

ABSTRACT

FACTORS THAT ARE PREDICTORS OF THE PERFORMANCE
OF THE HISPANIC AND MULTI-ETHNIC CHURCHES IN THE
GREATER NEW YORK CONFERENCE OF
SEVENTH-DAY ADVENTISTS

by

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ABSTRACT OF GRADUATE STUDENT RESEARCH

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Montemorelos University

Faculty of Business and Legal Sciences

Title: FACTORS THAT ARE PREDICTORS OF THE PERFORMANCE OF THE
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CONFERENCE OF SEVENTH-DAY ADVENTISTS

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Problem

The empirical model in which strategic planning, stewardship and leadership, are predictors of church performance within the Hispanic and Multi-ethnic ministries of the Greater New York Conference of Seventh-day Adventist Church in New York, USA?

Method

The research was empirical, quantitative, explanatory, cross-sectional, and descriptive. The study population was made up of 162 church members and pastors of the Greater New York Conference of Seventh-day Adventists, in New York. The data was collected, categorized, analyzed and performed in SPSS 25.0. The constructs for

the four instruments used were done through factorial analysis techniques (with explained variance levels of over 70%, which are acceptable) and the reliability, measured with the Cronbach alpha coefficient for each instrument, was acceptable. For the analysis of this hypothesis, the statistical technique of multiple linear regression was used.

Results

The model was validated with the sample of church members and pastors identified above. Strategic planning, stewardship and leadership, are good predictors of church performance within the Hispanic and Multi-ethnic ministries of the Greater New York Conference of Seventh-day Adventist Church in New York, USA.

When evaluating the influence of independent construct through the standardized beta coefficients, it was found that the best predictor is strategic planning, followed by leadership and stewardship.

Conclusion

It is recommended to the pastors and leaders in the churches representing the Hispanic and Multi-ethnic ministries in the Greater New York Conference of Seventh-day Adventists in New York to be attentive develop proper strategic plans, train leaders for today and the future and seek to enhance the members relationship with God to make them better stewards These are activities that directly impact church performance. It is also important to unceasingly evaluate church activities, inspire church members and promote a sense of collaboration, to make certain that efficiency and productivity stay applicable. These constructs are all good predictor of church performance.

Montemorelos University
Faculty of Business and Legal Sciences

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A dissertation
presented in partial fulfillment
of the requirements for the degree
Doctorate in Business Administration

by

Daniel Arturo Duffis Britton

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Tesis
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de Negocios

por
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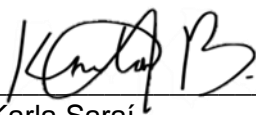
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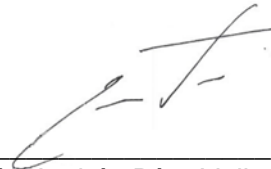
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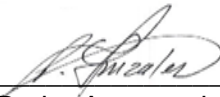
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DEDICATION

This dissertation is affectionately dedicated to my sweet and dear wife, Marta Cecilia, and to my three children Steve Paul, Daniel Matthew and Rhoda Abigail for your patience, and unwavering support throughout this project. I love you very much!

I also dedicate it to my dear mother Nelly Parnell Britton Bryan, who was the person who encouraged me to get an education and slipped a written note in my luggage when I left home decades ago, which said “God does not promise and life of ease but he does promise to supply our needs.” He has supplied all my needs throughout the years. Thanks, mamma, I love you!

TABLE OF CONTENTS

LIST OF FIGURES.....	viii
LIST OF TABLES.....	ix
ACKNOWLEDGEMENTS	x
Chapter	
I. PROBLEM DIMENSION.....	1
Introduction	1
Theoretical Background	2
Strategic Planning	2
Stewardship.....	3
Leadership.....	5
Church Performance	7
Relationship Between Variables	8
Strategic Planning and Church Performance.....	8
Stewardship and Church Performance	9
Leadership and Church Performance	9
Definition of Terms	10
Problem Statement	10
Research Question	12
Research Hypothesis	13
Research Objectives	13
Justification	14
Limitations.....	15
Delimitations	15
Assumptions	16
Philosophical Background.....	16
Strategic Planning	17
Stewardship.....	17
Leadership.....	18
Church Performance.....	19
Adam's Church.....	20
Noah's Church.	20
Abraham's Church.	21
Church of Moses (Israelites in Dessert).	21
Church of Christ and the Apostles.....	21

The Reformation Church.....	22
The Remnant Church.....	23
Conclusion.....	23
Study Organization.....	24
II. LITERATURE REVIEW	25
Introduction	25
Strategic Planning.....	25
Importance.....	25
Dimensions.....	27
Stewardship	29
Importance.....	29
Dimensions.....	30
Leadership	31
Importance.....	31
Dimensions.....	32
Church Performance.....	34
Importance.....	34
Dimensions.....	35
III. METHODOLOGY	38
Introduction	38
Type of Investigation	38
Population	39
Sample.....	39
Measuring Instruments.....	40
Variables.....	40
Development of the Measuring Instruments	40
Instrument Validity	42
Content Validity	42
Construct Validity	43
Strategic Planning	44
Personal Stewardship.....	46
Leadership.....	48
Church Performance	49
Reliability of the Instruments	51
Operationalization of the Variables	52
Null Hypothesis	53
Operationalization of the Null Hypothesis.	53
Data Collection.....	54
Access to Respondents.	54
Data Analysis.	55

IV. ANALYSIS OF THE RESULTS	56
Introduction	56
Population and Sample	56
Demographic Description.....	57
Age	57
Gender.....	57
Educational Level	58
Ethnic Ministry	59
Church Office o Position.....	59
Years in the SDA Church.....	59
Arithmetic Means	61
Church Strategic Planning.....	61
Personal Stewardship.....	62
Leadership.....	62
Church Performance	63
Multiple Regression Assumptions	63
Null Hypothesis	64
Summary of Chapter	66
V. DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS.....	67
Introduction	67
Discussion.....	68
Church Strategic Planning.....	68
Personal Stewardship.....	70
Church Leadership	72
Church Performance	73
Conclusions	74
Recommendations	75
For Future Research	76
Appendix	
A. INSTRUMENT	77
B. FACTOR ANALYSYS.....	81
C. RELIABILITY STATISTICS	91
D. OPERATIONALIZATION OF THE VARIABLES.....	93
E. DEMOGRAPHICS DATA	99
F. NULL HYPOTHESIS	102

REFERENCES.....	106
CURRICULUM VITAE.....	113

LIST OF FIGURES

1. Show the Theoretical Model	13
2. Best Predictor (Model 2).....	65
3. Research Model 3.	66

LIST OF TABLES

1. Rotated Component Matrix for Strategic Planning	45
2. Rotated Component Matrix for Stewardship.....	47
3. Rotated Component Matrix of Leadership.....	49
4. Rotated Component Matrix of Church Performance	51
5. Operationalization of the Variable Stewardship.....	52
6. Operationalization of the Null Hypothesis	53
7. Distribution of Population by Age of the Participants.....	57
8. Distribution of Population by Gender of the Participants	58
9. Distribution of Population by Education Level of the Participants.....	58
10. Distribution of Population by Ethnic-Ministry of the Participants.....	59
11. Distribution of Population by Participants Church Position.....	60
12. Distribution of Population by Years as SDAs	60
13. Arithmetic Means for Strategic Planning	61
14. Arithmetic Means for Personal Stewardship.....	62
15. Arithmetic Mean for Church Leadership	63
16. Arithmetic Means for Strategic Planning	64

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CHAPTER I

PROBLEM DIMENSION

Introduction

The most important aspect of any enterprise is to show good performance which is necessary for its survival and it is reflected in its continual growth. The church is no difference, and particularly the Seventh-day Adventist (SDA) Church. In North America and Europe, most evangelical churches are losing members, even to the point of closing the doors of many of the local congregations, and there is an increase in the numbers of individuals who are leaving organized religion, and identify themselves as atheists, agnostics, or nothing in particular, becoming what is called nones, especially among young people. Many of these are individuals who were once members of religious congregations but have become unaffiliated over time and now profess no religious tendencies. According to the Pew Research Center (2019), 65% of adults in the United States identify themselves as Christians, which is down 12% over the past decade, the none's have grown from 17% in 2009 to about 26% in 2019. U.S. adults affiliated with Protestantism have declined over the past decade from 51% to 43%. Those affiliated with Catholicism went down from 23% to 20%. The SDA Church is not exempt of this tendency and faces the same challenges of the major evangelical churches.

Burrill (2004) indicates that 80% to 85% of SDA churches in North-America are plateaued or declining. If something is not done the SDA church in America will certainly

decline to the point that it will not be able to fulfill its God-given mission of proclaiming the gospel. This is a real concern for the church.

Theoretical Background

The following area will provide a brief compilation of definitions of the four variables that will be pursued in this research: Strategic planning, stewardship, leadership and church performance.

In the next section some conceptual definitions will be presented.

Strategic Planning

Taiwo and Idunnu (2007) define strategic planning is a process that envisions the future and develop the necessary procedures and operations to influence and achieve the future. It is also a tool for finding the best future for the organization and the best path to reach that destination

According to Atkins (2010), strategic planning is an organization's process of defining its strategy or direction and making decision on how its resources will be used to pursue this strategy.

Valdés Hernández (2005) construes strategic planning as a process through which an organization establishes its priorities for its best future and determines the appropriate procedures and operations to achieve that desirable future.

Chiavenato (2001) considers strategic planning as a continual process that is not concerned about anticipating decisions that must be taken in the future but rather it considers the future implications of the decisions that are taken today. He explains that strategic planning is characterized by its projection as long term in its intended

effects and consequences, and it seeks to prepare the organization to face the elements of its environment based on good judgment and not only on data.

Steiner (2008) wrote that strategic planning has to do with different perspectives. It deals with the future impact of current decisions. It looks at the chain of cause and effect and its alternatives which become the basis for current decisions. In other words, it is a systematic identification of the threats and opportunities, and the designing process to make that intended future a reality. It is a process that begins with the aims of the organization and culminates with a set of actions. It is a way of life, the attitude of the managers and staff. It needs dedication to act based on contemplation of the future.

Kerzner (2002) spells out strategic planning as the process through which an organization formulates and implements decisions about its future direction. He describes this process as vital to the survival of the organization, since it helps it to adapt to the ever-changing environment. He explains that during the formulation process the organization must understand the competitiveness of its business and where it wants to go, and then it will seek to implement plans and procedures to get there.

Malphurs (2013) writing about how to reenergize the declining churches in America indicates that strategic planning is a fourfold process, which includes developing a mission, a vision, discovering the values and a strategy to be implemented, and this will be a unique model for the church or organization.

Stewardship

According to Cockburn, Cundill, Shackleton, and Rouget (2019) the meaning of stewardship is complex and ever-changing with a diversity of understandings over time. It has a plethora of meanings just as humans are different. But it has mostly shifted from

religious to more inclusive of social justice, democracy and pluralism. In fact, in each indigenous group it has taken different understandings. They concluded though that stewardship can be reduced to the concept of responsible use of nature and its resources while balancing the care of the same.

Many Christian writers (Butter, 2016; Watt, 2005) identify stewardship mostly with money, whether the annual campaign to raise money, the returning of tithe or the use of the fund given to the church.

Chervonenko (2017) indicated that biblical stewardship is the right understanding of the ownership by God of everything, and the responsibility of the servant for using the entrusted possessions in God-pleasing ways. For Tucker and Block (1994), stewardship is a choosing service over self-interest, partnership over patriarchy, and empowerment over dependency is better for individuals also because it enables people to connect their life in the workplace with their spiritual need to become part of something bigger than themselves and to have their freely chosen action make a difference.

Butter (2016) said that stewardship embraces all the resources, stewardship properly and comprehensively applied as a spiritual discipline becomes a frame for a rule of life and can encompass relationships, privilege, power, sense of vocation, connection to the environment, relationship to possessions and to community, and more.

Golovenko (2013) says that the power which a leader receives from God is not inherent in his office, or in his calling. It is God's power to be stewarded, dispensed, distributed, and allotted. Hence, the empowerment of leaders is the proper function of stewardship: investing God-given power into people we serve. Stewardship is all about

the Gospel, about administering God's Plan of Salvation given to the Church and its leaders to save a dying world.

Block (1993) says stewardship is to hold something in trust for someone else. It is the willingness to be accountable for a larger organization, it is service for the good and service of others. Stewardship deals with the spirit but also with the marketplace. It seeks that what is good for the souls, the customer and the organization.

Hernandez (2008) defines stewardship as the attitudes and behaviors that set the long-term concerns of a group or organization before personal ambitions that will result only in the benefit of oneself.

Leadership

The Marine Corps Manual defines leadership as the sum of those qualities of intellect, human understanding, and moral character that enables a person to inspire and to control a group of people successfully (Department of the Navy, 1980). Cyert (1990) mention that leadership is the ability to get participants in an organization to focus their attention on the problems that the leader considers significant.

Northouse (2019) underscores that leadership is a process through which a person influences a group to accomplish a common goal. It is not something like a trait or an ability that resides in the leaders, but an interactive experience between the one who leads and those that are led.

Researching the evolving concepts of leadership, Boateng (2012) discusses various models from different perspectives. Among others she explains trait leadership, based on certain traits such as intelligence, ability to communicate, birth order, self-confidence, and their impact on the ability of a person to influence others; she also

describes the behavior leadership pattern, which is based on being task-oriented or people-oriented, and this gives place to some structure in leadership such as planning, organizing, defining tasks, but it also considers people's needs such as self-esteem, social and emotional needs, work satisfaction, etc. She describes the situational leadership as those that incorporate the traits and behavior, but also is adapted according to the situation the organization confronts. She numbers of other models such as Fielder's contingency model, which attempts to specify under which situations and what behavior would lead to the best performance. Finally, she finally explains that she is more given to the new model called transactional, where you give something expecting to get something in exchange, and transformational leadership, which changes organizational culture by appealing to higher ideals.

Yukl (2013) finds that most leadership definitions involves a process where someone exerts intentional influence over others to guide, structure, and facilitate activities in an organization. It is important for the effectiveness of any organization.

Drath and Palus (1994) characterize leadership as the process of making sense of what people are doing together, the social sense-making process, that creates interpersonal influence, so that they all can understand it and together they will commit themselves to it.

Baruch (1998) expresses the fact that leadership is crucial in the development of groups, organizations and nations, but there should be a clear differentiation between leadership and headship or appointmentship. Appointmentship takes place when someone is granted responsibility and power by an external authority, whereas leadership is internal where people recognize and are willing to be influenced by another.

Church Performance

For Lusthaus, Adrien, Anderson, and Carden (1999) the organization's performance is made visible through the activities it conducts to achieve its mission. Outputs and their effects are the most observable aspects of an organization's performance.

Performance is seen as both an action or behavior and an outcome of that behavior that will benefit the organization. It is what one is hired to do or called to do as a part of an organization (Sonnentag, 2003).

Sink and Tuttle (1989) believes that the performance of an organizational system is a complex relationship involving seven performance criteria that must be followed: effectiveness, efficiency, quality, productivity, quality of work, innovation and profitability.

Bae (2006) believes that performance must be viewed as the combination of individual performance outcome and as organizational performance measure, and these must be tied with organizational strategy, values, cultures, and business needs.

Bell (2008) indicates that performance has at least three characteristics: It is both a process and a product, its productive and purposeful, and it is traditional and transformative. It is something that happens, emerges and develop through a process or a series of activities. It has purposeful productivity such as aesthetic enjoyment, intellectual inquiry, affective play, cultural memory, participatory ritual, social commentary, political action and psychological probe. It refers to past behavior and the potential for creating something new or different.

Hamann, Schiemann, Bellora, and Guenther (2013) suggest that organizational performance indicates the actual output of the production process. It compares the

goals and objectives with on the output of the organization's productivity. The concept encompasses three key areas that defines a firm's performance. These are shareholder returns, financial performance, and product performance. Organizational performance remains fundamental to strategic management and is a tool to measure success.

Combs, Crook, and Shook (2005) on the other hand sees organizational performance as the social and economic outcomes that are the results of the attributes, actions and environment of an organization.

Relationship Between Variables

This section describes the relationships between the variables. These relations are as follows: (a) strategic planning and church performance (b) stewardship and church performance, and (c) leadership and church performance.

Strategic Planning and Church Performance

According to Taiwo and Idunnu (2007), the majority of the studies that have examined the relationship of strategic planning and performance have concluded that firms having a formal strategic planning process outperform those that do not. Furthermore, firms taking a proactive strategic approach have better performance than those taking a reactive strategic approach.

Other researchers (Odom, & Boxx, 1988) reached a similar conclusion as they indicate that more formal planning systems were associated with higher level of growth.

A case study of Station Casinos (Ference, 2001) reported that strategic planning, survey-driven database, team dynamic and organization culture as the necessary ingredients for peak performance in their organization.

Stewardship and Church Performance

The stewardship of the members, especially in finances, will not only mark a trend but will become the culture that will impact the future performance of the congregation (Bruce, 2007).

Stewardship is the whole of life, and Christian financial stewardship is a matter of the heart before it become a matter of the pockets, therefore the church should seek to nurture believers in a closer relationship with God and their attitude towards his ownership of all and their stewardship of God's possessions, if not the congregation may not give sufficient to carry the gospel commission and this will jeopardize the performance of the church (Hoomes, 2017).

Leadership and Church Performance

Burg-Brown (2016) mention that leadership styles are strongly correlated to organizational performance in government agencies, just as in private firms and a transformational leadership style contributes more to predicting or explaining organizational performance in public sector agencies than the transactional leadership style.

Leaders exert influence in their organizations, and the exercise of their influence will determine the changes of their organizations. But the difficulty in exercising their influence increases when dealing with people from different cultures, and the leaders will also showcase their own cultural values and traditions (Yukl, Ping Fu, & McDonald, 2003).

Definition of Terms

Strategic Planning: Are those processes and procedures that are organized to produce a determined result considering the different situations and variables that can present themselves in the future. It looks at the chain of events that can occur in the future and which are the best alternatives to face them.

Stewardship: Wise use of all that God has given to us, our surroundings, the plan of salvation, including life itself.

Leadership: It is defined as the process through which a person influences other to do what is best for the organization and to carry out the defined objectives and plans of the organization.

Church Performance: The observable outputs and effects of the activities carried out to reach the mission of the organization.

Problem Statement

The Seventh-day Adventist church believes in the Great Commission given by Jesus himself in Matthew 28:19-20:

Go therefore and make disciples of all the nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all things that I have commanded you; and lo, I am with you always, *even* to the end of the age.

The church faces the problem today of how to effectively preach the gospel and the public is growing weary of the church and organized religion, especially in North America. The Pew Research Center (2019) reports that adults in the United States who identify themselves as Christians, is down 12% over the past decade. U.S. adults affiliated with Protestantism have declined over the past decade from 51% to 43%. Those

affiliated with Catholicism went down from 23% to 20%. Meanwhile, self-described atheists now account for 4% of U.S. adults, up modestly but significantly from 2% in 2009; agnostics make up 5% of U.S. adults, up from 3% a decade ago; and 17% of Americans now describe their religion as “nothing in particular,” up from 12% in 2009. It reveals also that data shows that just like rates of religious affiliation, rates of religious attendance are declining. 17% of Americans say they never attend religious services, up from 11% a decade ago. Similarly, the decline in regular churchgoing is attributable mainly to the shrinking share of Americans who say they attend religious services at least once a week, which was 37% in 2009 and now stands at 31%. This means that over 200,000,000 Americans are unchurched or don’t care to attend church anymore. Moreover, the share of Hispanics who say they are religiously unaffiliated is now 23%, up from 15% in 2009 and among white adults, the share of people who say they attend religious services a few times a year or less now exceeds the share who attend monthly or more (57% vs. 42%). These statistics are staggering and should have church leaders very concerned. The church is losing ground rapidly.

The Seventh-day Adventist church in North America (Canada included) has increased slightly in membership on books. The 2018 Annual Statistical Report produced by the General Conference of SDA records growth between 2013 and 2017 which are 1,184,395 (2013), 1,201,366 (2014), 1,218,397 (2015), 1,237,004 (2016), 1,249,715 (2017). The baptisms for the years 2014-2017 are (34,930), (37,607), (37,028), (37,580) respectively. Notice that the increase was even lower, as you take away deaths, removals and transfers. In 2014, the membership grew by a net 16,971 (1.43%) over 2013; it grew 17,031(1.42%) in 2015; the increase was 18,607 (1.53%) in 2016

and in grew by 12,711 (1.03%) in 2017. What makes the picture even worse is that in 2017, while the recorded membership is 1,249,715, the average weekly attendance reported (some fields didn't report) was only 188,236, which represent only a 15.2% of the membership. When subtracting those fields that didn't report, the membership would be 1,045,173, and the average attendance would be 18.01%. One ray of hope is that the average church attendance reported for Greater New York Conference in 2017 was 24,970 out of the 29739 members on record, that is 83.96%. Maybe we can learn something from researching the church in this conference.

Burrill (2004) indicates that about 80% of Seventh-day Adventist churches in North America are plateaued or declining.

White and Simas (2008) discover the relationship between marketing the church, that is using external factors, and its performance, especially in church growth, but found no difference between low, medium or high market churches regarding new members addition. There are some congregations that such as Saddleback Church and Willow Creek that have proven this approach with success.

Research Question

Is the empirical model in which strategic planning, stewardship and leadership predictors of church performance within Hispanic and multi-ethnic ministries of the Greater New York Conference of Seventh-day Adventist, USA? (see Figure 1).

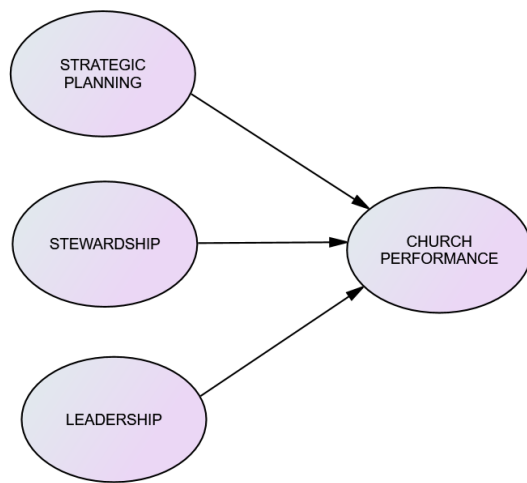


Figure 1. Shows the Theoretical Model.

Research Hypothesis

H₁: The empirical model in which strategic planning, stewardship and leadership are predictors of church performance within Hispanic and multi-ethnic ministries of the Greater New York Conference of Seventh-day Adventist, USA.

Research Objectives

This section presents the objective with the models proposed in this study.

1. To discover if the variables strategic planning, stewardship and leadership, are predictors of church performance.
2. To ascertain the impact of every construct: strategic planning, stewardship, and leadership, are strong predictors of church performance.
3. To create an instrument to measure every variable: strategic planning, stewardship, leadership and church performance.

Justification

A clear understanding of the factors that affect church performance, soul-winning and member retention into the Seventh-day Adventist Church in North America is needed today more than ever. One author suggest that the leaders of an organization should explore internal and external factors to determine what is happening and how it affects the organization (Roth, 2015).

As the demographic changes and the population thinking evolves there is an increasing amount of none's in the United States, and the Christian denominations are facing the challenge of reaching and retention of members, it is wise for the Seventh-day Adventist Church to reflect and discover the predictors of outstanding church performance. Christian communities in general, and Seventh-day Adventists will be benefited by this line of research. All pastors and church communities should be keen in wanting to know what will attract people to their congregations and how to best serve their communities, making a difference in the communities.

Flatt, Haskell, and Burgoyne (2018) made a research in Canadian churches and show that leaders and members in growing churches, attributed growth to internal factors such as their connection to Jesus, spirituality and theology, leadership and supernatural forces.

The growth and performance of the Seventh-day Adventist Church in North America are seen more in the immigrant communities. What will happen to the Seventh-day Adventist Church in North America if the church continues to perform at the same rate and in the same way to date? Most likely it will continue to decline and fail to reach its potential. She will continue to do the same old things and expecting different

results, which is not possible. It will continue to make decisions without scientific basis and continue making the very mistakes that led the church to the present situation. This research can be crucial for the best tools and means to carry on the mission of the church

Limitations

Some limitations of this research are as follow:

1. Due to the nature of the Conference territory and the extent of the same it was not possible to visit all churches personally to conduct the research.
2. Only Church members of Hispanic and Multi-ethnic churches of the Greater New York Conference of Seventh-day Adventists and members in those churches interviewed for this research.
3. Many people were called upon for the administration of this instrument.
4. Due to the great diversity of cultures, languages and work ethics there were challenges in completing and returning the survey.

Delimitations

Some delimitations of this research are as follow:

1. The research was done only with churches in the Hispanic and Multi-ethnic churches of the Greater New York Conference of Seventh-day Adventists.
2. The research was done during the period 2018-2020.
3. The research is limited to the members of the Greater New York Conference of Seventh-day Adventists.
4. This research looked at the relations between the different variables according to the instrument.

5. The probable problems that discovered were not pretended to be solved.

6. Participants did so on a voluntary basis.

Assumptions

Here are some assumptions of this research:

1. It is considered that the respondents answered the instrument according to their self-perception and perception about the various variables researched.

2. It was considered that the respondents answered the instrument with honesty and without bias.

3. It was considered that the respondents correctly interpreted the indicators of each instrument.

4. It was assumed that the respondents had enough time to answer each instrument.

5. It was considered that the environment was adequate at the time of answering the instrument.

6. It was considered that those responsible for administering the instrument considered the agreed recommendations.

Philosophical Background

Performance is a law of survival in nature. A living body or a dynamic institution needs to perform well in order to survive. From the beginning of mankind, that was the norm. Today the church of God depends on its performance for its own survival and the survival of mankind for eternity. It is that this philosophy is written. Since the fall of man, the church has battled the forces of evil and have been reaching out to mankind

in order to fulfill God's plan for man. At times, the church has performed well, at other time she has not. Let review the biblical perspective and philosophy.

Strategic Planning

Regarding church strategic planning there is sound biblical advice. "It's better to be wise than strong; intelligence outranks muscle any day. Strategic planning is the key to warfare; to win, you need a lot of good counsel" (Proverbs 24:5-6, MSG).

The Scripture records that the careful planning will certainly lead to profit, it puts you ahead of others as surely as not having a plan, moving in haste will lead to poverty, it will set you behind (Proverbs 21:5, NIV and The Message versions)

This concept can be observed in the Old Testament story of Joseph who presented to Pharaoh a plan, after a dream was given to Pharaoh and revealed by Joseph that had future implications for the nation. This strategic plan was the means of giving Egypt the advantage above other nations and it not only enriched the nation, but it was the meaning of saving the ancestors of God's chosen people (Genesis 41). Joseph anticipated what was coming and strategize as to the best way possible to avoid disaster. He planned and made good use of the resources to achieve the objectives.

White (1946) recommended that the church should have well defined-plans which should be presented to all and leaders should make sure these plans are understood, and require the cooperation of all department leaders. Adopting such radical method with good will and interest will help the church to focus and avoid a lot of friction.

Stewardship

The Biblical record indicates that God created the heavens and the earth (Genesis 1:1), making him the absolute owner of all as its Creator. Furthermore, the psalmist

records that the earth belongs to the Lord, and even those that dwell on the earth, including people and animals (Psalm 24:1-2).

When God created man in his own image and likeness, He made him a steward over the earth, he gave the responsibility over all created beings and the earth itself, to keep it and care for it (Genesis 1:26-28; Genesis 2:15). Man was to care for God's property and in turn it would benefit him. It was partnership, having in mind God's ownership. Man would choose to cooperate with God instead of serving self. If man remain a good steward, God's blessings would pour out, but if he was an unfaithful steward it would not go well with him.

We can see this in the story of the Israelites as nation throughout the Old Testament. Under the faithful reign David and much of the reign of Solomon there was unparalleled prosperity, and leaders of other nations, such as the queen of Sheba (1 Kings 10), came to find out more about the Lord. Later the kingdom was divided, and the nation was not faithful and lost God's protection to the point of going into captivity under Assyria and Babylon.

Leadership

The Holy Book indicates that when a people don't have good leadership they will fail, but with good leaders they will do well (Proverbs 11:14). It also remarks that people will emulate their leaders for good or for evil (Hosea 4:7-11).

The success of the Israelites in reaching and taking possession of the promised land was due largely to the leadership of the tribal leaders, Moses and Joshua, who could steer the people in the right direction in obedience to God (Deuteronomy 1:9-15; 34:9-12; Joshua 24:31)

Jesus Christ, our Lord and Head of the Church, insists on a servant leadership style for the church, which is recorded in three of the gospels Matthew 20:25-27, Mark 10:42-47 and Luke 22:24-26. The emphasis is on the contrasting leadership styles of Christians and Gentiles, when there was a heated discussion among the disciples regarding who would be the greatest in the kingdom, most likely provoked by the request of the mother of James and John with their approval, to sit at the right and the left of Jesus in the kingdom.

Leadership is crucial to lay out a vision for the people, and help them to achieve it, but when there is no vision, the people perish (Proverbs 29:18)

Church Performance

Nehemiah embodies the ideal leader, who had a plan and was an excellent steward of the resources under his care that led to outstanding performance. He laid out his plans before the king of Persia, and strategize the reconstruction of the walls giving participation to those around him, he got the resources necessary for the job and wasted no time in doing the job, and he encouraged the people to participate and get the job done in 52 days! (Nehemiah 6:1-17). This is real performance!

The church of God has the responsibility to get the job done and prepare a people to meet the Lord. Over the history of mankind there have been seven great movements of the church and today the remnant church is called upon to complete the work given. The remnant church must find the way to perform as Nehemiah did. Here is a snapshot of those movements.

Adam's Church

God created the earth and set Adam as the steward in the Garden of Eden home to dress it and keep it (Genesis 2:15), with the intention that after trial the human family will become one with the heavenly family (White, 1996). Satan entered into the scene and disturbed the harmony and peace by lying to Eve, and so, Adam failed in his performance as the leader of planet earth, sin separated him from God and the holy angels, and they were thrown out of the Garden home (Genesis 3). Thus, Adam's church was established for the salvation of Adam and his descendants. Adam and his descendants were to gather and worship the Lord before the altar with a lamb representing the coming Savior. The church did not perform as it should and evil spread over the face of the earth (Genesis 4-5).

Noah's Church

Where Adam failed God gave Noah the opportunity to fulfill the mission of preparing the human family to become one with the heavenly family. Thus, Noah's church was established.

Noah succeeded and performed well in building the ark, but after preaching the gospel for 120 years, he performed poorly in reaching the people, because sin had a grip on them. Noah's descendants were successful and had outstanding performance in building the tower of Babel but their performance toward achieving God's plan was not as God expected of them. God evaluated their performance and see the evil they could create by performing well in the wrong mission (Genesis 11:3-9), so the Lord confused their tongues, sent them away in different directions.

Abraham's Church

The Lord chose Abram to continue with his mission of preparing the earth so that one day the human family would be one with the heavenly family (Genesis 12). Different situations of lack of trust in God, such as his having a child out of wedlock (Genesis 16) and lying to Abimelek about his wife (Genesis 20) impeded Abraham and descendants from being what the Lord intended the family to be. His performance in carrying God's will was less than desirable. His unfaithfulness affected his son, his grandchildren and their descendants. They were not a blessing to those around them and ended up in slavery in Egypt (Exodus 1).

Church of Moses (Israelites in Dessert)

After Jacob and his children went into Egypt, it would be four hundred years before God brought them out of slavery and intended for them to be his representatives. The Church of Moses was born, and the Israelites became a people, God's own people. God intended them to carry out his mission. But Israel became exclusivist and failed to connect others with the God of heaven. Israel reached its lowest point at the time when God sent His Son into the world. When Jesus came onto the scene, he declared his mission to the Jewish nation they rejected him and crucified him (John 1:12; Luke 23; John 19).

Church of Christ and the Apostles

The movement of Christ and the Apostles was founded to proclaim the gospel to every creature under heaven, starting at Pentecost (Acts 2) they turned the world upside down (Acts 17:5) to such a degree that the word reached to the known world. It was the best performance ever of the church! (Colossians 1:23). Sadly, as the apostles

passed away from the scene the church was corrupted and the “mystery of iniquity” was manifested (2 Thess 2:7-12), and she merged with Romanism, which persecuted God’s church instead of preaching the gospel of salvation. God once more needed a faithful people to carry on the mission.

The Reformation Church

Romanism had corrupted the church and it needed to be reformed. This would happen during the fulfilment of the prophetic time mentioned in Daniel 7:25 and in the book of Revelation, the 1260 days or 42 months (Revelation 11, 12, 13). The corruption had gone on for over 1000 years as we can see from the first five seals of Revelation 6. But God was not asleep. This period began in 538 AD and ended in 1798.

God once more needed a faithful people to carry on the mission. Among those that God raised up from within the church were men like John Wycliffe (the morning star of the Reformation), Huss, Jerome and Martin Luther. They revolted against the traditions of the church and led the people back to the Word of God. The Roman church fought vigorously against the opening of Scripture and its proclamation as it dominated the world during the 1260 years of papal dominance.

The Reformation had a powerful effect and there were many truths that came back to the forefront, but Satan’s effort limited the advance of the gospel. Most denominations that were formed focused on one aspect of the doctrines that were brought to light through the Reformation, thus forming many protestant denominations but remaining under the teachings of Rome in many aspects. The performance of God’s church was limited after the great Reformation. The French Revolution and the imprisonment

of the pope in 1798 brought to completion the prophecy of papal dominance. One final movement would be in the making.

The Remnant Church

The Book of Revelation reveals the characteristic of the final church, the remnant church of God, that will eventually prepare a people for translation to heaven (Revelation 12 and 14). Today it is the church militant. Soon it will be the church triumphant.

It will be well to remember that God's word doesn't change, it is a sure foundation (Isaiah 40:8; 55:11; Romans. 11:29), and His plan for the salvation of man and uniting the earthly family with the heavenly family will ultimately prevail (Isaiah 46:10). The Scripture say that with God there is "no variableness, neither shadow of turning" (James 1:17). He has proven to be "the same yesterday, and today, and forever" (Hebrews 13:8). His word "endureth forever" (1 Peter 1:25).

Conclusion

God's purposes will prevail, and the plan of salvation will succeed, irrespective of the failure of any person or group.

Each culture and group may perceive the gospel in different ways and the church will serve herself best by discovering how to approach and reach the various groups. To discover the links between internal and external factors and the church performance in "having the everlasting gospel to preach to those who dwell on the earth—to every nation, tribe, tongue, and people" (Revelation 14:6). This is the reason for this research project.

Study Organization

This study is organized in the following manner:

Chapter I includes a history of the problem, the relationship between variables, investigations, problem statement, the definition of terms, research hypotheses, supplementary questions, research objectives, justification, limitations, boundaries, assumptions, and philosophical background.

Chapter II presents a comprehensive review of the literature concerning strategic planning, stewardship, leadership, and church performance.

Chapter III punctually describes the methodology, the type of research, population and study sample, the measurement instrument, validity, reliability, the operationalization of variables, the null hypothesis, the operationalization of the null hypotheses, questions research, data collection, and data analysis.

Chapter IV showed the results obtained, the description of the population and sample, the behavior of the variables, the frequency distribution, and hypothesis testing.

Chapter V presented a summary of the study, discussed the results and showed the conclusion and recommendations.

CHAPTER II

LITERATURE REVIEW

Introduction

The purpose of the chapter is to review the literature in order to discover the existing literature on the variables in order to identify any existing gaps upon which to base this study and inform the research. Items such as the importance of the variables, their dimensions and their relations and correlations that might exist among them.

The dependent variable, for this research, is church performance. The independent variables in this study were: strategic planning, stewardship and leadership.

Strategic Planning

Importance

Kerzner (2002) argues that strategic planning is crucial for the health of any organization. He implies that effective strategic planning can determine the long-term success or failure of an organization. It will give consistency to the actions of an organization. It will give the organization a vehicle of communication of all the goals and objectives to every staff member and managers alike. It will reduce the fear of the unknown and gives a level of participation to all.

Drucker (2004) writes that strategic planning is not a box of tricks, but rather analytical thinking and engagement of resources to an enterprise. It is the process, a

continual process, of taking systematic decisions in the present that will have the greatest future impact, coordinating systematically the efforts needed to accomplish the decision facing the expectations with regular feedback. The important dilemma is not what will the organization do tomorrow, but rather what decisions are taken today will have the greatest impact tomorrow.

Malphurs (2013) emphasize four important aspects of strategic planning, especially for churches: (a) It does make a difference in the effectiveness of the church; (b) It helps leaders to answer basic organizational questions such as identity, direction and how to accomplish its mission; (c) It is the key to continuity and survival of the church. It will direct the church into the future; and (d) It will bring alignment into various aspects of church life.

Steiner (2008) makes a list of benefits and importance of strategic planning: (a) It is essential to discharge responsibilities in top managers; (b) it gives management a tool to look at the whole organization and coordinate the same; (c) it will force the organization to set their objectives; (d) it reveals and spell out opportunities and threats; (e) it give guidance in making the best decision for the company; (f) it becomes the basis for other management function, such as control, staffing, innovation, etc.; (g) it provides a basis for performance measurement; (h) it will force upper level to be focused; (i) it becomes a communication tool; (j) it becomes a training tool for future leaders; (k) it improves motivation and morale; and (l) it enhances the feeling of security.

Álvarez Torres (2006) says that, thanks to strategic planning, an organization knows clearly, what results it should achieve (objectives), how it will achieve them (strategy), what activities it will develop throughout the planning period (work program),

whom will carry the activities (those responsible), and when these activities will be carried out (timeframe).

Dimensions

Skokan, Pawliczek, and Piszczur (2013) determined the fundamental dimensions of strategic planning as mission and vision, the participation of employees in the strategic planning process, environmental scanning, incentive implementation, time horizon, source of information about the environment, formality of strategic planning, and evaluation and control mechanisms.

Dess, Lumpkin, and Eisner (2007) used the following dimensions: (a) analyze the purposes and organizational objectives: the vision, mission and strategic objectives of the company; (b) analyze the environment: this allows obtaining valuable information for the identification of opportunities and threats; (c) perform the internal analysis: it helps identify the strengths and weaknesses that can, in part, determine the success of a company; and (d) value the intangible assets of the company: human capital and other intellectual or intangible assets, such as networks and relationships between its employees, customers, suppliers and allies.

According to Roth (2015) strategic planning efforts traditionally have four phases: (a) scanning the environment: examine both internal and external factors to discover that is happening and how it affects the organization. Using SWOT and trend analysis, audits, surveys, reference projections and scenarios; (b) define long-term objective and short-term goals: Make use of the information gathered during phase one to decide how the organization will advance and increase performance during the next years, short-term or long-term, and set the priorities to pursue, including the budget and

financial implications; (c) define implementation strategy: During the phase the organization spells out what action steps, the timeline to achieve them, the technology to be used and who will be responsible for each area; and (d) evaluation and control of resultant changes: Keep track of the difficulties, obstacles and problems that arise during implementation and make necessary adjustments.

An important aspect of strategic planning is the participation of the various levels of the organization, in the case of a church, the members in general. Roth mentions the four types of management and planning efforts suggested by Russell Ackoff, with emphasis on the interactive redesign and the three characteristics, namely, participative, integrated and continual learning.

In an evaluation of the effect of strategic planning and the success of small and medium business in Ghana, Donkor, Donkor, and Kwarteng (2018) mention that successful strategic planning in business should include mission, vision, goals, set priorities, internal and external constituencies, threats, opportunities, action plans and evaluation. They could be applied to church settings with some adjustments.

It is known that organizations that plan strategically has better performance than those that do not plan, and those that are proactively strategizing outperform those that have a reactive approach (Taiwo, & Idunnu, 2007) .

Gagne (2018) suggested that organizations would be best served when crafting their strategic plans they would consider their goals, what is required, the handling of information or communication, potential obstacles and solutions or changing means and goals, and the internal and external environment impact on their organizations.

The largest study based on evidence gathered from 193 Seventh-day Adventist Churches in the North American Division (Dudley, & Cummings, 1983) suggests that internal factors such as church culture, spirituality and members involvement, especially the fresh enthusiasm of new members had a strong relation to the growth of the church. The study also suggests that “Church growth seems to be the result of concentrated effort and planning. This is one of the strongest findings. It does not just happen” (p. 332).

Stewardship

Importance

Hernandez (2008) indicates that it is the responsibility of leaders to be stewards of what is assigned to them but also as role models to future generations. Their behavior will have a tremendous impact on the development of future leaders. Their responsibility goes beyond the outcome of their decisions; it will shape the new decision-makers. So, they should exhibit stewardship behavior that will work for the well-being of organizations today and the future generations that cannot reciprocate, who will then do the same for the next generation.

According to Block (1993) the importance of stewardship in an organization is perceived as it focuses on aspects of the organization that is most difficult to change, namely the distribution of power, purpose and rewards. It promises the means to fundamentally change the way organizations are conducted. Stewardship, historically, was to take care of the kingdom while the king was away, and more often, when the king

was underage. Stewardship today is to conduct business in such a way that our underage next generation will have the capacity to govern themselves when they become of age.

Saltman and Ferroussier-Davis (2000) look at the importance of stewardship from the standpoint of governments utilizing the resources in a way that is not only manageable but also make it better for the people's wellbeing. They are entrusted with the resources of a nation to work as fiduciaries, trustees for the good governance which means to promote the best policies, improve on what was entrusted to their care, to benefit the people and not themselves.

Pearson and Marler (2010) highlights that proper stewardship in organizations will help manager to be concerned about the welfare of their employees, especially their continuity of employment, job assignments that are desirable, opportunities for growth and new experiences, and other supportive behaviors. This would build trust and support in leadership, employees would become more committed and willing to go the second mile on behalf of the leader.

Dimensions

Landon, Kyle, Van Riper, Schuett, and Park (2018) determine that stewardship dimensions worthy of study were awareness of consequences, personal identity, personal norm, private and public behavior and social stewardship.

Hernandez (2008) explains that stewardship must be examined in the context the organizational structures and relationships. Therefore, these are the dimensions she posit: (a) the relational and contextual support, that gives way to trust, concern,

fairness, commitment, and a feeling of community; (b) motivational support, that includes develop skills and abilities, better communication, enable self-determination, feeling of purpose, and taking personal responsibility; and (c) moral courage, which involves moral principles, courage, personal values, and individual empowerment. There would be a natural alignment between the organizational values and the personal values.

Bruce (2007) alludes to the fact that God entrusted man as a steward of his life and the lives of all that is on the earth, therefore stewardship must be evaluated on five dimensions, namely time, talents, temple, treasures and testimony. This involves the wise use of time, as “time is money”, development and use of the God-given talents to benefit others, the proper care of the body-temple, the adequate management of the treasures and the employment of all the these to give a convincing testimony of the good ness of God.

Mitter and Emprechtinger (2016) determined that in family related business there are three factors that help to identify the best stewardship advantage of the firms: (a) stewardship over continuity, where the do everything to preserve the firm over generations; (b) stewardship over employees, deals with nurturing a talented, loyal, trusted workforce long-term to ensure survival and expansion; and (c) stewardship over customers, ta make sure their customers remain loyal over the years.

Leadership

Importance

Yukl (2013) suggests that leadership is a crucial component for the effectiveness of any organization, and he delineates importance of the powerful influence they can

have in this list: (a) the selection of objectives and strategies to pursue; (b) the incentives of members to achieve the objectives; (c) the reciprocal trust and cooperation of members; (d) the organization and coordination of work activities; (e) the appropriation of resources to activities and objectives; (f) the improvement of member skills and confidence; (g) the learning and sharing of new knowledge by members; (h) the engagement of support and cooperation from outsiders; (i) the devising of formal structure, programs, and systems; and (j) The shared beliefs and values of members.

According to Hao and Yazdanifard (2015) effective leadership is one of the most important aspects for the sustenance of any organization in face of the changing environment. Leaders take control of the operations, set the vision, goals, and the pace of the organization, influence and motivate employees, change the behavior, values, attitudes and beliefs of the organization, shape the culture, encourage learning and determine the overall performance of the firm.

Drucker (2004) argues that “the spirit of an organization is created from the top” (p. 3). He explains that the character of the leaders will be imitated by those that are led. The leader sets the example for a great organization, since his character is the model which others follow. A good leader will enlist in the service of an organization others who are better than himself. The best leaders will lift the vision of others to higher ground, raise performance to higher standard and build personalities beyond expectations.

Dimensions

Carter and Greer (2013) have identified various dimensions in the study of leadership, such as values, visionary perspective, leadership style, commitment to organizational mission and vision, empowering others, innovativeness, self-awareness, relational transparency, moral perspective, decision-making approach, passion for the job and team-building.

Phipps (2012) mention that the factors to evaluate leadership includes not only the environment but also what the leaders himself brings to the table, such as his values, his cognitions, his spirituality, his psychological makeup.

Kouzes and Posner (2013) said that the focus of examining leadership is not so much on position but on behavior, learning to discover yourself in order to be able to lead others. In this plan they emphasize five dimensions that impact the effectiveness of leadership: Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act and Encourage the Heart.

Trinitarian leadership (Golovenko, 2013) is a concept that was developed and encouraged for churches in Ontario, Canada. This concept portrays the Triune God with leadership and empowering characteristics. This author also suggests that the church should consider a biblical Leadership model which incorporates the Trinitarian revelation of God in all roles, all functions, all purposes, and all tasks. And for practical implementation of the holistic Trinitarian Leadership, it must be considered how one and the same person would embrace the 'above' role of elder, the 'among' role of a shepherd, and the 'within' role of the overseer, all present and expressed to compliment and to complete. Jesus Christ is the ultimate example of an ideal leader: the King, the Prophet, and the Priest.

Sugerman, Scullard, and Wilhelm (2011) outlined eight dimensions of leadership. They are: (a) pioneering leader, (b) energizing leader, (c) affirming leader, (d) inclusive leader, (e) humble leader, (f) deliberate leader, (g) resolute leader, and (h) commanding leader. The researchers used the third-generation disc online personality assessment, one of the most scientifically validated tools available.

Reeves (2006) speaks of the eight dimensions of leadership, namely (a) visionary leadership, (b) relational leadership, (c) systems leadership, (d) reflective leadership, (e) collaborative leadership, (f) analytical leaders, and (g) communicative leadership.

Jones (2010) researched the leadership practices of distinguished principals that were agents of change in their schools, and found the following dimensions of that made their performance outstanding: (a) authenticity, authentic leaders serve as role models and help others to grow; (b) visionary, he applies the strategies to enhance performance; (c) cultural leadership. It creates a climate of positivism and participation; (d) quality, empowering others to be the best and give their best performance; and (e) service. The goal is to reach to the pinnacle of service as an organization, performing to the best of their abilities and rendering the best product possible.

Church Performance

Importance

Drucker (2004) insists that performance is the conclusive standard of an organization's management. It is therefore necessary to understand what performance means to each organization and have specific objectives against which performance can be appraised. He indicates that the ultimate yardstick of performance is based on

the biblical premise “by their fruits ye shall know them” (Matthew 7:16). An organization will be evaluated by its performance. Leaders must empower people to perform well individually and collectively.

Foss (2011) sees individual performance as the “micro-foundation” necessary and crucial for the larger organizational performance. The organization performance is the collective outcome of the work and the result of all the individual performances.

Bernardez (2007) indicates that the improvement of an organizational performance is not only good for business but it is a vital factor for the improvement of human condition and social management.

Neely (1999) explains seven reasons performance is so crucial and the need to have it measured appropriately: (a) the changing nature of work, (b) increasing competition, (c) specific improvement initiatives, (d) national and international awards, (e) changing organizational roles, (f) changing external demands, and (g) the power of information technology.

Hooi and Payambarpour (2016) expounded on how organizational performance is crucial for the survival of the organization in a competitive global environment. The most crucial and the most important function of management of any organization is to improve their overall performance, through the development of themselves and their employees, who must be engaged if the organization expects to perform well.

Dimensions

Lusthaus, et al. (1999) indicates four critical elements of a successful organization's performance, which are effectiveness, efficiency, relevance and financial viability. Whereas, another group of researchers (Hamann, et al., 2013) suggest there are four

dimensions of organizational performance that would likely be important to every organization: liquidity, profitability, growth (change in size over time), and stock market performance (shareholders perception of the organization's future performance). Not all organizations have the same indicators of performance, so it is expected that an NGO would have different measures from that of a business enterprise.

According to Popova and Sharpanskykh (2010) it is essential to realize that measuring and analyzing organizational performance have an important role in turning organizational goals to reality. Performance is usually evaluated by assessing the values of qualitative and quantitative performance indexes (e.g., profit, number of clients, costs). It is fundamental for an organization to determine the relevant indexes, how they relate to the stated organizational goals and how they depend on the performed exercises.

Drucker (2004) reveals that there are eight areas in which performance must be visible: market standing, innovation, productivity, physical and financial resources, profitability, manager performance and development, worker performance and attitude, and public responsibility. Different business would require different emphasis in different areas, and at different stages in its development, but the areas are the same for any kind of business, any size of business and any stage of the business.

Krüger (2011) examined the impact of Black Economic Empowerment (BEE) and came up with the following dimensions of business performance: competitiveness, service excellence and client satisfaction, quality products, productivity, entrepreneurial and innovative spirit, production performance, human development and staff morale, business ethics, sales and access to markets, and financial performance.

Venkatraman and Ramanujam (1986) suggest ten approaches to the measurement of business performance and they are: (a) organizational effectiveness, (b) strategic planning, (c) classification, (d) industrial management, (e) business research, (f) organizational research, (g) economics, (h) financial performance, (i) industrial productivity and (j) measurement.

Richard, Devinney, Yip, and Johnson (2009) recommended five sources of dimensionality in measuring organizational performance properly: (a) takeholders, these can have different motivations and forces different measures depending on who they are, such as managers, employees, suppliers, customers, stockholders, government, non-government; (b) heterogeneity-resources, the environment and strategic choice, organizations are different, have different needs and goals and function in different environments, which would frame the use of resources and strategies. Performance is firm specific; (c) timeframe and persistence of performance, performance need to be measured in a manner that matches their context and a given time, but also must take into consideration the reach into the future; (d) robustness, multiple measurements must cover the domain of the organization objectively; and (e) relationship between measures. Every measure of dimensionality has limitations, therefore a minimum of three are necessary to characterize the basic of performance.

In regards to church performance dimensions, Burnette (2016) explains that churches must use these types of metrics, namely, attendance, membership, giving, and spending, because they are readily accessible and can be computed. She explains that church leaders monitor trends in attendance, membership, giving, and spending,

but are conscious that these do not completely measure the overall performance of their local church according to its strategic mission and vision.

CHAPTER III

METHODOLOGY

Introduction

The objective of this project is to research the possible relationship that may exists between the constructs strategic planning, stewardship, leadership and the performance of Hispanic and Multi-ethnic Seventh-day Adventist churches in Greater New York Conference.

This chapter will probe the description of the methodology used during the research and, including the kind of research, population, sample, the measuring instrument, the null hypotheses, the process of data collection, and the data analysis.

Type of Investigation

This research has a quantitative approach since it uses data collection to prove a hypothesis considering numerical measurements and statistical analysis, to establish patterns of behavior and test theory (Hernández Sampieri, Fernández Collado, & Baptista Lucio, 2014).

It is also correlational because it makes an attempt to identify the causal relationships between variables, seeking to explain the interrelationships between the different variables (Hernández Sampieri, et al., 2014).

The data was collected at a single moment between August and December 2019, which would categorize it also as cross-sectional or transversal (Hernández Sampieri, et al., 2014), since the data was collected to describe the variables and analyze the relationship, or lack of, at a given moment.

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, age range, academic level, current responsibility, in the Hispanic and Multi-ethnic churches of the Greater New York Conference of Seventh-day Adventist. It was field research because the data was collected in the metropolitan area of Greater New York Conference of Seventh-day Adventist, New York, NY.

Population

The population or universe is a set of all the individuals or entities that agree with certain specifications that are of interest to the researcher (Hernández Sampieri, et al., 2014).

In this study the population consisted of 82 congregations of the Hispanic ministry and 52 congregations of the Multi-ethnic ministries in the Greater New York Conference.

Sample

Hernández Sampieri, et al. (2014) claims 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 understanding and knowledge regarding the population that is studied; and (b) sample 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 church members and pastors selected are part of the Greater New York Conference and were randomly selected. The sample was 162 members of the different churches selected in the Greater New York Conference representing 45 of the 57 pastoral churches of the population.

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 anything that has quality or quantity that varies or changes. The independent variables for this research are church strategic planning, stewardship, leadership and the dependent variable is church performance.

Development of the Measuring Instruments

A measuring instrument is one that captures, registers or extract observable data that unite the empirical (reality) and the conceptual (theoretical models) (Hernández

Sampieri, et al., 2014). It synthesizes all previous research as it summarizes the contribution in the theoretical field selecting data that corresponds to indicators and variables used.

Here is a description of the process of elaboration of the instruments used in this research.

1. A conceptual definition of the variables, church strategic planning, stewardship, leadership, and church performance was done. These were presented in Chapter

2. The variable relationships of strategic planning, stewardship, leadership, and church performance were dimensioned.

3. Once the instruments were organized, the support of experts was requested for its correction.

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

5. The instrument was then approved by the advisor and the completed instrument had six sections and 101 items or statements as follow: strategic planning (20), stewardship (22), leadership (23), and church performance (36).

6. A pilot test of the instrument was carried out in two churches in the New Jersey Conference and five churches in Greater New York Conference to determine the contents validity. 106 persons returned the survey. The data obtained were subjected to factor analysis to see the behavior of the items and their loads in each factor. The resulting information was captured in a database, from which the relevant statistical

tests were carried out, by means of the statistical package IBM SPSS Statistics Data Editor for Windows (Version 25.0).

7. With the approval of the advisor, the final instrument was reduced to 48 items or statements, using the twelve items in each section with the highest loads. The statements were grouped into four (variables) according to the theoretical content, each containing twelve statements and a general demographic data as follows, (a) church performance, (b) church strategic planning, (c) personal stewardship, and (d) church leadership.

9. This instrument was to evaluate the perception of the members regarding the dimensions in their local churches and they expressed their perceptions through the following scale: 1 = *strongly disagree*, 2 = *disagree*, 3 = *undecided*, 4 = *agree*, and 5 = *strongly agree*.

Once the final instrument was approved the data was collected from congregations and pastors that make up the Hispanic and Multi-Ethnic ministries of the Greater New York Conference (Appendix A).

Instrument Validity

In this section the content validity and construct validity of the variables used in the research are presented. Validity is reference to truth or accuracy.

Content Validity

Cozby and Bates (2012) indicates that the content validity is based on a comparison the content of the measure with the cosmos of content that defines the construct.

The validation process for the content presented regarding the variables is as follows:

1. Concepts were presented and discussed with the advisor at the Montemorelos University over a period. Subsequent consultation with the advisor took place to finalize the most accurate measurement of variables that were to be presented for the model.

2. An extensive literature review was done on the variables strategic planning, stewardship, leadership and church performance.

3. After much consultation regarding the list of 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. Clarity and pertinence were evaluated with the help of five experts on the subject.

5. The instrument was presented to the advisor for comment, review and critique. Adjustment were made as advised.

6. A pilot test was carried out with the resulting instrument among some congregations in the Greater New York Conference and the New Jersey Conference.

7. Based on the results of the pilot test, the instrument was adjusted to select the most relevant items, resulting in the final instrument that was used in the churches.

Construct Validity

The burden of construct validity is whether the methods of measuring that is employed measures the construct as intended, whether it is accurate or not (Cozby, & Bates, 2012). The factor analysis procedure was used to evaluate the validity of the constructs of church strategic planning, personal stewardship, church leadership, and

church performance, presented in this section. The results of the validation of each variable are presented in Appendix B.

The analyses of the statistical tests are presented below for each variable.

Strategic Planning

The Instrument on Strategic Planning has 12 items grouped into three dimensions: (a) Vision and Mission (SP1 to SP5), (b) Strategic Environment (SP6 to SP9) and (c) Strategic Requirements (SP10 to SP12).

Regarding the sample adequacy measure KMO, a very high value ($KMO = .881$) was found. For the Bartlett sphericity test, it was found that the results ($X^2 = 1455.107$, $df = 66$, $p = .000$) are significant.

For the extraction statistics by main components, it was found that the commonality values ($Commin = .611$; $Commax = .862$). The 12 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 77.448% 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 five indicators and was assigned the name of "Strategic Environment". The indicators were the following: "(SP8) The church analyzes

its strengths and weaknesses periodically”, “(SP9) The church assesses its opportunities and threats regularly”, “(SP5) The church has defined measurable financial objectives”, “(SP6) The church members participate actively in the formulation of the strategies”, “(SP7) There are known incentives for the proper execution of strategies”. Item “(SP5) The church has defined measurable financial objectives”, was originally under the dimension “Vision and Mission”, will be included under the dimension “Strategic Environment”.

The second factor was constituted by four indicators and was assigned the name of "Vision and Mission". The indicators were the following: “(SP2) The church has an inspiring and challenging vision”, “(SP1) The vision statement of the church is clear”, “(SP4) The mission statement of the church is comprehensible”, “(SP3) The chance of the church achieving this vision is high.”

The third factor was constituted by three indicators and was assigned the name of "Strategic Requirements". The indicators were the following: “(SP11) Staff training is required to execute the strategies”, “(SP10) The implementation of a continuous improvement program is required”, “(SP12) All departments are required to participate in strategic projects”.

Table 1

Rotated Component Matrix for Strategic Planning

Items	Indicators Church Strategic Planning	Factors		
		1	2	3
SP8	The church analyzes its strengths and weaknesses periodically.	.863	.262	.128
SP9	The church assesses its opportunities and threats regularly.	.853	.224	.149
SP5	The church has defined measurable financial objectives.	.742	.239	.279
SP6	The church members participate actively in the formulation of the strategies	.735	.445	.068
SP7	There are known incentives for the proper execution of strategies	.733	.351	.232

SP2	The church has an inspiring and challenging vision	.320	.857	.156
SP1	The vision statement of the church is clear	.208	.853	.187
SP4	The mission statement of the church is comprehensible	.332	.796	.242
SP3	The chance of the church achieving this vision is high	.450	.746	.147
SP11	Staff training is required to execute the strategies	.075	.178	.903
SP10	The implementation of a continuous improvement program is required	.154	.127	.875
SP12	All departments are required to participate in strategic projects	.305	.198	.692

Personal Stewardship

The instrument on Personal Stewardship has 12 items grouped into four dimensions: a) Time Management (STE1 to STE3), b) Spiritual Development (STE4 to STE6), c) Financial Accountability (STE7 to STE10), and d) Self-Care (STE11 to STE12).

Regarding the sample adequacy measure KMO, a very high value (KMO = .883) was found. For the Bartlett sphericity test, it was found that the results ($X^2 = 1319.548$, $df = 66$, $p = .000$) are significant.

For the extraction statistics by main components, it was found that the commonality values (Commin = .521; Commax = .806). The 12 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 72.283% 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 2 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 "Spiritual Development". The indicators were the following: "(STE4) Practicing my Christian faith." "(STE5) Growing in the Love of God", "(STE6) Growing in Love of my Neighbors", "(STE7) Faithfulness in Returning Tithes", "(STE8) Generosity in Giving Offerings" "(STE9) Investment of my Resources in Church Projects", and "(STE10) Being Satisfied with What God has given me." Originally items "(STE8) Generosity in Giving Offerings", "(STE9) Investment of my Resources in Church Projects", and "(STE10) Being Satisfied with What God has given me" were part of the dimension called "Use of Treasures" and were redacted to become a part of this dimension "Spiritual Development", thus the redacted items are, "(STE8) Cultivating Generosity in Giving Offerings", "(STE9) Expand Investment of my Resources in Church Projects", and "(STE10) Maturing in Being Satisfied with What God has given me".

The second factor was constituted by three indicators and was assigned the name of "Time Management". The indicators were the following: "(STE1) Time spent on the Job", "(STE2) Time spent with family", "(STE3) Time spent building my relationship with God".

The third factor was constituted by two indicators and was assigned the name of "Self-Care". The indicators were the following: "(STE12) Get enough Rest", "(STE11) Get enough exercise".

Table 2

Rotated Component Matrix for Stewardship

Items	Indicators Personal Stewardship	Factors		
		1	2	3
STE5 Growing in the Love of God		.787	.229	.344
STE8 Generosity in Giving Offerings		.769	.337	.095
STE10 Being Satisfied with What God has given Me		.757	.026	.333

STE6	Growing in Love of my Neighbors	.726	.168	.356
STE9	Investment of my Resources in Church Projects	.688	.206	.070
STE4	Practicing my Christian faith	.678	.443	.236
STE7	Faithfulness in Returning Tithes	.669	.522	-.108
STE1	Time spent on the Job	.117	.842	.185
STE2	Time spent with family	.404	.731	.330
STE3	Time spent building my relationship with God	.569	.592	.216
STE12	Get enough Rest	.198	.151	.848
STE11	Get enough exercise	.193	.223	.829

Leadership

The instrument on Leadership had 12 items group into three dimensions: a) Inspire Others (LID1 to LID4), b) Enable Others (LID5 to LID8), and c) Encourage Others (LID9 to LID12).

Regarding the sample adequacy measure KMO, a high value (KMO = .930) was found. For the Bartlett sphericity test, it was found that the results ($X^2 = 1683.655$, $df = 66$, $p = .000$) are significant.

For the extraction statistics by main components, it was found that the commonality values (Commin = .729; Commax = .884) are superior to the extraction criteria (Com = .300). In relation to the total variance explained, a confirmatory analysis was carried out with two factors, explaining 79.061% 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 3 presents information comparing the relative saturations of each indicator for the three factors of collaboration relationships.

The first factor was constituted by four indicators and was assigned the name of "Inspire". The indicators were the following: "(LID5) Set achievable goals, make concrete plans and establish measurable milestones for projects and programs", "(LID6)

Experiment and take risks, even with probability of failure”, “(LID4) Enlist others to share aspirations and future dreams” and “(LID2) Receive feedback on actions from other people about his/ her performance.”

The second factor was constituted by five indicators and was assigned the name of "Enable". The indicators were the following: “(LID1) Fulfill promises and commitments made”, “(LID9) Listen actively to different points of views”, “(LID8) Treat people with dignity and respect”, “(LID3) Envisions what the future of the church could be like”, and “(LID7) Be ready to learn from mistakes.”

The third factor was constituted by three indicators and was assigned the name of "Encourage". The indicators were the following: “(LID10) Recognize publicly the contribution of others”, “(LID12) Show confidence in the abilities of others”, and “(LID11) Find ways to celebrate accomplishments”.

Table 3

Rotated Component Matrix of Leadership

Items	Indicators Church Leadership	Factors		
		1	2	3
LID5	Set achievable goals, make concrete plans and establish measurable milestones for projects and programs	.819	.173	.229
LID6	Experiment and take risks, even with probability of failure	.804	.208	.352
LID4	Enlist others to share aspirations and future dreams	.702	.362	.324
LID2	Receive feedback on actions from other people about his/ her performance	.659	.528	.194
LID1	Fulfill promises and commitments made	.303	.831	.140
LID9	Listen actively to different points of views	.202	.724	.493
LID8	Treat people with dignity and respect	.198	.696	.546
LID3	Envisions what the future of the church could be like	.561	.592	.279
LID7	Be ready to learn from mistakes	.528	.571	.369
LID10	Recognize publicly the contribution of others	.360	.228	.838
LID12	Show confidence in the abilities of others	.345	.486	.671
LID11	Find ways to celebrate accomplishments	.551	.320	.658

Church Performance

The instrument on Church Performance has 12 items grouped into four dimensions: a) Members Satisfaction (CP1 to CP3), b) Church Communication (CP4 to CP6), c) Strategic Concerns (CP7 to CP9), and d) Church Growth (CP10 to CP12).

Regarding the sample adequacy measure KMO, a very high value ($KMO = .877$) was found. For the Bartlett sphericity test, it was found that the results ($X^2 = 1022.977$, $df = 66$, $p = .000$) are significant.

For the extraction statistics by main components, it was found that the commonality values ($Commin = .669$; $Commax = .832$). The 12 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 74.963% 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 4 presents information comparing the relative saturations of each indicator for the three factors of collaboration relationships.

The first factor was constituted by four indicators and was assigned the name of "Church Communication". The indicators were the following: "(CP6) The communication system provides individual and team performance feedback", "(CP5) The communication system shares church activities and resources", "(CP7) Leadership is committed to the vision of the church", and "(CP4) The communication system is inspirational."

The second factor was constituted by three indicators and was assigned the name of "Members Satisfaction". The indicators were the following: "(CP1) Members

are Happy to be part of this congregation”, “(CP3) Members feel proud of being members of this congregation”, and “(CP2) Members feel they are important to the congregation.”

The third factor was constituted by three indicators and was assigned the name of "Church Growth". The indicators were the following: “(CP12) Church has succeeded in planting a new congregation in past decade”, “(CP10) Membership growth was sustained over the past decade”, “(CP11) Attendance has increased over the past decade.”

The fourth factor was constituted by two indicators and was assigned the name of "Lead Concerns". The indicators were the following: “(CP8) There is Understanding of existing environmental threats and opportunities”, and “(CP9) Church enjoys sufficient information sharing policies.”

Table 4

Rotated Component Matrix of Church Performance

Indicators Church Performance		Factors			
	Items	1	2	3	4
CP5	The communication system shares church activities and resources	.831	.278	.125	.160
CP6	The communication system provides individual and team performance feedback	.817	.179	.114	.240
CP4	The communication system is inspirational	.780	.277	.171	.188
CP7	Leadership is committed to the vision of the church	.587	.433	.012	.351
CP1	Members are Happy to be part of this congregation	.235	.860	.176	.076
CP3	Members feel proud of being members of this congregation	.225	.843	.196	.133
CP2	Members feel they are important to the congregation	.300	.800	.215	.190
CP12	Church has succeeded in planting a new congregation in past decade	.099	.138	.777	.193
CP10	Membership growth was sustained over the past decade	.280	.334	.721	.062
CP11	Attendance has increased over the past decade	.476	.108	.671	.146
CP8	There is Understanding of existing environmental threats and opportunities	.225	.123	.132	.818
CP9	Church enjoys enough information sharing policies	.249	.150	.197	.762

Reliability of the Instruments

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) church strategic planning, .923; (b) personal stewardship, .914; (c) church leadership, .953; and (d) church performance, .887.

All of the four 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 5 shows, as an example, the operationalization of the Stewardship 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 is given; in the third, the instrumental definition specifies how the variable will be observed; and in the last column, each variable is codified. The full operationalization is found in Appendix D.

Table 5

Operationalization of the Variable Stewardship

Variables	Conceptual Definition	Instrumental Definition	Operational Definition
Stewardship	Stewardship is the wise use of all the resources we have, includ-	The degree of personal stewardship, was determined by means of the following 12 items, under the scale: 1 = Strongly disagree 2 = Disagree 3 = Neutral	To measure the degree of personal stewardship, data was obtained from members of the His-

ing our environ- ment and life it- self	4 = Agree 5 = Strongly agree 1.Time spent on the Job. 2.Time spent with family. 3.Time spent building my relationship with God. 4.Practicing my Christian faith. 5.Growing in the Love of God. 6.Growing in Love of my Neighbors. 7.Faithfulness in Returning Tithes. 8.Generosity in Giving Offerings. 9.Investment of my Resources in Church Projects. 10.Being Satisfied with What God has given me. 11.Get enough exercise. 12.Get enough Rest.	panic and Multi-Eth- nic churches in the Greater New York Conference through the measure of 12 items. The variable was con- sidered as metric. To make the ap- proach of the conclu- sions of this study, the following equiva- lence was determined for the scale used: 1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree
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Null Hypothesis

Hernández Sampieri, et al. (2014) mention that null hypotheses are propositions about the relationship between variables, which serve to refute or deny what the research hypothesis affirms. Moreover, according to Cozby and Bates (2012), the null hypothesis is simply that the population means are equal and that the independent variable or variables had no effect.

In this investigation, the following null hypotheses was formulated: Church strategic planning, personal stewardship, and church leadership are not predictors of church performance in the Hispanic and Multi-Ethnic Churches of the Greater New York Conference of Seventh-day Adventists.

Operationalization of the Null Hypothesis

Table 6 shows the operationalization of the null hypothesis. It includes the variables, the level of measurement of each variable and the type of statistical test that is done.

Table 6

Operationalization of the Null Hypothesis

Hypothesis	Variables	Level of Measurement	Statistical Test
Church strategic planning, personal stewardship, and church leadership are not predictors of church performance	Independent variables:		For the analysis of this hypothesis, the statistical technique of simple linear regression was used by the method of successive steps. The rejection criterion of the null hypothesis was for values of significance $p \leq .05$.
	Church strategic planning	Metric	
	Personal Stewardship	Metric	
	Church Leadership.	Metric	
	Dependent variable:		
	Church Performance	Metric	

Data Collection

The data collection was carried out in the following way:

1. All pastors of Hispanic and Multi-Ethnic Ministries in the Greater Conferences of Seventh-day Adventists were contacted about this research work, with the permission of the coordinators of both ministries. Many have supported with the distribution of the instruments in their churches, especially the Hispanic Pastors.
2. The copies of the survey were handed to them. Once received, many completed the survey themselves and had their church members complete the surveys, and finally those copies were returned to the researcher.
3. Several surveys given out to members during a Lay Congress in order to have a representative sample from as many churches as possible.

Access to Respondents

In this study the population consisted of 82 congregations of the Hispanic ministry and 52 congregations of the Multi-ethnic ministries in the Greater New York Conference. Most congregations are grouped into pastoral districts, making it a total of 57 pastoral districts. Surveys were sent to 45 pastoral districts.

Most pastors and churches did not return the surveys at all.

The investigation focused on all members and not only on church board members and Church officers. They were encouraged to fill out the surveys and were informed about the importance and the benefits of filling out the surveys. Investigator assured them that the survey would be used to help identify those areas that may help in improvement of church performance in their local Church.

Data Analysis

The database was formed in the statistical package IBM SPSS Statistics Data Editor for Windows (Version 25.0) 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.

CHAPTER IV

ANALYSIS OF THE RESULTS

Introduction

The extent of this research focused on church performance as dependent variable to explore the relationship between the variables church strategic planning, personal stewardship and church leadership, in accordance to the theoretical model identified in chapter one.

Moreover, as was outlined in chapter three the research conducted was quantitative, exploratory, transversal, descriptive and cross-sectional.

The demographic variables were the following: gender, age, education, ethnic ministry, church position, and years as Seventh-day Adventists.

The outline of this chapter is as follows: (a) population and sample, (b) demographic description of the subjects, (c) arithmetic means, (d) null hypothesis, and (e) summary of the chapter.

Population and Sample

The population that was observed for this research was 57 pastoral districts of the Hispanic and Multi-Ethnic ministries in the Greater New York Conference, which included the pastors of the churches. Data collection was done using a questionnaire. The field work was conducted during the months of September 2019 to January of 2020, and workable feedback was received from 162 respondents.

Demographic Description

This section shows the demographic results regarding the subjects of the research such as age, gender, education, ethnic ministry, church position, and years as Seventh-day Adventists (see original Tables in Appendix E).

Age

Table 7 shows the age group. Of the 162 who completed the survey, seven did not put their age group, representing a 4.3% of the total. Of the 155 who revealed their age group, 7.7% were less than 30 years old, 12.9% were age group 30-39, 25.8% age groups 40-49 and 50-59, 16.1% were in age group 60-69 and 11.6% had more than 70 years. Age groups 40-49 and 50-59 were the largest groups with a combined 51.6% of the total.

Table 7

Distribution of Population by Age of the Participants

Age	<i>n</i>	%
Less than 30	12	7.7
30-39	20	12.9
40-49	40	25.8
50-59	40	25.8
60-69	25	16.1
More than 70	18	11.6
Total	155	100.0

Gender

Table 8 shows the gender of those surveyed. Of the 162 who completed the survey, eleven did not put their gender, representing a 6.8% of the total. Of the 151 who revealed their gender, 54.3% are male and 45.7% are female.

Table 8

Distribution of Population by Gender of the Participants

Gender	<i>n</i>	%
Male	82	54.3
Female	69	45.7
Total	151	100.0

Educational Level

Table 9 shows the distribution of the educational level. 24 of the 162 who completed the survey, did not put their educational level, representing a 14.8% of the total. Of the 138 who revealed their educational level, the highest level is that of the College degree which is more than 40.6. This is followed by the Graduate's which is 24.6%. High school is 21%, Primary is 8.7% and the Doctorate is less than 5.1%.

Table 9

Distribution of Population by Education Level of the Participants

	<i>n</i>	%
Primary	12	8.7
Secondary	29	21.0
College	56	40.6
Graduate	34	24.6
Post-Graduate	7	5.1
Total	138	100.0

Ethnic Ministry

Table 10 we see the ethnic ministry of those surveyed. 77.8% are from the Hispanic ministry and 22.2 are from the Multi-Ethnic ministry.

Table 10

Distribution of Population by Ethnic-Ministry of the Participants

	<i>n</i>	%
Multi-Ethnic	36	22.2
Hispanic	126	77.8
Total	162	100.0

Church Office or Position

Table 11 shows the distribution of the church offices or positions of those surveyed. 23 of the 162 who completed the survey, did not put their office or position,

representing a 14.2% of the total. Of the 139 who revealed their office or position, the highest level of participation is that of department leaders which is 26.6%. This is followed by those who hold no office or position which represents a 20.9%. The representation of elders is 20.1%, pastors is 16.5%, treasurers is 5.8%, clerks and others are 5% each.

Years in the SDA Church

Table 12 shows the distribution of the church offices or positions of those surveyed. 31 of the 162 who completed the survey, did not put the amount of time they are members of the church, representing a 19.1% of the total. The remaining 131 who revealed the amount of time they have as church members, were distributed as follows: those that are member for over 30 years represent 28.2%, followed by those who were born as Adventists representing 26%. Those made up the 10-20 years in the church had a representation of 17.6%, followed by the 21-3- years as SDAs with 16%, and less than 10 years as SDAs made up 12.2%.

Table 11

Distribution of Population by Participants Church Position

	<i>n</i>	%
Pastor	23	16.5
Elder	28	20.1
Church Clerk	7	5.0
Church Treasurer	8	5.8
Dept. Leader	37	26.6
Other	7	5.0
No Position	29	20.9
Total	139	100.0

Table 12

Distribution of Population by Years as SDAs

	<i>n</i>	%
Adv by Birth	34	26.0
Less than 10	16	12.2
10-20	23	17.6
21-30	21	16.0
More than 30	37	28.2
Total	131	100.0

Arithmetic Means

Church Strategic Planning

Table 13 shows the arithmetic mean for church strategic planning. It can be observed that the items with the highest arithmetic means were for statements or items are “(SP11) Staff training is required to execute the strategies”, “(SP10) The implementation of a continuous improvement program is required”, and “(SP12) All departments are required to participate in strategic projects”. The lowest means are for “(SP9) The church assesses its opportunities and threats regularly”, “(SP8) The church analyzes its strengths and weaknesses periodically”, and “(SP7) There are known incentives for the proper execution of strategies”.

Table 13

Arithmetic Means for Strategic Planning

		<i>M</i>	<i>SD</i>
SP1	The vision statement of the church is clear	4.03	1.017
SP2	The church has an inspiring and challenging vision	4.02	1.008
SP3	The chance of the church achieving this vision is high	3.83	1.010
SP4	The mission statement of the church is comprehensible	3.96	.993
SP5	The church has defined measurable financial objectives.	3.61	1.052
SP6	The church members participate actively in the formulation of the strategies	3.45	1.114
SP7	There are known incentives for the proper execution of strategies	3.44	1.069
SP8	The church analyzes its strengths and weaknesses periodically.	3.44	1.125
SP9	The church assesses its opportunities and threats regularly.	3.37	1.109
SP10	The implementation of a continuous improvement program is required	4.11	.980
SP11	Staff training is required to execute the strategies	4.24	.963
SP12	All departments are required to participate in strategic projects	4.04	1.035
	STR_PLAN	3.79	.766

Personal Stewardship

Table 14 shows the arithmetic mean for personal stewardship. It can be observed that the items with the highest arithmetic means were for statements or items are “(STE10) Satisfied with what God gives”, “(STE5) Growing in God’s love” and “(STE7) Honesty returning tithes”. The lowest means are for “(STE11) Get enough exercise”, and “(STE12) Get enough rest”.

Table 14

Arithmetic Means for Personal Stewardship

		<i>M</i>	<i>SD</i>
STE1	Time spent on the Job	3.90	.947
STE2	Time spent in personal growth	3.96	.935
STE3	Time spent building my relationship with God	4.06	.972
STE4	Practicing my Christian faith	4.20	.887
STE5	Growing in the Love of God	4.36	.762
STE6	Growing in Love of my Neighbors	4.29	.785
STE7	Honesty in Returning Tithes	4.30	.973
STE8	Generosity in Giving Offerings	4.27	.865
STE9	Investment of my Resources in Church Projects	4.16	.876

STE10	Being Satisfied with What God has given Me	4.50	.774
STE11	Getting enough exercise	3.51	1.170
STE12	Getting enough Rest	3.51	1.148
	STEWARDSHIP	4.09	.670

Leadership

Table 15 shows the arithmetic mean for church leadership. It can be observed that the items with the highest arithmetic means were for statements or items are “(LID8) Treat others with dignity and respect”, “(LID9) Listen Actively to different points of view”, and “(LID10) Recognize publicly the contribution of others”. The lowest means are for “(LID2) Receive feedback on actions from other people about his/ her performance”, and “(LID5) Experiment and take risks, even with probability of failure”.

Table 15

Arithmetic Mean for Church Leadership

		<i>M</i>	<i>SD</i>
LID1	Fulfill promises and commitments made	3.80	.970
LID2	Receive feedback on actions from other people about his/ her performance	3.67	1.019
LID3	Envisions what the future of the church could be like	3.83	1.027
LID4	Enlist others to share aspirations and future dreams	3.70	.963
LID5	Experiment and take risks, even with probability of failure	3.55	1.039
LID6	Set achievable goals, make concrete plans and establish measurable milestones for projects and programs	3.69	1.041
LID7	Be ready to learn from mistakes	3.85	1.170
LID8	Treat people with dignity and respect	4.11	.961
LID9	Listen actively to different points of views	4.00	.974
LID10	Recognize publicly the contribution of others	3.99	1.106
LID11	Find ways to celebrate accomplishments	3.89	1.049
LID12	Show confidence in the abilities of others	3.97	.996
	LEADERSHIP	3.84	.834

Church Performance

Table 16 shows the arithmetic mean for church performance. It can be observed that the items with the highest arithmetic means were for statements or items are “(CP3) Members feel proud”, “(CP1) Members are happy”, and “(CP2) Members feel important”. The lowest means are for “(CP12) Planting new congregation”, and “(CP9) The church enjoys enough information sharing policies”.

Multiple Regression

The dataset was cleaned to ensure normality by the elimination of six data points leaving the dataset at 156 data points.

Table 16

Arithmetic Means for Strategic Planning

		<i>M</i>	<i>SD</i>
CP1	Members are Happy to be part of this congregation	4.24	.892
CP2	Members feel they are important to the congregation	4.04	.937
CP3	Members feel proud of being members of this congregation	4.25	.865
CP4	The communication system is inspirational	3.83	.960
CP5	The communication system shares church activities and resources	3.93	.903
CP6	The communication system provides individual and team performance feedback	3.72	1.023
CP7	Leadership is committed to the vision of the church	3.93	.969
CP8	There is understanding of existing environmental threats and opportunities	3.52	.913
CP9	The church enjoys enough information sharing policies	3.49	.953
CP10	Membership growth was sustained over the past decade	3.54	1.158
CP11	Attendance has increased over the past decade	3.52	1.126
CP12	Church has succeeded in planting a new congregation in past decade	3.00	1.536
	PERFORMANCE	3.75	.689

For this research, the first criterion that was analyzed was the linearity through the graphs. The second criterion that was tested was the normality of the errors with

the Kolmogorov-Smirnov statistic ($p > .05$), six atypical data were eliminated. In the third criterion the independence of the errors was proved, using the Durbin-Watson test (1.762), whose value is very close to two, this indicates that the errors are not correlated and are independent. Finally, the homoscedasticity was analyzed, and it was proven that the errors have equal variances (see Appendix E).

Null Hypothesis

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

H₀: The empirical model in which church strategic planning, personal stewardship and church leadership are not predictors of church performance within Hispanic and multi-ethnic ministries of the Greater New York Conference of Seventh-day Adventist, USA.

Linear regression was utilized to test this hypothesis whereby church performance (CP) was the dependent variable and church strategic planning (SP), personal stewardship (STE) and church leadership (LID) the independent variables.

When applying the method of stepwise in the regression analysis, it shows that the best predictor was the independent variable church strategic planning, because it explained 61.6% of the variance of the dependent variable, church performance (see Figure 2). Model 2 has an F value equal to 249.431 and p value equal to .000. As it can be observed the p value is less than .05, therefore, there is a positive and significant lineal correlation. Thus, the null hypothesis is rejected.

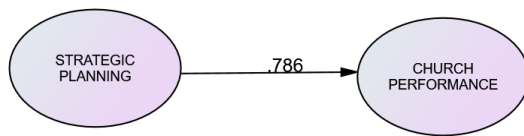


Figure 2. Best Predictor (Model 2).

Furthermore, it was observed that the theoretical model with the independent variables church strategic planning, personal stewardship and church leadership, were good predictors of church performance. The value of R^2 adjusted was equal to .748, which means that these three variables explained 74.8% of variance of the dependent variable (see Figure 3). Model 3 has an F value equal to 154.189 and p value equal to .000. As it can be observed the p value is less than .05, therefore, there is a positive and significant lineal correlation. Hence, the null hypothesis is rejected.

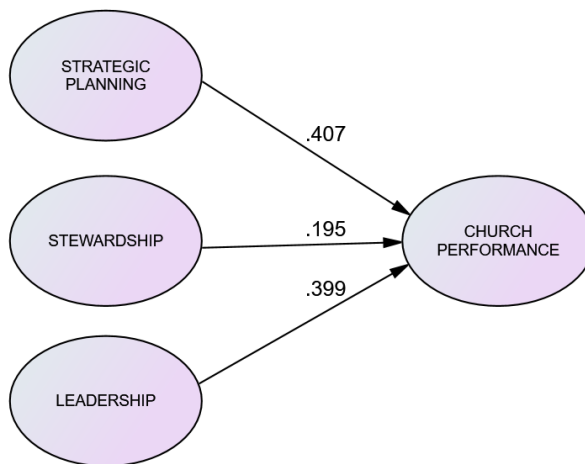


Figure 3. Research Model 3.

The values of the non-standardized B_k for each model are the following: (a) Model 1, B_0 equal to 1.085, and B_1 equal to .702; (b) Model 2, B_0 equal to .357, B_1 equal to .363, B_2 equal to .320, and B_3 equal to .193.

The collinearity of the variables was also analyzed, and it was observed that the factor of the inflation of the variance (VIF) of church strategic planning, personal stewardship and church leadership, were less than ten, for which it was concluded that church performance the dependent variable and the aforementioned independent variables do not present collinearity.

Summary of Chapter

This chapter has presented the results of the investigation following statistical data analysis. It showed the demographic data and the extent of its behavior. All the respective tests relevant to the research hypothesis were presented as well as the descriptive statistics.

CHAPTER V

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

Introduction

In this section, the synthesis of the study is assembled into two distinct parts. The first part presents a summary of the purpose of the study and the implications of the findings based on empirical analyses and discussion. The second part presents recommendations and conclusions to the study.

The study set out to discover the causal relationship between the variables church strategic planning, personal stewardship, church leadership and church performance according to the theoretical model of the research. The study was quantitative, cross-sectional, descriptive, non-experimental, and explanatory.

The independent variables were church strategic planning, personal stewardship and church leadership, while the dependent variable was church performance. The demographic variables consisted of age, gender, level of education, ethnic ministry, position in the church, and years as Seventh-day Adventist.

The research sample consisted of 162 respondents of surveys sent out to church members and pastors of 45 pastoral district of the Hispanic and Multi-ethnic ministries Greater New York Conference of Seventh-day Adventists.

Discussions

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

Church Strategic Planning

Taiwo and Idunnu (2007) concluded that firms having a formal strategic planning process outperform those that do not. Furthermore, firms taking a proactive strategic approach have better performance than those taking a reactive strategic approach.

Odom and Boxx (1988) indicate that more formal planning systems were associated with higher level of growth. Ference (2001) reported that strategic planning was one of the necessary ingredients for peak performance in an organization.

This was consistent with the model, suggesting that Church Strategic Planning influences the Church performance.

The highest arithmetic means was for the statement: “(SP11) Staff training is required to execute the strategies,” ($M = 4.24$). It indicates that training the staff is necessary to have the best organizational results. The literature shows that staff training and engagement is imperative for the best organizational performance (Drucker, 2004; Hooi, & Payambarpour, 2016)

The second statement: “(SP10) The implementation of a continuous improvement program is required” ($M = 4.11$) reveals that strategies are dynamic and need to be evaluated and improved upon continually. What works at a given timeframe may not work at another time. This is supported by literature (Richard, et al., 2009; Roth, 2015) whom encourage leaders to improve on their program by continual monitoring and evaluation of the strategies of the organization.

The third statement: “(SP12) All departments are required to participate in strategic projects” ($M = 4.04$) speaks to the importance of teamwork and collaboration in carrying out an effective strategic plan in an organization. No man is an island when it comes to the strategic plans. This is in accordance with the literature, Drucker (2004) talks about the strategic plans will serve to coordinate efforts toward a goal, Kerzner (2002) say strategic plans becomes a vehicle of communication to all departments and

staff, and Steiner (2008) agrees with him. Malphurs (2013) supports the notion that a strategic plan will bring alignment into the organization.

The lowest means are for the statements “(SP9) The church assesses its opportunities and threats regularly” ($M = 3.37$) and “(SP8) The church analyzes its strengths and weaknesses periodically” ($M = 3.44$), which tells us that assessment of current situation and future expectation are necessary to any organization that wants to remain relevant to its environment. Dess, et al. (2007) insists that the lack of proper assessment of the internal factors (strengths and weaknesses) and the external environment (opportunities and threats) can be devastating to an organization. Roth (2015) indicates that a lack of scanning the external or internal environment in which the organization operates can be invite terrible consequences into an organization. These low numbers reflect the concern of church members and pastors to continually evaluate what is going on in the church and its surroundings. This is key to best organizational practices and performance.

Finally, the statement “(SP7) There are known incentives for the proper execution of strategies” ($M = 3.44$), tells of the need to motivate the staff or members of the organization continually. Drucker (2004) believes that one of the greatest benefits of strategic planning is that it puts resources where they are needed and distribute in a more balanced way, including incentives such as recognition for performance, training and financial incentives for a job well done. This shows the concern that the church is not giving enough incentives to the members and pastors and it can have a negative effect on the performance.

Saltman and Ferroussier-Davis (2000) believe that a good steward will improve what is entrusted to him/her and will perform for the wellbeing of the organization and those it affects. Whereas, Block (1993) explains that stewardship will focus on the difficult aspects of the organization such as the distribution of power, purpose and rewards, and this will bring about better performance.

Mitter and Emprehtinger (2016) talks about the stewardship can seeks the best performance in the continuity of the business, its employees or staff and the customer for long term benefits of all.

This was consistent with the model, suggesting that Personal Stewardship influences the Church performance.

The highest arithmetic means were for the statements: “(STE10) Satisfied with what God gives me,” ($M = 4.50$), “(STE5) Growing in God’s love” ($M = 4.36$) and “(STE7) Honesty returning tithes” ($M = 4.30$) indicate that faithful stewardship recognizes God as the source of all, and this will in turn let the person perform at his best level knowing that he or she is responsible to God for what He entrusted to him or her, whether it is life, love or making a living. Church members need to be nurtured in spiritual matters first, then in financial matters. The appeal should be to the heart, not to the checkbooks. This is in line with the literature. Hoomes (2017) maintains that stewardship is a matter of the heart, before it becomes a matter of the pockets. Bruce (2007) supports this notion by indicating that a faithful steward who has strong relationship with God will honor Him in the way he performs in five areas, namely time, temple, talents, treasures and testimony. Hernandez (2008) says that good stewardship does become a role model in their values and behavior.

The means of these items suggest the member and pastors value their relationship with God and considers it paramount for the success of the church, so their nurturing of their relationship with God makes them better stewards of what has been entrusted to them. Bruce (2007) agrees when he says that the stewardship of the members today will impact the future performance of the church.

The lowest means are for “(STE11) Get enough exercise” ($M = 3.51$) and “(STE12) Get enough rest” ($M = 3.51$) speaks to the importance of self-care and being steward of life. No organization will perform at its peak with overworked, unhealthy and tired workers. Pearson and Marler (2010) that an organization, especially the manager or leaders, need to seek the welfare of their staff and members, which in turn will build support and trust. The contrary could lead to negative outputs and outcomes for the organization. This low numbers reflect in part the condition of the members and pastors regarding their health and lifestyle and suggest they don't consider the physical aspect of stewardship in caring for their bodies as important as the spiritual aspect.

Church Leadership

Drucker (2004) preaches that the character of the leader will be imitated, so it is pertinent for the leader to build up others and this will become the culture for better performance in the organization. Also, Hao and Yazdanifard (2015) proclaim that important aspects of leadership such as influencing workers, motivating and encouraging and listening to others will build trust and support and it will pay big dividends in the performance of the organization.

This was consistent with the model, suggesting that Church Leadership influences the Church performance.

The highest arithmetic means were for the statements: “(LID8) Treat others with dignity and respect,” ($M = 4.11$), “(LID9) Listen Actively to different points of view” ($\chi = 4.00$) and “(LID10) Recognize publicly the contribution of others” ($M = 3.99$) It indicates that church members, as all other individuals, are longing to be treated with dignity and respect ; they want to have a voice and a place in the activities of the organization. This will influence them to perform better and will benefit the organization. This is in accordance with Hao and Yazdanifard (2015) who believes the leader has the ability to encourage and motivate in many ways and as Yukl, et al. (2003) insist the leader will be the most influential person in determining what changes can come about in the organization.

The lowest means are for “(LID2) Receive feedback on actions from other people about his/ her performance” ($M = 3.67$) and “(LID5) Experiment and take risks, even with probability of failure” ($M = 3.55$) alludes to that fact that church leaders are viewed as not comfortable with feedback and taking risk, the *status quo* is good enough. This is not a good view of church leadership as they are those that others imitate. Drucker (2004) emphasized the point that the “spirit of the organization is created from the top” (p. 3). This tells the fact that members want to interact with leaders and have a say in the affairs of the church. They would love their leaders to take risk even if the plan fails, for “a bad plan is better than no plan.

Church Performance

Bae (2006) suggests that church performance is tied to the strategies, the values, the culture and the organizational needs. Combs, et al. (2005) believe that the

social and economic performance of an organization are the results of attributes, actions, and the organizational environment. Drucker (2004) states that the ultimate standard by which a manager or leaders is measured is the performance of the organization.

The literature is consistent with the model, suggesting that Church Strategic Planning, Personal Stewardship and Church Leadership influence the Church performance.

The highest arithmetic means were for the statements: “(CP3) Members feel proud of being members of this congregation” ($M = 4.25$), “(CP1) Members are Happy to be part of this congregation” ($M = 4.20$) and “(CP2) Members feel they are important to the congregation” ($M = 4.04$). It indicates that church members, overall are very happy about their congregations, it shows a love for the church, and pride in being church members. This is consistent with what Sonnentag (2003) believes when she indicates that the performance of an organization is captured in the action and behavior of those who are members. Performance is what they are called to do.

These means reveal that members think highly of their congregations and are proud of it. They have a sense of belonging and sense the importance of their roles as members of their congregations.

On the other hand, the lowest means are for “(CP12) Church has succeeded in planting a new congregation in past decade” ($M = 3.00$) and “(CP9) The church enjoys enough information sharing policies” ($M = 3.49$) which allude to that fact that there is lagging in the advance of the mission of the church. It speaks to members wanting more information, they want to see results that will help them perceive the performance

of the church. Lusthaus, et al. (1999) emphasize that the performance of the organization is seen in the activities to achieve the mission, as outputs are what they can see, they can observe.

Conclusions

In this section, the conclusions of the confirmatory model and the hypothesis are about the problem statement. The problem this research attempted to investigate in this study is the empirical model in which church strategic planning, personal stewardship and church leadership are predictors of church performance as perceived by the members and pastors of the congregations in the Hispanic and Multi-ethnic ministries in the Greater New York Conference of Seventh-day Adventists. The study showed church strategic planning, personal stewardship and church leadership are good predictors of church performance.

The best predictor is church strategic planning, followed by church leadership and personal stewardship. These conclusions are based on the 162 surveys received from the participants of the study, namely, the members and pastors of the congregation in the Hispanic and Multi-ethnic ministries in the Greater New York Conference of Seventh-day Adventists and are supported by the statistical analysis done and are included in the appendix.

Recommendations

As a result of this research some recommendations are in place, especially for pastors and local church leaders:

1. Consider it a matter of urgency to develop and implement strategic plans that are crafted to each congregation and district in their own environments. The research

shows that this task that can make a difference in the performance of the churches. This would solve the problem of monitoring factors such as strength, weaknesses, opportunities and threats.

2. Training in the development and implementation of the strategic plan is imperative need for pastors and church leaders. Seek expert help in doing this most important exercise. The study shows that leaders needed more training in this area.

3. Pay careful attention to the spiritual development and nurturing of the members, do everything possible to engage the members in their personal relationship with the Lord. The results show that making better stewards of God's people begins with the heart, then it leads to the pocket, and other areas of life.

4. Develop programs to help the members become more aware of their health needs and get them involved in some type of program to improve their health. Results show this was not a priority of their agenda.

5. Develop a program to give more attention to the preparation of leaders both for today and for the future. The study shows that long-term performance is not possible without well prepared leaders. They will make the difference.

6. Seek more involvement and ideas from church members. They are proud of their churches and would love to contribute to the best of their abilities. The study shows they want a voice. Keep in tune with the members desires and feelings.

7. Build within the program ways to continually motivate, encourage and recognize the contributions of those that are involved, however small that involvement may be. The study indicates they need this incentive.

For Future Research

This section presents some recommendations for future research to find models that contribute to improving church performance.

1. Replicate the research, using other populations such of other ministries, conferences, pastoral workers to compare the results of this investigation.

2. Formulate new models, where new constructs such as spirituality, sense of belonging, personal health, or other constructs are studied in order to measure church performance.

3. Formulate a new structural model to compare the results with that of a predictive model, only with more constructs.

APPENDIX A

INSTRUMENT

SURVEY ON LOCAL CHURCH PERFORMANCE

We appreciate your participation in answering this survey. This is a scientific study that we are conducting to analyze what areas most impact our churches and seek to improve our performance in preaching the gospel. PLEASE ANSWER ALL QUESTIONS, IT IS VITAL TO GET THE BEST RESULTS.

Gender: Male (___) Female (___)

Age: Less than 30 (___) 30 -39 (___) 40-49 (___) 50-59 (___) 60-69 (___) 70+ (___)

Education Level: Primary (___) Secondary (___) College (___) Graduate (___) Post-Graduate (___)

Position: Pastor (___) Elder (___) Clerk (___) Treasurer (___) Dept. Leader (___) Other (___) No Position (___)

Years as Adventist: From Birth (___) Less than 10 (___) 10-20 (___) 21-30 (___) +30 (___)

LOCAL CHURCH PERFORMANCE

Please analyze each of the statements given below and check an "X" in the box to show your perception of the performance of your local congregation, using the following scale:

Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1	2	3	4	5

	How do you perceive the performance of your local congregation regarding the following...?	1	2	3	4	5
1	Members are Happy to be part of this congregation					
2	Members feel they are important to the congregation					
3	Members feel proud of being members of this congregation					
4	The communication system is inspirational					
5	The communication system shares church activities and resources					
6	The communication system provides individual and team performance feedback					
7	Leadership is committed to the vision of the church					
8	There is understanding of existing environmental threats and opportunities					
9	The church enjoys enough information sharing policies					

10	Membership growth was sustained over the past decade					
11	Attendance has increased over the past decade					
12	Church has succeeded in planting a new congregation in past decade					

LOCAL CHURCH STRATEGIC PLANNING

Please analyze each of the statements given below and check an “X” in the box to show your perception of the strategic planning of your local congregation, using the following scale:

Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1	2	3	4	5

	How strategic is your local congregation regarding the following...?	1	2	3	4	5
1	The vision statement of the church is clear					
2	The church has an inspiring and challenging vision					
3	The chance of the church achieving this vision is high					
4	The mission statement of the church is comprehensible					
5	The church has defined measurable financial objectives.					
6	The church members participate actively in the formulation of the strategies					
7	There are known incentives for the proper execution of strategies					
8	The church analyzes its strengths and weaknesses periodically.					
9	The church assesses its opportunities and threats regularly.					
10	The implementation of a continuous improvement program is required					
11	Staff training is required to execute the strategies					
12	All departments are required to participate in strategic projects					

PERSONAL STEWARDSHIP

Please analyze each of the statements given below and check an “X” in the box to show your perception of YOUR Stewardship as a member of your local congregation, using the following scale:

Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
--------------------------	-----------------	------------------	--------------	-----------------------

1	2	3	4	5
---	---	---	---	---

	Do you perceive you have been faithful in your personal stewardship regarding...?	1	2	3	4	5
1	Time spent on the Job					
2	Time spent in personal growth					
3	Time spent building my relationship with God					
4	Practicing my Christian faith					
5	Growing in the Love of God					
6	Growing in Love of my Neighbors					
7	Honesty in Returning Tithes					
8	Generosity in Giving Offerings					
9	Investment of my Resources in Church Projects					
10	Being Satisfied with What God has given Me					
11	Getting enough exercise					
12	Getting enough Rest					

LOCAL CHURCH LEADERSHIP

Please analyze each of the statements given below and check an "X" in the box to show your perception of the leadership of your local congregation, using the following scale:

Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1	2	3	4	5

	How do you perceive the leadership of your local congregation regarding the following...?	1	2	3	4	5
1	Fulfill promises and commitments made					
2	Receive feedback on actions from other people about his/her performance					
3	Envisions what the future of the church could be like					
4	Enlist others to share aspirations and future dreams					
5	Experiment and take risks, even with probability of failure					
6	Set achievable goals, make concrete plans and establish measurable milestones for projects and programs					
7	Be ready to learn from mistakes					
8	Treat people with dignity and respect					
9	Listen actively to different points of views					
10	Recognize publicly the contribution of others					
11	Find ways to celebrate accomplishments					

12	Show confidence in the abilities of others					
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APPENDIX B

FACTOR ANALYSIS

Church Strategic Planning

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.881
Bartlett's Test of Sphericity	Approx. Chi-Square	1455.107
	Df	66
	Sig.	.000

Communalities

	Initial	Extraction
SP1	1.000	.806
SP2	1.000	.862
SP3	1.000	.781
SP4	1.000	.803
SP5	1.000	.686
SP6	1.000	.743
SP7	1.000	.715
SP8	1.000	.829
SP9	1.000	.800
SP10	1.000	.805
SP11	1.000	.853
SP12	1.000	.611

Extraction Method: Principal Component Analysis.

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	6.577	54.807	54.807	6.577	54.807	54.807	3.681	30.675	30.675
2	1.595	13.295	68.102	1.595	13.295	68.102	3.238	26.986	57.661
3	1.122	9.346	77.448	1.122	9.346	77.448	2.375	19.788	77.448
4	.528	4.396	81.845						
5	.437	3.638	85.483						
6	.415	3.457	88.940						
7	.376	3.130	92.070						
8	.269	2.244	94.314						
9	.206	1.714	96.028						
10	.187	1.562	97.590						
11	.165	1.376	98.966						
12	.124	1.034	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component		
	1	2	3
SP8	.863	.262	.128
SP9	.853	.224	.149
SP5	.742	.239	.279
SP6	.735	.445	
SP7	.733	.351	.232

SP2	.320	.857	.156
SP1	.208	.853	.187
SP4	.332	.796	.242
SP3	.450	.746	.147
SP1		.178	.903
1			
SP1	.154	.127	.875
0			
SP1	.305	.198	.692
2			

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Personal Stewardship

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.883
Bartlett's Test of Sphericity		1319.548
Approx. Chi-Square		
Df		66
Sig.		.000

Communalities

	Initial	Extraction
STE1	1.000	.795
STE2	1.000	.833
STE3	1.000	.814
STE4	1.000	.824
STE5	1.000	.844
STE6	1.000	.692
STE7	1.000	.767

STE8	1.000	.787
STE9	1.000	.808
STE10	1.000	.691
STE11	1.000	.788
STE12	1.000	.820

Extraction Method: Principal Component Analysis.

Total Variance Explained

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	6.521	54.342	54.342	6.521	54.342	54.342	3.470	28.916	28.916
2	1.209	10.073	64.415	1.209	10.073	64.415	2.146	17.885	46.801
3	.944	7.868	72.283	.944	7.868	72.283	1.984	16.532	63.333
4	.789	6.578	78.861	.789	6.578	78.861	1.863	15.528	78.861
5	.614	5.113	83.974						
6	.457	3.804	87.778						
7	.440	3.670	91.448						
8	.301	2.510	93.958						
9	.239	1.988	95.947						
10	.198	1.648	97.595						
11	.151	1.262	98.857						
12	.137	1.143	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component			
	1	2	3	4

STE5	.816	.301	.159	.251
STE4	.792	.190	.383	.121
STE3	.696	.156	.541	.112
STE1	.686	.374	-.043	.280
0				
STE6	.683	.354	.101	.299
STE9	.204	.846	.129	.187
STE8	.445	.710	.257	.140
STE7	.394	.634	.451	-.076
STE1	.049	.253	.824	.222
STE2	.512	.144	.693	.263
STE1	.196	.133	.134	.864
2				
STE1	.240	.083	.207	.825
1				

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

Church Leadership

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.930
Bartlett's Test of Sphericity	Approx. Chi-Square	1683.655
	Df	66
	Sig.	.000

Communalities

	Initial	Extraction
LID1	1.000	.803
LID2	1.000	.750
LID3	1.000	.742
LID4	1.000	.729

LID5	1.000	.753
LID6	1.000	.813
LID7	1.000	.741
LID8	1.000	.821
LID9	1.000	.808
LID1	1.000	.884
0		
LID1	1.000	.839
1		
LID1	1.000	.805
2		

Extraction Method: Principal Component Analysis.

Total Variance Explained

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	7.937	66.139	66.139	7.937	66.139	66.139	3.561	29.674	29.674
2	.910	7.583	73.723	.910	7.583	73.723	3.247	27.061	56.735
3	.641	5.339	79.061	.641	5.339	79.061	2.679	22.326	79.061
4	.529	4.410	83.471						
5	.401	3.345	86.816						
6	.338	2.815	89.632						
7	.294	2.452	92.084						
8	.263	2.188	94.271						
9	.213	1.775	96.046						
10	.192	1.604	97.650						
11	.151	1.262	98.912						
12	.131	1.088	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component		
	1	2	3
LID5	.819	.173	.229
LID6	.804	.208	.352
LID4	.702	.362	.324
LID2	.659	.528	.194
LID1	.303	.831	.140
LID9	.202	.724	.493
LID8	.198	.696	.546
LID3	.561	.592	.279
LID7	.528	.571	.369
LID1	.360	.228	.838
0			
LID1	.345	.486	.671
2			
LID1	.551	.320	.658
1			

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 8 iterations.

Church Performance

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.887
Bartlett's Test of Sphericity	Approx. Chi-Square	1022.97
	Df	7
	Sig.	.000

Communalities

	Initial	Extraction
CP1	1.000	.832
CP2	1.000	.812
CP3	1.000	.818
CP4	1.000	.750
CP5	1.000	.809
CP6	1.000	.771
CP7	1.000	.656
CP8	1.000	.753
CP9	1.000	.705
CP10	1.000	.713
CP11	1.000	.710
CP12	1.000	.669

Extraction Method: Principal Component Analysis.

Total Variance Explained

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	5.789	48.239	48.239	5.789	48.239	48.239	2.935	24.460	24.460
2	1.254	10.449	58.688	1.254	10.449	58.688	2.643	22.029	46.489
3	1.137	9.479	68.167	1.137	9.479	68.167	1.802	15.021	61.510
4	.816	6.796	74.963	.816	6.796	74.963	1.614	13.454	74.963
5	.633	5.272	80.235						
6	.567	4.726	84.961						

7	.451	3.760	88.721						
8	.341	2.839	91.559						
9	.308	2.564	94.123						
10	.281	2.338	96.461						
11	.234	1.952	98.413						
12	.190	1.587	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component			
	1	2	3	4
CP5	.831	.278	.125	.160
CP6	.817	.179	.114	.240
CP4	.780	.277	.171	.188
CP7	.587	.433	.012	.351
CP1	.235	.860	.176	.076
CP3	.225	.843	.196	.133
CP2	.300	.800	.215	.190
CP1	-.099	.138	.777	.193
2				
CP1	.280	.334	.721	.062
0				
CP1	.476	.108	.671	.146
1				
CP8	.225	.123	.132	.818
CP9	.249	.150	.197	.762

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

APPENDIX C

RELIABILITY STATISTICS

Reliability

Strategic Planning

Reliability Statistics

Cronbach's Alpha	N of Items
.923	12

Stewardship

Reliability Statistics

Cronbach's Alpha	N of Items
.914	12

Leadership

Reliability Statistics

Cronbach's Alpha	N of Items
.953	12

Church Performance

Reliability Statistics

Cronbach's Alpha	N of Items
.886	12

APPENDIX D

OPERATIONALIZATION OF THE VARIABLES

Operationalization of the variable Church Strategic Planning

Variables	Conceptual Definition	Instrumental Definition	Operational Definition
Strategic Planning	Strategic Planning is defined as the comprehensive step by step guide that is used towards achieving the goals of the organization, in this case the church	<p>The degree of church strategic planning, was determined by means of the following 12 items, under the scale:</p> <p>1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree</p> <p>1.The vision statement of the church is clear. 2.The church has an inspiring and challenging vision. 3.The chance of the church achieving this vision is high. 4.The mission statement of the church is comprehensible. 5.The church has defined measurable financial objectives. 6.The church members participate actively in the formulation of the strategies. 7.There are known incentives for the proper execution of strategies.</p>	<p>To measure the degree of church strategic planning, data was obtained from members of the Hispanic and Multi-Ethnic churches in the Greater New York Conference through the measure of 12 items. 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 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree</p>

8.The church analyzes its strengths and weaknesses periodically.
 9.The church assesses its opportunities and threats regularly.
 10.The implementation of a continuous improvement program is required.
 11.Staff training is required to execute the strategies.
 12. All departments are required to participate in strategic projects.

Operationalization of the variable Church Leadership

Variables	Conceptual Definition	Instrumental Definition	Operational Definition
Leadership	Leadership is defined as the process (capacity and mode) through which a person influences others (inspire the will) to do what is best for the organization (the church) and to carry out the defined objectives and plans (common purpose)	The degree of church leadership, was determined by means of the following 12 items, under the scale: 1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree 1.Fulfill promises and commitments made.	To measure the degree of church leadership, data was obtained from members of the Hispanic and Multi-Ethnic churches in the Greater New York Conference through the measure of 12 items. The variable was considered as metric.

<p>2. Receive feedback on actions from other people about his/ her performance.</p> <p>3. Envisions what the future of the church could be like.</p> <p>4. Enlist others to share aspirations and future dreams.</p> <p>5. Experiment and take risks, even with probability of failure.</p> <p>6. Set achievable goals, make concrete plans and establish measurable milestones for projects and programs.</p> <p>7. Be ready to learn from mistakes.</p> <p>8. Treat people with dignity and respect.</p> <p>9. Listen actively to different points of views.</p> <p>10. Recognize publicly the contribution of others.</p> <p>11. Find ways to celebrate accomplishments.</p> <p>12. Show confidence in the abilities of others.</p>	<p>To make the approach of the conclusions of this study, the following equivalence was determined for the scale used:</p> <p>1 = Strongly disagree</p> <p>2 = Disagree</p> <p>3 = Neutral</p> <p>4 = Agree</p> <p>5 = Strongly agree</p>
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Operationalization of the variable Church Performance

Variables	Conceptual Definition	Instrumental Definition	Operational Definition
Church Performance	Church performance relates to the ability of the church to effectively implement its strategies to reach its stated objectives	<p>The degree of church performance, was determined by means of the following 12 items, under the scale:</p> <p>1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree</p> <p>1.Members are Happy to be part of this congregation. 2.Members feel they are important to the congregation. 3.Members feel proud of being members of this congregation. 4.The communication system is inspirational. 5.The communication system shares church activities and resources. 6.The communication system provides individual and team performance feedback. 7.Leadership is committed to the</p>	<p>To measure the degree of church performance, data was obtained from members of the Hispanic and Multi-Ethnic churches in the Greater New York Conference through the measure of 12 items. 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 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree</p>

vision of the church.

8. There is Understanding of existing environmental threats and opportunities.

9. Church enjoys enough information sharing policies.

10. Membership growth was sustained over the past decade.

11. Attendance has increased over the past decade.

12. The church has succeeded in planting a new congregation in past decade.

APPENDIX E

DEMOGRAPHICS DATA

Table 9-Age

		Fre- quency	Percent	Valid Per- cent	Cumulative Percent
Valid	Less than 30	12	7.4	7.7	7.7
	30-39	20	12.3	12.9	20.6
	40-49	40	24.7	25.8	46.5
	50-59	40	24.7	25.8	72.3
	60-69	25	15.4	16.1	88.4
	More than 70	18	11.1	11.6	100.0
	Total	155	95.7	100.0	
Missing	System	7	4.3		
Total		162	100.0		

Table 10- Gender

		Fre- quency	Percent	Valid Per- cent	Cumulative Percent
Valid	Male	82	50.6	54.3	54.3
	Female	69	42.6	45.7	100.0
	Total	151	93.2	100.0	
Missing	System	11	6.8		
Total		162	100.0		

Table 11-Education_Level

		Fre- quency	Percent	Valid Per- cent	Cumulative Percent
Valid	Primary	12	7.4	8.7	8.7
	Secondary	29	17.9	21.0	29.7
	College	56	34.6	40.6	70.3
	Graduate	34	21.0	24.6	94.9
	Post-Graduate	7	4.3	5.1	100.0
	Total	138	85.2	100.0	
Missing	System	24	14.8		
Total		162	100.0		

Table 12-Ethnic_Ministry

		Fre- quency	Percent	Valid Per- cent	Cumulative Percent
Valid	Multi-Ethnic	36	22.2	22.2	22.2
	Hispanic	126	77.8	77.8	100.0
	Total	162	100.0	100.0	

Table 13-Church_Office

		Fre- quency	Percent	Valid Per- cent	Cumulative Percent
Valid	Pastor	23	14.2	16.5	16.5
	Elder	28	17.3	20.1	36.7
	Church Clerk	7	4.3	5.0	41.7
	Church Treas- urer	8	4.9	5.8	47.5
	Dept. Leader	37	22.8	26.6	74.1
	Other	7	4.3	5.0	79.1
	No Position	29	17.9	20.9	100.0
	Total	139	85.8	100.0	
Missing	System	23	14.2		
Total		162	100.0		

Table 14-Years as SDAs

		Fre- quency	Percent	Valid Per- cent	Cumulative Percent
Valid	Adv by Birth	34	21.0	26.0	26.0
	Less than 10	16	9.9	12.2	38.2
	10-20	23	14.2	17.6	55.7
	21-30	21	13.0	16.0	71.8
	More than 30	37	22.8	28.2	100.0
	Total	131	80.9	100.0	
Missing	System	31	19.1		
Total		162	100.0		

APPENDIX F

NULL HYPOTHESIS

REGRESSION ASSUMPTION AND ANALYSIS

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Standardized Residual	.048	156	.200*	.993	156	.661

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Model Summary^d

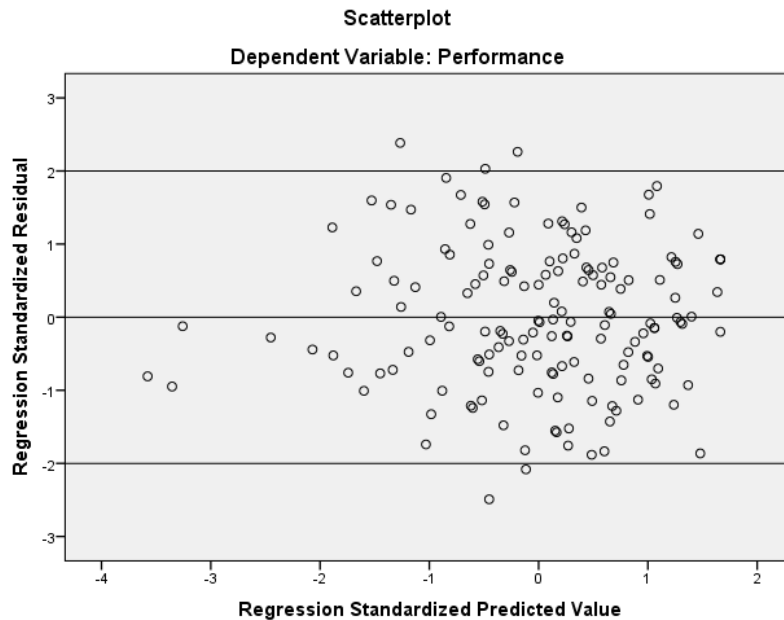
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.786 ^a	.618	.616	.41510	
2	.854 ^b	.729	.725	.35096	
3	.868 ^c	.753	.748	.33632	1.762

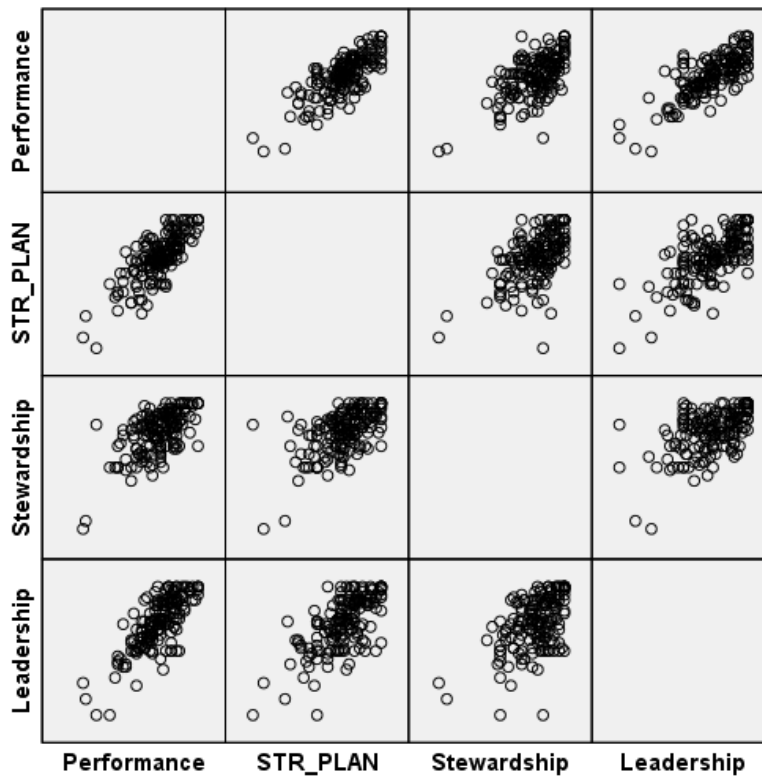
a. Predictors: (Constant), STR_PLAN

b. Predictors: (Constant), STR_PLAN, Leadership

c. Predictors: (Constant), STR_PLAN, Leadership, Stewardship

d. Dependent Variable: Performance





RESULTS

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.786 ^a	.618	.616	.41510	
2	.854 ^b	.729	.725	.35096	
3	.868 ^c	.753	.748	.33632	1.762

a. Predictors: (Constant), STR_PLAN

b. Predictors: (Constant), STR_PLAN, Leadership

c. Predictors: (Constant), STR_PLAN, Leadership, Stewardship

d. Dependent Variable: Performance

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	42.979	1	42.979	249.431	.000 ^b

2	Residual	26.535	154	.172		
	Total	69.514	155			
	Regression	50.668	2	25.334	205.678	.000 ^c
3	Residual	18.846	153	.123		
	Total	69.514	155			
	Regression	52.321	3	17.440	154.189	.000 ^d
	Residual	17.193	152	.113		
	Total	69.514	155			

a. Dependent Variable: Performance

b. Predictors: (Constant), STR_PLAN

c. Predictors: (Constant), STR_PLAN, Leadership

d. Predictors: (Constant), STR_PLAN, Leadership, Stewardship

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.085	.173		6.272	.000
	STR_PLANN	.702	.044	.786	15.793	.000
2	(Constant)	.721	.153		4.703	.000
	STR_PLANN	.435	.051	.487	8.600	.000
	Leadership	.359	.045	.447	7.901	.000
3	(Constant)	.357	.175		2.034	.044
	STR_PLANN	.363	.052	.407	6.984	.000
	Leadership	.320	.045	.399	7.148	.000
	Stewardship	.193	.050	.195	3.823	.000

a. Dependent Variable: Performance

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CURRICULUM VITAE



Daniel Arturo **Duffis Britton**

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****Work Experience**

2013 – Present	District Pastor Greater New York Conference (Atlantic Union)
2009 -- 2013	District Pastor New Jersey Conference (Columbia Union-NAD)
June-Dec. 2008	Union's Assistant Coordinator for Leadership and Training (Venezuela Antilles Union)
2006	SHARE HIM (Global Evangelism) Coordinator (Inter-American Division)
2001 – 2009	Conference President Netherlands Antilles and Aruba Conference, Venezuela Antilles Union Mission
1998 – 2001	District Pastor, New Bethany Spanish Church St. Maarten, (North Caribbean Conference-Caribbean Union Conference)
1997	District Pastor, Netherlands Antilles and Aruba Conference, (Venezuela Antilles Union Mission)
1991—1997	Conference President Netherlands Antilles and Aruba Conference, (Venezuela Antilles Union Mission)
1990-1991	District Pastor, Netherlands Antilles and Aruba Conference,

(Venezuela Antilles Union Mission)

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|-----------|---|
| 1986-1990 | District Pastor/Departmental Secretary (Youth, Health, SS & LA) Colombian Islands Mission, Colombian Union Conference |
| 1985-1986 | School Principal-Teacher/District pastor
Colombian Islands Mission, Colombian Union Conference |
| 1982-1984 | District Pastor/Departmental Secretary (Youth, Health)
Colombian Islands Mission)—Colombian Union Conference |

***Education**

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| 1990 | Master's in Public Health
Loma Linda University |
| 1990 | Bachelor's in Education-Theology
Colombia Adventist University (UNAC) |
| 1982 | Bachelor's in Theology
Instituto Colombo-Venezolano |

***Additional Skills**

Speak, read and write English, Spanish, and Papiamentu, fluently; I have a working knowledge of Dutch. I can communicate in the Caribbean/Jamaican English also. Play Piano, Organ and Accordion.

***Publications**

I wrote four books:

1. *Blessed Heritage: The History of the Seventh-day Adventist church on the Islands of San Andres and Old Providence* (2000).
2. *Legacy of Faith: The History of the Seventh-day Adventist church in Aruba, Bonaire and Curacao* (2004).
3. *"MADRE": The Biography of Mrs. Isabel Faique*. Co-author with Iris Brandt Pomare (2010).
4. *"Perseverers: The History of the Burlington Seventh-day Adventist Church*. New Jersey (2011).

***Evangelistic and Pastoral Experience**

I have carried out consistently at least two or three successful evangelistic crusades every year of my ministry and have preached in over 160 crusades. I traveled extensively to different places to lead crusades: The Netherlands, Aruba, Bonaire, Curacao, St. Maarten, St. Eustatius, Antigua, Venezuela, Colombia, Panama, St. Croix,

US Virgin Islands, Spain and the United States. I have a feeling of International environments and cross-cultural communications.

In my pastoral districts and administrative positions, by God's grace, the churches have consistently exploded numerically and spiritually under varied circumstances and cultures. In the Colombia Islands, the churches grew over 100% in membership and attendance during my tenure. In Sint Maarten the congregation grew 300% in membership and attendance in four years. The Netherlands Antilles (multi-cultural environment) Conference grew from 21 congregations to 42 during my presidency, and a membership increase of over 100%. In New Jersey, USA, New Brunswick Church grew over 40% in membership and over 100% in attendance, while the Burlington Church grew over 50% in membership and over 100% in attendance in four years.