in the third one, the instrumental definition that specifies how the variable will be observed, and in the last column each variable is codified. The full operationalization is found in Appendix D.

Operationalization of Null hypothesis

Hernández Sampieri et al. (2014) mention that null hypotheses are propositions about the relationship between variables, which serve to deny what the research hypothesis affirms. In this investigation, the following hypotheses were formulated: confirmatory, alternate and complementary.

Table 7 shows the operationalization of one of the null hypotheses.

Data Collection

The data collection was carried out in the following way:

1. Letters were sent to the president and directors of the non-profit organizations requesting permission to apply the instrument in the form of conducting a survey with administrators, the directors, managers and staff of the four non-profit organizations in the New York City area.

Table 6

Operationalization of the Variable Organizational Culture

Variables	Conceptual definition	Instrumental definition	Operational definition
Collaboration relationships	The beliefs and values that have existed in an organization for a long time, and to the beliefs of the staff and the foreseen value of their work that will influence their attitudes and behavior. When the organization focuses heavily on value its culture is based on value.	<p>The degree of self-perception collaborative relationships of employees and executives of non-profit companies in the New York City, was determined by means of the following 25 items, under the scale:</p> <p>1 = Totally disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Totally Agree</p> <ol style="list-style-type: none"> 1. Staff participates planning. 2. Resources invested in personnel development. 3. Managers model the values of organization. 4. Organization mission generate little motivation. 5. Directors work towards mission. 6. Leaders work based on values. 7. Managers encourage exemplary employee behavior. 8. Collective agreement on goals. 9. High level of commitment from leaders. 10. Hierarchical levels work together for goal achievement. 11. Employees working towards the same goal. 12. Improvement programs are very seldom offered. 13. Environmental changes are responded to positively. 14. Members needs are always put first. 	<p>To measure the degree of collaboration relationships, data was obtained from directors, administrators and employees of companies in Monterrey, Nuevo Leon through the measure of 25 items. The variable was considered as metric. To make the approach of the conclusions of this study, the following equivalence was determined for the scale used:</p> <p>1 = Totally disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Totally Agree</p>

-
- 15. Learning is an important objective.
 - 16. Learning is an important objective.
 - 17. There's a clear mission that gives meaning to the job.
 - 18. Administrators empower workers to do a great job.
 - 19. Authority is delegated to improve personal abilities.
 - 20. Staff meetings are used to spread the mission.
 - 21. Individual work contributes to the achievement of object.
 - 22. Management leads upholding the values of the organization.
 - 23. Teamwork is seldom promoted in the organization.
 - 24. Leaders encourage fairness towards members.
 - 25. Administrative decisions are made collectively.
-

2. Packages containing a number of 50 to 100 surveys were taken to the offices to be presented to the respective directors of the companies who had given authorization for the application of the survey.

3. The instruments was applied in physical form in the individuals' offices in their free time and other appointments were scheduled so as not to obstruct in the daily productive tasks of the businesses.

Data Analysis

The database was formed in the SPSS for Windows in version 20, in order to

perform the analysis of the variables in that program. Subsequently, the scores for each of the variables were obtained, following the process indicated in the operationalization of the variables. After having completed the database, descriptive statistics (measures of central tendency, variability, normality and detection of atypical and absent data) were used to clean the database and obtain demographic information, as well as to evaluate the behavior of the main variables

Table 7

Operationalization of Hypotheses Four

Hypothesis	Variables	Level of measurement	Statistical test
H ₀ : The degree of collaboration relationships, value-based organizational culture and professional competences are not predictors of transformational leadership, perceived by the managers of small and medium-sized non-companies in the New York City area.	Independents		For the analysis of this hypothesis, the statistical technique of multiple linear regression was used by the method of successive steps. The rejection criterion of the null hypothesis was for values of significance $p \leq .05$.
	A. Value-based organizational culture.	Metrics	
	B. Professional competences	Metrics	
	C. Spirituality.	Metrics	
	D. Ethics.	Metrics	
	Dependents	Metrics	
	E. Transformational leadership		

CHAPTER IV

ANALYSIS OF THE RESULTS

Introduction

The focus of this research is to study the perception that employees, managers, directors, and administrative personnel of small and medium-sized non-profit organizations in the New York City area and was specifically designed to explore the causal relationship between the variables organizational culture, transformational leadership, spirituality, professional competence, and ethics in accordance to the theoretical model identified in chapter one.

Additionally, as outlined in chapter three, the research conducted was quantitative, exploratory, transversal, descriptive and field.

The outline of this chapter is as follows: (a) demographic description of the subjects, (b) validation of latent constructs, (c) normality of the latent constructs, (d) null hypotheses of the structural models, (e) complementary null hypotheses, (f) complementary questions and (g) summary of the chapter.

Population and Sample

The research targeted employees, managers, directors, and administrative personnel of small and medium-sized non-profit organizations in the New York City area. A survey was prepared and distributed among employees, managers, directors, and administrative personnel of small and medium-sized non-profit organizations in the

New York City area. The field work was conducted during the months of June and September of 2018 and responses from 110 employees were received. After the cleaning process of the database, 105 samples remained.

Demographic Description

In the following section the results of the Year of birth of the respondents, the gender, the years of service, the employment type, the level of education, the type of institution, and the role of the respondents in the organization are presented (statistical tables are shown in Appendix F).

Year of Birth

Table 8 shows the distribution of participants based on the year of birth. The participants born between 1946 and 1964 made up 51.4% ($n = 54$) and the participants born between 1965 and 1980 comprise 28.6% ($n = 30$) shows that more than 84% of the respondents were born between 1946 and 1980.

Table 8

Distribution of Participants by Year of Birth

Year of Birth	<i>n</i>	%
1925 - 1945	2	1.9
1946 - 1964	54	51.4
1965 - 1980	30	28.6
1981 and above	19	18.1
Total	105	100.0

Gender

The distribution of respondents based on gender. It shows that a higher number of females participated in the survey at 56.2% ($n = 59$) and 43.8% of the respondents were female ($n = 46$).

Years of Service

Table 9 shows the distribution of respondents based on the number of years of service to their non-profit organizations. It is observed that most of the respondents have been serving their organization for 10 years or less comprising of 38.1% ($n = 40$).

Table 9

Distribution of Participants by Years of Service

Type of employee	n	%
10 years or less	40	38.1
11 to 20 years	30	28.6
21 to 30 years	18	17.1
31 or more years	17	16.2
Total	105	100.0

Employment Type

Table 10 shows the distribution of the participants by employment. It is observed that most of the employees who responded to the survey are full time workers comprising of 81% ($n = 85$).

Level of Education

Table 11 shows the distribution of the education level of the respondents. It is

observed that the largest group of respondents have a Master's degree with 43.8% ($n = 46$), and those with a bachelor's degree follows with 31.4% ($n = 33$).

Type of Institution

Table 12 shows the distribution of participants based on the type of non-profit organization they work with. In this section it is observed that the largest group of the respondents work with an educational institution comprising of 44.8% ($n = 47$). The next highest is the denominational institutions which comprise 35.2% ($n = 37$).

Table 10

Distribution of Participants by Type of Employment

Type of employment	n	%
Full time	85	81.0
Part time	18	17.1
Seasonal	2	1.9
Total	105	100.0

Table 11

Level of Education among Participants

Level of education	n	%
High School	15	14.3
Bachelor	33	31.4
Masters	46	43.8
Doctorate	11	10.5
Total	105	100.0

Table 12

Distribution of Participants by Type of Institution

Type of institution	<i>n</i>	%
Health	5	4.8
Education	47	44.8
Denominational	37	35.2
Other	16	15.3
Total	105	100.0

Role in the Organization

Table 13 shows the distribution participants based on their role in the non-profit organization. It is observed that the highest number of respondents answering the survey were teachers 21.9% ($n = 23$), followed by directors/ managers at 18.1% ($n = 19$).

Arithmetic Means

Organizational Culture

Table 14 shows the arithmetic mean of the organizational culture variable. It can

Table 13

Distribution of Participant's Role in the Organization

Role in organization	<i>n</i>	%
Administrator	8	7.6
Director/Managers	19	18.1
Administrative staff	18	17.1
Support staff	5	4.8
Pastor	18	17.1
Teacher	23	21.9
Other	14	13.3
Total	105	100.0

Table 14

Arithmetic Mean and Standard Deviation for Value-based Organizational Culture

Items	<i>M</i>	<i>SD</i>
Leaders work based on values (OC6)	3.63	.937
Directors work towards mission (OM5)	3.69	.936
Leaders encourage fairness towards members (OA24)	3.45	1.057
Administrative decisions are made collectively (OM25)	3.01	1.086
Hierarchical levels work together for goal achievement (OC10)	3.32	1.033
Employees working towards the same goal (OC11)	3.11	1.168
Management leads by upholding the values of the organization (OI22)	3.52	1.093
Authority is delegated to improve personal abilities (OI19)	3.31	1.068
Staff meetings are used to spread the mission (OI20)	3.35	1.117
Managers encourage exemplary employee behavior (OI7)	3.74	1.144
High level of commitment from leaders (OC9)	3.68	1.078
Staff participates planning (OM1)	3.31	1.185
Member's needs are always put first (OA14)	2.86	1.014
Environmental changes are responded to positively (OC13)	3.21	.978
Resources are invested in personnel development (OA2)	3.23	1.104
VOC	3.36	.764

be observed that the Employees working towards the same goal (OC11) items with the lowest arithmetic means are: Member's needs are always put first (2.86), Administrative decisions are made collectively (3.01), and Employees working towards the same goal (3.11). This means that respondents are dissatisfied with the lack of teamwork and motivation, and lack of programs offered to improve the organization. It is observed that the items with the highest arithmetic mean are: Managers encourage exemplary employee behavior (3.74), Directors work towards mission (3.69), and High level of commitment from leaders (3.68). Employees are satisfied with these aspects of their organization. The total mean for the construct was 3.36 this means that overall the participants are happy with their jobs, with learning new things, and making positive

contributions to their work environment.

Transformational Leadership

Table 15 shows the arithmetic mean of the transformational leadership variable. It can be observed that the items with the lowest arithmetic means are: Managers clarify my compensation (2.87), Managers put special effort into problem analysis (3.44) and Managers clarify and specify responsibility of all (3.47). It is observed that the items with the highest arithmetic mean are: I am Proud to Work with my manager (3.71), managers see problems as new opportunities (3.65), and my manager helps me (3.61). The total mean for the construct was 3.50 this means that the workers have managers that are helpful and caring.

Spirituality/Religiosity

Table 16 shows the arithmetic mean of the Spirituality variable. It can be observed that the items with the lowest arithmetic means are: My faith hinders me from behaving the way I want (2.44), I apply religious beliefs in a few aspects of my life (3.07), and my faith embodies very few aspects of my life (3.24). It is observed that the items with the highest arithmetic mean are I feel the presence of God (4.50), I believe seek God's Guidance for important decisions (4.59), and the most important thing in life is to serve God (4.68). The total mean for the construct was 4.11 this means that the participants believe that it is important to embrace their beliefs.

Professional Competencies

Table 17 shows the arithmetic mean of the professional competencies variable. It can be observed that the items with the lowest arithmetic means are my leaders'

Table 15

Arithmetic Mean and Standard Deviation for Transformational Leadership

Items	<i>M</i>	<i>SD</i>
My manager is a role model (LTF11)	3.59	1.124
Managers put special effort into problem analysis (LTF6)	3.44	1.048
My manager helps me (LTS12)	3.61	1.114
Managers help me look at problems (LTF7)	3.53	1.168
I am proud to work with my manager (LTF3)	3.71	1.133
Leaders encourage fairness (LTF10)	3.56	.943
Managers outline clear objectives (LTF4)	3.48	1.076
Managers see problems as new opportunities (LTF8)	3.65	1.142
Managers treat everyone as individuals (LTF5)	3.54	1.184
Managers openly express ideals and beliefs (LTF1)	3.55	1.101
Managers clarify and specify responsibility of all (LTS15)	3.47	1.003
When problems occur, managers solve them in different ways (LTF2)	3.55	.924
Managers clarify my compensation (LTS18)	2.87	1.056
Transformational Leadership	3.50	.841

words do not contradict deeds (3.64), strive to improve socio-cultural environment (3.73) and strive to preserve environment (3.84). It is observed that the items with the highest arithmetic mean are: Ability to solve problems (4.11), the ability to work well as a team (4.10), and have decision making skills (4.16). The total mean for the construct was 3.96. This means that the workers are confident of their leaders' abilities to run the organization.

Ethics

Table 18 shows the arithmetic mean of the ethics variable. It can be observed that the items with the lowest arithmetic means are I recognize there are better persons

Table 16

Arithmetic Mean and Standard Deviation for Spirituality/Religiosity

Items	<i>M</i>	<i>SD</i>
My faith embodies few aspects of my life (RR1)	3.24	1.731
I feel the presence of God (RR2)	4.50	.769
Religion is important to the organization (RR3)	4.11	1.231
The most important thing in life is to serve God (RR4)	4.66	.835
My religious principles are the basis of my visions (RR5)	4.37	.986
I believe must seek God's guidance (RB6)	4.59	.911
I believe the principal aspect of region is to practice moral life (RB7)	4.23	.967
I try to apply religious beliefs in a few aspects of my life (RB8)	3.07	1.600
My faith hinders me from behaving the way I want (RR9)	2.44	1.493
I actively participate in the activities of the organization (RLC10)	4.22	.781
I dedicate my talents to the serve of the Creator (RLC11)	4.43	.943
I share my beliefs with non SDAs (RLC12)	4.25	1.074
I support the different programs of the organization (RLC13)	4.31	.706
I support the projects proposed by the organization (RMC14)	4.17	.720
I make involvement in worship a central part of life (RMC15)	4.27	.996
I work actively to achieve the goals of the organization (RMC16)	4.27	.759
I accept the pleasures and responsibilities of the organization (RMC17)	4.20	.723
I help my church members when they are in need (RMC18)	4.32	.938
I make time to pray for specific needs of others (RMC19)	4.30	.924
I believe fully in the church doctrines (RB20)	4.40	1.021
I am generous with my donations (RLC21)	4.21	.836
I faithfully perform the tasks assigned to me (RLC21)	4.43	.728
Spirituality/Religiosity	4.11	.764

than myself (3.91) and I avoid making scandal in facing unfair treatment (3.94), and I realize that the opinions of others are important (4.07). It is observed that the items with the highest arithmetic mean are I express appreciation towards others (4.42), I accept my failure as opportunity (4.43), and I accept my errors when I'm wrong (4.43). The total mean for the construct was 3.788 this means that the workers are confident of their leaders' abilities to run the organization.

Table 17

Arithmetic Mean and Standard Deviation for Professional Competencies

Items	<i>M</i>	<i>SD</i>
Leaders have ability to synthesize information (PSC1)	3.99	.895
Leaders have ability to apply knowledge (PSC2)	4.03	.976
Leaders have ability to use time optimally (PSC3)	3.96	.889
Leaders have ability to communicate effectively (PSC4)	4.07	.934
Leaders have ability to develop professional projects (PSC5)	3.95	.873
Leaders have decision making skills (PSC6)	4.16	.814
Leaders have ability to make constructive critic (PIC7)	3.96	.961
Leaders have ability to act in new situations (PIC8)	3.99	.852
Leaders have ability to solve problems (PIC9)	4.11	.904
Leaders have ability to work well as a team (PIC10)	4.10	.990
Leaders have interpersonal skills (PIC11)	3.94	.979
Leaders have capacity for team leadership (PIC12)	3.97	1.014
Leaders have ability to motivate and lead (PPC13)	3.97	.976
Leaders strive to preserve the environment (PPC14)	3.84	.953
Leaders strive to improve socio-cultural environment (PPC15)	3.73	1.078
Leaders are sensitive towards cultural diversity (PPC16)	3.90	1.140
Leaders have ability to work autonomously (PPC17)	4.03	.946
Leaders are always professional (PPC18)	3.84	1.056
Leaders treat everyone with respect (PPC19)	4.04	1.157
Leaders words do not contradict their deeds (PPC20)	3.64	1.184
Professional Competencies	3.96	.793

Path Analysis Assumptions

The dataset was cleaned to ensure normality by the elimination of two data points leaving the dataset at 105 data points.

The second criterion that was analyzed was the normality of the errors with the Skewed and Kurtosis ($p > .05$) (see Appendix G).

Table 18

Arithmetic Mean and Standard Deviation for Ethics

Items	<i>M</i>	<i>SD</i>
I recognize how far I can go in dealing with others (VR1)	4.21	.701
I recognize my manager's authority (VR3)	4.33	.611
I realize that the opinions of others are important (VR5)	4.07	.850
I recognize there are better persons than me (VH6)	3.91	1.120
I accept my failure as an opportunity for improvement (VH7)	4.43	.631
I accept my errors when I'm wrong (VH8)	4.43	.616
I avoid improper behavior towards others (VI12)	4.38	.907
I detest the violation of people's rights (VR13)	4.42	.912
I express appreciation towards others (VH15)	4.42	.630
I avoid making scandal while facing unfair treatment (VI18)	3.94	1.036
Whenever someone is out sick, I offer my help (VH20)	4.21	.813
Ethics	3.45	.589

Null Hypothesis

This section presents the null hypotheses to which the supporting statistical tables are seen in Appendix G.

H₀: The empirical casual model where the independent variables value-based organizational culture, spirituality, and ethics are not direct nor indirect predictors of the variable transformational leadership for the non-profit organizations with which it has a good model fit with theory.

A structural model with Amos was used to test a Path analysis for the null hypothesis and it was found a good fit of the data between the theoretical and empirical model, the results are as follow ($X^2 = 23.935$, $p = .000$ GFI = .960, NFI = .966, CFI = .974) (see Figure 2).

It also was analyzed the direct and indirect predictions of the independent variables to the dependent variable.

H₀₁: Value base organizational culture predict Professional competencies.

A structural model with Amos was used to test the null hypothesis that there is no relationship between Value-based organizational culture and professional competencies. It is found that Value base organizational culture significantly predict Professional Competencies ($\beta = .559$, $p = .000$). It indicated that Value-based organizational culture increase by one scale, professional competencies will increase by .559 scale.

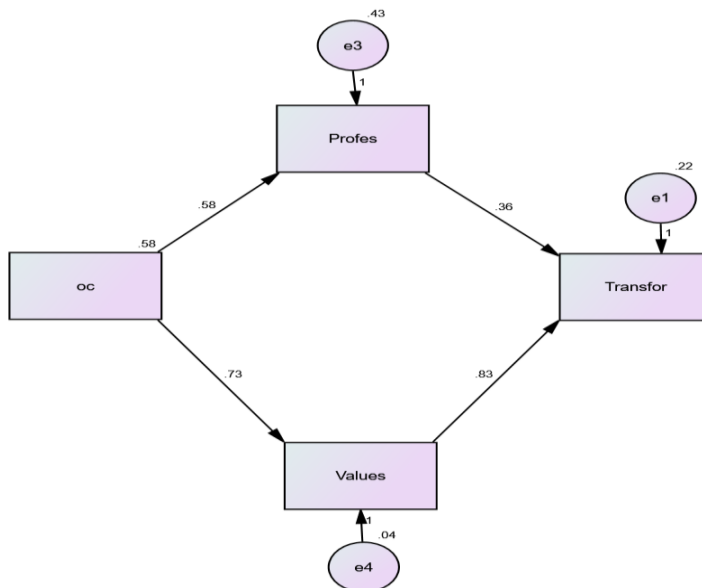


Figure 2. Research model with the following results: $X^2 = 23.935$, $p = .001$, GFI = .960, NFI = .966, CFI = .974.

H₀₂: Value-based organizational culture predicts ethics.

A structural model with Amos was used to test the null hypothesis that there is no relationship between value-based organizational culture and ethics. It is found that value-based organizational culture significantly predict ethics ($\beta = .726$, $p = .000$). It

indicated that value-based organizational culture increase by one scale, ethics will increase by .726 scale.

H₀₃: Professional competences predict transformational leadership.

A structural model with Amos was used to test the null hypothesis that there is no relationship between professional competence and transformational leadership. It is found that Professional competences predict transformational leadership ($\beta = .360$, $p = .000$). It indicated that professional competences increase by one scale, transformational leadership would increase by .360 scale.

H₀₄: Ethics predict transformational leadership.

A structural model with Amos was used to test the null hypothesis that there is no relationship between ethics and transformational leadership. It is found that ethics predict transformational leadership ($\beta = .835$, $p = .000$). It indicated that ethics increase by one scale, transformational leadership will increase by .835 scale.

Summary of Chapter

The chapter was quite extensive as it presented the results of the investigation. It showed the demographic data and the extent of its behavior. All the respective tests relevant to the confirmatory model were presented and the complementary questions were answered with descriptive statistics.

CHAPTER V

CONCLUSIONS, DISCUSSION AND RECOMMENDATIONS

Introduction

This study purposed to explore the causal relationship between the latent variables organizational culture, administrative leadership style, religiosity, professional competence, and values according to the before mentioned theoretical model.

This research was considered quantitative empirical, explanatory, transversal, descriptive, exploratory and field.

The independent variables were organizational culture, religiosity, professional competence, and values while the dependent variable was Administrative leadership style. The demographic variables were the year of birth of the respondents, the gender, the years of service, the employment type, the level of education, the type of institution, and the role of the respondents in the organization.

The sample that was used in this research consisted of 105 respondents from employees, managers, directors, and administrative personnel of small and medium-sized non-profit organizations in the New York City area. The following parameters were established to evaluate the goodness of fit of the model presented: chi square (χ^2) with p greater than .05, standardized chi square (χ^2 / df) less than 3, NFI, CFI, TLI, GFI greater than .90 and the value of RMSEA less than or equal to .08. The complementary null hypothesis was tested by significance values of p less than or equal to .05.

Discussions

In this section, the results are discussed and answers to the questions and initial objectives of the research by construct are presented.

Value-Based Organizational Culture

Fey and Denison (2003) confirmed that applying this framework to top executives in 764 organizations, showed that four different cultural traits were related to several criteria of effectiveness.

This research found that profitability was most highly correlated with the traits of mission and consistency. In contrast, innovation was most highly associated with the traits of involvement and adaptability, and sales growth was most highly associated with the traits of adaptability and mission. Like many contemporary models of organizational effectiveness, this model focuses on the contradictions involved in simultaneously achieving internal integration and external adaptation. (Fey & Denison, 2003, p. 670)

Professional Competence

Horevitz and Manoleas (2013) “conducted a survey of social workers ($N = 84$) in Integrated Behavioral Health (IBH) settings to assess the following: (a) Key competency areas for social work practice in IBH settings and (b) Self-rated preparedness for effective practice in IBH settings. Online snowball sampling methods were used over a period of one month. Results indicate that social workers feel prepared for general practice in IBH settings but would benefit from additional training in IBH-specific competency areas identified in the survey. Findings can help guide social work training to improve workforce preparedness for practice in IBH settings in the wake of health care reform.

Spirituality

Usman and Danish (2010) investigated the impact of work spirituality on the job

satisfaction of branch managers, area managers and regional managers of the banking sector of Pakistan. The results are found quite significant ensuring the fact that job satisfaction is greatly influenced by work spirituality. The spiritual dogmas like power of transcendence and values of transformational leadership i.e. affection, meaning creation, altruistic love wholeness and inter connectedness leads to individual's strong sense of fulfillment from the job in the form of organizational accomplishment." The orientation of spirituality in the organizational culture leads to greater satisfaction and productivity of employees and give them the feeling of belonging.

According to Sawatzky et al. (2009), spirituality has a significant impact on job satisfaction. Analysis has shown that all the four aspects of spirituality i.e. intrapersonal, interpersonal, superapersonal and ideopraxis have strong, positive and significant impact on job satisfaction. The correlation results have also supported the conclusions as $r = .410$, and $p < .01$; $r = .443$, and $p < .01$; $r = .302$, and $p < .01$; $r = .222$, and $p < .05$. The regression analysis also supported the evidence that spirituality has a greater impact on job satisfaction as $F(4, 116) = 9.750$ and about 25.2% variation is explained by the spirituality. The significance of the results shows that the enrichment in work spirituality greatly enhances the levels of job satisfaction in bank managers as it helps them in managing all kind of affairs whether they are material or ethical in nature. Such type of managers will prosper in their organizations (Usman & Danish, 2010).

Transformational Leadership

Bono and Judge (2004) examined the relationship between personality and transformational–transactional leadership and concluded, when it comes to predicting transformational leadership and its components, there is no shortage of personality

expectations. Yet overall, our results linking personality with ratings of transformational and transactional leadership behaviors were weak.

Despite generally weak results, our results do indicate that extraversion may be an important trait in predicting and understanding transformational and transactional leadership. Indeed, given the relative strength of extraversion in both this meta-analysis of transformational leadership, it seems that extraversion is a trait that shows robust relations with both leadership outcomes and rated leadership behaviors. Thus, it seems worthwhile for future leadership research to focus on extraversion and its dimensions (Bono & Judge, 2004)

A complete test of the full range of leadership as suggested by Bass and Riggio (2006), and others provide important support for the validity of transformational as well as contingent reward and, to some extent, laissez-faire leadership. The validity of transformational leadership in particular, seems to generalize across many situations, including when it is studied in rigorous settings. The results reveal that transformational and transactional leadership are so highly related that it makes it difficult to separate their unique effects.

Rafferty and Griffin (2004) research has not provided convincing evidence in support of the transformational leadership model. Conflicting evidence has been reported concerning the factor structure of the model, and very strong relationships have been reported among the leadership factors. Using the MLQ-1, had found that a five-factor model including charisma, intellectual stimulation, individualized consideration, contingent reward, and management-by-exception, was a good fit to the data. However, a two-factor model representing an active and passive leadership factor was also a good fit

to the data. Latent factor correlations revealed that the transformational leadership scales were highly intercorrelated (r s ranged from .83 to .91), and the contingent reward scale was strongly associated with the transformational scales (r s ranged from .79 to .83)".

Ethics

Fulmer (2004) concluded that market success and ethical conduct go hand in hand: "Ethics and competitiveness are inseparable. It pays to be ethical, is one of the key findings in a study by U.K. Institute of Business Ethics. In a sample of 350 large U.K. "ethical" companies (where performance was measured between 1997 and 2001) there was strong indicative evidence that companies with codes of business ethics produced an above-average performance when measured against a similar group without codes (Fulmer, 2004).

Conclusions

This section provided the conclusions documented for this paper. It includes conclusions made on the arithmetic means, the null hypothesis, and the complementary hypothesis.

Arithmetic Means

This section shows the conclusions regarding the arithmetic means.

Value-Based Organizational Culture

The highest arithmetic means corresponds to the following statements from the management/leadership construct: "learning is an important objective in everyday work", "managers encourage exemplary employee behavior", and "individual work

contributes to the achievement of objectives". Meanwhile, the three lowest arithmetic means corresponds to the following statements: "Teamwork is seldom promoted in the organization", "organization's mission generates little motivation in employees", and "improvement programs are very seldom offered". The total arithmetic mean for the variable was 3.314 and it means that the participants are happy with their jobs, with learning new things, and making positive contributions to their work environment.

Professional Competence

The highest arithmetic means corresponds to the following statements from the economic factors construct: "my leaders' words do not contradict deeds", "strive to improve socio-cultural environment", and "strive to Preserve Environment". Likewise, the three lowest means corresponds to the following statements: "my leaders' words do not contradict deeds", "strive to improve socio-cultural environment", and "strive to Preserve Environment". The total arithmetic mean for the variable was 3.959. This means that the workers are confident of their leaders' abilities to run the organization.

Spirituality/Religiosity

The highest arithmetic means corresponds to the following statements from the economic factors construct: "I feel the presence of God", "I believe seek God's Guidance for important decisions", "and the most important thing in life is to serve God". Meanwhile, the three lowest means corresponds to the following statements: "my faith hinders me from behaving the way I want", "I apply religious beliefs in a few aspects of my life", and "my faith embodies very few aspects of my life". The total arithmetic mean for the variable spirituality was 4.132. This means that the participants believe that it is

important to embrace their beliefs.

Transformational Leadership

The highest arithmetic means corresponds to the following statements from the economic factors construct: “my manager helps me whenever I struggle”, “managers sees problems as new opportunities”, and “I am Proud to Work with my manager”. Likewise, the three lowest means corresponds to the following statements: “Managers find it difficult to make compromise”, “managers only act if problem is frequent” and “managers track all errors that occur”. The total arithmetic mean for the variable was 3.22. This means that the participants have managers that are helpful and caring.

Ethics

The items with the lowest arithmetic means are “I recognize there are better persons than myself” (3.91) and “I avoid making scandal in facing unfair treatment” (3.94), and “I realize that the opinions of others are important” (4.07). It is observed that the items with the highest arithmetic mean are “I express appreciation towards others” (4.42), “I accept my failure as opportunity” (4.43), and “I accept my errors when I'm wrong” (4.43). The total mean for the construct was 3.788 this means that the workers are confident of their leaders' abilities to run the organization.

Null Hypothesis

The results of the model are described below in this section.

The declaration of the complementary null hypothesis was expressed as follows: value-based organizational culture, professional competence, spirituality, and ethics are not predictors of transformational leadership among small and mid-sized non-profit

organizations in the New York area.

A structural model with Amos was used to test a Path analysis for the null hypothesis and it was found a good fit of the data between the theoretical and empirical model, the results are as follow ($X^2 = 23.935$, $p = .000$, GFI = .960, NFI = .966, CFI = .974) It also was analyzed the direct and indirect predictions of the independent variables to the dependent variable.

H01: Value base organizational culture predict professional competencies.

A structural model with Amos was used to test the null hypothesis that there is no relationship between Value base organizational culture and professional competencies. It is found that Value base organizational culture significantly predict professional competencies ($\beta = .559$, $p = .000$). It indicated that value base organizational culture increase by one scale, professional competencies will increase by .559 scale.

H02: Value base organizational culture predicts ethics.

A structural model with Amos was used to test the null hypothesis that there is no relationship between value base organizational culture and ethics. It is found that value base organizational culture significantly predict ethics ($\beta = .726$, $p = .000$). it indicated that value base organizational culture increase by one scale, ethics will increase by .726 scale.

H03: Professional competences predict transformational leadership.

A structural model with Amos was used to test the null hypothesis that there is no relationship between professional competence and transformational leadership. It is found that professional competences predict transformational leadership ($\beta = .360$, $p = .000$). It indicated that professional competences increase by one scale, transformational

leadership will increase by .360 scale.

H04: Ethics predict transformational leadership.

A structural model with Amos was used to test the null hypothesis that there is no relationship between ethics and transformational leadership. It is found that ethics predict transformational leadership ($\beta = .835$, $p = .000$). It indicated that ethics increase by one scale, transformational leadership will increase by .835 scale.

Recommendations

To the Management and Administrators
of Non-Profit Organizations

The results of the investigation lead to some recommendations:

While this model did not consider variables targeting employee satisfaction it is extremely important to take into consideration the employees and members. The management of non-profit organizations are top down, but it is in the interest non-profit organizations to be inclusive of all members:

1. Having regular meetings and or surveys where the staff gets to give feedback matters relating to the office. It is important to keep lines of communication open, this would avoid the feeling of isolation.

2. Do not wait until there is a crisis to act, develop an early warning system. Managers should be proactive in identifying risk and potential problems by relating to the staff or members on a regular basis.

3. Members or employees should be made to feel comfortable and protected if they need to report unethical behavior. They should not be afraid of repercussions such as job loss.

4. Managers should implement periodic training and introduce new strategies to keep employees satisfied and relevant.

5. The executive boards should give careful attention to the integrity and competence of the leaders selected.

For Future Research

This section presents recommendations for future studies.

1. A future research can build on this research by focusing on specific traits for each type of leadership behavior. It is critical to gain a deeper understanding of how these leadership behaviors are developed.

2. A future research should address the relationships of other types of leadership, like transactional or contingent reward and laissez-faire leadership as well as study these all forms of leadership in more depth.

3. Conduct a similar study that considers the direct impact the managers are having on the members and employees. It would be important to fully understand why one type of leadership works as opposed to another type.

APPENDIX A

INSTRUMENT

Value-based Organizational Culture (VOC)

1. Staff participates planning
2. Resources are invested in personnel development
3. Managers model the values of organization
4. Organization mission generate little motivation
5. Directors work towards mission
6. Leaders work based on values
7. Managers encourage exemplary employee behavior
8. Collective agreement on goals
9. High level of commitment from leaders
10. Hierarchical levels work together for goal achievement
11. Employees working towards the same goal
12. Improvement programs are very seldom offered
13. Environmental changes are responded to positively
14. Members needs are always put first
15. Strategies make organization's mission competitive
16. Learning is an important objective
17. There's a clear mission that gives meaning to the job
18. Administrators empower workers to do a great job
19. Authority is delegated to improve personal abilities
20. Staff meetings are used to spread the mission
21. Individual work contributes to the achievement of object.
22. Management leads upholding the values of the organization
23. Teamwork is seldom promoted in the organization
24. Leaders encourage fairness towards members
25. Administrative decisions are made collectively

Professional Competence (PC)

1. My leaders have ability to synthesize information
2. My leaders have ability to apply knowledge
3. My leaders have ability to use time optimally
4. My leaders have ability to communicate effectively
5. My leaders have ability to develop professional projects
6. My leaders have decision making skills
7. My leaders have ability to make constructive criticism
8. My leaders have ability to act in new situations
9. My leaders have ability to solve problems
10. My leaders have ability to work well as a team
11. My leaders have interpersonal skills
12. My leaders have capacity for team leadership
13. My leaders have ability to motivate and lead
14. My leaders strive to preserve the environment
15. My leaders strive to improve socio-cultural environment
16. My leaders are sensitive towards cultural diversity
17. My leaders have ability to work autonomously
18. My leaders are always professional
19. My leaders treat everyone with respect
20. My leaders words do not contradict their deeds

Transformational Leadership (TL)

1. Managers openly express ideals and beliefs
2. When problems occur managers solve them in different ways
3. I am proud to work with my manager
4. Managers outline clear objectives
5. Managers treat everyone as individuals
6. Managers special effort problem analysis
7. Managers helps me look at problems
8. Managers sees problems as new opportunity
9. I have little confidence in my manager's judgments and decisions
10. Leaders encourage fairness
11. My manager is a role model
12. My manager helps me
13. Managers pay attention on complaints
14. Managers act only at tipping point
15. Managers clarify and specify responsibility of all
16. Managers act if problem become frequent and serious
17. Managers track all errors that occur
18. Managers clarify my compensation
19. Managers find it difficult to compromise
20. Manager takes a lot of time for Decisions
21. Manager doesn't detect or correct errors
22. Manager avoids giving guidance
23. Some managers do not make decisions

Spirituality (S)

1. My faith embodies few aspects of my life
2. I feel the presence of God
3. Religion is important to the organization
4. The most important thing in life is to serve God
5. My religious principles are the basis of my visions
6. I believe must seek God's guidance
7. I believe the principal aspect of religion is to practice moral life
8. I try to apply religious beliefs in a few aspects of my life
9. My faith hinders me from behaving the way I want
10. I actively participate in the activities of the organization
11. I dedicate my talents to the serve of the Creator
12. I share my beliefs with non SDAs
13. I support the different programs of the organization
14. I support the projects proposed by the organization
15. I make involvement in worship a central part of life
16. I work actively to achieve the goals of the organization
17. I accept the pleasures and responsibilities of the organization
18. I help my church members when they are in need
19. I make time to pray for specific needs of others
20. I believe fully in the church doctrines
21. I am generous with my donations
22. I faithfully perform the tasks assigned to me

Ethics (E)

1. I recognize how far I can go in dealing with others
2. I do not behave aggressively
3. I recognize my manager's authority
4. I sometimes violate the rules of the organization
5. I realize that the opinions of others are important
6. I recognize there are better persons than me

7. I accept my failure as an opportunity for improvement
8. I accept my errors when I'm wrong
9. I think bribery is an improper practice
10. There is coherence between what I say and do
11. I avoid improper behavior towards others
12. I detest the violation of people's rights
13. I express appreciation towards others
14. I do not put a lot of effort into work
15. I resolve conflicts with dialogue
16. I avoid making scandal while facing unfair treatment
17. Whenever someone is out sick I offer my help

APPENDIX B

FACTOR ANALYSIS

Value-based Organizational Culture

KMO and Bartlett's Test VOC

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.914
Bartlett's Test of Sphericity	Approx. Chi-Square	1526.296
	Df	300
	Sig.	.000

Communalities VOC

	Initial	Extraction
Staff participates planning (OM1)	1.000	.428
Resources are invested in personnel development (OA2)	1.000	.349
Managers model the values of organization (OM3)	1.000	.734
Organization mission generate little motivation (OM4)	1.000	.498
Directors work towards mission (OM5)	1.000	.685
Leaders work based on values (OC6)	1.000	.633
Managers encourage exemplary employee behavior (OI7)	1.000	.520
Collective agreement on goals (OM8)	1.000	.393
High level of commitment from leaders (OC9)	1.000	.613
Hierarchical levels work together for goal achievement (OC10)	1.000	.674
Employees working towards the same goal (OC11)	1.000	.534
Improvement programs are very seldom offered (OC12)	1.000	.540
Environmental changes are responded to positively(OC13)	1.000	.417
Members needs are always put first (OA14)	1.000	.420
Strategies make organization's mission competitive (OA15)	1.000	.554
Learning is an important objective (OA16)	1.000	.508
There's a clear mission that gives meaning to the job(OM17)	1.000	.615
Administrators empower workers to do a great job (OA18)	1.000	.663
Authority is delegated to improve personal abilities (OI19)	1.000	.636
Staff meetings are used to spread the mission (OI20)	1.000	.608
Individual work contributes to the achievement of object.(OI21)	1.000	.452
Management leads upholding the values of the organization (OI22)	1.000	.662
Teamwork is seldom promoted in the organization (OI23)	1.000	.526
Leaders encourage fairness towards members (OA24)	1.000	.579
Administrative decisions are made collectively (OM25)	1.000	.514

Total Variance Explained VOC

Com- po- nent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.836	43.342	43.342	10.836	43.342	43.342	7.932	31.726	31.726
2	1.551	6.203	49.545	1.551	6.203	49.545	4.297	17.189	48.915
3	1.369	5.476	55.021	1.369	5.476	55.021	1.526	6.106	55.021
4	1.312	5.249	60.270						
5	1.023	4.093	64.364						
6	.940	3.760	68.124						
7	.828	3.312	71.436						
8	.805	3.222	74.657						
9	.682	2.726	77.384						
10	.669	2.678	80.061						
11	.599	2.397	82.458						
12	.516	2.064	84.522						
13	.506	2.026	86.548						
14	.460	1.842	88.390						
15	.428	1.713	90.103						
16	.361	1.445	91.548						
17	.344	1.376	92.925						
18	.312	1.246	94.171						
19	.304	1.215	95.386						
20	.267	1.068	96.453						
21	.215	.861	97.314						
22	.198	.793	98.106						
23	.170	.682	98.788						
24	.155	.619	99.407						
25	.148	.593	100.000						

Professional Competence

KMO and Bartlett's Test PC

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.938
Bartlett's Test of Sphericity	Approx. Chi-Square	2198.608
	Df	190
	Sig.	.000

Communalities PC

	Initial	Extraction
My leaders have ability to synthesize information (PSC1)	1.000	.748
My leaders have ability to apply knowledge (PSC2)	1.000	.816
My leaders have ability to use time optimally (PSC3)	1.000	.820
My leaders have ability to communicate effectively (PSC4)	1.000	.717
My leaders have ability to develop professional projects (PSC5)	1.000	.798
My leaders have decision making skills (PSC6)	1.000	.794
My leaders have ability to make constructive critic (PIC7)	1.000	.811
My leaders have ability to act in new situations (PIC8)	1.000	.806
My leaders have ability to solve problems (PIC9)	1.000	.699
My leaders have ability to work well as a team (PIC10)	1.000	.809
My leaders have interpersonal skills (PIC11)	1.000	.790
My leaders have capacity for team leadership (PIC12)	1.000	.823
My leaders have ability to motivate and lead (PPC13)	1.000	.810
My leaders strive to preserve the environment (PPC14)	1.000	.705
My leaders strive to improve socio-cultural environment (PPC15)	1.000	.780
My leaders are sensitive towards cultural diversity (PPC16)	1.000	.496
My leaders have ability to work autonomously (PPC17)	1.000	.699
My leaders are always professional (PPC18)	1.000	.782
My leaders treat everyone with respect (PPC19)	1.000	.794
My leaders words do not contradict their deeds (PPC20)	1.000	.672

Total Variance Explained PC

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	13.204	66.020	66.020	13.204	66.020	66.020	6.980	34.899	34.899
2	1.272	6.361	72.381	1.272	6.361	72.381	4.487	22.435	57.333
3	.693	3.463	75.844	.693	3.463	75.844	3.702	18.511	75.844
4	.669	3.345	79.189						
5	.549	2.746	81.935						
6	.477	2.383	84.318						
7	.450	2.249	86.568						
8	.371	1.855	88.422						
9	.342	1.710	90.132						

10	.334	1.669	91.801					
11	.277	1.387	93.188					
12	.242	1.209	94.397					
13	.227	1.137	95.534					
14	.209	1.044	96.578					
15	.171	.856	97.434					
16	.134	.670	98.104					
17	.118	.590	98.694					
18	.112	.560	99.254					
19	.087	.436	99.691					
20	.062	.309	100.000					

Transformational Leadership

KMO and Bartlett's Test TL

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.888
Bartlett's Test of Sphericity	Approx. Chi-Square	1368.371
	Df	253
	Sig.	.000

Communalities TL

	Initial	Extraction
Managers openly express ideals and beliefs (LTF1)	1.000	.580
When problems occur managers solve them in different ways (LTF2)	1.000	.466
I am proud to work with my manager (LTF3)	1.000	.720
Managers outline clear objectives (LTF4)	1.000	.660
Managers treat everyone as individuals (LTF5)	1.000	.648
Managers special effort problem analysis (LTF6)	1.000	.776
Managers helps me look at problems (LTF7)	1.000	.731
Managers sees problems as new opportunity(LTF8)	1.000	.625
I have little confidence in my manager's judgments and decisions (LTF9)	1.000	.618
Leaders encourage fairness (LTF10)	1.000	.667
My manager is a role model (LTF11)	1.000	.792
My manager helps me (LTS12)	1.000	.765
Managers pay attention on complaints (LTS13)	1.000	.727
Managers act only at tipping point (LTS14)	1.000	.661
Managers clarify and specify responsibility of all (LTS15)	1.000	.531
Managers act if problem become frequent and serious (LTS16)	1.000	.641
Managers track all errors that occur (LTS17)	1.000	.753
Managers clarify my compensation (LTS18)	1.000	.663
Managers find it difficult to compromise (LLF19)	1.000	.590
Manager takes a lot of time for Decisions (LLF20)	1.000	.766
Manager doesn't detect or correct errors (LLF21)	1.000	.785
Manager avoids giving guidance (LLF22)	1.000	.499
Some managers do not make decisions (LLF23)	1.000	.669

Total Variance Explained TL

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.594	37.366	37.366	8.594	37.366	37.366	8.082	35.141	35.141
2	2.913	12.664	50.030	2.913	12.664	50.030	2.769	12.038	47.179
3	1.370	5.959	55.989	1.370	5.959	55.989	1.670	7.260	54.439
4	1.310	5.695	61.684	1.310	5.695	61.684	1.412	6.141	60.580
5	1.145	4.979	66.663	1.145	4.979	66.663	1.399	6.083	66.663
6	.891	3.873	70.536						
7	.763	3.318	73.854						
8	.739	3.211	77.065						
9	.569	2.476	79.541						
10	.548	2.383	81.924						
11	.537	2.337	84.260						
12	.520	2.262	86.523						
13	.477	2.076	88.598						
14	.420	1.826	90.425						
15	.380	1.652	92.076						
16	.333	1.446	93.522						
17	.313	1.359	94.881						
18	.265	1.151	96.032						
19	.245	1.064	97.096						
20	.226	.981	98.077						
21	.169	.736	98.813						
22	.158	.685	99.498						
23	.115	.502	100.000						

Spirituality

KMO and Bartlett's Test S

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.897
Bartlett's Test of Sphericity	Approx. Chi-Square
	1603.308
	Df
	231
	Sig.
	.000

Communalities S

	Initial	Extraction
My faith embodies few aspects of my life (RR1)	1.000	.705
I feel the presence of God (RR2)	1.000	.702
Religion is important to the organization (RR3)	1.000	.488
The most important thing in life is to serve God (RR4)	1.000	.875
My religious principles are the basis of my visions (RR5)	1.000	.682
I believe must seek God's guidance (RB6)	1.000	.708

I believe the principal aspect of religion is to practice moral life (RB7)	1.000	.577
I try to apply religious beliefs in a few aspects of my life (RB8)	1.000	.621
My faith hinders me from behaving the way I want (RR9)	1.000	.753
I actively participate in the activities of the organization (RLC10)	1.000	.651
I dedicate my talents to the serve of the Creator (RLC11)	1.000	.831
I share my beliefs with non SDAs (RLC12)	1.000	.531
I support the different programs of the organization (RLC13)	1.000	.792
I support the projects proposed by the organization (RMC14)	1.000	.739
I make involvement in worship a central part of life (RMC15)	1.000	.628
I work actively to achieve the goals of the organization (RMC16)	1.000	.650
I accept the pleasures and responsibilities of the organization (RMC17)	1.000	.727
I help my church members when they are in need (RMC18)	1.000	.706
I make time to pray for specific needs of others (RMC19)	1.000	.744
I believe fully in the church doctrines (RB20)	1.000	.813
I am generous with my donations (RLC21)	1.000	.453
I faithfully perform the tasks assigned to me (RLC22)	1.000	.446

Total Variance Explained S

Com- po- nent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Vari- ance	Cumula- tive %	Total	% of Vari- ance	Cu- mula- tive %	Total	% of Vari- ance	Cumu- lative %
1	9.328	42.401	42.401	9.328	42.401	42.401	7.316	33.254	33.254
2	2.887	13.124	55.525	2.887	13.124	55.525	4.743	21.561	54.815
3	1.494	6.791	62.316	1.494	6.791	62.316	1.541	7.006	61.821
4	1.112	5.055	67.370	1.112	5.055	67.370	1.221	5.549	67.370
5	.907	4.121	71.492						
6	.766	3.484	74.975						
7	.734	3.338	78.313						
8	.658	2.993	81.306						
9	.583	2.648	83.954						
10	.538	2.446	86.400						
11	.459	2.084	88.485						
12	.412	1.873	90.357						
13	.399	1.813	92.171						
14	.298	1.353	93.524						
15	.281	1.279	94.803						
16	.268	1.218	96.020						
17	.240	1.089	97.109						
18	.168	.766	97.875						
19	.144	.653	98.527						
20	.129	.586	99.113						
21	.118	.534	99.648						
22	.077	.352	100.000						

Ethics

KMO and Bartlett's Test E

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.688
Bartlett's Test of Sphericity	Approx. Chi-Square	445.724
	Df	136
	Sig.	.000

Communalities E

	Initial	Extraction
I recognize how far I can go in dealing with others (VR1)	1.000	.441
I do not behave aggressively (VR2)	1.000	.272
I recognize my manager's authority (VR3)	1.000	.451
I sometimes violate the rules of the organization (VR4)	1.000	.625
I realize that the opinions of others are important (VR5)	1.000	.360
I recognize there are better persons than me (VH6)	1.000	.405
I accept my failure as an opportunity for improvement (VH7)	1.000	.604
I accept my errors when I'm wrong (VH8)	1.000	.554
I think bribery is an improper practice (VI10)	1.000	.258
There is coherence between what I say and do (VI11)	1.000	.550
I avoid improper behavior towards others (VI12)	1.000	.446
I detest the violation of people's rights (VR13)	1.000	.518
I express appreciation towards others (VH15)	1.000	.290
I do not put a lot of effort into work (VI16)	1.000	.444
I resolve conflicts with dialogue (VI17)	1.000	.453
I avoid making scandal while facing unfair treatment (VI18)	1.000	.422
Whenever someone is out sick I offer my help (VH20)	1.000	.196

Total Variance Explained E

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.060	23.884	23.884	4.060	23.884	23.884	2.804	16.495	16.495
2	1.655	9.733	33.617	1.655	9.733	33.617	2.272	13.362	29.857
3	1.574	9.260	42.877	1.574	9.260	42.877	2.213	13.020	42.877
4	1.268	7.460	50.337						
5	1.123	6.609	56.946						
6	1.004	5.907	62.853						
7	.981	5.771	68.623						

8	.930	5.469	74.093						
9	.823	4.841	78.933						
10	.716	4.210	83.143						
11	.595	3.501	86.644						
12	.565	3.325	89.969						
13	.459	2.702	92.671						
14	.388	2.281	94.952						
15	.310	1.822	96.774						
16	.281	1.651	98.424						
17	.268	1.576	100.000						

APPENDIX C

ALPHA CRONBACH

Reliability Statistics

Cronbach's Alpha	N of Items
.901	25

Reliability Statistics

Cronbach's Alpha	N of Items
.901	25

Reliability Statistics

Cronbach's Alpha	N of Items
.901	25

Reliability Statistics

Cronbach's Alpha	N of Items
.901	25

Reliability Statistics

Cronbach's Alpha	N of Items
.901	25

APPENDIX D

OPERATIONALIZATION OF VARIABLES

Operationalization of the variable Transformational Leadership

Variables	Conceptual definition	Instrumental definition	Operational definition
Collaboration relationships	Transformational leadership incorporates creative insights, persistence and energy, intuition and sensitivity to the needs of others, to create the cultural action plan for the organization.	<p>The degree of self-perception collaborative relationships of employees and executives of non-profit companies in the New York City, was determined by means of the following 23 items, under the scale:</p> <p>1 = Totally disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Totally agree</p> <p>1. Managers openly express ideals and beliefs. 2. My leaders have ability to apply knowledge. 3. Managers model the values of organization. 4. Organization mission generate little motivation. 5. Managers treat everyone as individuals. 6. Managers special effort problem analysis. 7. Managers helps me look at problems. 8. Managers sees problems as new opportunity. 9. I have little confidence in my manager's judgments and decisions. 10. Leaders encourage fairness.</p>	<p>To measure the degree of collaboration relationships, data was obtained from directors, administrators and employees of non-profit companies in the New York City through the measure of 23 items.</p> <p>The variable was considered as metric.</p> <p>To make the approach of the conclusions of this study, the following equivalence was determined for the scale used:</p> <p>1 = Totally disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Totally agree</p>

	11. My manager is a role model. 12. My manager helps me. 13. Managers pay attention on complaints. 14. Managers act only at tipping point. 15. Managers clarify and specify responsibility of all. 16. Managers act if problem become frequent and serious. 17. Managers track all errors that occur. 18. Managers clarify my compensation. 19. Managers find it difficult to compromise. 20. Manager takes a lot of time for Decisions. 21. Manager does not detect or correct errors. 22. Manager avoids giving guidance. 23. Some managers do not make decisions (LLF23)
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Operationalization of the variable Spirituality

Variables	Conceptual definition	Instrumental definition	Operational definition
Collaboration relationships	The main attributes of spirituality is Self-sacrificing, love, and care. It revolves around the fundamental concept of seeking a profound sense of meaning, drive, and purpose. It includes acknowledging God, the importance of prayer, other	The degree of self-perception collaborative relationships of employees and executives of non-profit companies in the New York City, was determined by means of the following 22 items, under the scale:	To measure the degree of collaboration relationships, data was obtained from directors, administrators and employees of non-profit companies in the New York City through the measure of 22 items.

people and a belief in a sustainable world.	<p>1 = Totally disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Totally Agree</p> <p>1. My faith embodies few aspects of my life. 2. I feel the presence of God. 3. Religion is important to the organization. 4. The most important thing in life is to serve God. 5. My religious principles are the basis of my visions. 6. I believe must seek God's guidance. 7. I believe the principal aspect of religion is to practice moral life. 8. I try to apply religious beliefs in a few aspects of my life. 9. My faith hinders me from behaving the way I want. 10. I actively participate in the activities of the organization. 11. I dedicate my talents to the serve of the Creator. 12. I share my beliefs with non-SDAs. 13. I support the different programs of the organization. 14. I support the projects proposed by the organization. 15. I make involvement in worship a central part of life.</p>	<p>The variable was considered as metric. To make the approach of the conclusions of this study, the following equivalence was determined for the scale used: 1 = Totally disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Totally Agree</p>
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	16. I work actively to achieve the goals of the organization. 17. I accept the pleasures and responsibilities of the organization. 18. I help my church members when they are in need. 19. I make time to pray for specific needs of others. 20. I believe fully in the church doctrines. 21. I am generous with my donations. 22. I faithfully perform the tasks assigned to me.
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Operationalization of the variable Professional Competence

Variables	Conceptual definition	Instrumental definition	Operational definition
Collaboration relationships	<i>Professional competence</i> : is defined as having suitable or sufficient skill, knowledge, experience, etc., or some purpose; properly qualified. The capability to perform the duties of one's profession generally, or to perform a particular professional task, with skill of an acceptable quality.	<p>The degree of self-perception collaborative relationships of employees and executives of non-profit companies in the New York City, was determined by means of the following 20 items, under the scale:</p> <p>1 = Totally disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Totally agree</p> <p>1. Leaders have ability to synthesize information. 2. Leaders have ability to apply knowledge.</p>	<p>To measure the degree of collaboration relationships, data was obtained from directors, administrators and employees of non-profit companies in the New York City through the measure of 20 items.</p> <p>The variable was considered as metric. To make the approach of the conclusions of this study, the following equivalence was determined for the scale used:</p> <p>1 = Totally disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Totally agree</p>

-
3. Leaders have ability to use time optimally.
 4. Leaders have ability to communicate effectively.
 5. Leaders have ability to develop professional projects.
 6. Leaders have decision-making skills.
 7. Leaders have ability to make constructive critic.
 8. Leaders have ability to act in new situations.
 9. Leaders have ability to solve problems.
 10. Leaders have ability to work well as a team.
 11. Leaders have interpersonal skills.
 12. Leaders have capacity for team leadership.
 13. Leaders have ability to motivate and lead.
 14. Leaders strive to preserve the environment.
 15. Leaders strive to improve socio-cultural environment.
 16. Leaders are sensitive towards cultural diversity.
 17. Leaders have ability to work autonomously.
 18. My leaders are always professional.
 19. Leaders treat everyone with respect.
 20. Leaders words do not contradict their deeds.
-

Operationalization of the variable Ethics

Variables	Conceptual definition	Instrumental definition	Operational definition
Collaboration relationships	Ethics is the study of morality, fairness, rules and regulations, duties, values, and the code of conduct. Ethics is the reasoning to conduct and draw a logical connection between fundamental principles and moral commitments that guide us.	<p>The degree of self-perception collaborative relationships of employees and executives of non-profit companies in the New York City, was determined by means of the following 20 items, under the scale:</p> <p>1 = Totally disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Totally agree</p> <p>1. I recognize how far I can go in dealing with others. 3. I recognize my manager's authority.. 5. I realize that the opinions of others are important. 6. I recognize there are better persons than me. 7. I accept my failure as an opportunity for improvement. 8. I accept my errors when I'm wrong.. 13. I detest the violation of people's rights. 14. My talk is vulgar. 15. I express appreciation towards others. 18. I avoid making scandal while facing unfair treatment. 19. Whenever someone is out sick I offer my help.</p>	<p>To measure the degree of collaboration relationships, data was obtained from directors, administrators and employees of non-profit companies in the New York City through the measure of 20 items.</p> <p>The variable was considered as metric.</p> <p>To make the approach of the conclusions of this study, the following equivalence was determined for the scale used:</p> <p>1 = Totally disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Totally agree</p>

APPENDIX E

OPERATIONALIZATION OF NULL HYPOTHESIS

Hypothesis	Variables	Level of measurement	Statistical test
H ₀₁ : Value base organizational culture predict Professional competencies.	Independents		For the analysis of this hypothesis, the statistical technique of multiple linear regression was used by the method of successive steps. The rejection criterion of the null hypothesis was for values of significance $p \leq .05$.
	A. Value-based organizational culture.	Metrics	
	B. Professional competences	Metrics	
	C. Spirituality.	Metrics	
	D. Ethics.	Metrics	
	Dependents		
	E. Transformational leadership	Metrics	

Hypothesis	Variables	Level of measurement	Statistical test
H ₀₂ : Value base organizational culture predicts Ethics.	Independents		For the analysis of this hypothesis, the statistical technique of multiple linear regression was used by the method of successive steps. The rejection criterion of the null hypothesis was for values of significance $p \leq .05$.
	A. Value-based organizational culture.	Metrics	
	B. Professional competences	Metrics	
	C. Spirituality.	Metrics	
	D. Ethics.	Metrics	
	Dependents		
	E. Transformational leadership	Metrics	

Hypothesis	Variables	Level of measurement	Statistical test
H ₀₃ : Professional competences predict transformational leadership.	Independents		For the analysis of this hypothesis, the statistical technique of multiple linear regression was used by the method of successive steps. The rejection criterion of the null hypothesis was for values of significance $p \leq .05$.
	A. Value-based organizational culture.	Metrics	
	B. Professional competences	Metrics	
	C. Spirituality.	Metrics	
	D. Ethics.	Metrics	
	Dependents		
	E. Transformational leadership	Metrics	

Hypothesis	Variables	Level of measurement	Statistical test
H ₀₄ : Ethics predict transformational leadership.	Independents		For the analysis of this hypothesis, the statistical technique of multiple linear regression was used by the method of successive steps. The rejection criterion of the null hypothesis was for values of significance $p \leq .05$.
	A. Value-based organizational culture.	Metrics	
	B. Professional competences	Metrics	
	C. Spirituality.	Metrics	
	D. Ethics.	Metrics	
	Dependents		
	E. Transformational leadership	Metrics	

APPENDIX F

DEMOGRAPHIC DATA

Year of birth

	Fre- quency	Percent	Valid Per- cent	Cumulative Percent
Valid 1925-1945	2	1.9	1.9	1.9
1946-1964	54	51.4	51.4	53.3
1965-1980	30	28.6	28.6	81.9
1981- 2000+	19	18.1	18.1	100.0
Total	105	100.0	100.0	

Gender

	Fre- quency	Percent	Valid Per- cent	Cumulative Percent
Valid male	46	43.8	43.8	43.8
female	58	55.2	55.2	99.0
2	1	1.0	1.0	100.0
Total	105	100.0	100.0	

Years of service

	Fre- quency	Percent	Valid Per- cent	Cumulative Percent
Valid 10 years or less	40	38.1	38.1	38.1
11 - 20 years	30	28.6	28.6	66.7
21 - 30 years	18	17.1	17.1	83.8
31 & above	17	16.2	16.2	100.0
Total	105	100.0	100.0	

Employment Type

	Fre- quency	Percent	Valid Per- cent	Cumulative Percent
Valid Full Time	85	81.0	81.0	81.0
Part Time	18	17.1	17.1	98.1
Seasonal	2	1.9	1.9	100.0
Total	105	100.0	100.0	

Highest Level Education

		Fre- quency	Percent	Valid Per- cent	Cumulative Percent
Valid	High School	15	14.3	14.3	14.3
	Bachelor	33	31.4	31.4	45.7
	Masters	46	43.8	43.8	89.5
	Doctorate	11	10.5	10.5	100.0
	Total	105	100.0	100.0	

Type of Institution

		Fre- quency	Percent	Valid Per- cent	Cumulative Percent
Valid	Health	5	4.8	4.8	4.8
	Education	47	44.8	44.8	49.5
	Denomina- tional	37	35.2	35.2	84.8
	Other	15	14.3	14.3	99.0
	8	1	1.0	1.0	100.0
	Total	105	100.0	100.0	

Role in Organization

		Fre- quency	Percent	Valid Per- cent	Cumulative Percent
Valid	Administrator	8	7.6	7.6	7.6
	Director / Man- ager	19	18.1	18.1	25.7
	Administrative Staff	18	17.1	17.1	42.9
	Support Staff	5	4.8	4.8	47.6
	Pastor	18	17.1	17.1	64.8
	Teacher	23	21.9	21.9	86.7
	Other	14	13.3	13.3	100.0
	Total	105	100.0	100.0	

APPENDIX G

PATH ANALYSIS

Assessment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
oc	1.125	5.000	-.435	-1.835	.130	.274
Profes	1.300	5.000	-1.241	-5.242	1.676	3.539
Values	1.833	4.750	-.452	-1.908	.387	.817
Transfor	1.231	5.000	-.504	-2.130	.122	.258
Multivariate					5.959	4.449

Observations farthest from the centroid (Mahalanobis distance) (Group number 1)

Observation number	Mahalanobis d-squared	p1	p2
39	21.954	.000	.022
96	16.737	.002	.023
62	13.518	.009	.073
17	12.495	.014	.064
2	12.371	.015	.022
6	10.861	.028	.082
11	10.337	.035	.083
49	10.071	.039	.060
94	9.937	.042	.034
44	8.940	.063	.134
34	8.683	.070	.125
61	8.517	.074	.101
20	8.334	.080	.086
14	7.973	.093	.118
88	7.968	.093	.070
102	7.297	.121	.220
63	7.297	.121	.146
66	6.989	.136	.204
9	6.836	.145	.202
86	6.515	.164	.296
42	6.362	.174	.305
53	5.961	.202	.502
28	5.928	.205	.433
65	5.823	.213	.422
81	5.671	.225	.453
5	5.376	.251	.611
92	5.141	.273	.719
105	5.101	.277	.674
70	4.985	.289	.692
50	4.909	.297	.680
69	4.834	.305	.667
18	4.483	.345	.863

Observation number	Mahalanobis d-squared	p1	p2
89	4.472	.346	.820
10	4.470	.346	.762
99	4.398	.355	.756
38	4.287	.369	.784
95	4.227	.376	.771
51	4.216	.378	.717
85	4.171	.383	.689
52	4.046	.400	.740
31	3.885	.422	.817
101	3.883	.422	.762
84	3.807	.433	.770
77	3.787	.436	.727
58	3.783	.436	.663
13	3.666	.453	.718
19	3.628	.459	.691
98	3.603	.462	.648
67	3.390	.495	.805
57	3.305	.508	.827
68	3.280	.512	.797
80	3.263	.515	.756
106	3.199	.525	.762
78	3.088	.543	.816
25	3.050	.549	.798
75	2.897	.575	.881
60	2.720	.606	.949
100	2.650	.618	.956
48	2.625	.622	.945
41	2.478	.649	.976
97	2.460	.652	.968
22	2.289	.683	.991
4	2.285	.684	.985
55	2.191	.701	.991
8	2.019	.732	.998
45	1.920	.750	.999
7	1.913	.752	.999
87	1.867	.760	.999
1	1.859	.762	.998
43	1.828	.767	.997
103	1.774	.777	.998
83	1.769	.778	.996
56	1.766	.779	.992
16	1.758	.780	.988

Observation number	Mahalanobis d-squared	p1	p2
12	1.690	.793	.991
32	1.612	.807	.994
46	1.442	.837	.999
90	1.377	.848	1.000
93	1.377	.848	.999
33	1.371	.849	.998
26	1.353	.852	.997
36	1.331	.856	.996
107	1.258	.868	.997
29	1.157	.885	.999
54	1.131	.889	.999
27	1.127	.890	.997
73	1.068	.899	.998
79	1.022	.906	.998
72	1.008	.909	.996
21	1.006	.909	.992
40	.986	.912	.988
30	.946	.918	.986
64	.944	.918	.972
47	.890	.926	.973
15	.796	.939	.986
59	.767	.943	.981
3	.764	.943	.959
24	.731	.947	.944
104	.673	.955	.945
35	.665	.956	.896

Computation of degrees of freedom (Default model)

Number of distinct sample moments: 10
Number of distinct parameters to be estimated: 8
Degrees of freedom (10 - 8): 2

Result (Default model)

Minimum was achieved
Chi-square = 23.935
Degrees of freedom = 2
Probability level = .000

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
Profes	.312
Values	.886
Transfor	.682

Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Profes <--- Oc	.579	.084	6.933	***	
Values <--- Oc	.726	.025	28.743	***	
Transfor <--- Profes	.360	.067	5.334	***	
Transfor <--- Values	.835	.091	9.197	***	

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
Profes <--- Oc	.559
Values <--- Oc	.941
Transfor <--- Profes	.343
Transfor <--- Values	.592

Model	NPART	CMIN	DF	P	CMIN/DF
Default model	15	23.011	6	.001	3.835
Saturated model	21	.000	0		
Independence model	6	668.405	15	.000	44.560
Model	RMR	GFI	AGFI	PGFI	
Default model	.011	.960	.860	.274	
Saturated model	.000	1.000			
Independence model	.227	.366	.113	.262	
Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.966	.914	.974	.935	.974
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000
Model	PRATIO	PNFI	PCFI		
Default model	.400	.386	.390		
Saturated model	.000	.000	.000		
Independence model	1.000	.000	.000		
Model	NCP	LO 90	HI 90		
Default model	17.011	5.900	35.673		
Saturated model	.000	.000	.000		
Independence model	653.405	572.494	741.719		
Model	FMIN	F0	LO 90	HI 90	
Default model	.132	.098	.034	.205	
Saturated model	.000	.000	.000	.000	
Independence model	3.841	3.755	3.290	4.263	
Model	RMSEA	LO 90	HI 90	PCLOSE	
Default model	.128	.075	.185	.010	
Independence model	.500	.468	.533	.000	

Model	AIC	BCC	BIC	CAIC
Default model	53.011	54.268	100.483	115.483
Saturated model	42.000	43.760	108.461	129.461
Independence model	680.405	680.908	699.394	705.394
Model	ECVI	LO 90	HI 90	MECVI
Default model	.305	.241	.412	.312
Saturated model	.241	.241	.241	.251
Independence model	3.910	3.445	4.418	3.913
Model	HOELTER	HOELTER		
	.05	.01		
Default model	96	128		
Independence model	7	8		

Minimization: .004
Miscellaneous: .875
Bootstrap: .000
Total: .879

Total Effects (Group number 1 - Default model)

	oc	Profes	Values
Profes	.579	.000	.000
Values	.726	.000	.000
Transfor	.814	.360	.835

Standardized Total Effects (Group number 1 - Default model)

	oc	Profes	Values
Profes	.559	.000	.000
Values	.941	.000	.000
Transfor	.749	.343	.592

Direct Effects (Group number 1 - Default model)

	oc	Profes	Values
Profes	.579	.000	.000
Values	.726	.000	.000
Transfor	.000	.360	.835

Standardized Direct Effects (Group number 1 - Default model)

	oc	Profes	Values
Profes	.559	.000	.000
Values	.941	.000	.000
Transfor	.000	.343	.592

Indirect Effects (Group number 1 - Default model)

	oc	Profes	Values
Profes	.000	.000	.000
Values	.000	.000	.000
Transfor	.814	.000	.000

Standardized Indirect Effects (Group number 1 - Default model)

	oc	Profes	Values
Profes	.000	.000	.000
Values	.000	.000	.000
Transfor	.749	.000	.000

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	8	23.935	2	.000	11.967
Saturated model	10	.000	0		
Independence model	4	418.062	6	.000	69.677

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.020	.902	.509	.180
Saturated model	.000	1.000		
Independence model	.314	.378	-.036	.227

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.943	.828	.947	.840	.947
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.333	.314	.316
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	21.935	9.729	41.576
Saturated model	.000	.000	.000
Independence model	412.062	348.701	482.832

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	.226	.207	.092	.392
Saturated model	.000	.000	.000	.000
Independence model	3.944	3.887	3.290	4.555

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.322	.214	.443	.000
Independence model	.805	.740	.871	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	39.935	40.727	61.317	69.317
Saturated model	20.000	20.990	46.728	56.728
Independence model	426.062	426.458	436.753	440.753

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	.377	.262	.562	.384
Saturated model	.189	.189	.189	.198
Independence model	4.019	3.422	4.687	4.023

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	27	41
Independence model	4	5

Minimization: .000

Miscellaneous: .592

Bootstrap: .000

Total: .592

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CURRICULUM VITAE

Margaret Neckles, Mba

5424 Avenue O * Brooklyn, NY 11234-3914 * (917) 445-9934 *
E-mail: margaret.neckles@gmail.com

UNIVERSIDAD de MONTEMORELOS, MX PhD Business Administration, 5/19
PACE UNIVERSITY, New York, NY MBA Financial Management
CUNY- Baruch College, New York, NY B.B.A Accounting /Finance
uniform CPA certification Licensing in progress

EXPERIENCE

ASSOCIATE TREASURER 9/18 – PRESENT

NORTHEASTERN CONFERENCE OF SDA – JAMAICA, NY

- Financial statement review, reconciliation and analysis.
- Financial statement presentation to Executive and Finance Committees.
- Assist GCAS auditors with audit research and documentation
- Review, research and implement internal controls
- Supervision of Treasury staff.

SENIOR ACCOUNTANT 4/13 – 9/18

NORTHEASTERN CONFERENCE OF SDA – JAMAICA, NY

- Prepared various financial reports for meetings as needed.
- Processed and record all tithe remittances and other donations
- Monthly reconciliation of churches and school remittances.
- Recording and reporting of tithe income to Atlantic Union and NEC administration
- Assisted with audit preparation, including GL and bank reconciliations.
- Audited various Seventh - day Adventist churches, as needed.
- Setup and implementation of Jewel Accounting Software at churches.

SENIOR FINANCIAL ANALYST 1/08 – 7/10

FRIED, FRANK, HARRIS, SHRIVER & JACOBSON, LLP – NEW YORK, NY

- Assist in the preparation, consolidation and analysis of the Firm's annual expense budgets.
- Coordinate and participate in quarterly and year-end budget review meetings.
- Prepare financial and statistical analysis of Firm wide operations as requested by management.
- Assist in the reporting of the Firm's operating results; including financial

statements and statistical reports.

- Interact with various international controllers and analysts as well as external auditors to resolve accounting issues.
- Identify and analyze monthly expense variances; assist in preparation of consolidated reports for senior management.
- Prepare a variety of special reports at the discretion of the Dir of Accounting and Finance Manager.

SENIOR ACCOUNT / ANALYST 4/07 – 12/07

DEWEY & LEBOEUF, LLP – NEW YORK, NY

- Worked with Operations and Financial Controllers to ensure that adequate cash was maintained.
- Prepared daily cash reports and weekly cash flow forecasts for senior management.
- Prepared and analyzed firm wide P&L and budget forecasts, and explained variances.
- Assisted with monthly financials by analyzing various accounts and making journal entries.
- Reconciled the firm's bank accounts, prepared audit work papers and assisted auditors.

FINANCIAL ANALYST 7/02 – 9/05

LATHAM & WATKINS, LLP – NEW YORK, NY

- Prepared yearly operating and headcount budgets, including related rent & tax schedules.
- Reviewed monthly expenses and prepared budget variance analysis; made recommendations to management.
- Assisted Partners with problem solving on client issues, including communicating with major clients.
- Provided support for partners by preparing various reports and analyses, and providing client status reports.
- Managed a variety of special projects at the discretion of the partners and Finance Manager.
- Prepared quarterly tax filings, including commercial rent tax, sales & use tax and payroll tax filings.
- Reviewed general ledger accounts, made adjustments by journal entries, and prepared variance reports.

ACCOUNTING CLERK/ FINANCIAL ACCOUNTANT 6/95 – 7/02

LEBOEUF, LAMB, GREEN & MACRAE, LLP – NEW YORK, NY

- Prepared monthly and quarterly income statement, statement of cash flows, and balance sheet.
- Reviewed general ledger, including extensive analysis of variances, and prepared variance reports.
- Performed month/year end close, including General Ledger and Cash tie-

outs.

- Assisted with preparation of schedule K-1 and year-end 3-factor formula for partnership taxes.
- Maintained fixed assets in FAS system, calculate depreciation / amortization, and prepare related tax reports (form 4562, 4797, 8283 & IT399).
- Reviewed and reconciled Bank escrow & operating accounts for New York and Regional offices.
- Handled all of Political Action Committee treasury functions including periodic FEC and state filings.
- Prepared daily cash report for senior management, detailing revenues, disbursements and cash balances.
- Implemented and enforced internal policies and procedures for chart of accounts, escrow management, bank reconciliation, capital assets and PAC filings.

SKILLS & ACHIEVEMENTS

Excel, PowerPoint, Access, Crystal Reports, Hyperion, Elite Enterprise & CMS Legal Management Systems, Clarity, SPSS 24.