DETERMINANTS OF ORGANISATIONAL EFFECTIVENESS OF CHURCHES: A CASE STUDY IN ACCRA, GHANA FROM 2010-2020

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Approval of Thesis

DETERMINANTS OF ORGANISATIONAL EFFECTIVENESS OF CHURCHES: A CASE STUDY IN ACCRA, GHANA FROM 2010-2020

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Doctorate of Business Administration

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Abstract

DETERMINANTS OF ORGANISATIONAL EFFECTIVENESS OF CHURCHES: A CASE STUDY IN ACCRA, GHANA FROM 2010-2020

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The Organisational Effectiveness (OE) of churches in Accra, Ghana, is understudied, necessitating further research on holistic determinants of church OE, their relationships, and their impact on human development.

This exploratory sequential mixed-methods analysed critical OE determinants, assessing their predictive strength and impact on organisational performance and developing an evidence-based framework. First, a qualitative data collection and analysis was conducted. Twenty participants were interviewed through open and closed-ended questions. Second, findings generated from the first phase were used to develop a survey instrument for the quantitative phase of the study. Convenience sampling was used to select 32 participants to pilot test and validate the instrument. Third, quantitative data was collected using a Google Forms survey from 844 participants selected through multistage cluster sampling. Analyses conducted using SPSS v 20 included descriptive, bivariate and multivariate methods.

The study concluded that the determinants of the OE of churches are multi-dimensional, marked by four domains—financial, structural, operational, and behavioural/attitudinal—with the attitudinal/behavioural and structural domains being the most important predictors. All four domains contributed to strategic human development priorities, with the structural domain being particularly effective. The study suggests that churches should recognise the importance of these factors and strengthen their organisational systems to improve their performance.

Declaration

I declare that this thesis has been composed solely by myself and that it has not been submitted, in whole or in part, in any previous application for a degree. Except where stated otherwise by reference or acknowledgment, the work presented is entirely my own. Parts of this work have been published in [Nyako Jnr, A. and Mahapatra, R. (2024), "Key drivers of organisational effectiveness in churches: a qualitative study of pastors' and leaders' perspectives in Accra, Ghana", *International Journal of Organizational Analysis,* Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/IJOA-07-2024-4642]

AI Acknowledgment

I acknowledge my use of Grammarly (http://www.grammarly.com) to proofread portions of chapters 3-5. This action was completed on 18.04.2024. The prompts used included proofreading, changing the spelling from American English to British, and fixing grammar.

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Dedication

...to my dear wife, thank you for understanding and steadfastly supporting my doctoral journey. Your unwavering backing in diverse ways has been vital in helping me overcome the challenges that I faced during this endeavour. You are a true pillar of support.

...to my children, thank you for giving me the time and space to focus on my studies. I hope I have shown you that learning is a lifelong journey and that with persistence, one can consistently achieve their academic goals.

…to my extended family (mum, siblings, nieces and nephews), thank you for your love, support and encouragement which has made a significant difference in my success.

…to Marc Okunnu, thank you for nurturing my interest in organisational effectiveness and anchoring my skills in devising strategies for improving and strengthening organisations. Here is something you would be proud of.

…To K.K. Ayisi, thank you for your multifaceted, unwavering support for my life and throughout my academic journey. As always, you have been phenomenal in helping me achieve my life goals.

…to pastors and leaders in Ghana who genuinely want to make their churches stronger and better through organisational effectiveness. Here is something worth considering.

...to the Words of Truth Covenant Family. I appreciate your steadfast support and understanding towards my decision to prioritise my education. I understand that my absence at certain times may have caused inconvenience, but I am grateful for your patience and cooperation during this period.

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List of Abbreviations

ANOVA	-	Analysis of Variance
BSC	-	Balance Score Card
CCG	-	Christian Council of Ghana
CFA	-	Confirmatory Factor Analyses
CFIR	-	Consolidated Framework for Implementation Research
CIC	-	Council of Independent Churches
COE	-	Church Organisational Effectiveness
CVF	-	Competing Values Framework
EFA	-	Exploratory Factor Analysis
FBO	-	Faith Based Organisation
FPO	-	For Profit Organisation
GPC	-	Ghana Pentecostal Council
ICC	-	Interclass Correlation Coefficient
IPA	-	Interpretative Phenomenological Analysis
JS	-	Job Satisfaction
KMO	-	Kaiser-Meyer-Olkin
L&D	-	Learning and Development
LCM	-	Leadership Competency Model
MDG	-	Millelium Development Goals
NACCC	-	National Association of Charismatic and Christian Churches
NPO	-	Non Profit Organisation
OC	-	Organisational Commitment
OCB	-	Organisation Citizen Behaviour
OD	-	Organisational Development

OE - Organisational Effectiveness

PMS - Performance Management Systems

PPS - Probability-Proportional-to-Size

RQ - Research Questions

SACC - South African Council of Churches

SDG - Sustainable Development Goals

SEM - Structural Equation Modelling

SPSS - Statistical Package For The Social Sciences

UMOE- Unified Model of Organisational Effectiveness

UREC - Unicaf Research Ethical Committee

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CHAPTER 1: INTRODUCTION

To remain relevant and flourish in dynamic and competitive environments, organisations need to constantly evolve to address challenges in their operational environments (Basol & Dogerlioglu, 2014). Organisational effectiveness (OE) is a process/practice that enables institutions to thrive and maintain relevance in their operating context (Islam et al., 2020; Nawaz, 2020). Therefore, the concept and pursuit of OE are crucial concerns for the sustainability and excellence of any organisation, including Christian churches.

This study sought to identify a concrete set of determinants (elements) that will define the OE of churches and investigate the interactions between these variables. The study also examined the overall role of OE in driving the attainment of of the church's sustainability and relevance to human development between the years 2010 and 2020. The study results supported the development of a church-based OE model that would help provide the basis for evaluating, re-engineering, and strengthening the church's organisational performance continuously by various stakeholders.

OE has various definitions and meanings, owing to its multi-dimensional complexity. Fischbacher-Smith (2014), Madhukar and Mitali (2018) and Sharma and Singh (2019) are major proponents/discussants of OE literature. Fischbacher-Smith (2014) and Sharma and Singh (2019) define OE as processes/practices adopted by institutions to adapt to the demands of their environment to meet their organisational goals continuously. Madhukar and Mitali (2018) delineate OE as the continuous improvement of an organisation's internal capabilities to respond to the dynamic environmental opportunities and threats competently. Thus, simply put, OE may be envisioned as the processes/practices, which improve/strengthen the internal capabilities of institutions to effectively utilise opportunities and threats in an operating environment to deliver goods and/or services to constituents efficiently.

OE practice is useful for both ‘for-profit’organisations (FPOs) and ‘not-for-profit’ organsations (NPOs). Nawaz (2020) and Islam et al. (2020) intimate that, FPOs and NPOs, which adopt OE practices, more efficiently deliver goods/services to their constituents/customers than those which do not. Basol and Dogerlioglu (2014) add that organisations, which focus on the predictors and levers of OE, grow and progress better than the organisations, which do not.

Numerous studies have been carried out on OE in several sectors, such as education, pharmaceuticals, logistics, hospitals, communication, information technology, banking, and sports. The outcomes of these studies have been used to build effective techniques for enhancing the performance of organisations that were previously understudied (Islam et al., 2020; Madhukar & Mitali, 2018; Nawaz, 2020; Rocha & Turner, 2008; Tahsildari & Shahnaei, 2015). The authors of these studies have emphasised the need to establish a framework for determining the factors/predictors of effectiveness when investigating an organisation's performance. Sharma and Singh (2019) have developed a framework for identifying and consequently helping to predict the factors responsible for the effectiveness of both FPOs and NPOs. Their framework organises these factors into four categories: financial, operational, structural, and attitudinal/behavioural. By utilising this categorisation, the framework promotes a well-rounded selection of predictors from each category when conducting research.

Researchers have noted a bias towards FPOs in studies on OE (Fulton, 2020; Hinings & Raynard, 2014; Lecy et al., 2012; Tracey, 2012). Fulton (2020) notes an absence of extensive studies regarding the efficacy of NPOs, with particular emphasis on churches. Elford (2022) and Darko (2013) contend that given religious institutions' historical and influential role in society as agents of progress, it is imperative to afford them equal attention in studies of organisational effectiveness. Stewart (2008) and Tracey et al. (2014), who emphasise the importance of studying churches/religious organisations to enhance organisational theory and understand how holistic organisational effectiveness affects the sustainability and voluntary efforts of the non-profit sector, support this perspective. By leveraging OE knowledge derived empirically, churches can gain a competitive advantage and contribute meaningfully to human development.

1.1 Statement of the Problem

The empirical understanding of the variables that jointly influence the overall effectiveness of churches in Accra, Ghana, remains limited. This gap extends to the intricate interrelationships among these variables and their impact on the human development interventions implemented by these churches. As a result, there is a significant deficiency in comprehending how OE enables churches to achieve sustainability and fulfil their human development objectives.

Churches in Ghana and other regions are acknowledged for their substantial contributions to human development as NPOs (Opoku et al., 2015; Ganusah, 2014; Opuni-Frimpong, 2023). However, there has been little exploration of the collective determinants of church OE or how these determinants influence the churches' human development initiatives (Gyampoh & Asare, 2019). The body of empirical research examining comprehensive models of OE within the non-profit religious sector is sparse (Fulton, 2020). Current literature predominantly focuses on developed countries, resulting in a lack of insights pertinent to the unique context of churches in Ghana. Furthermore, existing studies often examine limited determinants of OE or apply theoretical models designed for FPOs, which do not adequately capture the nuances of churches' complex organisational dynamics, thereby lacking a holistic framework (McKenna & Eckard, 2009; Cathey, 2008; Boggs & Fields, 2010; Givens, 2012). For example, Boggs and Fields (2010) utilised a Balanced Scorecard (BSC) approach to assess church culture in North American contexts. However, the framework's limitations hindered its ability to meet the specific needs of congregations. Similarly, Givens (2012) analysed the relationship between organisational culture and performance using the BSC approach yet failed to develop a comprehensive OE framework.

The existing studies do not adequately analyse the relationships among various OE variables. This limitation creates further knowledge gaps regarding interrelationships essential for understanding and enhancing churches' organisational internal and external processes. Gyampoh and Asare (2019) and Darko (2013) emphasised the scarcity of empirical investigations into the comprehensive determinants that can enhance church effectiveness in Ghana. This knowledge gap constrains churches, limiting their capacity to improve internal processes vital for service delivery and affecting their relevance and impact within society.

The enduring significance of churches in Ghana hinges on their ability to refine internal processes that enhance service delivery to congregants and the broader community. A robust, church-specific OE model could significantly facilitate this aim by identifying and forecasting the critical determinants that collectively enhance the operations and practices of churches. Such a model would not only contribute to the field of non-profit organisational studies but also bolster efforts in human development (Fulton, 2020).

1.2 Purpose of the Study, Research Aim, and Objectives

1.2.1 Purpose of the Study

This study purposed to build a church-based OE model as a contribution to bridging this essential knowledge gap by exploring the effectiveness factors from sampled church institutions in Ghana.

1.2.2 Research Aim

This study aimed at constructing a church-based OE model, which identifies factors for improving the processes/practices of the church for enhanced service delivery from 2010-2020, using information from churches that were ready to take part in the research.

1.2.3 Research Objectives

The study therefore,

1. Identified and analysed key determinants—such as financial, operational, structural and attitudinal/behavioural—that contribute to the OE of selected Orthodox/Protestant and Charismatic/Pentecostal churches in Accra, Ghana.

2. Examined the predictive strength of each OE determinant with overall organisational performance, using statistical analyses to determine which factors most strongly correlate with performance outcomes among these churches.

3. Assessed the relative impact of each OE determinant on the collective effectiveness of church organisations in achieving organisational objectives.

4. Evaluated the role of OE determinants in promoting churches' long-term viability and relevance**,** particularly their influence on human development.

5. Developed an evidence-based OE framework tailored for church organisations, providing guidelines to enhance performance to both mission fulfilment and organisational resilience.

1.3 Nature and Significance of the Study

1.3.1 Nature of the Study

The study essentially is an exploratory one. It adopted a sequential methodological approach using interview guides to collect qualitative data from respondents (Gill et al., 2008). It also deployed a structured self-administered 5-point Likert scale survey questionnaire to collect quantitative information from the churches. Qualitative data collected was analysed using Nvivo software to code data into themes for further analysis whilst the quantitative data was analysed with SPSS version 20 (Berman, 2017; Shively & Luckert, 2011; Wetcher-Hendricks, 2011).

For the quantitative data, both descriptive (frequency distributions, means, and standard deviations) and inferential analyses were undertaken to identify clusters of variables which may account for the OE of the church. The study hypotheses were examined by the use of the independent T-Test, Pearson Correlation analysis and multiple regression techniques.

An independent T-Test was performed to examine the disparities in the opinions of the individuals belonging to the two theologically oriented groups who took part in the survey. The Pearson Correlation Coefficient was utilised to assess the linear association between the different components that contribute to the efficacy of churches, including Finance, Operational, Structural, and Attitudinal/behavioural variables. A multiple regression analysis was performed to investigate the correlation between the overall effectiveness of the church.

1.3.2 Significance of the Study

The church in Ghana assumes a crucial role in the advancement of its members and the society as a whole. To ensure the effectiveness of its programs for its stakeholders, the church needs to improve its service delivery practices. However, unlike FPOs, which has many studies on factors predicting organisational effectiveness, there is little information available on such factors in NPOs, particularly in the church setting. More studies have yet to be conducted to construct a church-based organisational effectiveness (OE) model. This knowledge gap is significant in two ways: firstly, it prevents the church from knowing the factors and practices that affect its organisational effectiveness, hindering its ability to improve and deliver better services to its members. Secondly, it deprives society of the opportunity to benefit from the knowledge and expertise of the church, which could be utilised to improve the impact of societal programs.

This study, aimed at creating the church-based OE model featuring its OE determinants, essentially would contribute to bridging the knowledge gap and thus, help the church improve their internal processes for enhanced service delivery to its constituents. It would also enable the church play more significant roles in the society by leveraging learned lessons for greater impact in society.

Consultants involved in church organisation development would also benefit from the knowledge provided by the research. It would help such individuals and groups understand and support the development or use of a holistic church-based OE model to improve the performance of the church's organisational features. Grandy (2013) emphasises the importance of clergy and consultants to have access to practical information on factors that can inform their bid to improve church effectiveness.

Additionally, the ongoing development of OE theory in the literature would benefit from a perspective that acknowledges the multi-dimensionality of OE in religious institutions. Lecy et al. (2012) substantiate this assertion with a comprehensive and interdisciplinary literature review on the non-profit sector. Using citation analysis, the authors found that there is a broad scholarly consensus regarding the need for organisations to use multidimensional factors to measure effectiveness rather than relying on unidimensional measures.

Finally, the results of this church based OE model would provide researchers and OE practitioners with essential empirically determined features to assist them in studying the elements that influence church OE, the linkages between variables, and their relative importance.

1.4 Research Questions and Research Hypothesis

This study essentially explored the development of a church-based OE model for the church in Ghana based on the Sharma and Singh's (2019) four-context OE parameters. The four-context parameters include financial, operational, structural, and attitudinal/behavioural parameters common to both NPOs and FPOs. These parameters informed the research questions and hypotheses.

1.4.1 Research Questions

Six key research questions were explored with respondents. These included:

RQ1: What are the key determinants of OE in churches in Accra, Ghana, from 2010-2020?

RQ2: How effective were the identified OE determinants in practice**,** particularly in enhancing organisational performance and sustainability?

RQ3: To what extent do the OE determinants of the church contribute to the human development outcomes in their communities?

RQ4: What is the relationship between a church's recognition of OE determinants and its effectiveness in achieving its goals?

RQ5: How does recognising and integrating OE determinants affect a church's role in human development priorities within its community?

RQ6: To what extent do the identified OE determinants predict churches' overall effectiveness and sustainability?

The study sought answers to these research questions from qualitative and quantitative perspectives. The qualitative standpoint generated evidence for the identification and description of the factors of church OE. The quantitative outlook, informed by the qualitative result, explored the relationship between the variables identified and their relative contributions to church OE. In essence, the quantitative perspective explored how church OE influenced the church's development priorities, particularly the social and economic advancement of its people. It also explored the impact of the church in the communities within which the churches operate in terms of the churches' leadership credibility and effectiveness; and church membership growth.

1.4.2 Research Hypothesis

The study tested six (6) apriori hypotheses as shown below. Each of the apriori hypotheses indicated is further specified in its null (**H_o**) and alternate (**H_a**) form:

Hypothesis 1: There will exist statistically significant variations in the perceived importance of the four domains of church organisational effectiveness (COE) between Orthodox/Protestant and Charismatic/Pentecostal churches.

***H_o*:** *There are no significant differences in the perceived importance of the four domains of organisational effectiveness (OE) between Orthodox/Protestant and Charismatic/Pentecostal churches.*

***H_a*:** *There are significant differences in the perceived importance of the four domains of organisational effectiveness (OE) between Orthodox/Protestant and Charismatic/Pentecostal churches.*

Hypothesis 2: There will exist statistically significant variations in the perceived effectiveness of the four domains of church organisational effectiveness (COE) between Orthodox/Protestant and Charismatic/Pentecostal churches.

***H_o*:** *There are no significant differences in the perceived effectiveness of the four domains of organisational effectiveness (OE) between Orthodox/Protestant and Charismatic/Pentecostal churches.*

***H_a*:** *There are significant differences in the perceived effectiveness of the four domains of organisational effectiveness (OE) between Orthodox/Protestant and Charismatic/Pentecostal churches.*

Hypothesis 3: There will exist statistically significant variations in the perceived implementation of strategic human development priorities between Orthodox/Protestant and Charismatic/Pentecostal churches.

H_o: *There are no significant differences in the implementation of development priorities between Orthodox/Protestant and Charismatic/Pentecostal churches.*

H_a: *There are significant differences in the implementation of development priorities between Orthodox/Protestant and Charismatic/Pentecostal churches.*

Hypothesis 4: Churches that recognise the importance of organisational effectiveness (OE) factors are more inclined to exhibit elevated levels of effectiveness.

H_o: *Churches that recognise the importance of organisational effectiveness (OE) factors are not likely to exhibit higher levels of effectiveness.*

H_a: *Churches that recognise the importance of organisational effectiveness (OE) factors are more likely to exhibit higher levels of effectiveness.*

Hypothesis 5: There exists a positive and statistically substantial correlation between churches' recognition of the importance of OE factors and their overall implementation of strategic human development priorities.

H_o: *There are no significant relationship between churches' recognition of the importance of organisational effectiveness (OE) factors and their overall implementation of their development priorities.*

H_a: *There are significant relationship between churches' recognition of the importance of organisational effectiveness (OE) factors and their overall implementation of their development priorities.*

Hypothesis 6: The Organisational Effectiveness (OE) factors identified by the study will significantly predict the overall effectiveness of churches in Ghana.

H_o: *The Organisational Effectiveness (OE) factors identified by the study would not predict the overall effectiveness of churches in Ghana.*

H_a : *The Organisational Effectiveness (OE) factors identified by the study would predict the overall effectiveness of churches in Ghana.*

1.5 Assumptions, Limitations and Delimitations of the Study

1.5.1 Study Assumptions

Assumptions relate to factual opinions of the researcher, which have not been validated empirically and can therefore be subject to questioning (Wolgemuth et al., 2017). Two assumptions were made in this investigation. The main premise of this study was that respondents would provide as truthful responses to the questions as possible such that the study can rely on the summations derived from 'wisdom of the crowd'. Secondly, it was assumed the Sharma and Singh's (2019) OE guidelines would help identify and predict, as accurately as possible, factors that contribute the church's OE.

1.5.2 Study Limitations

Study limitations are weaknesses encountered during research, which are often beyond the control of the researcher or research team (Chenail, 2011). The framework of this study consists of churches of two theological institutional orientations in the city of Accra, Ghana namely, the Christian Council of Ghana (Orthodox/Protestant churches) and National Association of Charismatic and Christian churches (Charismatic/Pentecostal churches). Accra is one of the sixteen administrative regions in Ghana.

The study is limited to Accra owing to limitations imposed by inadequate availability of resources including time and financial resources. The additional limitations so imposed is that the results of this investigation cannot be generalised for the church in Ghana as there are other church institutions in the other regions of the country not covered.

1.5.3 Study Delimitations

Delimitations pertain to the limits, physical/ideological, within which a study is conducted (Barratt et al., 2011). Ideologically, the study is delimited by the Sharma and Singh's (2019) four-factor OE theory.

1.6 Summary

The study explored church-based OE variables, assessed associations between/among the variables, their levels of contribution to the attainment of church’s sustainability and relevance to human development from 2010 and 2020 in Accra, Ghana. The results lent to the design of a church-based OE framework, which could serve the needs of the various stakeholders in the community of researchers, management practitioners, consultants, church leaders and the church community at large. This study report consists of four (4) more chapters.

Chapter one (1) introduces the problem investigated, the purpose, aim and study objectives. Chapter two (2) reviewed the existing literature and established the theoretical framework for the study. Chapter three (3) focused on the study design whilst Chapter four (4) present findings of the study. Chapter five (5) conclude with deliberations on the implications, recommendations, and conclusion of the study findings.

CHAPTER 2: LITERATURE REVIEW

This mixed-method sequential study seeks to enhance the understanding of church organizational effectiveness (OE) by identifying the factors that influence it, exploring their connections, and examining how OE affects the Church's contribution to human development.

The purpose of this literature review is to provide a thorough examination and integration of relevant empirical research supporting the design and implementation of this study. Four specific objectives were delineated to direct the collection and synthesis of information:

1. To define the Christian Church as a religious movement, trace its historical growth in Ghana, and demonstrate its significance for human development.
2. To establish the organisational status of the Church and discuss characteristics that can enhance its effectiveness.
3. To offer an in-depth understanding of selected theories of organisational effectiveness.
4. To synthesise a holistic view of non-profit organisational effectiveness, focusing on domains and characteristics that may predict effectiveness across sectors, particularly within the Church.

The literature review is structured into five sections:

1. Literature Review Method: This section outlines the process used to conduct the literature review.
2. Theoretical Framework and Industry Context: This segment analyses the study's theoretical assumptions and establishes its framework.
3. Review of the Literature by Objectives: Synthesised information is presented, aligning with the research questions, hypotheses, and theoretical framework.
4. Summation: This part summarises findings from the previous section, linking them to the study's relevance.
5. Conclusion: The final section provides closing remarks, emphasising the chapter's goals to build a foundation for understanding OEin the context of the Church.

In conclusion, the chapter aims to deepen the understanding of OE and its implications for the Church, aligning closely with the established research questions and hypotheses.

2.1 Literature Review Method

The literature review methodology adopted from Tranfield et al. (2003) consisted of three key stages: preparation, analysis, and reporting.

Methods for locating and retrieving relevant research publications were established in the preparation stage. A comprehensive computer search was conducted using targeted keywords and phrases to identify articles in both FPOs and NPOs, focusing on churches. Key search phrases included organisational effectiveness, determinants of organisational effectiveness, non-profit organisational effectiveness, for-profit organisational effectiveness, organisational characteristics, organisational theories, church and human development, church management, socio-economic development, character development, membership drives, and leadership effectiveness in churches.

During the analysis stage, scholarly articles and books were identified. This stage involved reviewing various publications' titles, abstracts, and summary columns, which aided in categorising unrelated topics for exclusion. The selected articles were then critically assessed and analysed for comprehension. Based on this contextual analysis, articles were either included or discarded.

The reporting stage entailed synthesising the selected literature to address the research questions and hypotheses. The review included scholarly articles, books, and theses sourced from databases such as Unicaf University's online resources (Proquest and EBSCO), Google

Scholar, Jstor, ResearchGate, Semantic Scholar, Science Direct, and Taylor and Francis Online. Additionally, general search engines like Google and Microsoft Bing were used. The literature review primarily focused on peer-reviewed articles published in the last five years (approximately 80%) while also considering older publications (about 20%).

2.2 Theoretical Framework and Industry Field

This section critically evaluated the contextual background of the theoretical framework employed in the research, explored its inherent characteristics and importance, and provided a rationale for its adoption as a guiding principle for the investigation. The section also clearly outlined the theoretical framework of the investigation.

Theoretical Models-Based Definition of OE

A theoretical framework is a platform that holds or supports the theory of research and serves as the foundation for analysing and interpreting data (Kivunja, 2018). Given the many definitions of OE (John-Eke & Akintokunbo, 2020; Nwanzu & Babalola, 2019), a shared understanding of the construct must help choose a relevant theory framework to inform the study's implementation. Scholars (Nwanzu & Babalola, 2019; Nwanzu & Uhiara, 2018) emphasise that four principal theoretical models (Goals, System Resource, Internal Process, and Multiple Constituency) influence the various perspectives on OE and that in characterising OE, the variations presented in all four models must be taken into account. To satisfy its cross demands, a helpful definition of OEmust consider an interdisciplinary approach (Nwanzu & Babalola, 2019; Nwanzu & Uhiara, 2018; Sowa et al., 2004).

Under the conventional Goals model, OE is defined as the capacity to bring goals or targets to fulfilment (Ashraf & Kadir, 2012; Manzoor, 2011; Sharma & Singh, 2019).

Regarding the Systems Resource model, the construct is defined as "acquiring limited and critical assets" to counterbalance performance effectiveness (Hassan, 2021; Papadimitriou & Taylor, 2000; Sharma & Singh, 2019; Shilbury & Moore, 2006; Sowa et al., 2004; Wray, 2019). The Internal Process model stresses a company's inner systems and processes as a foundation for enhancing effectiveness (Sharma & Singh, 2019), whereas the Multiple Constituency model characterises OE as meeting the critical requirements of stakeholders (Hassan, 2011; Sharma & Singh, 2019).

This study draws on the standard integrated definition of OE submitted by Nwanzu and Babalola (2019), Manzoor (2011), and Shilbury and Moore (2006) to serve as a guide to meet its objectives. Unlike the definitions offered by any of the four traditional models discussed above, these authors agree that OE measures how well an organisation meets all stakeholder criteria, obtains the necessary resources, operates with few internal restrictions, and accomplishes its stated goals.

Given the sophistication of OE as a topic, Sowa et al. (2004) agree with these authors (Manzoor, 2011; Nwanzu & Babalola, 2019; Shilbury & Moore, 2006) and argue that OE should be understood and evidenced as a multi-faceted, multifunctional, and fundamentally interconnected theoretical framework. This viewpoint is further supported by Cameron's (1978) research, which concluded that OEcould not be classified as unidimensional since it involves several components that demand separate analyses. The study's choice of a multi-dimensional definition of OE is based on the empirical works of authors (Manzoor, 2011; Nwanzu & Babalola, 2019; Shilbury & Moore, 2006), which provide the basis for connecting it to an appropriate mix of relevant variables to help define OE from the Church's perspective.

Organisational Theories and Models of Effectiveness

Organisational theories provide a framework for understanding issues within organisations, guiding initiatives' implementation, and justifying the structures needed for change (Birken et al., 2017). Theoretical models of organisational performance (Babalola & Nwanzu, 2020; Eydi, 2015; John-Eke & Akintokunbo, 2020; Oluwayemi, 2018) serve as foundational tools for research in organisational development. This study applied Sharma and Singh's (2019) Unified Model of Organizational Effectiveness (UMOE) to shape its design, formulate research questions and hypotheses, and analyse data. The UMOE encompasses various aspects of Organizational Effectiveness (OE) by integrating four traditional approaches: Goals, System Resources, Internal Processes, and Multiple Constituencies, alongside the Balanced Scorecard (BSC) and Competing Values Framework (CVF) (Ashraf & Kadir, 2012; Eydi, 2015; Hassan, 2011; Hussain et al., 2019; Nwanzu & Uhiara, 2018; Sharma & Singh, 2019; Wray, 2019).

The section on theoretical models of OE (pp. 52-62) offers a detailed overview and analysis of both traditional models (Goals, System Resources, Internal Processes, and Multiple Constituencies) and contemporary frameworks, including the Balanced Scorecard and Competing Values Framework. This discussion includes their historical context, practical applications, and limitations. The BSC and CVF aim to enhance the Multiple Constituency approach by integrating established theoretical models to broaden their applicability. The BSC focuses on four critical operational perspectives: consumer, financial, internal business, and innovation and learning (Salem et al., 2012; Taufik et al., 2021). Similarly, the CVF employs four dimensions (human relations, open systems, rational objectives, and internal processes) to predict and improve (Hassan, 2011; Shilbury & Moore, 2006).

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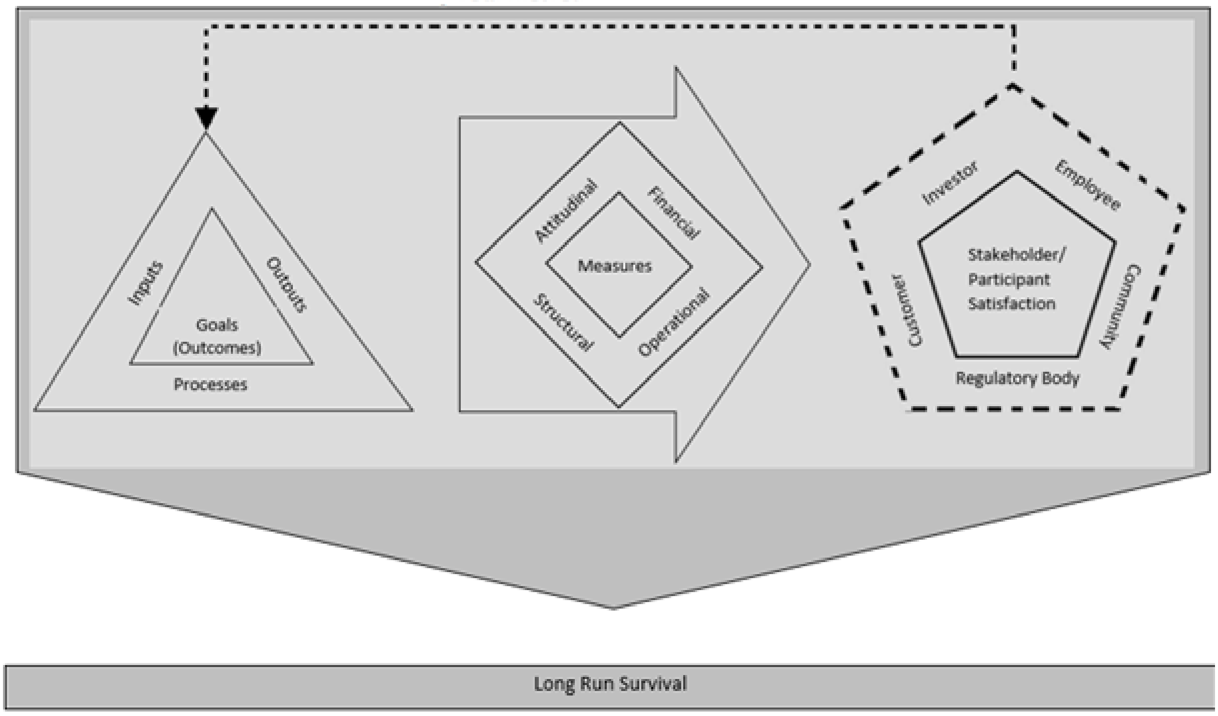
The Unified Model of OE (Sharma & Singh, 2019). Sharma and Singh's (2019) Unified Model of OE (UMOE) is created on evidence from various indicators demonstrating organisational effectiveness as a broad yet context-specific notion. Figure 2.1 presents the theoretical model in perspective.

Figure 2.1

Unified Model of OE (UMOE)



Note. Adopted from a Unified Model of Organisational Effectiveness by Sharma and Singh (2019) p.121.

The model boasts of three components: First, goals concerning outcomes (inputs, processes, and outputs); second, measures categorised into four major factors (attitudinal/behavioural, financial, operational, and structural measures); and finally, stakeholder approval. This concept's structure reflects the four standard approaches. Its initial component (Goals in terms of results), according to the authors integrates the viewpoints of the Goals, System Resource, and Internal Process OE models. As a result, a more holistic goal design is produced, incorporating inputs, outputs, and processes to achieve desirable results. The authors realise that organisational goals vary contextually and across time; hence, the framework's second component offers a standardised basis for adopting relevant measurements for any circumstance. The authors classify these measurement parameters into four types: "attitude/behavioural, financial, operational, and structural." According to them, these additional criteria can assist researchers in finding situational-specific organisational characteristics that can be used to determine an organisation's performance. Finally, within the third component of the framework, the authors incorporate the Multiple Constituency Model. It emphasises essential stakeholders and their involvement in deciding on resource input, process efficiency, and output metrics. This component gives the framework a unique perspective on OE regarding who determines what to do and their satisfaction levels. The authors define OE based on this three-part framework. In their submission, OE is achieving integrated goals specified by stakeholders and methodically examined via integration of "financial, operational, structural, and attitude/behaviour" performance processes. This assertion agrees with the authors' viewpoints (Manzoor, 2011; Nwanzu & Babalola, 2019; Shilbury & Moore, 2006), who maintain that OE should be backed by a demonstrated fundamentally interconnected theoretical framework. Hassan (2011) attests to the novelty of the theoretical perspectives of Sharma and Singh (2019), which amalgamate all four popular traditional approaches (Goal, Systems Resource, Internal Process, and Multiple Constituency) as well as the unique models of the BSC and CVF. The author opines that a model-based integration will be required to provide a more robust theoretical foundation for investigations into organisational effectiveness. Indeed, Nwanzu and Uhiara (2018) also subscribe to the model-based integrative tenets. The authors created and verified a model-based OEmeasure by merging the four classic models of Goals, System Resources, Internal Processes, and Multiple Constituencies. The authors, however, did not consider the CVF and the BSC in their integrative work. Despite this omission, the psychometric qualities of the measures were excellent and revealed a good link between the different models. Sowa et al. (2004) and

Balduck and Buelens (2008) also proposed a multi-dimensional, integrated approach but failed in their model's capacity to fulfil the demands of FPO and NPO alike. In their multivariate examination of research on organisational success for corporate and non-profit organisations, Baruch and Ramalho (2006) discovered overlapping commonality concerns and suggested a universal mix-dimensional approach for assessing organisational performance.

The proposed paradigm by Sharma and Singh (2019), as depicted in Figure 2.1 by the authors, is holistic, all-encompassing, and interconnected to guide a study in both the FPOs and NPOs. It combines systems approaches and can be tailored to unique organisational contexts, such as church-based inquiries. Although Sharma and Singh's (2019) UMOE is conceptual and yet to be tested, all its components, as per the authors' argument, have been indirectly tested using model-based integration approaches, which considered the CVF and BSC. Therefore, this research served as the basis for practically testing and confirming the applicability of Sharma and Singh's (2019) UMOE within the NPO sector.

The framework of Sharma and Singh (2019) consists of six essential propositions for its practical execution. These propositions emphasise the significance of a thorough and context-specific framework that recognises additional variables for studying organisational success. In addition, the propositions provide a common research framework for scholars, allowing them to assess the success of organisations from various stakeholder viewpoints and across different measurement categories without being limited by considerations led by researchers. The prepositions are as follows:

(1) The main objective of assessing OE is to assess the extent to which an organisation has successfully attained its intended results and goals. This assessment necessitates a comprehensive methodology that considers all facets of the business.

(2) In order to ascertain the objectives of an organisation, researchers must take into account the viewpoints of stakeholders within their distinct settings.

(3) An OE assessment should consider a comprehensive perspective on goals, including outcomes that involve many functions and are related to the resources used, the results achieved, and the transformation processes. These objectives should meet the expectations of important stakeholders from various interest groups, including patrons, workers, clients, the public or the community, and legislative organisations.

(4) In order to provide a comprehensive assessment of organisational success, it is essential to integrate financial, operational, structural, and attitudinal/behavioural indicators when measuring goals.

(5) The attainment of Goals must promote the organisation's enduring viability and resilience.

(6) Comparing organisations according to their capacity to attain specific results is an unintended consequence of the efficacy evaluation process rather than its fundamental objective. The efficacy of this comparative endeavour is contingent upon the researcher's capacity to discern organisations that share comparable settings, origins, and purposes. In this regard, if researchers fail to accurately determine the organisations' comparability, any defect within the study results is a constraint on their part.

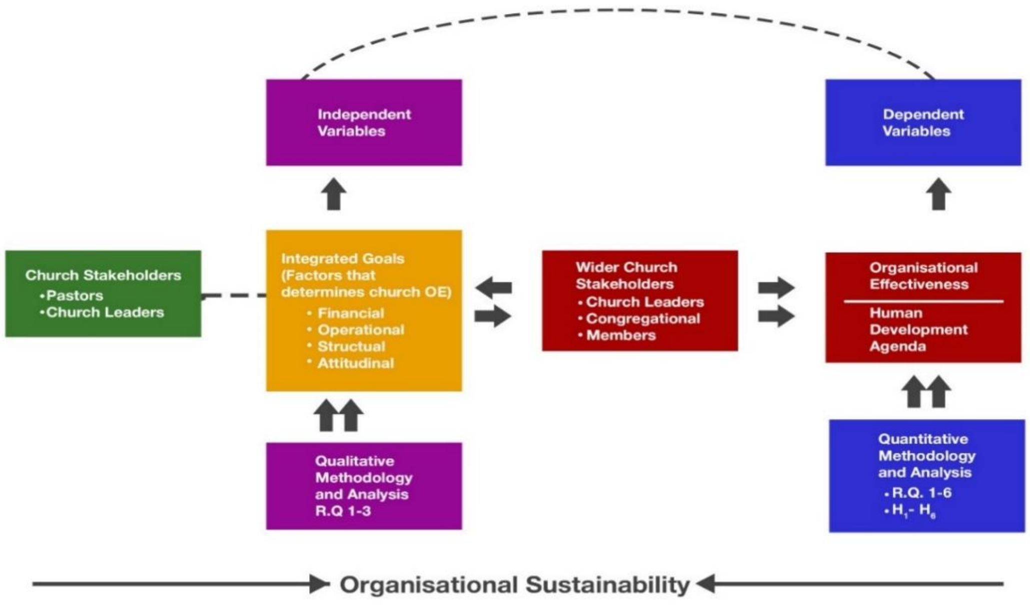
This present study selected the theoretical model proposed by Sharma and Singh (2019) as the foundation for its theoretical framework. This model is considered to have a robust basis that effectively fulfils the research requirements for both profit and non-profit organisational effectiveness. In this regard, the model demonstrated its suitability for studying the efficacy of church organisations, which is complex and requires a framework that considers multi-dimensional organisational factors. Furthermore, this study utilised the six prepositions that Sharma and Singh (2019) suggested in redefining and establishing its theoretical framework.

2.2.1 The Theoretical Framework

According to Kivunja (2018), a theoretical framework consists of the ideas experts propose on the specific subject of a research agenda. This conceptual framework is used to analyse data and explain the study's findings. A theoretical framework, therefore, provides a theoretical foundation for a research project. Kivunja (2018) suggests that an established theoretical model can be reformulated as the theoretical underpinnings for research. The theoretical foundation of this research was developed utilising the UMOE theoretical components outlined by Sharma and Singh (2019). The UMOE model was an ideal fit for this research to determine the factors that influenced the OE of congregations. Figure 2.2 visually illustrates the theoretical foundation of the framework.

Figure 2.2

Theoretical Framework for determining the organisational effectiveness of churches



Note. Author’s Theoretical Framework Based on a Unified Model of Organisational Effectiveness by Sharma and Singh (2019).

According to Figure 2.2, the UMOE model identifies 'stakeholders' as critical players in determining OE. This framework was used to pinpoint stakeholders responsible for formulating and implementing integrated goals within church organisations, ensuring the selection of appropriate respondents for the research questions.

The theory further provides a mechanism for integrating independent variables related to OE into a comprehensive Goals model. This mechanism facilitated the classification of these independent variables into four categories: financial, structural, attitudinal, and operational. Indicators for these factors were derived from input gathered from respondents during the study's qualitative phase, which addressed research questions 1 and 2 as outlined in Chapter 1.

Following the qualitative analysis, the study transitioned to a quantitative methodology phase. During this phase, the stakeholder group identified by the UMOE theory validated the four OEfactors—referred to as integrated Goals—in response to the same research questions. The stakeholder group was expanded to include church officials and congregation members who were not involved in the qualitative phase, which enhanced the generalizability of the study's conclusions. This broader audience ensured the fulfilment of research questions 3 to 6, as specified in Chapter 1.

The findings were also used to evaluate the study's six hypotheses, with stakeholder feedback informing the assessment of the components of organisational effectiveness. These interconnected variables contribute to the Church's long-term sustainability and prioritise efforts towards human development.

Overall, the framework presented in Figure 2.2 illustrates a clear relationship between the Church's OE and its human development agenda, with the four independent variables—financial, operational, structural, and attitudinal—acting as moderators. Detailed measurements of dependent and independent variables can be found in Chapter 3.

The theoretical framework of this study is grounded in the six propositions of the UMOE concept, which articulate the following underlying assumptions:

(1) The main objective of the framework determined and assessed the factors, which ensured that churches successfully attained their intended results and goals.

(2) The study took into account the viewpoints of the different stakeholders of the church in order to determine the church OE factors.

(3) Assessing the effectiveness of the church's OE depended on a comprehensive understanding of goals, resource utilisation and outcomes.

(4) The evaluation of the church's organisational performance encompassed a holistic analysis of financial, operational, structural, and attitudinal/behavioral aspects as indicators of measurement.

(5) The assessment of the church's organisational performance was linked to the organisation's long-term viability and ability to adapt.

(6) The effectiveness of the comparative analysis made in the study relied on the researcher's ability to evaluate churches that have identical settings and aims.

2.3 Review of the Literature per Objectives

2.3.1 Objective 1

The historical growth of the Church and its relevance to human development.

This section evaluates the historical background of the Christian Church and analyses its objectives for human development, particularly its overall organisational performance.

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The Christian Church as a Religious Movement. The Christian Church, as defined by Bawa et al. (2022), is a community bound by a shared mission and purpose. This sense of unity is rooted in a commitment to its spiritual foundations and the teachings of Jesus Christ, who, as Ochoche and Gweryina (2013) and Van Wyk (2017) observe, is recognised as its Jewish founder. Emerging initially as a religious movement within Judaism in first-century Israel, the Church has transcended its origins to become a global institution. Its influence extends far beyond religious practices, playing a pivotal role in the social, moral, and cultural development of individuals and communities worldwide (Reed, 2015).

Cheung et al. (2015) describe the Church as a religious community designed to meet both spiritual and human development needs. Gyampoh and Asare (2019) expand on this by highlighting the Church's dual focus: nurturing spiritual beliefs while fostering social connections, which are integral to community development. This duality is central to the Church's role as a means of change, encouraging holistic growth among its members. Modise (2018) underscores this transformative capacity by emphasising the Church's engagement with broader societal issues, such as politics, economics, social justice, and governance. Such engagement demonstrates the Church's ability to act as a moral compass and a platform for addressing societal challenges.

Jenssen (2020) provides a comprehensive overview of the Church's multifaceted nature, identifying its mystical, non-physical, and anthropological-sociological dimensions. These characteristics allow the Church to function effectively in both historical and contemporary contexts, bridging the gap between the spiritual and temporal spheres. By integrating these dimensions, the Church has positioned itself as a dynamic institution that adapts to the changing needs of society while maintaining its foundational principles. Collectively, these perspectives illustrate the Church's enduring significance as both a spiritual entity and a catalyst for human and societal development.

Summary: The Church is an organised religious group whose beliefs are based on the teachings of its Jewish founder, Jesus Christ. Founded in Israel in the first century, the Church spread through a network of social relationships and support that contributed to the growth of its people and the communities it served.

Historical Development of the Christian Church in Ghana. Scholars such as Diboro (2020) and Jedwab et al. (2021) have traced the introduction of Christianity into Africa to the activities of European traders who, while primarily focused on commerce, also brought with them the Christian faith. These traders, who arrived along the West African coast in the 15th century, facilitated an essential role in the spread of Christianity, with the Portuguese being the first to establish a notable presence in Ghana. Their mission, however, was not solely religious; it was intertwined with their business pursuits, as they sought to establish trade routes, secure resources, and spread the Christian doctrine among the local population. The Portuguese traders and Roman Catholic missionaries were particularly influential, and it was through their efforts that Christianity was introduced into Ghana, albeit in its early stages, through the 15th century.

Despite the initial influence of the Portuguese traders, it was not until the early 19th century that Christianity began to take formal root in Ghana, with the establishment of official churches. Jedwab et al. (2021) and Diboro (2020) both argue that while Portuguese traders had a significant bearing on Ghana’s religious environment, the opening of churches did not occur until 1828. It was then that the first official Protestant church, the Basel Mission, was established, followed by the arrival of the Methodist Mission in 1835 and the Bremen Mission in 1847. These missions not only introduced religious practices but also made substantial contribution in the development of education, healthcare, and social services in Ghana. Schools were founded, hospitals built, and various forms of social support were introduced, which integrated Christianity into the social fabric of Ghanaian society.

However, over time, tensions began to emerge between the European-led Protestant missions and sections of the Ghanaian population who had converted to Christianity. As

Acheampong (2018), Jedwab et al. (2021), and Okyerefo (2012) explain, many Ghanaian converts were increasingly dissatisfied with the rigidity and Eurocentric nature of worship practices within these foreign-controlled denominations. These Christian communities, feeling disconnected from the European church's worship style, began to establish their own independent congregations.

The emergence of these indigenous Christian denominations marked a significant shift in the religious landscape of Ghana. The primary driving force behind this was the desire for a more culturally relevant form of worship that would allow Ghanaians to express their spirituality in ways that reflected their own cultural identity. This led to a proliferation of new Christian churches throughout the country, each offering a distinctive style of worship, with a focus on elements such as music, dance, prayer, and community participation, all of which were deeply rooted in local cultural practices. These new churches, included the African Independent Christian churches, Pentecostals, and Charismatics became highly influential in shaping both the religious and cultural identities of Ghanaians.

Moreover, the growth of indigenous Christian denominations played a crucial role in the increasing dominance of Christianity over other religious traditions in Ghana. As new Christian expressions gained traction, they attracted large followings due to their ability to address the concerns of Ghanaians. The new churches became more inclusive, engaging in practices that spoke directly to the lived experiences of their members. In doing so, they fostered a sense of belonging and spiritual empowerment, which led to the rapid expansion of Christianity in Ghana.

As highlighted by Jedwab et al. (2021), the growth of Christianity in Ghana has been nothing short of remarkable. The proportion of Christians in the country rose from a modest

2% in 1891 to a striking 80% by 2021, reflecting the significant role that Christianity now plays in the faith, communal, and traditional life of the nation. This dramatic increase can be attributed to the adaptability of Christianity to local contexts, particularly through the establishment of indigenous denominations that have provided alternative avenues for worship and community engagement.

The proliferation of Christian denominations, particularly those that reflect indigenous cultural expressions, has had effects on the social improvement of Ghana. These new denominations have become centres of social life, offering not only spiritual guidance but also social support, educational opportunities, and community cohesion. Christianity, as practised in Ghana, has thus evolved into a dynamic force that is deeply interwoven with the nation's societal, cultural, and partisan fabric. The movement's success stems fromts drive to adapt, innovate, and remain relevant to the evolving needs and aspirations of the Ghanaian people.

There were concerns surrounding the potential for unity among various Christian denominations, despite their doctrinal differences, to collectively address issues that align with their common faith and promote social development. These concerns spurred the establishment of ecumenical bodies or councils of churches, which serve as platforms for cooperation, dialogue, and joint action, despite divergent theological perspectives (Bouwman, 2018). In Ghana, several such councils were formed to create space for churches to collaborate and work together for the common good of society. Prominent examples include the Christian Council of Ghana (CCG), the Ghana Pentecostal Council (GPC), the National Association of Charismatic and Christian Churches (NACCC), and the Council of Independent Churches (CIC).

Each of these councils brings together churches with similar theological orientations and worship practices. The CCG, for instance, unites churches that adhere to Orthodox and Protestant traditions, creating a platform for these denominations to engage on matters of mutual concern. The GPC, on the other hand, serves as the primary representative body for Pentecostal churches, which share a particular emphasis on the Holy Spirit, miracles, and individual spiritual empowerment. Similarly, the NACCC comprises churches that blend the theological elements of both charismatism and Pentecostalism, focusing on spiritual gifts and the belief in divine healing, prophecy, and charismatic leadership. Finally, the CIC acts as a gathering space for churches that do not align with any of the mainstream doctrinal categories such as Protestantism, Pentecostalism, or Charismatism. This inclusionary approach enables a diverse range of Christian communities to participate in national development without the constraints of traditional denominational affiliations.

As Okyerefo (2019) and Acheampong (2018) note, these ecumenical bodies play an influentian role in Ghana’s socio-political, economic, and judicial growth. Through their collective efforts, they engage in advocacy on issues such as human rights, justice, poverty alleviation, and education. They also provide a moral voice in the public sphere, addressing matters of national importance from a Christian perspective and calling for greater integrity in governance and social policy. The establishment of these councils reflects a recognition of the shared Christian mission to not only uphold the faith but also to serve society through charitable works, educational initiatives, and social activism.

Summary: As Christianity evolved in Ghana, various denominations began to form, stemming from different missionary influences, historical experiences, and cultural dynamics.

Christianity, initially introduced in its Protestant form, gradually diversified into Catholicism, African Independent Churches, Pentecostalism, and Charismatic movements. These distinctions were influenced by factors such as the nature of the missionary activities (Catholic versus Protestant), differing theological beliefs, indigenous cultural practices, and the influence of global religious trends. While the initial Christian mission was largely driven by European missionaries, the subsequent growth of indigenous denominations reflected a desire for forms of worship and religious practice that were more in tune with the local Ghanaian context.

Over time, these denominational differences led to the creation of ecumenical bodies that facilitated cooperation and mutual support among churches, despite their doctrinal divides. The emergence of church councils in Ghana was not only a response to the need for unity but also a recognition that the Christian community, in all its diverse expressions, had a shared responsibility to contribute to the nation's development. By coming together in these councils, the various denominations could collaborate on issues of common interest, promote inter-church solidarity, and collectively address the social challenges facing the country.

Relevance of Christian Churches to Human Development. Scholars such as Gyampoh and Asare (2019), Bouwman (2018), Cheung et al. (2015), Magezi (2019), Modise (2018), Okyerefo (2019), Olivier (2017), Opoku et al. (2015), and Tamakloe (2020) have extensively explored the profound influence of churches on the development of both individuals and communities. Their research consistently highlights the substantial role the Church plays in fostering human development. Human development, a key concept, is essential in enabling individuals to realise their full potential and lead fulfilling lives that are in harmony with their personal needs and aspirations. These needs span a wide array of areas, including physical well-being, education, vocational training, and social growth (Okyerefo, 2019; Tamakloe, 2020). In particular, Tamakloe (2020) conducted a study within the International Central Gospel Church (ICGC) and identified a significant link between the church's development initiatives and the use of human development strategies as outlined in the United Nations' Sustainable Development Goals (SDGs) as part of the 2030 Agenda. According to Tamakloe's findings, the church's engagement significantly contributed to improvements in key developmental areas, including poverty reduction, and expanded access to education, healthcare, clean water, sanitation, and social justice.

Kim (2017) introduces the concept of 'Public Theology' to describe the mechanisms employed by the Church to positively shape individuals and communities through its social structures. Public theology, according to Kim, refers to the engagement of Christian teachings to improve the lives of the poor and marginalised members of society. This form of theological engagement extends beyond spiritual guidance, encompassing civil and societal matters such as politics, economics, and broader social development. In alignment with Kim's perspective, White (2015) underscores the significance of development policies and their success, which is largely dependent on attitudinal and behavioural changes fostered by Christian values. White argues that the transformative influence of Christian teachings can drive positive shifts in individual and collective behaviours, which are essential for the success of development initiatives.

The Church's contributions to human development are often viewed as a distinctive framework for transformation, which sets it apart from secular development agencies. Magezi (2018, 2019) refers to this framework as a 'differentiating transformation model' that brings a unique perspective to human development, which secular institutions may lack. This framework integrates spiritual, social, and moral dimensions, ensuring that development is not only about economic or material gains but also about holistic well-being, which encompasses moral and spiritual growth.

However, not all scholarly opinions align with the assertion that the Church influences human development. Critics such as Akanbi and Beyers (2017) and Jedwab et al. (2021) have raised concerns, suggesting that religious involvement in development may not always promote human progress and could, in certain cases, impede it. These scholars argue that the priorities and beliefs of religious organisations might sometimes conflict with broader development goals, particularly in contexts where secular or scientific perspectives are more widely accepted. Despite these critiques, other scholars maintain that the Church remains a vital and irreplaceable force in advancing human development. Agbiji and Swart (2015) affirm the positive relationship between faith and development, particularly in Ghana, where the Church has been instrumental in driving social progress. Diboro (2020) similarly highlights the critical role of the Church in Northern Ghana, suggesting that without its intervention, the region would have trailed considerably in respect of education, health, and other essential socio-economic factors.

Summary: The Church's involvement in human development, though occasionally contested, is widely recognised as crucial in shaping the socio-economic landscape of many regions, particularly in Africa. Its influence transcends spiritual matters, extending into practical realms of social justice, economic empowerment, and educational advancement. Despite differing viewpoints on the effectiveness of religious organisations in development, there is little doubt that the Church plays an indispensable role in promoting the well-being of individuals and communities, helping to create more just, equitable, and sustainable societies.

The Church and Social Economic Development. Development within the socio-economic context refers to the process of improving individuals' living standards, which involves elevating key indicators such as schooling, income levels, vocational skills, and access to improved employment prospects (Niaz, 2021). This concept encapsulates not only economic but also social transformations, with profound connotations for livelihood improvement. Cultural, environmental, and historical factors often contributes to these changes. As Niaz (2021) and Chojnicki (2010) argue, the ultimate goal of social change is to achieve sustainable improvements in human well-being. This vision is embedded in key global frameworks such as the United Nations' Millennium Development Goals (MDGs) and the Sustainable Development Goals (SDGs), which focus on creating equitable, inclusive, and sustainable growth that benefits all segments of society.

In many regions, especially in sub-Saharan Africa, the Church has long been recognised as a significant player in socio-economic development. Empirical research has increasingly pointed to the positive impact of Christian faith on both the individual and collective socio-economic landscape (Magezi, 2018; Van Wyk, 2017). This influence has been particularly notable in the context of African development. A historical study examining the activities of Christian missions in sub-Saharan Africa from the 19th to the 20th century reveals how the Church introduced a host of human-centred activities, many of which directly contributed to socio-economic progress. These included the establishment of agricultural programmes, schools, healthcare facilities, vocational training centres, and language development initiatives—all of which had long-term benefits for communities in the region (Tamakloe, 2020). Not only did the Church provide essential services, but it also promoted education, which facilitated the development of human capital, essential for driving further social and economic advancement.

Moreover, Pentecostal and Charismatic churches in Ghana have made significant contributions to the country's development. Through poverty alleviation programmes, healthcare services, education, and rehabilitation initiatives, these churches have aided in addressing various socio-economic challenges. A study by Akanbi and Beyers (2017), which focused on three Pentecostal churches in Nigeria, found that the churches' interventions, such as rehabilitation centres, youth empowerment initiatives, hospitals, and schools, had a profound impact on local communities. These contributions have not only improved the socio-economic life of these communities but have also helped foster social cohesion and stability in the region.

In a similar vein, Modise (2018) conducted a literature review and analysis of the role of the South African Council of Churches (SACC) in socio-economic transformation. The study emphasised that pastors and church leaders are central figures in the broader socio-economic revolution. According to Modise, these church leaders are often the first to challenge socio-political injustices and advocate for social change. The study highlighted how church leaders' activism has led to improved conditions in South Africa, particularly in areas such as healthcare, education, and community development.

Despite the substantial body of literature supporting the Church's role in promoting socio-economic development, there are some critiques and conflicting findings that challenge this perspective. For instance, Jedwab et al. (2021) assessed the economic impact of Christian missions in Ghana from the pre-colonial to the colonial period (1828 to 1932) and found no direct correlation between Christian missions and local economic development during this period. While the study acknowledged that Christian missions contributed to human capital development, particularly through education and skills training, it found no substantial evidence to suggest that these efforts led to significant economic development at the local level. This suggests that while Christian missions may have provided the foundation for human development, they did not necessarily lead to the broader economic growth expected.

Furthermore, Agbiji and Swart (2015) argue that the leadership of the Church, particularly pastors, has sometimes been complicit in perpetuating Africa's endemic problems of poverty and corruption. This critique focuses on the negative influence of some church leaders, who may be more concerned with wealth accumulation and personal power than with addressing socio-economic challenges. According to Agbiji and Swart, the lack of accountability within some church leadership structures can exacerbate social inequalities and undermine the potential for the Church to be a force for positive development.

These divergent views highlight the complexity of the relationship between the Church and socio-economic development. While many studies emphasise the positive contributions made by the Church through education, healthcare, and poverty alleviation, there is also evidence suggesting that, in certain contexts, the Church may not always be an unambiguous force for good. The effectiveness of the Church in promoting socio-economic development may depend on various factors, including the nature of its leadership, the socio-political context in which it operates, and the alignment of its mission with the broader goals of socio-economic development.

Overall, the Church's role in socio-economic development presents a nuanced and complex picture. On the one hand, the Church has undeniably played a vital role in providing services, promoting human capital development, and advocating for social justice, as seen in the historical and contemporary examples from sub-Saharan Africa. On the other hand, there are valid concerns about the limitations of the Church's influence, especially when its leadership is characterised by corruption or mismanagement. Consequently, while the Church's potential for contributing to socio-economic development should not be dismissed, it is important to critically assess the factors that determine its success or failure in this regard.

Summary: Before, during and after colonialism, the Church significantly improved the socio-economic conditions of people and communities. Despite some negative or passive impacts of Christianity, the Church's efforts have influenced individuals' economic, health, educational, social and political lives.

The Church and the Character Development of Individuals. Character development is a process that involves the integration of moral values to guide human behaviour, helping individuals make ethical decisions and act in ways that align with a supportive framework (Chowdhury, 2016; Lamb et al., 2021). It encompasses the mental and emotional qualities that drive a person to function as a morally sound individual (Seider et al., 2017). This process is not simply about behaviour but also about fostering the mental and psychological foundations that underpin ethical actions and decisions.

A significant body of research has explored the role of moral values in character development, highlighting their essential role in shaping individuals' productivity and overall behaviour. Scholars such as Amos et al. (2019), Chowdhury (2016), Horowski (2020), Jeynes (2019), Lamb et al. (2021), Magezi (2018), and Mitchell (2015) have consistently emphasised the importance of moral value formation in this regard. These values, often derived from religious teachings, play a pivotal role in shaping an individual’s character and their approach to life. Churches, in particular, are fundamental in upholding these moral values, which are deeply embedded in their belief systems and religious practices. By promoting moral frameworks, churches contribute to the character transformation of their members (Agbiji & Swart, 2015; Akanbi & Beyers, 2017; Horowski, 2020).

Taylor et al. (2014) conducted a study using a survey-based methodology to assess how faith influences the personality traits of Christians from various denominational backgrounds. The study aimed to deepen understanding of how the Church impacts the psychological development of individuals through the promotion of moral values. The findings revealed that several key moral attributes, including an individual’s response to challenging situations, their motivation to act, as well as their levels of hopefulness and confidence—core values rooted in Christian teachings—had a positive influence on the participants’ personality characteristics. This suggests that religious faith, as mediated by church teachings, can significantly shape an individual’s moral compass, which in turn influences their broader psychological and behavioural traits.

In Ghana, Gedzi and Nti-Abankoro (2020) explored the relationship between workplace productivity among Christians and their adherence to normative values in four public sectors: the judiciary, education, health, and the police. Through the lens of the New Institutional Economics Framework, their study examined how values impact economic behaviour. The results indicated that while some Christians applied their faith constructively in their professional environments, many engaged in unethical practices that hindered economic progress in the country. This study underscored the complexity of moral value implementation, suggesting that simply introducing moral values does not automatically lead to the expected behavioural changes. Instead, the transformation of personal behaviour through Christian morality is largely contingent upon individual motivation and personal commitment to change. Supporting this argument, Akanbi and Beyers (2017) pointed out that although Christian principles can encourage character development, their impact is largely dependent on the individual's willingness to embrace transformation. This highlights the importance of personal agency in the process of moral growth. Furthermore, Michaelson et al. (2015) examined the varying levels of youth involvement in church activities and their effects on health outcomes. The study found that, while Christian moral norms played a role in shaping behaviour, they were insufficient for comprehensively addressing the broader social and health-related needs of young people. This indicates that, while religious teachings provide a moral foundation, they are not always equipped to meet all the demands of modern social and health challenges.

In conclusion, while church practices contribute significantly to moral value formation and have the potential to foster character development, their practical effectiveness is often limited by the individual's willingness to embrace and apply these principles. Church teachings alone, while valuable, cannot guarantee transformation unless supported by personal motivation and a commitment to change. Thus, while churches play a key role in shaping moral values, the real challenge lies in fostering genuine personal transformation that goes beyond religious teachings to address the broader social, ethical, and personal needs of individuals.

The Church and its Membership Drive. Research conducted by Dunaetz and Priddy (2020) and Simanjuntak et al. (2021) demonstrates that strategic and intentional efforts to recruit new members significantly contribute to the numerical growth of churches. These institutions have the capacity to develop, implement, and oversee structured plans designed to enhance membership, support the well-being and financial success of individuals, and promote broader human development.

Numerous studies have affirmed the core principles that underpin church membership expansion. For example, Mwenje (2016) utilised a mixed-methods approach to investigate the influence of various leadership styles on membership growth within Pentecostal organisations in Zimbabwe. The study found a positive correlation between diverse leadership styles and church growth. Similarly, Dunaetz and Priddy (2020) conducted a study of 88 evangelical congregations in the United States, revealing that pastoral attitudes are reliable indicators of a church's growth over the course of a year.

In the Ghanaian context, a cross-sectional survey conducted by Okyireh et al. (2020) identified that preaching styles and church branding had a significant impact on church attendance. Ochoche and Gweryina (2013) employed epidemiological modelling to show that active members play a crucial role in engaging and motivating passive members to become more involved, leading to substantial church growth. Medcalfe and Sharpe (2012) examined a sample of 800 churches, finding a positive relationship between church development and internal factors, such as congregational commitment and financial contributions, suggesting that churches can still thrive even in the face of declining membership.

Anderson (2018) carried out a qualitative phenomenological study focusing on member retention strategies within Christian churches. The study highlighted the importance of building relationships, prayer, and hospitality in attracting and retaining members.

Scholars generally classify the factors influencing church growth into three broad categories: pastoral, congregational, and cross-cutting influences. The pastoral factor includes growth driven by the leadership and preaching styles employed by pastors. The congregational factor refers to growth facilitated by active church members who disciple others and encourage participation. Cross-cutting influences refer to collaborative efforts between pastors and congregants, such as evangelism, relationship-building, prayer, and hospitality.

The consensus among scholars, particularly Paas (2018) and Nzeng'e et al. (2021), is that church growth is determined by a combination of factors involving both pastoral and congregational roles. Growth determinants can vary according to cultural and contextual needs, as Nzeng'e (2019) underscores the importance of adapting strategies to meet the specific needs of each church.

Ultimately, these studies suggest that the increase in church membership is the result of intentional, sustained efforts rather than occurring by chance. Simanjuntak et al. (2021) affirm that churches, as complex social systems, require systematic approaches involving careful planning, execution, and oversight to attract and retain members effectively. Dunaetz and Priddy (2020) caution against pursuing numerical growth for selfish or self-serving reasons, emphasising that the primary aim should be to connect individuals to the transformative power of God's redemptive work.

Summary: The Church is a highly efficient and dynamic organisation firmly committed to maintaining and expanding its membership. Attaining this objective is vital for retaining many individuals who necessitate and endorse assistance for human growth. Nevertheless, various elements, rather than one, influence the achievement of this objective. Pastors and members of the congregation also have a significant influence in identifying these predictive traits.

The Church and Leadership Effectiveness. Effective leadership is fundamental to the growth and success of any organisation (Madanchian et al., 2017; Shah, 2018). The quality of leadership is intrinsically linked to a leader's abilities, as both Solomon and Steyn (2017) and Madanchian et al. (2017) highlight, with a leader's effectiveness often determined by their capacity to motivate and inspire subordinates towards the achievement of collective goals.

In the context of the Church, leaders such as Pastors, Deacons, and Elders play a pivotal role in developing their skills to meet the human development needs of their congregations (Fowler et al., 2020; Watt, 2014). Scholars including Asare-Danso (2020), Fowler et al. (2020), Gachoka et al. (2018), and Krispin (2020) argue that the effectiveness of church leadership is directly tied to the Church's overall performance and its ability to fulfil its mission. The enhancement of leadership skills and the dissemination of knowledge not only elevate the capacity of church leaders but also contribute to the broader development of a resilient leadership structure that extends beyond the Church's walls (Keita & Lao, 2020; Ferreira & Chipenyu, 2021).

Incorporating business and management skills into church leadership training has emerged as a key strategy for boosting effectiveness. Keita and Lao (2020) advocate for the inclusion of management capacity development in church leadership programs, suggesting that by training both lay members and leaders, the prevalence of inexperienced leadership can be significantly reduced. This holistic approach recognises that, while management skills are often seen as separate from spirituality, they are essential for effective church leadership. Krispin

(2020) developed a comprehensive framework for Christian-oriented leadership development, which includes five core components: Christian formation, personal formation, relational skills, intellectual skills, and management skills. This integrative framework is supported by Elkington et al. (2015), who emphasise the value of incorporating business models into church leadership to improve efficacy and performance.

Leadership style is another crucial factor in determining the effectiveness of church leadership, as it shapes how leaders guide their congregations toward shared goals. Research by Dyczkowska and Dyczkowski (2018) highlights the importance of leadership styles in enhancing organisational efficiency. Leadership styles such as transformational, transactional, and servant leadership are considered the most effective in driving organisational success (Al Khajeh, 2018; Puni et al., 2014). Keita and Lao (2020) found that transformational and servant leadership styles are particularly effective in Pentecostal churches, where leaders aim to inspire and serve their communities. Additionally, Smith et al. (2018) compared spiritual leadership with other leadership styles and concluded that it successfully integrates various positive attributes to foster a strong, values-driven organisational culture.

Summary: The studies reviewed suggest that the Church improves its effectiveness by employing various leadership styles, each suited to different contexts and needs. Church leadership development focuses on two key areas: the adaptation of business management skills and the application of diverse leadership styles. Formal theological training and self-development programs within the Church provide opportunities for leaders to acquire the knowledge, skills, and competencies necessary for their roles. These initiatives not only support the development of church leaders but also enable lay members to cultivate their own skills, contributing to the broader objective of human development within the congregation.

However, none of the studies examined in this literature review explored the direct correlation between the successful implementation of the Church's human development priorities and its overall organisational performance. This suggests a gap in the existing research, pointing to the need for further investigation into how the effective execution of human development initiatives within the Church impacts its operational success and sustainability.

2.3.2 Objective 2

The organisational status of the church and its characteristics that promote effectiveness.

This section of the literature review examines the organisational status of the church and explores the specific characteristics that contribute to its effectiveness. To provide a broader context, it begins by defining and comparing the purpose and operational dynamics of two primary types of organisations: Non-Profit Organisations (NPOs) and For-Profit Organisations (FPOs). By analysing their distinct features, this section establishes a foundation for understanding how organisational structures and practices influence performance outcomes.

The review affirms that the church functions as a Non-Profit Organisation (NPO), highlighting its mission-driven nature rather than a profit-oriented approach. Moreover, it identifies the church's unique and multifaceted organisational characteristics, which often distinguish it from other types of NPOs. These clustered traits form the basis for identifying and selecting key variables to measure and enhance organisational effectiveness within the church. The discussion further emphasises how these characteristics align with the church's dual role as both a spiritual and social institution, shaping its strategies for fulfilling its mission and objectives.

Definition and Purpose of NPOs. NPOs are independent, philanthropic entities managed by a board of directors, with operations largely driven by the voluntary involvement of their members. In contrast to FPOs, NPOs place a higher value on achieving social objectives rather than financial gain. According to Dobrai and Farkas (2016), Khurram and Pestre (2017), and Rathi and Given (2017), NPOs serve a vital role as intermediaries between the public and private sectors, facilitating the delivery of essential services and information to address developmental needs without the motive of profit.

Frumkin (2016) emphasises the distinctive function of NPOs in championing public interests, while Liao and Huang (2016) observe that these organisations provide services often beyond the scope and capacity of both the commercial and public sectors. Oliveira et al. (2021) contend that NPOs, despite operating on a non-profit basis, generate sufficient revenue to sustain their social missions and ensure operational efficiency. Vasović and Nešić (2018) underscore that NPOs are deeply committed to driving progressive societal reforms, advocating for social change, and supporting disadvantaged communities with critical resources.

Further reinforcing the focus of NPOs on social missions, scholars such as Zalluhoğlu et al. (2017) and Erete et al. (2016) highlight that these organisations are typically managed by paid staff while being governed by volunteers. They raise funds through membership dues, donations, and philanthropic contributions, with any surplus income reinvested into the organisation rather than distributed to stakeholders. In their pursuit of developmental goals, NPOs often employ social entrepreneurship strategies, advocating for societal change while adhering to the principle of non-profit distribution, as noted by Vasović and Nešić (2018) and Khurram and Pestre (2017). These strategies enable NPOs to balance financial sustainability with their broader mission of effecting positive societal transformation.

Definition and Purpose of FPOs. According to various scholars, including Doherty et al. (2014) and Pervez (2005), for-profit organisations (FPOs) are businesses driven by the pursuit of profit, with a primary focus on generating sales. Pervez (2005) argues that the core objective of a profit-oriented organisation is to generate and increase revenue by offering products and services to customers. This focus on revenue generation sets FPOs apart from other organisational models that may prioritise social or charitable objectives over financial gain.

Doherty et al. (2014) define FPOs as legally established corporations or institutions that exist with the sole purpose of generating profits for their owners and shareholders. They further clarify that FPOs acquire or generate capital by engaging in the exchange of goods and services. Combining these perspectives, it can be concluded that FPOs are private entities formed by shareholders, whose fundamental aim is to earn revenue by selling products and services. Importantly, the profits generated by these organisations may be distributed among shareholders or reinvested to fuel business expansion. Doherty et al. (2014) summarise these definitions by stating that FPOs, which are owned and governed by shareholders, are "directed by market forces to maximise financial return and generate revenue from fees and sales."

Since the core purpose of FPOs is profit generation, their operational structures are deeply influenced by mechanisms designed to maximise revenue. Pervez (2005) highlights that FPOs rely on pricing strategies to determine their profit margins, mobilise financial resources through various financial instruments, and generate income through the sale of commodities and services. Furthermore, they employ salaried workers, often offering competitive compensation to attract and retain talent. The performance of FPOs is closely monitored through rigorous evaluation systems to ensure efficiency and profitability.

However, the profit-driven operational features of FPOs have attracted significant criticism from some scholars. Ma and Konrath (2018) argue that the profit incentive inherent in FPOs has contributed to corruption, environmental degradation, resource depletion, and societal inequality. They contend that prioritising profit maximisation as the ultimate goal is incompatible with the ethical responsibility that businesses should have towards society. According to Mion and Loza (2020), the role of businesses in society has been fundamentally distorted, and the original purpose of business has been redefined to prioritise financial gain above all else. To address this issue, Mion and Loza (2020) propose the adoption of benefit corporations—a new type of business entity that operates within a legal framework encouraging ethical, sustainable, and transparent business practices. This institutional framework, they argue, would enable companies to balance the pursuit of profit with a commitment to broader societal and environmental responsibilities.

Summary: FPOs are private legal entities operated by stakeholders and administrated according to the power of shares held by stakeholders (Doherty et al., 2014; Ma & Konrath, 2018; Pervez, 2005). FPOs are guided by market forces to generate revenue from the sales of products and services (Doherty et al., 2014; Ma & Konrath, 2018). Though they have a maximising financial return mandate, FPOs should be sensitive to the ethical demands of business operations (Mion & Loza, 2020).

Differences and Linkages between NPOs and FPOs. NPOs and FPOs are categorised as private and formal entities, distinguishing them from public organisations (Moczulska et al., 2019). While they may be recognised by their respective designations, these two organisational types exhibit distinctive missions, operational characteristics, and funding structures (Erete et al., 2016; Khurram & Pestre, 2017; Zalluhoğlu et al., 2017).

The fundamental distinction between NPOs and FPOs lies in their operational missions. FPOs prioritise profit generation as their primary goal, while NPOs focus on addressing societal issues without pursuing a profit motive. As noted by Tamunomiebi et al. (2018), FPOs are inherently profit-oriented, whereas NPOs aim to meet specific social needs, functioning as community-focused entities and delivering essential public services. Moczulska et al. (2019) underscore that NPOs are legally prohibited from distributing dividends to stakeholders and are required to allocate resources exclusively towards achieving their legislatively defined objectives (Khurram & Pestre, 2017; Moczulska et al., 2019).

Another significant difference is their funding mechanisms. FPOs generate revenue through the sale of goods, services, and investments, whereas NPOs depend largely on donations and grants, often from government agencies. For instance, churches, which are classified as NPOs, rely primarily on financial contributions from their members (Moczulska et al., 2019). However, NPOs frequently face funding constraints, as highlighted by Erete et al. (2016) and Zalluhoğlu et al. (2017). These limitations can force NPOs to prioritise their core missions at the expense of critical internal investments, such as staff development and technological advancement.

In terms of financial management, operational methodologies vary significantly between NPOs and FPOs. Moczulska et al. (2019) argue that FPOs utilise output-oriented control systems to generate operational funds, while NPOs rely on donor support and implement dual management systems that consider both input and output factors.

Staffing structures also differ markedly. FPOs typically employ salaried staff, ensuring operational stability and consistency. In contrast, NPOs often rely heavily on volunteers to carry out their missions, a distinction that profoundly impacts the management and operational capabilities of these organisations.

Despite these differences, NPOs and FPOs share several operational and strategic similarities. Research by Alfirević et al. (2014) and Al-Tabbaa et al. (2014) suggests that many strategic management tools commonly used in FPOs can be effectively adapted for NPOs, enhancing their market performance and operational efficiency. Jaja and Arugu (2015) further highlight the formal institutional similarities between the two, noting that both organisational types leverage mechanisms critical for ensuring success, sustainability, reputation, and growth. Additionally, Rathi and Given (2017) assert that NPOs and FPOs function as knowledge-driven entities, underscoring the importance of intellectual capital in achieving organisational goals.

Summary: NPOs and FPOs are both categorised as private entities; however, they exhibit distinct characteristics that set them apart, despite sharing similar operational features (Erete et al., 2016; Khurram & Pestre, 2017; Zalluhoğlu et al., 2017). Key differences include their missions, strategies for resource mobilisation, transactional operations, management systems, and employment practices. Nevertheless, the interrelationship between NPOs and FPOs suggests that business strategies and professionalisation methods employed in FPOs can be effectively adapted for use in NPOs.

Organisational Characteristics of NPOs and FPOs. Scholars have approached the concept of organisational characteristics from various perspectives, offering diverse interpretations and insights into their role in shaping organisational effectiveness (Liu & Grønbjerg, 2008; Suhartini & Arati, 2017). Aziz et al. (2021) define organisational characteristics as the elements of corporate culture that directly influence employees' performance and productivity. These include work design, standard operating procedures, management practices, and interpersonal interactions among employees. Together, these components establish the environment in which an organisation operates and achieves its objectives.

Liu and Grønbjerg (2008) offer a complementary perspective, viewing organisational characteristics as indicators of an organisation's capacity to deliver on its goals. They argue that such traits reflect the organisation's ability to manage resources, implement strategies, and fulfil its mission effectively. Meanwhile, Suhartini and Arati (2017) highlight the importance of these characteristics in coordinating and structuring organisational activities. They identify five key organisational characteristics: being a social entity, maintaining structured work patterns, having a clear purpose, and fostering a distinct organisational identity. These elements collectively ensure that organisations operate cohesively and with direction.

Said et al. (2014) further emphasise the influence of management models on organisational characteristics. They argue that elements such as an organisation's organogram, strategic direction, and culture play a critical role in defining its operational dynamics and overall performance. According to their analysis, the alignment between these structural and strategic factors determines how effectively an organisation achieves its objectives while maintaining cohesion and adaptability.

Summary: Organisational characteristics encompass the distinct attributes that arise from the interplay between organisational stakeholders, processes, and structures, all aimed at achieving organisational objectives. Organisational characteristics fundamentally influence the performance of the organisation. NPOs and FPOs have features that help attain organisational goals. These features, termed organisational characteristics, are produced by the interactions of the stakeholders of the organisation and the interplay of systems and structures within the organisation (Abudho et al., 2013; Gachoka et al., 2018; Njuguna et al., 2014).

The Role of Organisational Characteristics. Numerous studies emphasise the profound influence of organisational characteristics on efficiency and effectiveness (Gachoka et al., 2018; Jurado-Caraballo & Rodríguez-Fernández, 2021). These attributes, which encompass the structural and cultural elements of organisations, are pivotal in driving operational processes and achieving superior performance. Gachoka et al. (2018) argue that such characteristics serve as the foundation for organisational activities, enabling streamlined operations and improved outcomes. Similarly, Yu et al. (2018) assert that organisational traits shape managerial practices and influence external and internal perceptions of the organisation. Their research, which analysed 205 public and private organisations in China, established a direct correlation between organisational characteristics and both productivity and growth potential.

De Waal's (2011) comprehensive global study, involving 1,470 organisations across diverse sectors, offers further insights into the universal factors that enhance performance. The research categorised influential organisational characteristics into five key dimensions: Continuous Improvement and Renewal, Openness and Action Orientation, Management Quality, Workforce Quality, and Long-Term Orientation. These dimensions provide a framework for understanding how organisations across varying contexts can leverage intrinsic attributes to optimise performance.

Additional research underscores the critical role of organisational characteristics in building capacity, managing knowledge, and fostering effective teamwork. Liu and Grønbjerg (2008), in their survey of 91 Indiana-based non-profit organisations (NPOs), found that organisational capacity is strongly linked to factors such as organisational age, staff composition, income diversification, and the formalisation of inter-organisational relationships. However, while correlations were identified, the study did not explore causal relationships or practical strategies for leveraging these traits to enhance capacity.

Said et al. (2014) also explored the influence of organisational characteristics on knowledge management within 182 service-sector organisations in Malaysia. Their findings revealed that elements such as organisational culture, leadership support, employee compensation, and structural design significantly impact knowledge sharing and utilisation. Similarly, Aziz et al. (2021) examined the relationship between organisational characteristics and teamwork effectiveness among 203 Malaysian public service officers. The study highlighted professional development as the most significant factor, with cultural support and leadership commitment also contributing substantially to teamwork success.

Furthermore, studies by Lecy et al. (2012), Njuguna et al. (2014), Abudho et al. (2013), and Warue and Wanjira (2013) affirm the interconnectedness of various organisational attributes in driving performance. Elements such as technology adoption, robust accounting systems, effective leadership, strategic budgeting, and comprehensive management frameworks collectively enhance an organisation's operational efficiency. These findings suggest that no single organisational characteristic suffices to ensure success; instead, a multi-faceted and integrated approach is essential for sustained organisational excellence.

Summary: The interconnectedness of organisational characteristics is crucial for enhancing processes that drive high performance (Gachoka et al., 2018; Jurado-Caraballo & Rodríguez-Fernández, 2021). These characteristics significantly influence an organisation's capacity to manage knowledge effectively, foster teamwork, and improve overall performance (Aziz et al., 2021; Liu & Grønbjerg, 2008; Said et al., 2014). Each organisation has distinct strengths and weaknesses that align with its needs (Frumkin, 2016).

Organisational Characteristics of the Church. Tamunomiebi et al. (2018) identify churches as quintessential examples of NPOs, highlighting their distinct operational and organisational framework. Thaut (2009) refines this classification by situating churches within a specialised subset of NPOs known as Faith-Based Organisations (FBOs). According to Thaut, FBOs are defined by their sacred orientation, which profoundly influences their systems, procedures, and organisational objectives. This sacred orientation distinguishes FBOs from other non-profits by embedding faith-based principles into their operations and purpose.

Clarke and Ware (2015) corroborate Thaut’s (2009) perspective, expanding the definition of FBOs to encompass a diverse range of religious groups, including Christian communities, Muslim congregations, and Jewish assemblies. These groups serve not only as spiritual hubs but also as providers of social interventions, catering to the welfare and development needs of their members. Their analysis underscores the dual role of FBOs in fostering spiritual growth and addressing societal issues, making them critical players within the non-profit sector.

Bielefeld and Cleveland (2013) align with the conclusions of Tamunomiebi et al. (2018), Thaut (2009), and Clarke and Ware (2015), further emphasising the functional similarities between churches, other FBOs, and broader NPOs. They argue that, despite the unique sacred orientation of FBOs, they share common challenges with other non-profits, such as resource constraints, governance complexities, and the need for operational sustainability. This shared set of challenges highlights the intersection between faith-based and secular non-profits in their pursuit of social impact and organisational effectiveness.

Overall, the scholarly consensus reinforces the classification of churches as NPOs, specifically as FBOs, with their sacred orientation shaping their purpose and practices. This orientation not only differentiates churches from secular NPOs but also situates them as key providers of spiritual and social interventions, navigating similar organisational challenges to other non-profits.

Summary: Churches are recognised as Faith-Based Organisations (FBOs), a distinct subset within the broader category of Non-Profit Organisations (NPOs) (Bielefeld & Cleveland, 2013; Clarke & Ware, 2015; Tamunomiebi et al., 2018; Thaut, 2009). They are characterised by formal structures, clearly defined missions, and established operational management systems (Clarke & Ware, 2015; Thaut, 2009). While sharing common traits with other NPOs—such as constrained financial resources, reliance on volunteer support, and dependence on charitable donations—churches are unique in their integration of faith-based principles into their governance and activities.

However, unlike secular NPOs, the social dynamics within churches can introduce specific challenges. Although membership is often framed as voluntary, the church environment may exert social or cultural pressures that compel individuals to conform to communal expectations and prescribed behaviours. These pressures can diminish the perceived voluntary nature of participation, fostering an environment where social norms and faith-based obligations play a significant role in shaping engagement.

Despite these nuances, churches remain critical as both spiritual and social institutions. Their dual role involves addressing the spiritual needs of their congregations while also delivering broader social interventions, positioning them as key contributors within the non-profit landscape. This unique identity highlights both their shared challenges with NPOs and the distinctive complexities arising from their sacred orientation.

Church-Based Organisational Characteristics. Research conducted by Boggs and Fields (2010), Gachoka et al. (2018), and Yu et al. (2018) confirms that all organisations, regardless of their structure or purpose, exhibit distinct traits that drive high performance. While the Church is primarily a spiritual entity, it is also categorised as a non-profit organisation, as noted by Tamunomiebi et al. (2018). This classification highlights its organisational characteristics and structures, which enable the application of management principles to improve operational effectiveness, as argued by Kim (2019) and Austin-Roberson (2009).

Scholars such as Adebayo (2021) and Boggs and Fields (2010) emphasise that the Church shares organisational features with both NPOs and for-profit organisations (FPOs). These similarities allow for a scientific analysis of the Church within the broader NPO framework. Boggs and Fields (2010) draw on earlier studies to demonstrate that churches exhibit key traits common to other non-profits, including collaborative practices, systematic approaches to continuous improvement, and structured planning mechanisms. These attributes underscore the Church's capacity to function as an organised and goal-driven entity.

However, Webb (1974), in an exploratory study of 100 churches with a collective membership of 55,000, challenges the direct applicability of development strategies designed for NPOs and FPOs to religious institutions. Webb identifies four core organisational characteristics as critical to church performance: cohesion (the strength and quality of relationships among members), efficiency (the effective and judicious use of resources), adaptability (the ability to adjust to changing circumstances), and support (the level of encouragement and backing provided by congregants to church leadership).

These findings suggest that, while churches share common organisational features with other NPOs, their spiritual mission and unique social dynamics introduce complexities that require tailored approaches to development and performance enhancement. Such an understanding reinforces the importance of integrating management principles with sensitivity to the Church's distinctive faith-based orientation.

Summary: Despite its primary religious mission, the Church is classified as a faith-based organisation (FBO) and a non-profit entity (NPO) (Bielefeld & Cleveland, 2013; Clarke & Ware, 2015; Tamunomiebi et al., 2018; Thaut, 2009). It exhibits distinct characteristics commonly associated with structured institutions, as highlighted by Austin-Roberson (2009) and Kim (2019). Notably, the Church shares several organisational traits with for-profit organisations, which provides a solid foundation for its empirical analysis within a broader organisational framework (Boggs & Fields, 2010). These shared characteristics, such as structured planning, collaboration, and resource management, allow for the application of business principles to enhance the Church's operational effectiveness while respecting its unique spiritual mission.

Variations and Similarities in Church Organisational Characteristics. Empirical studies suggest that the organisational characteristics of churches can differ significantly across denominations, or alternatively, they may remain strikingly similar, despite varying operational contexts. Hinings and Raynard (2014) conducted a historical analysis of religious organisations, focusing on the evolution of organisational designs and the systemic issues that shape them. Their research concluded that, regardless of governance structures and the professional backgrounds of their leaders, churches often employ bureaucratic management strategies, much like other organisations.

Scholars such as Austin-Roberson (2009), Gyampoh and Asare (2019), Rick (2009), and Tracey (2012) argue that while the organisational traits of churches can exhibit similarities within certain groups, they can also show distinct differences across various denominations. Tracey (2012) highlights the religious authority structure as a key feature, alongside financial systems, operational strategies, governance frameworks, and stakeholder engagement. Gyampoh and Asare (2019) support this, emphasising the interdependence of governance systems, leadership roles, and financial operations in driving the goals of the church. Austin-Roberson (2009) similarly stresses the importance of strategy, structure, and systems in defining the organisational characteristics of churches.

Rick's (2009) study of more than 20 faith-based organisations in Malawi over a period of six years provides valuable insights into how churches can improve their effectiveness. His findings point to the significance of formal governance structures, strategic partnerships, development strategies, leadership styles, cultural alignment, and staffing as crucial organisational characteristics that contribute to enhanced performance.

Additionally, Allen et al. (2020) explored the internal organisational characteristics of 34 churches to evaluate their alignment with the Consolidated Framework for Implementation Research (CFIR). Their research revealed that these churches demonstrated strong organisational readiness, an ability to embrace change, a well-defined organisational culture, and a high degree of “fit” between their innovations and missions. Their findings suggest that faith-based organisations possess traits that not only facilitate the successful implementation of health interventions but also enhance outreach to marginalised communities. These insights reinforce the notion that the organisational traits of churches play a pivotal role in their capacity to fulfil both spiritual and social missions effectively.

Summary: The organisational characteristics of churches, while exhibiting both commonalities and differences, remain consistent across various operational contexts (Austin-Roberson, 2009; Gyampoh & Asare, 2019; Hinings & Raynard, 2014; Rick, 2009; Tracey, 2012). These characteristics indicate that churches possess a range of favourable attributes, positioning them effectively to implement interventions that promote human development (Allen et al., 2020). The interplay of governance structures, leadership styles, cultural alignment, and organisational readiness enables churches to serve as impactful agents of social and spiritual change.

Unified Organisational Characteristics Framework to Support the Organisational Performance of the Church. Boggs and Fields (2010) and Sharma and Singh (2019) have made significant contributions to the development of a modified organisational model, highlighting that NPOs, including churches, share key organisational traits with FPOs. Their work aids in bridging the gap between these two types of organisations by identifying and categorising shared organisational characteristics. Boggs and Fields (2010) applied the Competing Value Framework (CVF) to classify the organisational culture of Christian churches and used the Balanced Scorecard (BSC) method to evaluate their performance. By employing both the CVF and BSC, they were able to pinpoint critical organisational attributes of churches across four key categories: Finance (systems designed to ensure financial stability and growth), Customer/Constituent Satisfaction (structures fostering membership expansion), Internal Business Processes (enhancing the effectiveness of pastors and church leaders), and Innovation and Learning (promoting ministry engagement and service delivery).

Similarly, Sharma and Singh (2019) conducted a thorough analysis of organisational effectiveness applicable to all organisations including churches, categorising characteristics into Financial, Operational, Structural, and Attitudinal/Behavioral factors. While their findings align with those of Boggs and Fields, Sharma and Singh's research provides a more expansive and adaptable framework, allowing for the integration of relevant organisational traits across diverse religious contexts.

Further validation of the work by Boggs and Fields (2010) and Sharma and Singh (2019) was provided by Butler and Senses-Ozyurt (2020), who recognised such outcomes as contributing to the emergence of a hybrid organisational structure. This novel and evolving organisational type reflects the blending of traditional business models with non-profit characteristics. Butler and Senses-Ozyurt (2020) explored the effectiveness of churches from a business organisational perspective, using business-oriented survey methods to evaluate church performance. Their study revealed that transformational leadership and prior experience in management were key elements promoting the effectiveness of churches, underscoring the importance of leadership style and management expertise in enhancing organisational success within faith-based settings.

Summary: Although the Church possesses unique qualities that distinguish it as a faith-based institution, it also shares several organisational characteristics commonly found in both Non-Profit Organisations and For-Profit Organisations. These shared traits provide a useful framework for identifying and labelling variables that can be employed to select relevant organisational characteristics for a comprehensive study on OE. The work of Boggs and Fields (2010), Butler and Senses-Ozyurt (2020), and Sharma and Singh (2019) underscores the value of these common organisational attributes, offering a solid foundation for the analysis of church organisations within a broader organisational context.

2.3.3 Objective 3

Theories of organisational effectiveness.

This section of the narrative presents an in-depth exploration of contemporary theories on organisational performance, offering a thorough analysis of key concepts and frameworks. It provides valuable insights that guide the selection of an appropriate theoretical framework, ensuring alignment with the objectives of the study. The literature review critically examines the various definitions of Organisational Effectiveness and highlights the pivotal role that organisational theory plays in shaping research. It also delivers a comprehensive analysis of several theoretical models, tracing their historical development, assessing their functionality, and addressing the critiques they have received. This detailed evaluation serves as a foundation for understanding the complexities of organisational performance and its implications for the research at hand.

Definition of OE. OE is a multifaceted concept with various interpretations and definitions, shaped by differing perspectives across the academic landscape (John-Eke & Akintokunbo, 2020; Nwanzu & Babalola, 2019). According to Hassan (2021) and Nwanzu and Uhiara (2018), the diverse factors and objectives of organisations underpin the varied definitions of OE. Scholars (Nwanzu & Babalola, 2019; Nwanzu & Uhiara, 2018) agree that the differences in theoretical models influence the differing perspectives on organisations, and thus, a comprehensive definition of OE must reflect the variations present in these models. Four predominant models of organisational effectiveness—Goals, System Resources, Internal Process, and Multiple Constituency—have emerged, each offering distinct definitions (Ashraf & Kadir, 2012; Eydi, 2015; Hassan & Sajjad, 2011; Hussain et al., 2019; Nwanzu & Uhiara, 2018; Sharma & Singh, 2019; Wray, 2019). Scholars such as Heitz (2018) and Wray (2019) argue that these models were developed to enhance the robustness and precision of measuring organisational efficiency. Ashraf and Kadir (2012) further assert that the effectiveness of OE measurements is contingent upon the specific circumstances in which organisations operate.

The Goals Model defines OE as the ability of an organisation to achieve predefined goals (Ashraf & Kadir, 2012; Manzoor, 2011; Sharma & Singh, 2019). In contrast, the System Resource Model sees OE as the capacity to acquire essential resources that enhance performance (Hassan, 2021; Sharma & Singh, 2019; Shilbury & Moore, 2006; Sowa et al., 2004; Wray, 2019). The Internal Process Model focuses on the internal systems, processes, and practices that an organisation uses to enhance its overall effectiveness (Sharma & Singh, 2019). Meanwhile, the Multiple Constituency Model places emphasis on the ability of organisations to meet the expectations of various stakeholders (Hassan & Sajjad, 2011; Sharma & Singh, 2019). Despite the contrasting definitions proposed by these models, there is broad consensus that an effective evaluation of OE requires a holistic approach, one that integrates all the relevant components rather than treating them in isolation. Achieving a unified global understanding of organisational effectiveness is critical to advancing research in this field. Shilbury and Moore (2006) argue that there is no singular approach to measuring OE, highlighting the need for the evaluation of diverse factors and organisational processes. In line with this, Nwanzu and Babalola (2019) and Manzoor (2011) suggest that OE encompasses an organisation's ability to fulfil its goals, acquire the necessary resources, sustain internal stability, and meet the expectations of its stakeholders. This comprehensive and inclusive definition of OE resonates with Sowa et al. (2004), who argue that organisational efficiency is a broad theoretical framework that incorporates multiple dimensions, functions, and interconnected elements. This view is further supported by Cameron (1978), who contends that OE is not a linear concept but a dynamic one, engaging with various stakeholders and thus requiring multiple, distinct analyses.

Summary: A comprehensive definition of OE adopts an integrative approach, recognising that OE is a multi-dimensional construct (Nwanzu & Babalola, 2019; Nwanzu & Uhiara, 2018; Sowa et al., 2004). From this perspective, OE is defined as the extent to which an organisation successfully achieves its set objectives, secures the necessary resources, operates efficiently without significant internal constraints, and meets the diverse demands of its stakeholders (Manzoor, 2011; Nwanzu & Babalola, 2019; Shilbury & Moore, 2006). This broad and inclusive definition emphasises that OE is not merely about achieving specific goals, but also about maintaining the balance between internal processes, resource acquisition, and the satisfaction of external expectations.

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Theories of Organisational Effectiveness

Definition of Theory

Theoretical frameworks are essential in management research, guiding analytical efforts to understand phenomena and develop actionable solutions (Boer et al., 2015; Corley & Gioia, 2011). However, the definition of theory itself remains a subject of debate, as it encompasses a range of formal mandates addressing various aspects of research agendas (Corley & Gioia, 2011). Wacker (2008) defines theory as a system of conceptual links designed to answer specific questions about phenomena, a view shared by other scholars who emphasise the interconnected nature of theoretical components.

In essence, theory functions as a structure of interconnected ideas that seeks to illuminate real-world questions (Corley & Gioia, 2011; Thomas, 2017). When synthesising perspectives on organisational theory, three key objectives emerge: to deepen understanding of organisations, to provide a practical framework for operationalising this understanding, and to establish a foundation for organisational change and adaptation (Birken et al., 2017). These theories are designed to define, explain, and predict the complex relationships between organisations and their external environments, either explicitly or implicitly. As such, organisational effectiveness (OE) occupies a central place within this domain (Basol & Dogerlioglu, 2014; Hassan & Sajjad, 2011). Numerous scholars (Eydi, 2015; Heitz, 2018; Nwanzu & Babalola, 2019; Nwanzu & Uhiara, 2018) assert that OE is not only a key focus of analysis but also a critical dependent variable in organisational research, further solidifying its position as a foundational element of organisational theory.

Summary: Organisational theory serves three primary purposes: to provide a conceptual framework for understanding organisations, to create a foundation for effective organisational functioning, and to facilitate change and adaptation (Birken et al., 2017).

Theoretical Models of OE

OE models are theoretical frameworks rooted in organisational theories, developed to support the investigation of a wide range of organisational phenomena (Babalola & Nwanzu, 2020; Eydi, 2015; John-Eke & Akintokunbo, 2020; Oluwayemi, 2018). According to Sowa et al. (2004) and Tran and Tian (2013), organisational theory has given rise to numerous models aimed at analysing OE, each offering a unique lens through which organisational performance can be assessed.

The existing body of literature highlights four primary frameworks—goals, system resource, internal process, and multiple-constituency models—as the foundational pillars for understanding OE (Ashraf & Kadir, 2012; Hassan & Sajjad, 2011; Heitz, 2018; Manzoor, 2011; Nwanzu & Uhiara, 2018; Papadimitriou & Taylor, 2000; Shilbury & Moore, 2006; Sowa et al., 2004; Wray, 2019). These models have been widely applied in academic research to explore various facets of OE, with each one focusing on a different dimension of organisational performance and effectiveness. Through their extensive application, these models have provided valuable insights into the factors that contribute to an organisation's success or failure, underscoring the complexity of measuring OE in diverse organisational contexts.

Goals Model. Scholars such as Ashraf and Kadir (2012) and Manzoor (2011) regard the Goal model as the most fundamental framework for understanding OE. This model is rooted in the theoretical contributions of Max Weber and other organisational management theorists (Hassan & Sajjad, 2011). They conceptualise formal organisations as tools to achieve specific objectives (Hassan & Sajjad, 2011; Nwanzu & Uhiara, 2018). OE is thus evaluated based on how well an organisation meets its goals and implements its strategies (Hassan & Sajjad, 2011; Wray, 2019). The greater the success in achieving these goals, the higher the organisation's effectiveness (Cameron, 1980).

Criticisms. The criticism of the goal attainment model as a measure of organisational success primarily centres on the ambiguity surrounding the definition of goals. While Etzioni (1964) defines goals as the desired conditions that organisations strive to achieve, scholars such as Wray (2019) note that terms like "objective," "purpose," "mission," "aim," and "task" are often used interchangeably with "goal." In NPOs and public agencies, the goal approach is frequently viewed as an inappropriate measure of effectiveness. Hassan (2021) argues that the model's profit-oriented nature limits its applicability beyond profit-driven organisations. Moreover, organisations with multiple and potentially conflicting goals face significant challenges in effectively evaluating their operations, as highlighted by Papadimitriou and Taylor (2000) and Heitz (2018). These authors assert that the goal model fails to assess OE comprehensively. This assertion is supported by Ashraf and Kadir (2012), who indicate that conflicting and evolving goals complicate using the goal approach for evaluating effectiveness.

Overall, criticisms regarding the operational definitions of the goals model significantly limit its utility in assessing OE (Ashraf & Kadir, 2012; Manzoor, 2011; Wray, 2019).

System Resources Model. Scholars, including Hassan (2021) and Nwanzu and Uhiara (2018), assert that critiques of the Goal Model shaped the research conducted by Yuchtman and Seashore (1967), leading to the development of the Systems Resources Theory of OE. Yuchtman and Seashore (1967), as cited in Wray (2019), challenged the idea that specific objectives solely determine OE. Instead, they defined effectiveness as an organisation's ability to engage with its environment to acquire limited yet valuable resources necessary for producing its outputs. This perspective emphasises external processes over internal ones and underscores the importance of effective resource management for achieving organisational performance.

According to Nwanzu and Uhiara (2018), Yuchtman and Seashore (1967) identified three critical stages of organisational behaviour: resource acquisition, utilisation, and transformation into outputs, with a primary focus on the initial stage—resource acquisition—as it drives the subsequent phases and ensures organisational sustainability. Thus, an organisation's effectiveness is intrinsically linked to its capacity to secure the necessary resources for its survival, positioning resource maintenance as a critical measure of effectiveness according to the Systems Resources Model (Sowa et al., 2004).

Hassan and Sajjad (2011) argue that this operational approach is founded on an open systems model, which underscores the interrelationships between an organisation and its culture. This paradigm conceptualises organisations as distinct entities interacting with their environment, transforming inputs into outputs to meet contextual demands. Heitz (2018) further highlights the Systems Resource Model's emphasis on resources (inputs) over goals, reinforcing that resource management is critical for organisational success.

Criticisms. Over the years, scholarship has highlighted several shortcomings in the concept of systems resources. A key issue is its restricted appeal to organisations focused on resource acquisition. The framework relies on a unilateral approach to achieve optimal performance, neglecting the broader organisational context. Papadimitriou and Taylor (2000) argue that while the framework has a logical basis, public institutions dependent on government funding may find it inapplicable. Consequently, Heitz (2018) notes that this approach struggles to demonstrate its effectiveness in organisations that receive financial support from external sources. Hassan (2021) discusses the limitations of the open systems model of organisational behaviour, which also impacts the Systems Resource model. He argues that the underperformance of specific subsystems can hinder the effective operationalisation of the overall system, even if resources have been successfully acquired. In essence, the failure of one subsystem can undermine the expected outcomes, rendering the resource acquisition ineffective. The Systems Resource model is fundamentally flawed, concentrating mainly on achieving effectiveness while overlooking other essential elements necessary for organisational success (Hassan, 2021; Shilbury & Moore, 2006).

Despite the challenges associated with systems theory, Hussain et al. (2019) contend that it facilitates the quantification of organisational sustainability. This, in turn, lays the groundwork for developing a comprehensive model to assess OE within healthcare systems.

Internal Process Model. Hassan and Sajjad (2011) and Wray (2019) argue that the Process Model of Organizational Effectiveness emerged as a response to the limitations of the goal and systems resource models. This model establishes comprehensive criteria for OE by emphasising the internal health and balance of processes rather than solely focusing on resources or outcomes (Heitz, 2018). Hassan and Sajjad (2011) contend that efficacy should be perceived as an ongoing process, not merely a one-time achievement of specific goals. They suggest that this approach can address the challenges of defining OE. Furthermore, they highlight the importance of how organisations articulate their objectives. The fundamental principle of the Process Model is to manage the processes that convert inputs into outputs effectively. The goal is to transform inputs into desired outcomes (Heitz, 2018).

The internal process model offers a structured framework for understanding OE through three interconnected concepts:

1. Goal optimisation, which involves balancing conflicting objectives.

2. A systems perspective that considers both internal and external organisational components.

3. An emphasis on human behaviour within the organisational environment.

This model prioritises processes that facilitate the achievement of results while recognising the interplay of the three related concepts (Hassan & Sajjad, 2011). It posits a direct relationship between internal processes and desired outcomes (Hassan, 2011). Effectiveness is assessed based on whether an organisation's internal processes are logical, goal-oriented, and adaptable (Heitz, 2018).

Criticism. Papadimitriou and Taylor (2000) critique the model's assumption that only organisations with a cohesive and efficient internal environment can be effective. They argue that this represents a linear view of efficacy, ignoring the complexities introduced by stakeholder considerations. Similarly, Hassan and Sajjad (2011) contend that some groups can still achieve effective results despite lacking motivation and cohesion. Eydi (2015) adds that although the model correlates internal processes with desired outcomes, it fails to account for the political dynamics involving various organisational stakeholders. Both Hassan and Sajjad (2011) and Eydi (2015) suggest that the process model, concentrating on internal processes and their influence on organisational outcomes, neglects the consequences these outcomes may have on stakeholders.

Multiple Constituency Model. The Multiple-Constituency model, established by Connolly et al. (1980), emerged as a response to three other organisational performance models (Hassan & Sajjad, 2011; Heitz, 2018). The strategic constituency and participant/stakeholder satisfaction model proposes that an organisation's success is contingent upon the evaluator's perspective (Heitz, 2018; Hassan & Sajjad, 2011). Connolly et al. (1980) argued that OE should be assessed through the lens of its various strategic constituencies, given the multiplicity of stakeholders involved.

Manzoor (2011) supports this notion, suggesting that organisations achieve effectiveness by minimally meeting the needs of their strategic constituencies. In line with this, Hassan and Sajjad (2011) assert that the criteria for evaluating effectiveness must be tailored to address the specific needs of each constituency. Consequently, an organisation's effectiveness hinges on its ability to identify key stakeholders, understand their preferences, and fulfil their demands. Furthermore, effective management must recognise these strategic stakeholders and establish objectives to meet their requirements (Hassan & Sajjad, 2011). This approach evaluates effectiveness holistically and incorporates elements from the traditional models—Goals, Systems Resources, and Internal Processes.

Criticisms. The multiple-constituency model is the most comprehensive among the goal, system resource, and internal process models. However, its broad scope challenges its applicability, highlighting its inherent flaws. Wray (2019) argues that the multiple-constituency model can misrepresent stakeholder values, particularly when the focus shifts to other variables. This model seeks to incorporate diverse perspectives, yet Wray contends that challenges persist despite Connolly et al. (1980) attempting to address this issue by highlighting the importance of powerful constituencies in determining effectiveness. Similarly, Nwanzu and Uhiara (2018) assert that the model overlooks the contributions of other organisational members, especially managers and decision-makers, in achieving OE. Furthermore, Hassan and Sajjad (2011) identify difficulties in ranking effectiveness within this paradigm. They emphasise that establishing weighting factors and priority rankings for the various constituencies remains problematic.

Models-Based Integration. The concept of OE is a critical component of organisational theory that has evolved through several theoretical models, including the goal, systems resources, internal process, and multiple constituencies approaches (Ashraf & Kadir, 2012; Eydi, 2015; Hassan & Sajjad, 2011; Hussain et al., 2019; Nwanzu & Uhiara, 2018; Sharma &

Singh, 2019; Wray, 2019). Each model emerged to address the limitations of its predecessors, highlighting that OE is influenced by multiple dimensions (Manzoor, 2011; Nwanzu & Babalola, 2019; Shilbury & Moore, 2006).

Despite its recognition as a multi-dimensional concept, OE faces inherent limitations. The constraints of the four prevalent approaches—Goal, Systems Resource, Internal Process, and Multiple Constituency—underscore the significance of model-based integration (Hassan & Sajjad, 2011). To mitigate the critiques associated with effectiveness criteria, scholars have promoted two widely accepted integrative models: the Balanced Scorecard (BSC) and the Competing Values Framework (CVF) (Nwanzu & Uhiara, 2018; Papadimitriou & Taylor, 2000). Additionally, the Unified Model of OE (UMOE), proposed by Sharma and Singh (2019), presents a contemporary framework for understanding OE. The following sections will examine these three models in greater detail.

Competing Values Framework (CVF). The CVF evaluates OE through the lens of values, as indicated by Nwanzu and Uhiara (2018) and Papadimitriou and Taylor (2000). It presents four competing dimensions: rational goal, internal process, open system, and human resources. The rational goal quadrant emphasises productivity and goal fulfilment. In contrast, the internal process quadrant focuses on internal performance, collaboration, and evaluation. The human resources quadrant prioritises team cohesion and engagement, while the open systems quadrant highlights the importance of external support and adaptability to changing conditions.

The CVF is grounded in several fundamental assumptions. The goals within its quadrants serve as "common criteria" for assessing the effectiveness of various organisations (Cameron, 1981; Cameron et al., 2006). Maintaining a balanced focus across all quadrants is essential, as excessive attention to one area may lead to inefficiencies and undermine potential benefits. An organisation is deemed effective when it meets performance criteria across the four value systems (Gulosino et al., 2016; Hassan & Sajjad, 2011).

Critics of the CVF argue that its reliance on only four criteria is limiting. Papadimitriou and Taylor (2000) emphasise that while the CVF facilitates value expression, it constrains the selection of effectiveness indicators to the predetermined quadrants. They suggest that models highlighting the interplay between competing values would better support OE, as each offers a distinct perspective on achieving this goal. Despite these criticisms, Yu and Wu (2009) assert the CVF's effectiveness due to its widespread use and the reliability and validity of its measurement instruments. Additionally, Hassan and Sajjad (2011) acknowledge the model's ability to facilitate cross-comparison of organisational variables across large sample sizes.

Balance Score Card (BSC).). The BSC framework, introduced by Kaplan and Norton (1992), addresses challenges faced by organisations by integrating concepts from stakeholder theory (Hasan & Chyi, 2017). The BSC evaluates OE through four perspectives: financial, customer, internal processes, and learning and growth (Agrawal, 2018; Alvarez et al., 2019; Hasan & Chyi, 2017; Malgwi & Dahiru, 2014). Each perspective provides essential feedback to enhance organisational performance.

The financial perspective emphasises revenue growth and productivity, which are vital for funding the other segments (Chimtengo et al., 2017; Hristov & Chirico, 2016). The customer perspective assesses how effectively the organisation meets client needs through quality services and products, focusing on performance, time, service, and quality (Chimtengo et al., 2017; Lee, 2006). The internal processes perspective aims to identify and improve critical business processes, ultimately supporting financial and customer objectives (Al-Najjar & Kalaf, 2012; Kaplan & Norton, 1992; Malgwi & Dahiru, 2014).

The learning and growth perspective fosters employee development and value creation. Key elements include process efficiency, personnel competence, and organisational alignment, which are essential for achieving company goals (Alvarez et al., 2019; Hasan & Chyi, 2017).

Critics, including Awadallah and Allam (2015), outline several limitations of the BSC. They argue that the BSC lacks a clearly defined relationship with organisational performance and excludes important stakeholders from its measurement parameters. Additionally, the framework fails to establish key performance indicators and adopts a restrictive view of organisational dynamics. Voelpel et al. (2006) highlight the rigidity of the BSC as a performance assessment tool, noting that while it enables organisations to convert strategy into measurable metrics, limiting evaluations to four categories constrains the identification of critical success factors.

Unified Model of OE (UMOE Sharma and Singh (2019) developed the Unified Organizational Effectiveness (OE) Model, founded on diverse metrics that underscore OE's complexity and context-specific nature. This framework comprises three key components: outcomes-oriented goals, four categories of metrics, and stakeholder satisfaction.

The first component integrates elements from three established frameworks—goals, system resources, and internal processes—to create a comprehensive goal-setting model encompassing inputs, processes, and outputs to achieve desired outcomes. The second component acknowledges the variability of organisational goals depending on context and time. It provides a flexible platform for selecting appropriate metrics, categorised into four types: attitudinal/behavioural, financial, operational, and structural. This classification assists researchers in identifying distinct organisational traits relevant to predicting effectiveness. The third component incorporates the multiple constituency model, emphasising key stakeholders' roles in resource allocation, process efficiency, and output measurement. This perspective highlights the decision-making processes behind achieving OE and assesses stakeholder satisfaction with the outcomes. Sharma and Singh (2019) define OE as the degree to which goals endorsed by stakeholders are achieved and evaluated through a blend of financial, operational, structural, and attitudinal/behavioural metrics. Successfully achieving these goals fosters stakeholder satisfaction and promotes the long-term health and stability of the organisation. The proposed model is holistic and interconnected, integrating systems thinking. It is adaptable for practitioners and scholars, allowing customisation to meet specific organisational contexts (Sharma & Singh, 2019).

Summary: The development of theoretical models—including the Goal, Systems Resource, Internal Process, and Multiple Constituency frameworks—has evolved in phases, driven by the need to enhance their practical applications (Ashraf & Kadir, 2012; Eydi, 2015; Hussain et al., 2019; Nwanzu & Uhiara, 2018; Sharma & Singh, 2019). This evolution highlights OE as a multi-dimensional construct (Manzoor, 2011; Nwanzu & Babalola, 2019; Shilbury & Moore, 2006). Despite this recognition, OE still encounters significant challenges.

Given the limitations of the four predominant approaches, pursuing model-based integration has become essential (Hassan & Sajjad, 2011). Two influential integrative models that address criticisms regarding effectiveness criteria are the Balanced Scorecard (BSC) approach and the Competing Values Framework (CVF) (Hassan & Sajjad, 2011; Nwanzu & Uhiara, 2018; Papadimitriou & Taylor, 2000). Recently, Sharma and Singh (2019) introduced the Unified OE model, further contributing to the discourse on OE.

2.3.4 Objective 4

Synthesis of holistic NPO effectiveness.

This literature review section aims to synthesise research on NPOs, encompassing both religious (church) and non-religious perspectives. The focus is on understanding the overall efficacy of these organisations. The objective is to identify the combination of effectiveness domains and their associated indicators that can provide valuable insights for achieving organisational goals.

This review sought to pinpoint empirically validated characteristics that may predict OE across various sectors, with particular attention to church environments. Additionally, it aimed to explore the determinants influencing OE and their implications for the overall efficacy of organisations, especially within the church context.

Domain Categorisation in NPO Organisational Effectiveness. The literature on NPOs that examines the use of multiple domains in organizational effectiveness provides support for the multi-dimensional nature of effectiveness. However, the literature suggests variations in the number and labelling of these domains. While some scholars advocate using two or three domains, others argue favouring using four or more.

Two (2) Broad OE Dimensions/Domains. Several scholars have identified two broad dimensions of OE to enhance the effectiveness of organisations.

Iwu et al. (2015) investigated the efficacy of NPOs in South Africa, focusing on integrating sustainability into evaluation criteria. Data were gathered through active participation in two distinct focus groups. The study resulted in a revised set of performance assessment criteria for NPOs, emphasising long-term sustainability as a critical determinant of effectiveness. This new model classified NPO effectiveness into Financial and Non-Financial categories, with specific variables for each. Financial domain variables included investments, financial soundness, liquidity, and working capital. Non-financial domain variables encompassed board capabilities, customer satisfaction, quality of management and service, stakeholder satisfaction, social responsibility, innovativeness, volunteer attraction, and facility improvements. The findings highlighted the importance of financial and non-financial elements for NPO performance. The authors concluded that an NPO's effectiveness hinges on achieving its mission while managing a revenue-generating enterprise to cover operational costs. Thus, fulfilling the organisational mission and effectively managing social initiatives for financial sustainability is essential for effectiveness. The study also emphasised that the relevance of evaluation criteria is influenced by political, economic, social, technical, environmental, and legal factors.

Aboramadan et al. (2021) proposed two comprehensive metrics for evaluating NPO efficacy, differing in their classification from Iwu et al. (2015). Utilising stakeholder theory, they explored a model that integrates financial and non-financial factors, illuminating the relationship between performance management and NPO effectiveness. Data collected from 218 individuals in Palestinian NGOs revealed that a combination of financial and non-financial performance metrics enhances efficiency. Additionally, the trust of internal stakeholders in their organisations emerged as a significant intermediary in the relationship between performance measurement and successful outcomes in NPOs.

Sowa et al. (2004) introduced a model for evaluating non-profit efficacy using a two-dimensional framework. Their approach highlights five principles essential for assessing NPO effectiveness, emphasising the roles of management and programs. "Managerial" effectiveness pertains to qualities associated with organisation and management, while "Program" effectiveness relates to specific services or products. The authors suggested that managerial effectiveness can be evaluated through documented goal statements, strategic plans, human resource systems, independent financial assessments, and IT systems. In contrast, program effectiveness is assessed based on efficacy and customer satisfaction.

Three (3) Broad OE Dimensions/Domains. The authors (Li & Xie, 2020; Liket & Maas, 2015; McKenna & Eckard, 2009; Vithayaporn, 2021) have made notable contributions to OE through various dimensions.

Vithayaporn (2021) conducted a meta-analysis of twenty articles, highlighting the significance of lifelong learning as a critical factor in organisational efficiency within European and Thai contexts. The study classified OE into three critical domains: the Leadership Competency Model (LCM), Performance Management Systems (PMS), and Learning and Development (L&D). The LCM emphasises how leadership skills and behaviours contribute to organisational success. PMS evaluates success through a comprehensive set of financial and non-financial indicators. L&D focuses on enhancing employee competencies through both formal and informal training. According to Vithayaporn, integrating L&D, LCM, and PMS is vital for overall OE.

Li and Xie (2020) assessed the performance of 55 individuals in NPOs in China. They developed a three-dimensional measure encompassing organisational citizenship behaviour (OCB), organisational commitment (OC), and job satisfaction (JS). The researchers employed validated scales derived from previous empirical studies, covering corporate affiliation, compassion for colleagues, industriousness, and resource stewardship. Their findings indicated that JS has a direct impact on OCB and an indirect influence through OC, which itself directly affects OCB.

Liket and Maas (2015) examined the effectiveness of Dutch NPOs by analysing fifty-two management techniques that potentially influence OE. They proposed a three-dimensional framework comprising transparency, program quality, and organisational features. The authors argued against using financial ratios as indicators of NPO effectiveness, asserting that the adoption of specific management practices should be the primary measure.

McKenna and Eckard (2009) evaluated the effectiveness of 21 congregations in the United States by classifying performance into three domains: leadership, congregational, and ministry outcomes. Each area was assessed through distinct metrics. Pastors evaluated both their effectiveness and that of their peers. The findings indicated that leadership effectiveness is driven by principles such as the golden rule, intentionality, and trust in God. Congregational outcomes focused on member engagement and spiritual development, highlighting that the church's growth is a crucial effectiveness indicator. Ministry efficacy was measured through outreach efforts and accountability for various missions. The authors emphasised that understanding and achieving desired results requires intentional discussions about the church's mission and target audience.

Four (4) or More Broad OE Dimensions/Domains. Scholars have identified Organizational Effectiveness (OE) domains encompassing four to six elements. Authors such as Boggs and Fields (2010) and Zlatković (2018) utilised a four-fold dimension from the Competing Values Framework (CVF), while Boateng et al. (2016) proposed five broad measures of non-profit organisation (NPO) effectiveness. In contrast, Tayşir and Tayşir (2012) developed an evaluation model featuring six critical dimensions of NPO effectiveness and their indicators.

In their research on Christian churches' organisational culture and effectiveness, Boggs and Fields (2010) employed the CVF to classify church culture. They also integrated a Balanced Scorecard (BSC) approach to assess church effectiveness. This study adapted the CVF's four cultural domains—Clan, Hierarchy, Adhocracy, and Market—specifically for church organisations. Data were collected from 68 churches associated with the Assembly of God denomination in North Carolina, USA.

The authors hypothesised a relationship between cultural categories and church outcomes based on the CVF dimensions. The findings revealed that the Clan component of their culture primarily influenced 90% of the surveyed churches. Only two churches identified their culture as characterised by the Adhocracy component, while three attributed their culture to Hierarchy. Notably, none recognised the Market segment as the dominant factor, suggesting it may be the least understood among the four cultural descriptors.

Additionally, the study indicated that an Adhocracy culture positively impacts other performance measures within churches. This finding implies that churches could enhance their effectiveness by shifting their organisational culture towards a more Adhocracy-oriented framework. The Adhocracy dimension emphasises creativity and discourages rigid structures, promoting innovative ideas and approaches to achieve the churches' objectives. Table 2.1 presents the indicators of cultural dimensions and their relevance to church effectiveness, as discussed by the authors.

Table 2.1

Culture mix dimensions and its relevance to church effectiveness

Culture Dimension	Indicators (Characteristics)	Implications
Clan dimension	• Internal maintenance • Concern for people • Sensitivity to constituents/customers	• Friendly and supportive atmosphere • Development of employees and volunteers • Cohesion and morale
Hierarchy dimension	• Focus on internal maintenance • Stability and control	• Formalised structures • Stability and smooth operations
Adhocracy dimension	• Community impact • Flexibility and individuality	• Dynamism and creativity • Growth and outreach to Adaptability
Market dimension	• Result - Oriented	• Measurable goals and targets

Note. Adapted from Exploring Organisational Culture and Performance of Christian Churches by Boggs and Fields (2010).

Zlatković (2018) conducted a study on Organizational Effectiveness (OE) through the lens of the four-dimensional Competing Values Framework (CVF). This research surveyed three dimensions of intellectual capital—human capital, structural capital, and relational capital—and their effects on the effectiveness of 500 organisations in Bosnia and Herzegovina. The study, utilising a quantitative methodology, employed the four domains of the CVF to assess OE. The findings indicated that intellectual capital positively influences OE.

Support for the four dimensions of OE is evident in the works of Winand et al. (2014) and Eydi (2015). Winand et al. (2014) integrated dimensions of NPO OE from literature into a unified conceptual model for the sports sector. This model encompasses four aspects: input, throughput, output, and stakeholder feedback. Traditional models, such as the System Resources, Process, and Goal Model, informed the stakeholders' component. According to this model, input (individuals and financial assets) generates efficient operations (throughput), which supports the achievement of organisational objectives (output). Feedback from internal and external stakeholders is then utilised to validate these results.

Eydi (2015) conducted a literature review using an analytical-descriptive methodology to determine the dimensional fit for effectiveness in sports and NPOs. The study evaluated five traditional models of effectiveness: Goals, Systems Resources, Internal Process, Multiple Constituencies, and CVF. After assessing the strengths and weaknesses of each, Eydi concluded that the CVF is the most effective model for analysing the effectiveness of NPOs within the sports context.

In a survey of sixty-nine non-profit managers and board members, Tayşir and Tayşir (2012) developed an evaluation model featuring six principal dimensions of NPO effectiveness: Board Effectiveness, Managerial Effectiveness, Resource Effectiveness, Financial Effectiveness, Environmental Effectiveness, and Program Effectiveness. Verschuere and Suykens (2020) recognised these dimensions but classified them as Board Practice, Management Practice, and Organisational Characteristics. Tayşir and Tayşir (2012) provided qualitative and quantitative indicators to evaluate each domain.

Boateng et al. (2016) assessed the effectiveness of charitable organisations in Great Britain through 14 key informant interviews and a numeric analysis of 105 top-level executives and governing board members. This study identified five broad measures of NPO effectiveness: Financial Measures, Client Satisfaction, Management Effectiveness, Stakeholder Involvement, and Benchmarking. Their research demonstrated that stakeholder participation, managerial effectiveness, and benchmarking significantly impact NPO effectiveness, as shown by structural equation modelling results.

Synthesis of Studies on Multi-Dimensional Domains of NPO Effectiveness

An analysis of studies by Iwu et al. (2015), Aboramadan et al. (2021), McKenna and Eckard (2009), Boggs and Fields (2010), Vithayaporn (2021), Li and Xie (2020), Liket and Maas (2015), Zlatković (2018), Boateng et al. (2016), and Tayşir and Tayşir (2012) reveals key beliefs regarding the effectiveness of NPOs. The principal factors identified include the application of multiple domains for effectiveness assessment, the development of specific indicators to measure various effectiveness facets, the limited applicability of effectiveness metrics, the necessity of maintaining a reputation for effectiveness, and the suitability of either single-dimensional or multi-dimensional approaches for measurement. Notably, none of these studies focused on churches to explore the connection between multi-dimensional operational effectiveness factors and the implementation of human development goals within these organisations.

Overriding Importance of Using Multiple Domains to Measure Effectiveness. The importance of using multiple domains to measure effectiveness is emphasised in research by McKenna and Eckard (2009), Boggs and Fields (2010), Tayşir and Tayşir (2012), Boateng et al. (2016), and Iwu et al. (2015). These studies indicate that NPO effectiveness is multi-dimensional and encompasses religious and non-religious perspectives. While employing diverse research methodologies, each study reveals unique insights that support one another.

Boggs and Fields (2010) highlighted that adhocracy—an organisational structure facilitating informal innovation—positively influences all effectiveness indicators. Tayşir and Tayşir (2012) noted that effectiveness correlates with the ability to address social realities. Iwu et al. (2015) stressed the significance of sustainability, positing that an NPO's efficiency should be evaluated based on its capacity to achieve objectives while generating revenue for its primary mission. This perspective underscores that the successful management of social programs for long-term financial sustainability is crucial to effectiveness.

Boateng et al. (2016) proposed that benchmarking is central to evaluating NPO effectiveness. While the authors identified primary and subdomain dimensions of effectiveness, they acknowledged the necessity of integrating these domains to assess the effectiveness of church-based and other NPOs. Lecy et al. (2012) employed citation analysis and a snowballing approach to measure NPO efficacy, advocating for a multi-domain perspective over a singular focus. Raith and Starke (2017) developed a conceptual framework combining various effectiveness criteria into a single-dimensional criterion, facilitating quantitative discussions on OE and capturing diverse stakeholder perspectives.

Some scholars advocate for a unidimensional approach despite the inclination towards multi-dimensional assessments. For instance, Willems et al. (2016) argue that a singular focus on non-profit performance can better generalise findings and enhance predictive validity. They caution against the potential pitfalls of multi-dimensional measures, which may complicate data analysis and hinder applicability.

Criticality of Establishing Indicators to Measure Domains of Effectiveness. Research has shown that OE (OE) comprises specific domains that contain indicators for evaluating effectiveness. Therefore, it is critical to develop quantifiable indicators to assess variables related to organisational efficiency. Iwu et al. (2015) identified two domains and proposed specific indicators to measure OE (see Table 2.2). Similarly, Boggs and Fields (2010) utilised the Competing Values Framework, defining four domains and corresponding indicators for assessing OE (see Table 2.3).

Table 2.2

Organisational Effectiveness Domain and Indicators

Domain	Indicators
Financial	• Investments • Financial soundness • Sustainability • Liquidity • Working capital
Non - Financial	• Board ability • Customer satisfaction • Quality of management • Quality of service • Satisfaction of strategic constituencies • Social responsibility • Innovativeness • Volunteer drive • Facility improvement

Note. Adapted from Determinants of Sustainability and Organisational Effectiveness in Non-Profit Organisations by Iwu et al. (2015).

Table 2.3

OE Domain and Indicators

Domain	Indicators
Clan	• Internal maintenance • Concern for people • Sensitivity to constituents/customers
Hierarchy	• Focus on internal maintenance • Stability and control
Adhocracy	• Community impact • Flexibility and individuality
Market	• Result – Oriented

Note. Adapted from Exploring Organisational Culture and Performance of Christian churches by Boggs and Fields (2010).

Limited Generalisability of Effectiveness Measurement. The synthesis indicates that specific efficiency metrics can be applied across various NPOs, while others remain specific to particular constituencies. The financial metric of efficacy appears frequently in the literature (Boateng et al., 2016; Boggs & Fields, 2010; Iwu et al., 2015; Tayşir & Tayşir, 2012). However, measurements of leadership outcomes, as noted by McKenna and Eckard (2009), tend to be context-specific. Herman and Renz (2004) argue that not all effectiveness measurements can be universally applied. Their research aimed to compile a set of universal effectiveness indicators suitable for diverse NPOs.

The study analysed the outcomes of implementing best practices in two community-based NPOs. Findings suggest that adopting such practices does not necessarily improve overall OE, as the effectiveness indicators are often specific to individual organisations. The authors propose seven evaluation criteria that must be met for best practices to be transferable. These criteria include sustained success, measurable progress, innovation, recognition of positive outcomes, replicability, relevance to the adopting organisation, and functional organisational characteristics.

Applicability of Unidimensional/multi-dimensional Effectiveness of Interest. The synthesis highlights the multidimensionality of effectiveness, allowing for exploring various aspects of this construct. This notion permits academics and practitioners to investigate the dimensions of effectiveness that interest them most. Several scholars, including Wadongo and Abdel-Kader (2014), Li and Xie (2020), Langer and LeRoux (2017), Mwai et al. (2018), Soelton et al. (2021), and Zollo et al. (2019), have exemplified this by analysing distinct facets of effectiveness.

Wadongo and Abdel-Kader (2014) utilised contingency theory to create a theoretical framework assessing the impact of unidimensional performance management systems on the effectiveness of NPOs. Their findings indicated that such systems can enhance OE by empowering employees to excel despite facing internal and external challenges.

Li and Xie (2020) investigated the relationship between three sub-dimensions of work satisfaction, organisational citizenship behaviour, and organisational commitment to the overall performance of Chinese NPOs. Based on structural equation modelling and data from experienced staff members, the study demonstrated that all three dimensions positively impact OE.

Langer and LeRoux (2017) explored the connection between adaptive, innovative, and entrepreneurial cultures and nonprofit effectiveness. Their study aimed to identify how these cultural aspects support growth opportunities and resource acquisition. The findings revealed a positive correlation between developmental culture and OE.

Mwai et al. (2018) analysed the relationship between available resources and OE. Defining organisational resources as a three-dimensional construct—fundraising, staff empowerment, and fund allocation—they focused on project managers from over 5,000 NPOs in Kenya. The findings demonstrated that securing funding and prudent expenditure impact organisational success significantly.

Soelton et al. (2021) conducted a study in Indonesia examining the effects of transformational leadership on organisational performance, particularly the mediating roles of organisational commitment and culture. The sample comprised 185 participants, and qualitative methods were employed. Their results confirmed that transformational leadership positively influences organisational performance by fostering commitment and promoting sustainability.

Zollo et al. (2019) investigated the role of a volunteer's sense of belonging in the relationship between nonprofit organisation governance and operational efficiency in Italy. Employing stakeholder theory, they found that organisational identity and volunteer dedication are critical components influencing governance effectiveness and overall efficiency.

Gap in Establishing the Relationship between Organisatinal Effectiveness and Human Development Agenda of the Church. The synthesis reveals a significant gap in research regarding the overall efficacy of NPOs, particularly churches. While some studies, such as those by McKenna and Eckard (2009) and Boggs and Fields (2010), have explored OE in churches, they fail to address the relationship between this effectiveness and the church's goals for human development. This lack of insight highlights the urgent need for further investigation into the link between organisational performance and the human development objectives of churches.

2.3.5 *Objective 5*

Synthesis of church-based measurement scales relevant to OE.

This literature review intends to recognise and assess current measurement scales related to church OE. It aims to ascertain if these scales provide a thorough framework for examining elements that lead to a complete understanding of OE, which could impact the improvement of church operations and growth. It also intends to determine whether the scales are explicitly connected to achieving the church's developmental objectives.

Church-Based Measurement Scales and OE. Measurement scales are crucial in classifying and assessing unseen feelings, actions, perspectives, and theoretical scenarios

(Boateng et al., 2016). They empower researchers to investigate factors relevant to organisational performance (Boateng et al., 2016; Dunaetz, 2023). By facilitating accurate assessments, these scales enhance the ability of church organisations to identify their strengths and address their weaknesses, ultimately improving their overall effectiveness (Dunaetz, 2023). Limited literature exists regarding measurement scales for organisational effectiveness (OE) in church contexts. Some researchers who have contributed insights in this area include Datu and Fincham (2024), Biaggi (2018), Babyak (1969), Jonathan et al. (2019), Dobrotka (2018), and Oluseye and Temidayo (2019).

Biaggi (2018) created the ‘Christian Spirituality Scale’ to assess Christian beliefs and practices across various areas such as prayer, worship, engagement with scripture, and moral conduct. The research employed a mixed-methods strategy that began with qualitative interviews to collect insights from church leaders and members about essential spiritual practices and beliefs. These insights were used to develop the scale and subsequently validated through quantitative techniques. The scale's psychometric properties were evaluated using exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). The study involved 450 participants, including church leaders and lay members from the United States. This research contributed significantly by providing a reliable instrument for measuring individual spiritual growth and practices. This tool allows churches to effectively evaluate their members' spiritual engagement and pinpoint areas for improvement. Moreover, the study's findings significantly affect organisational effectiveness (OE) within faith communities. By understanding the elements that encourage spiritual growth, church leaders can customise programs and initiatives to boost engagement, cultivate community, and assist members in their spiritual journeys. Ultimately, this research enhances our understanding of spiritual dynamics within churches and offers a way to improve these congregations' overall vitality and mission.

Babyak (1969) created the ‘Biblical Leadership at Work Scale’ to assess leadership behaviours in Christian contexts, focusing on biblical principles like humility, servant leadership, and integrity. The scale's development process began with qualitative interviews with church leaders to generate scale dimensions. This qualitative data was followed by a quantitative phase, where survey responses were analysed using exploratory factor analysis (EFA) to confirm the scale's validity. A sample of 300 church leaders and lay members participated in this study, which was conducted in the United Kingdom. The findings suggest that biblical leadership practices are essential for church effectiveness, as they promote ethical conduct and foster stronger community connections.

Jonathan et al. (2019) developed the ‘Leadership Style in Church Management Scale’ to assess the impact of leadership styles—autocratic, democratic, and transformational—on church management and organisational outcomes. This study employed a two-phase methodology. First, qualitative interviews were conducted with church leaders to identify the dimensions of leadership styles relevant to church management. Next, a quantitative survey was administered to validate the scale, with data analysed using confirmatory factor analysis (CFA). The study involved a sample of 520 participants, including church leaders and congregants, from Nigeria. The results showed transformational and democratic leadership styles significantly impacted church growth and cohesion.

Dobrotka (2018) developed the the ‘Clergy Effectiveness Scale’ to measure clergy performance in preaching, pastoral care, leadership, and administrative tasks. The study began with qualitative interviews to identify the factors contributing to clergy effectiveness, using grounded theory as its framework. A quantitative survey was then administered to validate the scale. The sample consisted of 450 participants from the United States, including clergy and church members. The study's findings underscored the importance of evaluating clergy in their spiritual leadership and administrative roles, providing a well-rounded measure of their effectiveness in ministry.

Oluseye and Temidayo (2019) developed the ‘Spiritual Mentorship in Church Management Scale’ to evaluate the influence of spiritual mentorship on leadership development and organisational success within the church. The methodology involved qualitative focus group discussions with mentors and mentees to develop initial scale dimensions, followed by a quantitative survey to test the scale's validity. Confirmatory factor analysis (CFA) was used to assess construct validity, and reliability was confirmed with Cronbach's alpha. The sample consisted of 400 participants, including church leaders and their mentees, from Nigeria. The study found that spiritual mentorship plays a critical role in developing leadership skills and ensuring continuity in church leadership, thus highlighting the importance of mentorship in church effectiveness.

Datu and Fincham (2024) created the ‘Divine Connectedness Scale’ to evaluate individuals' perceived closeness to the divine. This scale encompasses spiritual intimacy, divine guidance, and overall emotional wellness. The researchers conducted focus group discussions with religious individuals to pinpoint the primary dimensions of the scale. They then administered a survey to confirm the scale's validity using exploratory factor analysis (EFA) and structural equation modelling (SEM). The participant pool consisted of 300 individuals from diverse religious backgrounds across the United States. Findings revealed that a heightened sense of divine connectedness is linked to favourable emotional and psychological outcomes, providing valuable insights for churches looking to enhance the spiritual experiences of their congregants. The study has implications for organisational engagement, highlighting the importance of fostering spiritual relationships that promote cohesiveness and engagement.

Synthesis of Studies on Church-Based OE Measurement Scale Development.

The reviewed church-based scale development studies reveal several critical gaps and issues that, when addressed, could enhance the understanding and application of organisational effectiveness (OE) in church contexts. These include geographical location biases, the need for comprehensive approaches, and the lack of clear links between OE and church development initiatives.

Geographical Location Bias. The existing literature predominantly focuses on Western contexts (Babyak, 1969; Biaggi, 2018; Datu & Fincham, 2024; Dobrotka, 2018), revealing a significant gap in representation from Africa (Jonathan et al., 2019; Oluseye & Temidayo, 2019). Notably, no study specifically examines the context of Ghana. This lack of research suggests that critical Ghanaian perspectives on factors influencing church OE are underrepresented. For example, while studies by Babyak (2017), Dobrotka (2018), and Datu and Fincham (2024) investigate church leadership effectiveness within North America, their findings may not be entirely applicable to churches operating in diverse cultural, socio-political, or economic settings like Ghana. Churches in non-Western countries often encounter unique challenges, such as socio-economic instability, religious diversity, and political restrictions, which can significantly impact their organisational dynamics and overall effectiveness.

Lack of Comprehensive View on Church OE. A significant issue with the existing scales is their inability to provide a holistic and comprehensive understanding of church OE. Each scale typically focuses on one or a few isolated aspects of church life, such as leadership (Babyak, 2017), spirituality (Biaggi, 2018), or community engagement (Oluseye & Temidayo, 2019). While these studies are valuable in their own right, none present a unified framework that integrates the various components that contribute to a church's overall effectiveness. The scales used to measure leadership behaviours or spiritual engagement overlook essential aspects like the operational efficiency of church ministries, resource management, and how healthy church practices align with its mission and vision. As a result, this creates an incomplete understanding of how churches operate and develop in their unique contexts.

To fully grasp church organisational effectiveness (OE), a more holistic approach is necessary—one that assesses various aspects of church life, including leadership, spiritual involvement, member satisfaction, and administrative efficiency, among others. Considering these different elements would provide a broader and more practical framework for evaluating and enhancing church OE. The lack of research addressing all factors influencing church effectiveness results in an inadequate understanding of what defines church OE.

Absence of Focus on Development Initiatives. Another significant gap is that none of the scales directly address how OE can support development initiatives within churches. Although some studies explore leadership and spiritual engagement (Babyak, 2017; Datu & Fincham, 2024), these scales do not explore how organisational effectiveness can be leveraged to drive church development initiatives such as mission outreach, social services, or community transformation. Understanding church OE through the lens of development would allow for identifying critical areas where churches can improve, which could, in turn, support their broader social, educational, and economic goals.

This gap highlights a need for future research to develop scales that measure the internal effectiveness of church operations and assess how well churches leverage OE factors to ensure the attainment of meaningful development goals. The development of this new scale requires the guidance of a flexible theoretical framework for OE. Such a framework must support the generation of mixed items influencing OE, accommodating nuanced dynamics and linkage to measurable developmental outcomes.

Summary: Although the examined scale studies provide essential insights into particular aspects of church OE, a notable gap remains in creating comprehensive, culturally aware, and contextually appropriate instruments for assessing OE in churches based in Ghana. Most existing scales concentrate narrowly on elements such as leadership, spirituality, or mentorship, overlooking other crucial factors warrant investigation. Furthermore, the geographical focus on Western nations and the insufficient attention to how OE aids development efforts further restrict the relevance of these scales within a Ghanaian church framework. There is a distinct necessity for a more unified and holistic perspective on church

OE that considers a broader array of factors and assists churches in promoting growth, development, and community influence.

2.4 Summary of Literature Review and how it relates to the Study

The study aimed to investigate the factors influencing the OE of churches in Accra, Ghana, and how these factors relate to each other. It also examined how these relationships contributed to the churches' achievement of human development goals between 2010 and 2020. The literature review addressed four research objectives, linking the findings to the relevance of the proposed study.

Objective 1. Definition of Christianity, its historical development and importance for human progress.

The establishment of church life and practices in Ghana is linked to the arrival of European colonialists and traders in the 15th century. These practices have since become deeply embedded in Ghanaian society, influencing individual human development. Several studies (Bawa et al., 2022; Cheung et al., 2015; Gyampoh & Asare, 2019; Ochoche & Gweryina, 2013; Reed, 2015; Van Wyk, 2017) have examined this phenomenon and its implications. Quashigah (2015) argues that the colonisation by Judeo-Christian powers provided a framework for Christianity to impact social and political development in Ghana. This establishes the church's influence on community and individual development as a core variable in this study.

The literature identifies four primary areas of human development: socio-economic development, character development, leadership effectiveness, and the promotion of numerical strength. These areas serve as dependent variables in the study of church OE. The analysis indicates that church growth was characterised by diverse expressions of the same religious beliefs, leading to the formation of various denominations. Scholars (Jedwab et al., 2021; Kang-Ewala, 2020) note that a single Protestant denomination evolved into multiple groups, including Catholics, African Independent Christian churches, Pentecostals, and Charismatics.

Furthermore, the literature reveals the emergence of ecumenical organisations over time, where denominations with shared practices collaborated for collective advancement and support of human development. Active bodies in Ghana include the Christian Council of Ghana (CCG), the Ghana Pentecostal Council (GPC), the National Association of Charismatic and Christian Churches (NACCC), and the Council of Independent Churches (Adam et al., 2022). Their existence has informed the choice of the study population, suggesting that these four operational bodies should form the sampling frame.

The reviewed literature demonstrates that a core objective of churches is to foster socio-economic growth, character development, leadership effectiveness, and congregational numerical strength. These interventions arise from the church's mission to promote high standards of behaviour and social equity among members and the larger community (Cheung et al., 2015; Gyampoh & Asare, 2019; Modise, 2018; Okyerefo, 2019). Socio-economic initiatives have significantly influenced social, political, economic, and health outcomes (Akanbi & Beyers, 2017). Also, establishing moral principles has impacted character development (Agbiji & Swart, 2015; Akanbi & Beyers, 2017; Horowski, 2020; Taylor et al., 2014).

Leadership in churches is enhanced through management and leadership skills (Keita & Lao, 2020; Smith et al., 2018). Ferreira and Chipenyu (2021) contend that the church's vision for leadership effectiveness benefits both leaders and lay members, equipping them with skills that promote human growth. Lastly, Dunaetz and Priddy (2020) and Simanjuntak et al. (2021) assert that churches utilise formal methods for membership growth management. Factors contributing to numerical growth include church attendance, financial support, evangelistic efforts (Medcalfe & Sharpe, 2012), relationship building, prayer, and hospitality (Anderson, 2018). Other influencing factors include leadership style, attitude (Dunaetz & Priddy, 2020), preaching style, and marketing (Ochoche & Gweryina, 2013; Okyireh et al., 2020).

The literature highlights a gap in existing studies regarding how these effectiveness variables contribute to the church's human development objectives. Consequently, this study aims to develop and test hypotheses exploring OE's role in promoting specific dependent variables: socio-economic development, character development, leadership effectiveness, and numerical strength promotion.

Objective 2. Organisational status of the Church and characteristics that enhance its effectiveness.

The literature analysis indicates that churches are legally incorporated entities classified as Faith-Based Organisations (FBOs), which fall under the Nonprofit Organizations (NPOs) category. While NPOs and FPOs share specific characteristics, they are fundamentally distinct (Erete et al., 2016; Khurram & Pestre, 2017; Zalluhoğlu et al., 2017). These differences manifest in personnel employment, mission focus, resource mobilisation and utilisation, transactional operations, and management systems. However, NPOs can adopt business practices to enhance their professionalism.

The reviewed literature highlights that churches, like NPOs and FPOs, possess organisational traits crucial for achieving their objectives (Abudho et al., 2013; Gachoka et al., 2018; Njuguna et al., 2014). These interconnected traits underpin all organisational processes and are essential for achieving operational efficiency (Gachoka et al., 2018; Jurado-Caraballo & Rodríguez-Fernández, 2021). This understanding supports the current study's adoption of the theoretical framework proposed by Sharma and Singh (2019).

Furthermore, the study identifies unique organisational features of churches that informed the development of the survey instrument. The framework for categorising independent variables draws from shared characteristics common to NPOs and FPOs (Boggs & Fields, 2010; Butler & Senses-Ozyurt, 2020; Sharma & Singh, 2019). Consequently, organisational characteristics were classified into financial, structural, operational, and attitudinal factors, guiding the selection of variables to explore elements influencing churches' organisational performance.

The literature suggests that organisational traits facilitate goal attainment within churches (Allen et al., 2020) and determine organisational capability (Liu & Grønbjerg, 2008). They also enable knowledge management performance and foster collaboration (Said et al., 2014). These insights support the idea that churches contribute to socio-economic growth, moral and character development, leadership effectiveness, and membership promotion. Additionally, they informed the design and development of the research tools.

Objective 3. A comprehensive exploration of various theories on OE.

The reviewed literature provides robust support for the theoretical foundation of this study. Multiple authors (Ashraf & Kadir, 2012; Eydi, 2015; Hassan & Sajjad, 2011; Hussain et al., 2019; Nwanzu & Uhiara, 2018; Sharma & Singh, 2019; Wray, 2019) identify three model-based integrated approaches—Balanced Scorecard (BSC), Competing Values Framework (CVF), and the Unified Model of OE (UMOE)—that enhance OE. Four traditional models—Goal, Systems Resource, Internal Process, and Multiple Constituency—are also discussed.

The traditional Goal model emphasises 'outputs,' while the Systems Resource model focuses on 'inputs.' The Process model suggests that OE results from converting inputs to outputs. The Multiple Constituency model synthesises these three models to comprehensively examine organisational success (Hassan & Sajjad, 2011; Heitz, 2018). The BSC incorporates four perspectives to analyse organisational performance: customer, financial, internal business, and innovation and learning (Hasan & Chyi, 2017). The CVF is a four-dimensional framework—human interactions, open systems, rational objectives, and internal processes—to assess organisational efficiency (Gulosino et al., 2016; Hassan & Sajjad, 2011; Shilbury & Moore, 2006). The UMOE presents a triadic approach to OE, integrating elements from four traditional models (Sharma & Singh, 2019). This model incorporates a Goals component that links to inputs, processes, and outputs; a Measures component that evaluates four indicators (attitudinal/behavioural, financial, operational, and structural); and a Stakeholder Satisfaction component that addresses stakeholders' preferences.

These theoretical models contributed to the study's framework in several ways. First, they defined OE from an integrative perspective, linking it to relevant factors that inform the definition of success in a church context. Authors such as Manzoor (2011), Nwanzu and Babalola (2019), and Shilbury and Moore (2006) argue that OE is contingent upon an organisation's ability to achieve intended goals, secure necessary resources, minimise internal challenges, and meet stakeholder demands.

Second, the UMOE emerged as an appropriate theoretical model to guide the study's objectives and hypothesis testing. The literature highlights the strengths and limitations of traditional and integrated models. Sharma and Singh (2019) endorse the UMOE as a model that addresses the constraints of existing frameworks. Furthermore, Hassan and Sajjad (2011) note that the CVF incorporates public and private assessment criteria, yet its prescriptive nature can limit its applicability. They argue for its combination with additional criteria. Nwanzu and Uhiara (2018) indicate that both NPOs and FPOs require a superior integrated model for establishing a standard scale of OE. Their findings affirm the need for an enhanced model to achieve this standard.

Objective 4. Synthesis of holistic NPO effectiveness.

The literature establishes that NPOs evaluate OE through multi-dimensional domains. Iwu et al. (2015) and Aboramadan et al. (2021) proposed two measures for assessing OE, while Li and Xie (2020), Liket and Maas (2015), McKenna and Eckard (2009), and Vithayaporn (2021) contributed to OE through three domain dimensions. Additionally, Boateng et al. (2016) identified five broad metrics to measure NPO performance, and Boggs and Fields (2010) employed the Competing Value Framework (CVF), which features four domain dimensions.

Furthermore, Tayşir and Tayşir (2012) developed a six-domain assessment model that includes indicators for quantifying effectiveness in each domain. The literature review indicates that some NPOs utilise universal efficacy metrics, while others rely on metrics tailored to specific target audiences. For example, financial measures of effectiveness are consistently recognised across studies (Boateng et al., 2016; Boggs & Fields, 2010; Iwu et al., 2015; Tayşir & Tayşir, 2012). However, leadership outcome measures presented by McKenna and Eckard (2009) are often study-specific. Herman and Renz (2004) contend that not all efficacy measurements are generalisable.

The findings of the literature review advocate for a flexible and multidimensional theoretical model in the current research to select domains that accurately represent the church environment. This review also provides a foundation for identifying effectiveness indicators, which will support the development of research tools and hypothesis testing.

Moreover, some authors, such as Boggs and Fields (2010) and Tayşir and Tayşir (2012), emphasise financial measurement as a critical aspect of multiple domain-based OE parameters. In contrast, Liket and Maas (2015) argue that organisational performance should be measured based on the successful application of specific management concepts. Coupet and Berrett (2019) assert that measures of nonprofit efficiency should reflect how well NGOs convert inputs into outputs. Their study suggests that efficiency metrics should focus on production and outcomes rather than financial ratios. These considerations led to the inclusion of financial metrics as independent variables in the present study.

The literature analysis further reveals that research on the domain dimensions of OE has been more prevalent in the USA, Europe, and Asia compared to Africa, as illustrated in Table 2.4.

Table 2.4

Location and sector of Nonprofit Organisational Effectiveness studies

Author	Study location	NPO sector
Iwu et al. (2015)	South Africa	Non-Religious
Aboramadan et al. (2021)	Palestinian	Non-Religious
Vithayaporn (2021)	Thai	Non-Religious
Li and Xie (2020)	China	Non-Religious
Liket and Maas (2015)	Netherlands	Non-Religious
McKenna and Eckard (2009)	USA	Religious
Boggs and Fields (2010)	USA	Religious
Zlatković (2018)	Bosnia and Herzegovina.	Non-Religious
Tayşir and Tayşir (2012)	Turkey	Non-Religious
Boateng et al. (2016) Great Britain	Boateng et al. (2016) Great Britain	Non-Religious

Note. Author's compilation of NPO studies/ study locations based on literature review.

The analysis presented in Table 2.4 indicates that the non-religious sector has garnered more research attention than the religious sector. This observation corroborates the assertions of scholars such as Darko (2013), Elford (2022), and Fulton (2020), who argue that churches, despite their status as NPOs, often receive less focus from academic researchers. This disparity highlights a significant issue that the present study seeks to address.

Objective 5. Synthesis of church-based measurement scales relevant to OE.

The literature review established that notable contributions on measurement scales for organisational effectiveness within church contexts have been made by researchers such as Biaggi (2018), Babyak (1969), Jonathan et al. (2019), Dobrotka (2018), and Oluseye and

Temidayo (2019), each providing valuable insights. Biaggi's (2018) 'Christian Spirituality Scale' evaluates Christian beliefs and practices, while Babyak's (1969) 'Biblical Leadership at Work Scale' centres on leadership behaviours in Christian settings. Jonathan et al. (2019) developed the 'Leadership Style in Church Management Scale', which assesses the relationship between leadership styles and church management outcomes. Dobrotka's (2018) 'Clergy Effectiveness Scale measures' clergy performance in preaching, pastoral care, leadership, and administration. Similarly, Oluseye and Temidayo (2019) introduced the 'Spiritual Mentorship in Church Management Scale' to explore how spiritual mentorship influences leadership development and organisational success within churches.

The literature analysis further established that several critical gaps in the study of OE measurement in church contexts remain evident. First the the review reveals significant geographical biases, with African contexts—particularly Ghana—being largely underrepresented. This lack of research restricts understanding of how cultural and contextual factors in Ghana shape church OE. Addressing this gap is crucial to provide a more nuanced and inclusive perspective on church operations.

Secondly, the analysis indicate insufficient attention to the role of development initiatives within churches. Adopting a development-focused perspective on church OE could help identify key areas for improvement, enabling churches to better achieve their wider social, educational, and economic objectives.

Overall, the literature assessment pinpoint the need for the creation of comprehensive scales that evaluate both the internal operations of churches and the alignment of OE factors with developmental goals, ensuring that churches effectively fulfil their mission and contribute meaningfully to societal advancement.

2.5 Conclusion

The literature review was essential to the study as it provided critical insights and foundational knowledge. It played a key role in identifying and selecting an appropriate theoretical framework that underpinned the research. Additionally, it clarified the variables for investigation, ensuring the study's focus was well-defined and relevant.

The review also guided the formulation of precise research questions that aligned with the study's objectives. Moreover, it supported the development and validation of the measurement scale, ensuring that the tools used for data collection were both reliable and accurate.

By synthesising existing scholarly work, the literature review facilitated the formulation and testing of hypotheses, enabling the study to build upon established findings while offering new perspectives. Through a thorough empirical assessment of prior research, it bridged gaps in knowledge, highlighted significant trends, and reinforced the study's relevance within its academic field.

CHAPTER 3: RESEARCH METHOD

Chapter one discusses insufficient information on the factors influencing and predicting churches' organisational effectiveness (OE) in Accra, Ghana. It remains unclear how these factors are related and contribute to the church's sustainability and relevance in promoting human development. The study employed a sequential mixed-methods approach to explore applying an inductive OE model for churches to address this gap. The main aim was to identify the key factors that enhance church OE and to examine how OE supports and advances the church's role in human development initiatives.

The purpose of this chapter is to describe the approach utilised for this mixed-method sequential investigation. Hayes and Heit (2018) define a research methodology as a plan comprising broad assumptions, conducting in-depth review, data analysis, and interpretation. The plan is either an inductive (theory-building) or deductive (testing) technique (Armat et al., 2018). This research uses a deductive strategy to test a hypothesis and analyse variable correlations. Deductive reasoning can be utilised to assess quantitative and qualitative data (Hayes & Heit, 2018) and then generalise the results (Stephens et al., 2018). The chapter comprehensively provides information on the research design. The information includes the philosophical viewpoint for the research, study population, sampling procedures, and sample size estimates for the study about the two-phased mixed method design. It also features sections on research instrumentation, data analysis approach, and ethical considerations.

3.1 Research Design

A research design represents a framework or a strategy for producing research outcomes. Scholars (Abutabenjeh & Jaradat, 2018) have described the goal, conceptual/theoretical framework, research questions/objectives, methodologies, and sample processes utilised to transform the research ideas into a valuable project constituting a research design. Again, the purpose, philosophical premise, setting, and data gathering and analysis procedures are all components of the research approach (Creswell, 2014; Jilcha Sileyew, 2020). Researchers have highlighted four crucial questions about conceptualising the research design. These consist of the knowledge theory, the philosophy supporting the study's methodologies, the strategy or plan of action linking the procedures to the desired results, and the methods utilised to gather the data (Jilcha Sileyew, 2020).

3.1.1 Philosophical Position for the Research

Research philosophies such as interpretivism, positivism, and pragmatism form the foundation of a researcher’s philosophical outlook, significantly shaping the interpretation and analysis of study data (Park et al., 2020; Ryan, 2018). Kigozi (2020), drawing on Kivunja (2018), defines a research paradigm as a theoretical framework guiding researchers in examining the procedural dimensions of a study, thereby facilitating the selection of appropriate research methods and data processing strategies. This section succinctly examines the three research philosophies—interpretivism, positivism, and pragmatism—before identifying the most suitable paradigm for this study.

Interpretivism posits that knowledge is created through understanding and interpreting concepts derived from human experiences (Kigozi, 2020). Under this paradigm, researchers engage with participants, often through interviews, to explore their lived experiences and use these insights to construct reality or explain their worldview (Maarouf, 2019).

Positivism, in contrast, relies on experiments, empirical analysis, and rational thought to investigate knowledge and human understanding (Maarouf, 2019; Quinlan et al., 2019; Ryan, 2018). It prioritises objectivity, validity, and reliability in research (Kigozi, 2020), aligning closely with quantitative research methodologies for the collection, analysis, and interpretation of data (Kigozi, 2020).

Pragmatism bridges the gap between qualitative and quantitative approaches, recognising that knowledge or reality can be generated or discovered through the integration of both methods (Kigozi, 2020; Maarouf, 2019; Quinlan et al., 2019; Ryan, 2018). Pragmatists contend that the limitations of one paradigm can be addressed by incorporating elements of another. This flexibility allows researchers to employ diverse techniques, selecting the most effective tools to address the research problem (Maarouf, 2019). Pragmatism is underpinned by a social epistemology, a quasi-relational ontology (acknowledging that individuals perceive the world differently), and a value-laden axiology (emphasising research outcomes that benefit a broad range of perspectives) (Kigozi, 2020).

Considering the objectives and design of this study in light of these research philosophies, pragmatism emerges as the most appropriate framework. This paradigm enables the researcher to integrate mixed methods, an essential approach for investigating a relatively underexplored issue such as church organisational effectiveness (OE). Pragmatism is supported by scholarly endorsements of mixed methods as a means of synthesising knowledge from diverse data sources and reconciling differing philosophical worldviews (Maarouf, 2019).

By adopting a pragmatic stance, the researcher is equipped to address the “how” and “why” questions central to understanding churches’ OE. This approach provides a robust platform for exploring the multifaceted dynamics of organisational effectiveness, ensuring a comprehensive and balanced analysis.

3.2 Study Approach and Design

The selection of a mixed methods research approach for this study is both deliberate and crucial, as a single research strategy would be inadequate to address the multifaceted questions of "why" and "how" churches achieve organisational effectiveness. Mixed methods research, which integrates both qualitative and quantitative approaches, provides a comprehensive framework for investigating complex phenomena. It allows the researcher to delve deeply into underlying processes and contextual factors while also enabling the analysis of broader patterns and trends for generalisability (Molina-Azorin et al., 2017; Olivier, 2017; Schoonenboom & Johnson, 2017).

In particular, this study adopts an exploratory sequential mixed methods strategy, which is well-suited to its objectives. This strategy involves an initial qualitative phase aimed at exploring key themes, identifying patterns, and uncovering rich, context-specific insights. The data gathered during this phase is crucial for shaping the subsequent quantitative phase, where hypotheses are tested, and findings are analysed for generalisability. This sequential process ensures that the quantitative instruments are rigorously informed by the qualitative findings, leading to a more comprehensive understanding of the research problem (Berman, 2017; Gogo & Musonda, 2022; Molina-Azorin et al., 2017; Olivier, 2017; Schoonenboom & Johnson, 2017).

The decision to adopt this approach also reflects the growing recognition in research that no single methodology can fully deal with the intricacy of social and organisational phenomena. While qualitative methods excel at exploring subjective experiences and generating new theories, they lack the capacity to provide generalisable results. Conversely, quantitative methods offer statistical rigour and scalability but may overlook the depth and context necessary for interpreting findings. Mixed methods, particularly the exploratory sequential design, overcome these limitations by integrating the strengths of both approaches in a systematic and complementary manner.

The following sections of this study offer a concise overview of the three primary research methodologies: qualitative, quantitative, and mixed methods. This is succeeded by an in-depth analysis of mixed methods research, particularly emphasising the exploratory sequential design. The justification for choosing this approach is outlined, illustrating its alignment with the study's objectives and its capacity to facilitate a thorough examination of church organisational effectiveness. By integrating the depth of qualitative inquiry with the breadth of quantitative analysis, this framework presents a robust solution for tackling complex research questions.

Overview of the Classifications of Research Methodologies

Research methods are typically divided into three main types: qualitative, quantitative, and mixed methods (McCusker & Gunaydin, 2015; Molina-Azorin et al., 2017). Each of these classifications provides distinct approaches to investigating phenomena, with varying strengths and limitations. The following sections explore these three methodologies in detail, highlighting their core characteristics and applications.

Qualitative Research Methodology. Qualitative research aims to investigate and comprehend the interpretations that individuals give to their experiences, actions, or phenomena, often in an attempt to answer the "why" or "how" behind particular occurrences (Kigozi, 2020). This approach is fundamentally subjective and interpretivist in nature, recognising that individuals' perceptions and experiences shape their reality (Maarouf, 2019). According to Maarouf (2019), qualitative research assumes that reality is not fixed or objective but is instead socially constructed and can vary from one person to another. It is often associated with value-bound inquiry, where the researcher's own perspective is acknowledged as part of the research process, and the conclusions drawn are shaped by the context of the study. This methodology typically employs unstructured or semi-structured data collection techniques such as in-depth interviews, participant observation, and content analysis, aiming to generate rich, detailed, and nuanced insights.

Quantitative Research Methodology. In contrast, quantitative research is primarily concerned with examining phenomena through a numerical lens, focusing on the causality, relationships, and generalisability of findings (Kigozi, 2020; Maarouf, 2019). This methodology is grounded in objectivism and positivism, which maintain that there is a single, objective reality that can be measured, quantified, and analysed without the researcher's influence (Kigozi, 2020; Fetters et al., 2013, as cited in Berman, 2017). The aim of quantitative research is to produce reliable, generalisable results that can be used to identify patterns or establish causal relationships. Common methods in this paradigm include surveys, experiments, and statistical analyses. The emphasis is on objectivity, control, and replicability, often through the use of large-scale data sets and standardised instruments.

Mixed Methods Research Methodology. Mixed methods research combines qualitative and quantitative methodologies, leveraging the advantages of each to offer a more thorough and well-rounded insight into the research issue (Berman, 2017; Bracio & Szarucki, 2020; Molina-Azorin et al., 2017). This approach is invaluable as it enables researchers to address the limitations of relying on a single methodology. For instance, while qualitative research offers deep insights into individual experiences, it may fall short in terms of the generalizability found in quantitative research. On the other hand, quantitative research can reveal broad patterns but often overlooks the rich, contextual understanding that qualitative methods can provide. By integrating both strategies, mixed methods research offers a thorough understanding of complex phenomena and ensures a broader range of applications, leading to a more detailed perspective.

The primary strength of mixed methods research is its capability to enhance the reliability and validity of data by combining unstructured qualitative data—such as interviews or focus groups—with structured quantitative data, like surveys or experiments (Molina-Azorin et al., 2017). This integration fosters a more comprehensive understanding of the research topic, allowing researchers to cross-validate their findings and bolster their conclusions. Mixed methods research can be conducted in various ways, tailored to the specific needs and objectives of the study.

There are several designs within mixed methods research, each suited to different research contexts. The Triangulation Design is used when both qualitative and quantitative methods are required to examine the same phenomenon simultaneously, allowing for a comprehensive comparison of findings. The Embedded Design is applied when an additional data source, typically qualitative, is embedded within a primarily quantitative study, providing deeper insight into the numbers. The Explanatory Design is used when the researcher first collects and analyses quantitative data, followed by qualitative data to help explain or expand upon the initial findings. Lastly, the Exploratory Design is adopted when an initial qualitative phase is conducted to explore the research problem, which then informs the subsequent quantitative phase aimed at testing or generalising the findings (Creswell, 2014; Molina-Azorin et al., 2017).

The choice of methodology—whether qualitative, quantitative, or mixed methods—depends on the nature of the research questions, the goals of the study, and the context in which the research is conducted. Mixed methods research is particularly advantageous for studies aiming to explore complex issues from multiple perspectives, offering a more nuanced and comprehensive approach to understanding the topic at hand (Kigozi, 2020; Maarouf, 2019; Molina-Azorin et al., 2017).

Detailed Rationale for the selection of Exploratory Sequential Mixed Methods

The subsequent paragraphs offer a thorough rationale for employing a mixed methods strategy to tackle the research questions.

The literature review revealed a significant gap in research on Church OE, leading the researcher to adopt a mixed methods approach. It found that while there are numerous studies on organisational effectiveness models in the FPO sector, the NPO sector, particularly churches, has seen limited empirical research. The existing studies on church effectiveness often rely on models from the FPO sector, but these may not be suitable for the church context without proper evaluation. Therefore, the study first employed a qualitative approach to customise measures and instruments based on literature regarding the characteristics of OE in both FPOs and NPOs. This qualitative groundwork laid the foundation for subsequent quantitative empirical testing (Shiyanbola et al., 2021; Molina-Azorin et al., 2017).

The study questions and methodological requirements also anchored the use of mixed methodologies. These are outlined below:

RQ1: What are the key determinants of OE in churches in Accra, Ghana, from 2010-2020?

Answering this question first required a qualitative method and then a quantitative technique to generalise the answer.

RQ2: How effective were the identified OE determinants in practice, particularly in enhancing organisational performance and sustainability?

A combination of qualitative and quantitative methodologies was necessary to address this question, with the quantitative component enabling the findings to be generalised.

RQ3: To what extent do the OE determinants of the church contribute to the human development outcomes in their communities?

A combination of qualitative and quantitative methodologies was necessary to address this question, and the quantitative approach enabled the findings to be extrapolated.

RQ4: What is the relationship between a church's recognition of OE determinants and its effectiveness in achieving its goals?

In order to reach a definitive solution, it was crucial to utilise a quantitative methodology.

RQ5: How does recognising and integrating OE determinants affect a church's role in human development priorities within its community?

A quantitative research methodology was deemed necessary to address the issue.

RQ6: To what extent do the identified OE determinants predict churches' overall effectiveness and sustainability in Accra, Ghana?

A quantitative approach was required to ensure a precise response to this question.

Steps of the Mixed Methods Design

As indicated earlier, the research design consisted of two phases: qualitative data gathering and analysis, followed by quantitative data gathering and analysis. The quantitative aspect included the development and testing of a survey tool (Gogo & Musonda, 2022; Molina-Azorin et al., 2017).

Phase 1: The researcher began with a qualitative methodology to explore the reasons behind social phenomena and the interpretations that individuals or groups assign to them (Maarouf, 2019). Case studies, a common approach within qualitative research, allow for investigating specific occurrences within their contextual framework (Yin, 2018). By utilising multiple data sources, this approach provides a comprehensive understanding of a phenomenon from various perspectives (Baxter & Jack, 2008; Yin, 2018).

For this study, a holistic case study with embedded units (Baxter & Jack, 2008) was selected to assess the effectiveness of churches through diverse Christian viewpoints. The qualitative case method focused on examining pastors from sampled churches with affiliations to ecumenical organisations. Semi-structured in-depth interviews were conducted to identify and describe the church's OE.

Phase 2: This segment involved a quantitative approach, building on the qualitative findings from Phase 1, which informed the development of the survey instrument. This process was enriched by literature research. Following a pilot test, the instrument was refined for reliability and validity (Shiyanbola et al., 2021). The instrument development stage effectively linked the qualitative and quantitative components, confirming the research as a mixed-method study (Fetters et al., 2013; Shiyanbola et al., 2021).

The structured questionnaire, composed of closed-ended questions, collected quantitative data to analyse the correlation between operational effectiveness criteria and the church's human development agenda and evaluate the assumptions and predictive capabilities of the OE factors.

Sample Exploratory sequential mixed methods studies that supported the two-phased design steps undertaken in this study

A number of empirical investigations have supported the methodological paradigm of this dissertation, providing valuable reference points for the researcher. For instance, Yoon (2017) employed an exploratory sequential methodology to assess hotel consumers' perceptions of the industry, identifying trust and risk antecedents in the initial qualitative phase. The second phase involved instrument development based on qualitative findings and empirical validation to explore relationships among the selected variables.

Berman (2017) also utilised an exploratory sequential mixed-methods approach to examine university instructors' data management practices and challenges. This study included an initial qualitative data collection and analysis phase, an instrument development stage, and a subsequent quantitative phase.

Similarly, Gowan (2019) investigated factors influencing rural and urban principals using sequential exploratory mixed methods. This study began with qualitative research to understand respondent perceptions, which informed the design of instruments for the quantitative phase.

Gogo and Musonda (2022) also adopted an exploratory sequential design to evaluate leadership in the construction industry. They conducted in-depth interviews for initial data collection, which they analysed to develop their framework and hypothesis. To validate their instrument, they administered a pilot questionnaire based on findings from the qualitative phase, followed by a quantitative assessment using validated instruments with random probability sampling to gauge senior leadership commitment.

Finally, May et al. (2022) applied an exploratory sequential mixed-methods approach that included qualitative research, instrument creation, and quantitative evaluation to study physician-shared decision-making.

3.3 Population and Sample

Study Population

Population often refers to the number of people dwelling in a particular geographic location (Taherdoost, 2016b). The target population for this study consisted of men and women aged 18 years and above who reside in Accra and have been active church members for at least 10 years. This population consisted of (a) pastors and leaders who had direct theological and leadership oversights of the churches and consequently influenced church practice and (b) other church leaders and lay church members who were led and influenced in congregational practice by their pastors. The target population for this study comprised members of churches in Accra, Ghana, that are registered under four ecumenical bodies: the Christian Council of Ghana (CCG), the Ghana Pentecostal Council (GPC), the National Association of Charismatic and Christian Churches (NACCC), and the Council of Independent Churches. Each of these councils encompasses churches that share similar theological perspectives and engage in discussions about their common faith while promoting national development (Bouwman, 2018).

The GPC unites Pentecostal churches, while the CCG includes congregations rooted in Protestantism. Its charismatic orientation characterises the NACCC, and the CIC serves as a platform for churches that prefer not to affiliate with any of the other three councils. According to Okyerefo (2019) and Acheampong (2018), all of these councils play a role in the growth of the nation's social, political, economic, and judicial systems. Thus, while the member churches exhibit diverse theological characteristics, they collectively engage in social involvement, demonstrating shared attributes and distinct identities within a structured framework.

Sampling

Including every single member of a particular population as a research participant is typically a demanding job (Turner, 2020) and requires sampling support. Sampling is choosing a subset of a broader population to represent the target population (Onwuegbuzie & Collins, 2017; Taherdoost, 2016a). Sampling can draw generalisations about a group or extend study findings to a specific group (Majid, 2018; Onwuegbuzie & Collins, 2017; Palinkas et al., 2015). Three steps are suggested for sampling by authors (Sedgwick, 2015; Taherdoost, 2016b): identifying the target population, deciding on a sample strategy, and selecting a sampling frame. Groves et al. (2004) describe the sampling frame as a list of each unit from the population of interest. Using sampling strategies, one can decrease the number of respondents in a population of interest. Typically, two sampling methods are probability-driven or randomised and non-probability-based or purposeful (Turner, 2020).

Sample Size. Researchers use the word 'sample size' to describe the number of participants. The sample size is essential in primary data gathering, which involves gathering information from the participants (Turner, 2020).

A sample for probability or random sampling must be sizable enough to generalise and avoid biases (Taherdoost, 2017; Turner, 2020). The population's diversity, the researcher's objectives, and the statistical technique employed in data processing and analysis all play a part in selecting the appropriate sample size (Taherdoost, 2016b, 2017). Social research allows a 5% margin of error (Taherdoost, 2017). The most popular and time-efficient technique to meet minimum samples is to raise the sample size by up to 50% in the initial survey distribution (Gogo & Musonda, 2022; Taherdoost, 2017). Non-random samples are smaller than randomised ones because they seek to explore a phenomenon in depth (Gill, 2020).

Phase 1: Qualitative Sampling and Data Collection. Qualitative samples are only acquired using non-probability (purposive) sampling (Gill, 2020; Pace, 2021). To better understand the phenomenon, the qualitative researcher selects individuals who have firsthand experience with the study issue and are willing to discuss it (Gill, 2020; Gogo & Musonda, 2022; Palinkas et al., 2015). Gill (2020) states that apart from the knowledge and information base of respondents, the willingness of the individual participants to share their experiences is critical.

Church OE is a grey area of research in Ghana, and the researcher's judgment must be used to select respondents to investigate the phenomenon at hand (Pace, 2021). Criterion sampling, a purposeful sampling methodology (Palinkas et al., 2015), was used to select and engage pastors and church leaders for the qualitative study. Criterion sampling detects and picks all occurrences that satisfy a predefined importance criterion. While having different purposes and techniques for discovering and selecting prospective respondents, criterion sampling is similar to random probability sampling in many ways (Palinkas et al., 2015). Both techniques recruit participants from organisations of interest. The assumption is that the participants are knowledgeable about the topic of interest, have firsthand experience, and can provide comprehensive and generalisable information (Palinkas et al., 2015). In this mixed methods study, participants for the qualitative study were chosen from the sampling frame who satisfied the same criteria as the sampled participants for the quantitative segment of the study. In this case, the participants had direct theological and leadership responsibilities and influenced church practice. They could, therefore, demonstrate in-depth knowledge about the church and the factors that were likely to promote its organisational effectiveness.

When choosing sample sizes for qualitative research, the crucial factors are inclusion, subject knowledge, and information saturation (Gill, 2020; Gogo & Musonda, 2022; Malterud et al., 2016; Taherdoost, 2017). Quantitative researchers use sample sizes established by a statistical method, whereas qualitative researchers use smaller sample sizes to explore a phenomenon in depth (Gill, 2020). Qualitative sampling aims to pick a sufficient number of individuals to give rich data for comprehending the examined phenomenon (Gill, 2020).

Onwuegbuzie and Collins (2007) recommend a minimum of six to twelve interview participants for qualitative studies. Supporting this, Guest et al. (2006) suggest that data saturation is typically achieved within the same range while noting that a sample size of up to thirty may suffice. To adhere to these guidelines (Gill, 2020; Guest et al., 2006; Onwuegbuzie & Collins, 2007), and considering time and budget constraints, twenty participants were purposefully selected for this qualitative study. These individuals were recruited from twenty churches, including twelve from the National Association of Charismatic and Christian Churches (NACCC) and eight affiliated with the Christian Council of Ghana (CCG). The participants' diverse educational and religious backgrounds, gender, and experiences resulted in gathering unique perspectives on church OE. Although these participants were from the same churches sampled for the quantitative phase, they were not part of the quantitative study sample. However, they met the same selection criteria for holding theological leadership positions and influencing congregational practice. This approach aligns with Creswell's (2014) recommendation to select the qualitative sample from the same larger sample used in the quantitative study. Data saturation occurred at the 12th interview, but the researcher had initially predicted it to occur at the 10th interview. The interview process was extended to the 20th participant to confirm saturation, per the principles outlined by Francis et al. (2010). This study received approval from the Unicaf Research Ethics Committee (UREC), as shown in Appendix A.

Respondents were identified and contacted by the researcher through the list of churches provided by the heads of the churches within the sampled population of the two ecumenical bodies. They were engaged through face-to-face, in-depth interview discussions. They met the age selection requirement of 18 years and older to make their own decisions.

They also satisfied the criteria of remaining in church membership for at least 10 years, ensuring they had adequate lived experience in church development and growth, administration, and governance. The criteria also ensured that they could recall and describe these experiences vividly. Targeting the pastors and church leaders fulfilled the requirement to have subject matter experts in qualitative research. Respondents were selected from churches that are members of the two ecumenical organisations in order to be representational of the population.

The researcher used Whiting's (2008) single-interviewer method for face-to-face in-depth interviews to investigate the characteristics that predict the OE of the church as perceived by respondents based on the OE domains proposed by Sharma and Singh (2019). The researcher provided respondents with a brief overview of the research and its objectives. Further, the researcher discussed the interview protocol's components with the participants and ensured that the session adhered to ethical guidelines and time limits. Respondents' responses were recorded verbatim on tape and in notes by the researcher to provide reliable data collection (Gogo & Musonda, 2022). The researcher conducted the interviews with two trained research assistants between February and April 2023, which lasted two months.

With one respondent at a time, the researcher conducted the semi-structured interviews using a conversational guide that combined closed and open-ended inquiries, occasionally enhanced by probing questions on why or how (Adams, 2015). In mixed-methods research, semi-structured interviews can be used to learn more about a topic before undertaking a large-scale survey (Adams, 2015)—the questions aimed to elicit participants' comments organised around the topics identified from the literature review. The questions focused on church structures and mechanisms that support the OE, tailored along the four OE domains established by Sharma and Singh (2019). The interview protocol consisted of two major parts**:**

demographic and background information on the interviewee/church and questions on Church OE. These were the Finance Domain (structures and systems that promote financial growth and stability) and Operational Domain (structures and systems that support and sustain church membership numerical growth and ensure members voluntarily offer critical services). The others include Structural (systems and structures that promote good governance, management, and leadership, leading to institutional sustainability) and Attitudinal/behavioural Domain (systems and structures that positively influence how church people behave to support the vision and mission). The questions and probes provided the in-depth understanding needed to build and confirm the quantitative instrument.

The interview methodology used in this study was to answer the related qualitative research questions and collect information from participants to construct the quantitative research instrument. The objective of the interview technique, in particular, was to collect data from participants to understand better the variables that may predict OE in churches and their functions. The interview technique aided in getting information from participants, which was, in turn, utilised to create the scenarios for the quantitative research instrument.

Phase 2- Quantitative (Survey development and pilot study). The quantitative survey was preceded by creating and validating the tool and pilot testing to ensure its validity. The researcher developed a draft survey tool based on the literature review and qualitative results. This approach was necessary since the literature analysis revealed a vacuum in the availability of a measure that holistically captures the drivers of church organisational performance as required by the study's aims and questions. The draft survey tool was aligned with the thematic sections of the qualitative tool.

The instrument was subjected to pilot testing utilising a test-retest reliability approach (Hajjar, 2018) to enhance research items, formats, and scales and verify appropriate processes before the primary survey. Test-retest reliability is typically conducted in initial pilot research, which requires a limited sample size (Tan et al., 2013). Bujang and Baharum (2017) suggest that a minimum sample size of 22 is necessary to identify an Interclass Correlation Coefficient (ICC) value of 0.50. Additionally, an additional 20% drop-out rate should be accounted for to compensate for participants who will miss the re-test segment. Consequently, the total minimum sample size should be 28. Considering the recommendations above and the limitations imposed by financial and time factors, the researcher enlisted 32 individuals for the preliminary instrument evaluation. Participants were drawn from one of the churches within the sampling frame (a pool of churches affiliated with the National Association of Charismatic and Christian Churches (NACCC) and the Christian Council of Ghana (CCG). It is essential to clarify that these churches were not included in the 20 NACCC and eight CCG churches selected for the qualitative part of the study, nor were they part of the 844 participants chosen for the quantitative study.

The researcher used non-probability convenience sampling to select 32 participants for the tool's pilot testing and validation. The participants were sourced from the pastor's church list. In this regard, the respondents met the criteria of being 18 or older and having served actively in the church for at least 10 years.

As a pretesting phase of the newly developed survey tool, the revised structured questionnaire with closed-ended questions for phase two was used to gather data. Following two experts' review of the survey instrument, the researcher conducted a test-retest reliability. The aim was to establish the research instrument's reliability, evaluate the questionnaire's adequacy (i.e., identify ambiguity in the survey questionnaire, or the procedures of survey administration, and the instructions provided for respondents to complete the instrument), conduct a comprehensive trial of all procedures for the main survey exercise, define codes for questionnaire responses, and determine the duration of the survey. The test-retest generally examined methods to enhance the quality of study items, format, and scales.

The researcher utilised Google Forms to conduct the test-retest reliability. He shared a link to the survey instrument with potential respondents via their church WhatsApp platform, which included an introductory message describing the study's aim, objectives, and ethical considerations. Additionally, instructions were provided on how to complete the questionnaire. The data collection was held over two weeks between administrations in June 2023.

The validation of in-depth knowledge of a particular event is evidenced by the constant endorsement of the asserted assumption through the feedback provided by numerous participants (Gogo & Musonda, 2022). Data collection for the instrument's validation was done using a structured questionnaire with closed-ended questions modified in light of the qualitative phase's findings. Administering the tool took 15 to 20 minutes. The tool was designed to collect information about the OE of churches in Accra between 2010 and 2020. The results of the survey's pilot test were combined with the findings of the literature study to develop the question's structure, topic, and wording.

The survey was broken down into four parts. Questions about the respondents' demographic information constituted the first part, labelled as section A. Sections B to E contained statements that sought to identify the factors (grouped into Finance, Operational, Structural, and Attitudinal/Behavioural) that determine the organisational effectiveness of churches. A list of statements seeking to identify these factors (in terms of their importance) was provided. Respondents were asked to rate how much they concur with the statement by ticking the column corresponding to the number that reflects their response options. Sections F to I included statements similar to those in Sections B to E. However, these sections aimed to evaluate the effectiveness of the Organizational Effectiveness (OE) factors implemented in the church between 2010 and 2020, using a 5-point Likert scale. A list of statements was provided to measure the effectiveness of various factors—Finance, Operational, Structural, and Attitudinal/Behavioral—that contributed to the church's OE during that period. Respondents were asked to rate how much they concurred with the statement by ticking the column corresponding to the number that reflected their response option. Section J focused on statements that seek to assess the impact of church OE factors in support of human development from 2010 to 2020. A list of statements seeking to assess the impact of OE factors (Finance, Operational, Structural, and Attitudinal/Behavioural) on human development between 2010 and 2020 was provided. Respondents were asked to rate their agreement with the statement on a 5-point Likert scale by checking the column corresponding to their options.

Phase 2—Quantitative Survey (Sampling and Data Collection). The final stage of the research employed a multistage sampling approach, specifically random or probability sampling. The phase utilised the questionnaire developed and validated to gather the perspectives of church members and leaders whom their pastors have impacted in their congregational practices.

The utilisation of multistage sampling methodology has been found to effectively reduce expenses through the selection of samples from a limited number of geographic regions (Mihretie et al., 2022; Taherdoost, 2016b). The methodology involves systematically allocating a large and diverse sample of individuals to the ultimate unit of analysis in the study (Taherdoost, 2016b). The methodology involves utilising multiple random selection procedures guided by the arrangement of natural clusters, also known as population groups (Mihretie et al., 2022; Pace, 2021; Taherdoost, 2016b). At each level, a distinct cluster is randomly sampled and nested. In the final sampling stage, a random sample of individuals from the selected clusters is chosen (Sedgwick, 2015).

The decision to employ the multistage cluster sampling technique was made based on various criteria. The main aim of this study was to investigate persons associated with churches that are formally established and subject to the authority of four national regulatory agencies. These churches exemplify distinct populations that exhibit both shared and distinctive attributes. Therefore, the chosen research methodology utilised a multistage sampling approach, which is particularly suitable for effectively addressing the intricate composition of the target population. Moreover, the extensive dispersion of the populace required the implementation of a multistage cluster sampling methodology to attain pragmatic and economically efficient coverage. The application of the cluster probability randomised sample approach allows the research methodology to produce dependable results while also adhering to limits related to funds and time limitations (Pace, 2021). Furthermore, it enables the collection of diverse viewpoints from persons belonging to various churches affiliated with distinct ecumenical groups. In conclusion, the utilisation of this methodology for sampling obviates the need for a comprehensive list encompassing all individuals within the target population.

The sampling technique involved four stages. In stage one, the four ecumenical organisations were grouped into two clusters, A and B. Cluster A had the Christian Council of Ghana (CCG) and the Council of Independent Churches, while Cluster B had the Ghana Pentecostal Council and the National Association of Charismatic and Christian Churches (NACCC). One ecumenical organisation was randomly sampled from each cluster in the second stage. CCG and NACCC were sampled, and their churches were identified as the sampling frame for the next stage. The NACCC had 47 churches under its umbrella, while the CCG had 29. The third sampling stage involved using the probability-proportional-to-size to sample the number of churches from each of the selected ecumenical organisations. In survey technique, Probability-Proportional-to-Size (PPS) sampling is a sampling procedure in which each person in the sample (of size N) has some (independent) chance (Pi) of being selected at just one draw. Pi is proportionate to a known quantity (xi), so $P_i = \frac{xi}{\sum_{i=1}^{N} xi}$ (Skinner, 2016). One of the instances in which this occurs, according to Hansen and William (1943), is when there are numerous clusters of units, each with a distinct (specified beforehand) number of units; then, each cluster can be chosen with a probability proportional to the number of units within it. In this study, there were two ecumenical organisations (two clusters), with 47 (NACCC) and 29 (CCG) churches (units) inside each organisation. The chance of selecting the churches in NACCC was 0.62 (62%), and that of CCG was 0.38 (38%). Thus, the number of churches selected within these two EOs was computed to be 29 for the NACCC (i.e., 0.62 x 47) and 11 for the CCG (i.e., 0.38 x 29). The 29 and 11 churches from the EOs were then sampled using the method of systematic sampling. For each EO, the k^{th} term was computed. For the NACCC, the K^{th} term was computed to be 2 (47/29=1.62), while that of the CCG was 3 (29/11=2.64).

In each EO, the names of churches were placed in a hat, and one was randomly sampled to serve as the starting point/reference. For the NACCC, every second church in the sampling frame was sampled, while for the CCG, every third church was sampled.

The fourth sampling stage involved sampling the church members of these churches (the headquarters branches). The sample size of the two EOs was calculated based on the equation (for total population) below:

$$n = \frac{z^2 \text{ x } \hat{p}(1-\hat{p})}{\varepsilon^2}$$

Where:

z is the z score (1.96 for a 95% confidence level)

ε is the margin of error (5%)

N is the population size

$\hat{p}$ is the population proportion (0.5)

By substituting the estimated parameters into the equation, we calculated a sample size 384.

$$n = \frac{1.96^2 \text{ x } 0.5(1 - 0.5)}{0.05^2} = 384.16$$

Considering a 10% non-response rate, the ultimate sample size for each EO was calculated to be 422, giving a total of 844 survey participants. For the NACCC, the 422 was divided by 29 to give 15 church members for each church. For the CCG, the 422 was divided by the 11 to give 38 church members for each of the churches.

Participants in this study were selected through a simple random sampling method from each church. Membership lists provided by the pastors of the selected congregations were used for this purpose. To qualify for the study, individuals needed to be at least 18 years old and have a minimum of 10 years of active membership in their church. The participants were invited to participate in a survey using Google Forms, and the link to the survey was shared with them through their church's WhatsApp group.

Surveys are considered very dependable approaches for collecting quantitative data due to several factors, one of which is their capacity to yield substantial outcomes within a restricted timeframe (Gogo & Musonda, 2022). Data was collected through online survey questions administered via Google Forms. Data was collected using a validated structured questionnaire consisting of closed-ended questions, which was employed during the test-retest component of the scale development. In this regard, the study participants addressed the variables for achieving organisational effectiveness of the church in response to the questions of the study. Before distributing the tool, the researcher outlined the survey's specific sections and objectives. This clarification was essential to ensure all requirements were understood and addressed (Gogo & Musonda, 2022). The primary survey was conducted using Google Forms. The participating churches received a survey link through their WhatsApp church platform for easy completion. The introduction included the study's objectives, ethical considerations, and instructions on completing the questionnaire. Data collection occurred from June to July 2023, with periodic reminders sent to respondents to encourage completion. On the final day, a thank-you message was sent to participants for taking the time to participate in the survey.

The validated structured close-ended questionnaire was used to collect information on the organisational effectiveness of churches in Accra from 2010 to 2020. Question construction, content, and phrasing were therefore derived from the synchronisation of the literature review, findings of the qualitative section and results of the pilot testing phase of the survey tool. Administering the tool took 15 to 20 minutes. A detailed tool description has already been provided under phase 2- Quantitative (Survey development and pilot study).

3.4 Instrumentation of Research Tools

Due to the limited scope of existing studies and their inability to comprehensively define church OE, it may not be appropriate to apply effectiveness indicators and organisational features that have been experimentally validated for FPOs and NPOs (Shiyanbola et al., 2021). Instead, qualitative methods should be used to develop church-contextualised measurements and instruments influenced by previous empirical works, which can then be tested empirically (Molina-Azorin et al., 2017; Shiyanbola et al., 2021). An exploratory sequential mixed-methods methodology was employed to enhance the validity and reliability of this study's new survey tool based on OE domains and features of FPO and NPOs (Shiyanbola et al., 2021).

Interview Protocol Development

The researcher followed established processes for constructing and enhancing a semi-structured interview protocol (Castillo-Montoya, 2016). In the initial phase, interview questions were developed based on the findings of the literature assessments (Mitchell, 2015; Whiting, 2008) and per the questions posed by the study. The alignment ensured that no questions were asked that were not essential, and it also initially verified that the questions were legitimate. In this regard, the questions developed facilitated meaningful and interactive discussions. The second phase of the process ensured that the questions were written differently from the research questions, likely to elicit information related to the research questions and that supplementary inquiries and cues were included. The third phase of the process covered obtaining feedback on the protocol from two Organisational Development content specialists to validate its structure, length, writing style, and comprehension. This process enhanced the tool's reliability. It enabled the researcher to examine each question for clarity, simplicity, and answerability. In the fourth phase, the refined interview protocol was pilot-tested with three pastors at different times in their respective offices. Every interview segment was timed and audio recorded with the respondents' permission. After each discussion, the investigator contacted each pastor for feedback on the legitimacy of the questions, degree of understanding, and interview duration.

Further adjustments were made based on their feedback to improve participants' appreciation of the questions and reduce the duration of administering the tool. The field test process ensured that questions were eliminated and amended to enhance appropriate data gathering. The Interview Protocol (Appendix C) was submitted to the UREC and gained approval (refer to Appendix A for ethical approval).

Questionnaire Development

As posited by Taherdoost (2021), the seven steps of survey development informed the development of the survey tool. The first step involved a literature review informing the survey development and ensuring no existing instruments could be adapted instead of creating a new instrument. The literature review first established the four OE domains based on the theoretical framework of Sharma and Singh (2019) as the domains fit for developing measurement tools for church OE, given the absence of a holistic framework that captures the features of church OE. After that, the literature review combined the works of different authors (Boateng et al., 2016; Boggs & Fields, 2010; Iwu et al., 2015; McKenna & Eckard, 2009; Tayşir & Tayşir, 2012; Verschuere & Suykens, 2020; Zlatković, 2018; Zollo et al., 2019) to define the operational constructs and to generate indicators or characteristics for each of the identified domains for the development of draft survey tool. The second phase entailed gathering and analysing qualitative data to assess how respondents' descriptions and conceptualisations of the OE construct compare to the compiled data from the literature research. The third step involved synthesising the results of the qualitative study and the draft survey tool. The synchronisation of the qualitative study results with the draft survey tool led to the fourth step, which focused on revising the items developed on a five-level Likert scale. The 5-point Likert scale was selected to account for respondents' extreme viewpoints. In addition, respondents were given a choice between two extreme levels, with replies falling almost evenly between them (Gogo & Musonda, 2022; Taherdoost, 2016a). In the fifth step, the researcher, two specialists in organisational development (OD), and three pastors affirmed the revised items using their respective expertise. The sixth step involved the two experts in OD revising the questions to make them clearer and easier to understand. The input from OD experts and pastors resulted in additional tool adjustments, which improved its content and face validity. The seventh and final phase involved piloting the revised draft survey instrument to determine its consistency, reliability, and validity. Exploratory Factor Analysis (EFA) and the Cronbach alpha test were used to evaluate the scale's construct validity and internal consistency reliability, respectively. Before being pilot-tested, the draft survey tool was submitted to UREC and approved (refer to Appendix D for the survey tool).

3.5 Operational Definition and Measurement of Study Variables

Based on the literature review, the researcher first identified the four OE areas of Sharma and Singh's (2019) theoretical framework as suitable for church OE measurement tool development. After that, the researcher combined the outcome of the literature review concerning the works of different authors about the four identified domains to support their respective definitions and generate indicators or characteristics (measurement items) for each of the domains, which participants validated during the qualitative phase of the study. The four domains and measurement items (refer to Table 3.1) were essentially noted to be the factors that drive the organisational effectiveness of churches. Subsequently, the researcher utilised these components to construct the measurement scale. Following the development of the scale, the researcher applied exploratory factor analyses (EFA) to validate the scales' ability to measure the importance and effectiveness of the domains. The findings are analysed and deliberated upon in Chapter 4.

Table 3.1

Church OE Domains and Measurement Items

Domains	Measurement items	Authors
Financial Domain: Structures and systems that promote financial growth and stability	Budget-based programming, formalised revenue generation, income-generating business, sound transparent finance and management practice.	Boateng et al. (2016), Boggs and Fields (2010), Iwu et al. (2015), Sharma and Singh (2019), Tayşir and Tayşir (2012)
Operational Domain Structures and systems that support and sustain church membership numerical growth and ensure that members offer critical services voluntarily	evangelism and outreach programmes, visitation and follow-up of congregants, the conduct of membership events, welfare systems, Sunday school class, social responsibility programs, voluntary service, Secured friendly environment, Timeliness of services	Boateng et al. (2016), Boggs and Fields (2010), Sharma and Singh (2019)
Structural Domain Systems and structures that promote good governance, management, and leadership, leading to institutional sustainability	Governing body, church vision and mission, leadership and management team, organogram, channels of communication, strategic plan, functional policies and procedures, Leadership capacity building, administrative and data management/record-keeping practices, operational requirements, and statutory obligations	Boateng et al. (2016); McKenna and Eckard (2009); Sharma and Singh (2019), Tayşir and Tayşir (2012), Verschuere and Suykens (2020)
Attitudinal/behavioural Systems and structures that foster a favourable inclination among church members to endorse and uphold the church's vision and mission actively	Leadership styles, workers' positive job emotional attachment, positive emotional attachment, Congregational unity, Departmental cohesion	Boateng et al. (2016); Sharma and Singh (2019), Tayşir and Tayşir (2012), Verschuere and Suykens (2020), Zlatković (2018), Zollo et al. (2019)

Note. Author compiled domains and measurement items based on the literature review.

During the initial EFA, it was observed that several items from the Importance Domain scale (consisting of 11 items) and the Effectiveness Domain scale (consisting of 6 items) did not exhibit proper loading or loaded into a factor other than the intended one. The EFA was conducted again, omitting these problematic elements. Following the factor analysis, 25 statements on effectiveness and 21 statements about importance were confirmed as valid. The final measuring scales were established to evaluate the study's dependent variables, organisational effectiveness, human development agenda, and the independent variables of finance, operational, structural, and attitudinal components. The dependent variables were assessed by the level of implementation of church OE operations that supported human development interventions and the level of effectiveness established for each of the four OE factors in operation over the ten years. The independent variables were assessed by determining their level of importance as organisational effectiveness factors and then ascertaining their effectiveness as church organisational effectiveness factors. Importance was defined as the level of significance respondents attached to the variable as a likely construct to contribute to the effectiveness of the church as an organisation. At the same time, effectiveness was also defined as the degree to which the variable proves to be successful in helping to achieve the church's goals.

The following sub-section of the methodology chapter details how the independent and dependent variables of the study were operationally defined and measured.

Operationalising the Dependent and Independent Variables

Dependent Variable. Church OE: Church OE was measured by developing four items/statements that seek to assess the level of implementation of church operations that supported human development interventions between 2010 and 2020. The items developed are about (a) the socio-economic development of congregants (positively influenced congregants' economic, health, education, social, and political lives), (b) the character development of individuals (positively influenced the character development of people through moral values formation), (c) membership drive for human development (taking bold actions to retain and increase membership base), and (d) leadership capacity development (taking bold actions to build leaders capacity to adapt business management skills and leadership styles) on a 5-point scale of "1=Strongly disagree" to "5=Strongly agree". Respondents indicated their level of agreement with the items/statement of each component by marking the column according to their response choice. The sum of all the items from each of the four components was taken as the measure of church OE. High scores implied high OE.

Independent Variables. Church financial domain: The financial domain is essential when dealing with OE. Two items with a 5-point scale (1= Not important to 5=Very important) were developed, which include budget-based programming and formalised revenue generation. Respondents indicated their response by ticking one of the five responses provided. The sum of all the domain items was taken as the measure of the importance of the finance domain as an organisational effectiveness factor. On this scale, higher scores indicated higher importance.

The same domain items were produced to measure the effectiveness of the financial domain. The respondents assessed the two items on a 5-point scale of "1=Strongly disagree" to "5=Strongly agree". Respondents indicated their level of agreement with the items/statements by selecting the number corresponding to their response option. The sum of the items was taken as the finance domain factor for church OE. High scores implied the high financial effectiveness of the church and the financial domain factor as a determinant of church OE.

Church operational domain: Nine church operational domain-related items, which included undertaking targeted evangelism and outreach programmes, a dedicated system for visitation and follow-up of congregants, conduct of membership events, an adequate welfare system, well-established Sunday school class, and the conduct of social responsibility activities were developed to measure the importance of operational effectiveness. The respondents assessed the importance of these items on a 5-point scale of "1= Not important" to "5=Very important". On this scale, higher scores indicated the higher importance of the factor. Respondents indicated their responses by ticking one of the five responses provided. The sum of all the domain items was taken to measure the importance of the operational domain as a factor for church organisational effectiveness.

Similar domain items were produced to measure the level of effectiveness of the operational domain. The respondents assessed the nine items on a 5-point scale of “1=Strongly disagree” to “5=Strongly agree”. Respondents indicated their level of agreement with the items/statement by selecting the number corresponding to their response option. The sum of the items was taken as the measure of the operational domain as a factor to be considered for church OE. High scores implied high operational effectiveness of the church and the operational domain factor as a determinant of church OE.

Church structural domain: Seven church structural domain-related items which include operation with an effective governing body, well-written and well-articulated church vision and mission, effective leadership and management team, operation with an organogram, well-established channels of communication, operation with a strategic plan, operation with functional policies and procedures, and capacity building of pastors and leaders were developed to measure the importance of structural domain as a factor of church OE. The respondents assessed the importance of the individual items on a 5-point scale of "1= Not important" to "5=Very important". Respondents indicated their responses by ticking one of the five responses provided. The sum of all the domain items was taken to measure structural effectiveness as an essential factor for church organisational effectiveness.

The same domain items were also produced to measure the level of effectiveness of the structural domain. The respondents assessed the seven items on a 5-point scale of “1=Strongly disagree” to “5=Strongly agree”. Respondents indicated their level of agreement with the items/statement by selecting the number corresponding to their response option. The sum of the items was taken as the measure of the structural domain as a factor to be considered for church OE. High scores implied high structural effectiveness of the church and the structural domain factor as a determinant of church OE.

Church attitudinal/behavioural domain: Four church attitudinal/behavioural domain items were developed to measure the importance of attitudinal/behavioural domain as a factor for church OE. The items measured the churches' promotion of factors that maintain workers' positive job emotional attachment, promotion of factors that enable congregants' positive emotional attachment, promotion of factors that bring unity among congregants, and promotion of cohesion among different departments. Like the financial, structural, attitudinal, and operational domains of effectiveness, the respondents assessed the importance of the items on a 5-point scale of "1= Not important" to "5=Very important". Respondents indicated their responses by ticking one of the five responses provided. High-scale scores indicated high importance. The sum of all the domain items was taken to measure attitudinal/behavioural effectiveness as an essential factor for church OE.

The same domain items were also produced to measure the level of effectiveness of the attitudinal/behavioural domain. The respondents assessed the four items on a 5-point scale of “1=Strongly disagree" to "5=Strongly agree". Respondents indicated their level of agreement with the items/statement by selecting the number corresponding to their response option. The sum of the items was taken to measure the attitudinal/behavioural domain as a factor to be considered for church organisational effectiveness. High scores implied the church's high attitudinal/behavioural effectiveness and the attitudinal/behavioural domain factor as a determinant of church OE.

3.6 Study Procedures and Ethical Assurances

Study Procedures

The submission of an application for ethical clearance to UREC preceded the data collection. The application received the due approval after the researcher had responded more appropriately to queries raised by the committee (refer to Appendix A for provisional and final approved ethical clearance).

The researcher obtained the contact list of all pastors from the sampled site for the qualitative studies. The researcher then scheduled interview appointments over one week, with follow-up efforts for respondents during the qualitative session to confirm their participation. Following this, the interview sessions were held. Regarding the quantitative session, the researcher obtained the church membership list/details from the pastors of sampled congregations to carry out the survey. The participants were then invited to the online survey using Google Forms. The pastors disseminated the hyperlink to the Google form, which the researcher supplied, using each church's WhatsApp group platform.

The qualitative session was performed face-to-face using the interview technique. It lasted between 40 to 45 minutes and was audio recorded. The interviews were conducted at the pastors' church offices. Before the interview sessions, the researcher disseminated a consent form to the participants for their perusal and signature to indicate their voluntary agreement to participate. The online survey, conducted via Google Forms, took approximately 15 to 20 minutes to complete and included a section to obtain informed consent. The research did not gather identifying information other than the informed consent endorsement. The transcriptions and survey results were saved on a computer by the researcher with a password to be analysed and kept securely.

3.7 Ethical Assurances

Researchers in the academic and scientific fields must treat study subjects ethically. The researcher in this investigation applied the mixed methods sampling ethical framework proposed by Teddlie and Yu (2007). These include asking for respondents' voluntarily informed consent, reporting study benefits and risks, hiding respondents' identities and the data collected, letting participants leave the study whenever they want, and briefing study participants on the findings. After the UREC approved the research's ethical application, the

Gate Keepers letter was utilised to secure the sampled pastors' consent to collect and gather data.

Before the study began, informed consent forms were given to pastors (adults over 18) for the interview level and to other church leaders and lay members (adults over 18) for the survey level (refer to Appendix B for sample informed consent form). Participants at each level excluded vulnerable individuals like the elderly, physically disabled, and terminally ill. Participants were guaranteed their ability to withdraw from the study without facing any consequences. The informed consent form made respondents aware of the objective and duration of the research, as well as its processes, anticipated risks and discomforts, and rewards. It also addressed the confidentiality of participant identities and data and their freedom to withdraw from the study without penalty at any time. Lastly, the informed consent form disclosed the researcher's identity to the respondents. Additionally, the form provided respondents with the researcher's contact information for questions or support. The researcher took meticulous precautions to guarantee that participants would not be misled or tricked into taking action throughout the informed consent briefing session and during the study's conduct.

The researcher used pseudonyms to conceal the names of the sampled churches and identities of the participants to ensure the strict confidentiality of respondents' names and data. Permission to record the interviews was also sought from participants. Besides, they were not videotaped or photographed, and all data obtained were kept anonymous. The audio message was transcribed anonymously, and the original recording was destroyed. The transcriptions and survey data will be safely retained for three years before being permanently deleted. The researcher will have exclusive access to the acquired data.

After the study, participants were invited to a debriefing session to discuss the research findings and outcomes. No participant was negatively affected (mentally or emotionally) during the research procedure.

Role of the Researcher. Researchers must guard against bias during data collection and analysis. They should manage preconceived beliefs and opinions that may influence investigations appropriately (Creswell, 2014; Paulus et al., 2014). The researcher in this study possesses experience in increasing the organisational efficacy of health institutions and believes that churches lack scientific procedures, unlike health institutions, to increase their effectiveness. The researcher was thus inspired to investigate churches' OE to determine if churches have effective organisational models and, if so, how these models are put into practice. To uphold ethical standards, the researcher utilised an audit trail to control biases and to avoid inserting his opinions while collecting, analysing, and presenting data. Audit trails enable readers to validate the researcher's results by providing information about the research and how the researcher collected data and produced their findings (Berger, 2015; Carcary, 2009).

Additionally, via audit trails, researchers share insights on judgments regarding concepts and difficulties found when gathering and evaluating data (De Kleijn & Van Leeuwen, 2018; Paulus et al., 2014). Because of the audit trail, the investigator could check all data gathering and processing phases to ensure that his pre-existing assumptions did not impact the conclusions. The researcher also kept a journal to control internal biases (Berger, 2015). Taking notes as they arise is critical to understanding how the researcher's biases interact with data collection and interpretation. Taking notes enables researchers to become aware of previously unknown assumptions and points of view (De Kleijn & Van Leeuwen, 2018). Therefore, researchers can monitor how their assumptions affect their work and manage the challenge.

3.7.1 Data Analysis

The study's aims, questions and hypotheses underpinned the development of the data analysis plan. The plan also considered the study's design, which is exploratory sequential mixed methods. The data analysis strategy outlines the gathered data's management, analysis, and presentation. The plan is presented in two sections due to the use of mixed approaches: qualitative data management and analysis and quantitative data management and analysis.

Qualitative Data Management and Analysis

The qualitative data was collected using a semi-structured interview guide created using the research questions and insights from a systematic literature evaluation on OE. The utilisation of the semi-structured interview guide guaranteed that the interview focused on the themes previously recognised in the literature as essential to the research aims and questions. Additionally, it offered greater adaptability and organisation than unstructured conversational interviews, easing the interview material's organisation and analysis.

Management and Coding. The researcher initiated the data management process by transcribing each participant's responses, which were then stored in a Microsoft Word file. The transcriptions, which underwent validation to ensure accuracy, were subsequently imported into the NVivo 11.0 database for coding and analysis (Zamawe, 2015). NVivo is widely acknowledged as a highly successful software application for organisation, categorisation, classification, and data analysis (Zamawe, 2015). The software simplifies the process of identifying themes and allows for the division of data into subtopics and patterns (Dincer & Dincer, 2013). In addition, NVivo can display qualitative data in multiple formats, including written descriptions, visual figures, and organised tables (Bernauer et al., 2013).

The researcher coded the data using NVivo 11.0 software by assigning labels and categorising data concepts. In order to maintain privacy, each participant was assigned a unique alphanumeric code (e.g., IR-1 through IR-20). The coding process concentrated on six primary domains drawn from examining relevant literature on organisational efficiency. The areas encompassed financial viability and stability, church membership and volunteerism expansion, sound governance, efficient management, and effective leadership. Additionally, the domains of focus also included alignment with the church's vision and mission, the efficacy of organisational structures over the past decade, and the role of these structures in advancing the church's human development agenda during the same period. The NVivo software arranged each domain as a node. Following Yin's proposal, a distinct analysis method was applied to each domain area, utilising the pattern-matching technique (Yin, 2018). After that, the data analysis moved forward to find new themes and patterns linked to the domains, as suggested by Lawrence and Tar (2013). A methodological triangulation was conducted by comparing the themes derived from the interviews with the field notes to enhance the reliability of the findings (Lawrence & Tar, 2013). The coding achieved saturation at lower levels.

Analysis. Examining qualitative data can present obstacles and require significant time, especially for inexperienced researchers needing more explicit instructions on particular techniques (de Casterle et al., 2012). In order to tackle this issue, the researcher utilised a combination of deductive and inductive methodologies in the data analysis methodology (Azungah, 2018). The deductive technique employs a pre-existing framework of topics, a start list, to guide the coding process (Bradley et al., 2007; Braun & Clarke, 2006). This methodology assumes that unique foundational principles can be identified in the data (Bradley et al., 2007). Conversely, the inductive approach exclusively relies on the participants' experiences as a guiding principle for the study. The process involves performing a comprehensive data analysis, examining each text segment separately, and assigning identifiers to specific sentences or lines of dialogue as relevant concepts emerge (Bradley et al., 2007; Curry et al., 2009).

The objective of this approach is to encompass the factors that are theoretically intriguing and well-established (Schüssler et al., 2014). This methodology eliminates the impact of the researcher's preconceived notions or inquiries on the results; instead, they arise spontaneously from examining the unprocessed data, devoid of any preconceived notions or models (Thomas, 2006).

Deductive Analysis. In order to achieve a thorough comprehension of the data, an initial inventory of priori categories was compiled using the theoretical framework and literature evaluation, which were informed by the research inquiries. The researcher utilised the theoretical framework and literature on multi-dimensional organisational effectiveness to conceptualise the contributing components to the church's organisational effectiveness process as MULTI-FACTORED and used this as a master code to indicate the hypothesised factors. Subcodes were created from the master code to designate specific sections of data within each variable class, such as Finance-FAC (financial-related organisational features), Operational-FAC (operational elements), Attitudinal/Behavioural-FAC (attitudinal-related organisational features) and Structural-FAC (structural-related organisational features). The categorised, coded start list facilitated the identification of essential data elements pertinent to the research inquiries.

Inductive Data Analysis. After collecting data clusters by deductive assessment, an inductive thematic analysis was performed per Braun and Clarke (2006). The transcripts were thoroughly examined before undergoing a thematic analysis. Thematic analysis was preferred because it is not linked to any pre-existing theoretical basis and can, therefore, be used within a wide range of theoretical constructs in most cases, in contrast to other analytical techniques like interpretative phenomenological analysis (IPA) and grounded theory (Braun & Clarke, 2006). Braun and Clarke (2006) provide a six-stage thematic examination process. These steps include familiarising oneself with the collected data, developing initial codes, identifying themes, reviewing and refining themes, categorising and labelling themes, and finally, producing the final document. The analysis was performed in phases, with the researcher switching back and forth as necessary. The researcher and his two study assistants independently read each participant's transcript and kept a log of emergent patterns. They gathered to review and discuss the initial a priori and Nvivo codes and combined them into possible themes. The study questions guided this. After generating an initial codebook of themes and subthemes, the team reviewed all transcripts again to assess their applicability to all participants and pulled out quotes that exemplified each theme. After this round of assessment, the researcher consulted a knowledgeable OD researcher for more insight. The consultant analysed all transcripts with the initial codebook to validate the proposed topics. After completing this evaluation, all three coders met to agree, define, and identify themes and subthemes before preparing the final report.

Throughout the process, the team was mindful of the trustworthiness criteria in qualitative research, as established by Loh (2015). This criterion included looking to and choosing from standard techniques established by different individuals in creating trustworthiness, analysing the narratives for their various contexts and from their various perspectives, and ensuring that they resonate with and have use for the potential readers (Loh, 2015). Using such an approach across team members increased the trustworthiness of the study's conclusions. Credibility was further bolstered by substantial memo writing during the analysis of the transcripts and by adding questions to the interview script based on the early findings of the member checks. The team's substantial interaction with the literature and competence in organisational development (OD) research also increased confirmability. Throughout evaluations and coding, the team compiled a comprehensive audit trail to ratify the validity of their findings. The coders debated and challenged each other on their positionality, beliefs, and biases they brought to the study process. This measure strengthened the results' confirmability (Lincoln et al., 1985; Loh, 2015). The process of inductive thematic data analysis (Braun & Clarke, 2006) is summarised in Table 3.2.

Table 3.2

Step-by-step Analysis of Data

Steps	**Description of the processes**
1. Acquainting oneself with the collected data	Reading transcripts more than once to familiarise oneself with the content and look for significant trends.
2. Creating the first codes	Systematically coded the notable attributes of the data over the entire dataset while capturing relevant data for each code.
3. Looking for themes	Organised the codes into potential themes and gathered the necessary data for each viable theme.
4. Reviewing themes	Verification to determine if the themes align with the patterns and the entire dataset before constructing a thematic map of the inquiry.
5. Theme definition and naming	Perform an analysis to clarify the exact details of each theme further and offer clear descriptions and names for all the themes that have been produced.
6. Producing the report	Select verbatim quotes, analyse the selected quotes, and produce a summary analysis report.

Note. Adapted from Using Thematic Analysis in Psychology by Braun and Clarke (2006)

A. Quantitative Data Management and Analysis

Data Collection and Coding

Initially, the researcher meticulously examined the collected data to verify that each question had been thoroughly addressed. After revision, the final questionnaire data was coded, processed, cleaned, and analysed using SPSS (v20). Frequency distributions were acquired for each variable to initiate the data analysis process. Furthermore, apart from its role as a cleaning procedure, the preliminary analysis also facilitated the identification of data entry errors or omissions.

Primary Constructs

The primary constructs associated with the research questions and hypothesis demanding statistical analysis were as follows: Demographic Data (this covered sex, age, educational background, years of church membership, area of church involvement and marital status); Importance of factors (variables) that determine organisational effectiveness of churches (Finance, Operational, Structural and Attitudinal/Behavioural); Effectiveness of factors (variables) determining the organisational effectiveness of the church from 2010 to 2020 (Finance, Operational, Structural and Attitudinal/Behavioural); Assessment of church operations (variables) that supports human development (Strategic Human Development Priorities); and factors that determine OE of churches where the dependent variable is Church OE and the Independent Variables likely to affect the dependent variable are Finance, Operational, Structural and Attitudinal/behavioural (predictor variables). The operational definitions for these variables and how they were assessed on a 5-point Likert scale are described earlier in this chapter under the segment operationalising the dependent and independent variables. Total scores were computed for domain factors and subjected to the bivariate and multivariate analysis to test the a priori hypotheses and determine the factors that predict/influence church OE.

Analysis

For the quantitative portion of this study, two basic methods (descriptive and inferential) to statistical methodology were utilised. Descriptive analysis describes the raw information collected from a sample or group, whereas inferential analysis infers conclusions about the data's causes, associations, or other properties. (Kaur et al., 2018). Inferential statistics require descriptive analysis as a prerequisite and cornerstone (Kaur et al., 2018).

Descriptive Statistics: Descriptive statistics arrange data summaries by describing variable relationships (Vetter, 2017). The technique is an essential first step in research and must continuously be computed before performing inferential statistical judgments (Kaur et al., 2018). Reliable and trustworthy descriptive statistics can answer fundamental yet crucial research data collection questions, such as "Who, What, Why, When, Where, How, and How Much? (Vetter, 2017)

The following constructs were examined using descriptive analysis: Demographic Data, Importance of factors (variables) that determine the OE of churches, Effectiveness of factors (variables) determining the OE of the church from 2010 to 2020 and Assessment of church operations (variables) that supports human development. The results of the respondents' background attributes derived from descriptive analysis are presented as frequencies and percentages. Mean and standard deviation were computed, and the importance of factors predicting the churches' OE was reported. The effectiveness of factors determining the OE of the church from 2010 to 2020 and the Assessment of church operations (variables) that support human development are reported and presented in tables in chapter four.

Bivariate Analysis. This analysis allows for the comprehension of the link between two variables. One of the most popular techniques for examining the relationship between two continuous variables is the calculation and confirmation based on the Pearson correlation coefficient for parametric test with data that assumes normality) or Spearman’s Rank Correlation (for non-parametric test with data that does not assume normality) (Hutson, 2019; Spriestersbach et al., 2009).

The study compared the responses of two distinct groups of churches: Orthodox/Protestant and Charismatic/Pentecostal. An independent t-test was conducted to analyse the differences in their responses. Among the constructs examined were the following: Importance of elements (variables) influencing churches' organisational efficacy, Effectiveness of factors (variables) determining the OE of the church from 2010 to 2020 and Assessment of church operations (variables) that support human development. Because it compares the means of two separate groups to determine whether the observed differences are more likely to be the consequence of random chance or actual population variances, the independent t-test is especially well-suited for this kind of research. In this instance, (a) the means of the perceived importance and effectiveness of the four COE domains among Orthodox/Protestant churches were compared with those of Charismatic/Pentecostal churches, and (b) the means of the perceived implementation of strategic human development priorities among Orthodox/Protestant churches were compared with those of Charismatic/Pentecostal churches. When the p-value linked to the t-test falls below a prearranged statistical threshold (typically 0.05), the hypothesis is confirmed, indicating that the dissimilarities in perceived significance are improbable to have occurred by chance. Nevertheless, the independent t-test is based on precise conditions, such as the regular presentation of data and the consistency of variances across groups, which were assessed before the test was conducted.

The Spearman's Rank Correlation Coefficient was employed to determine the linear relationship between the various components that contribute to the effectiveness of churches, specifically Finance, Operational, Structural, and Attitudinal/Behavioural factors. The correlation coefficient was employed to gauge the significance of each element and the efficacy ratings of the churches, with a more significant correlation coefficient showing that as the level of relevance of each factor increases, the effectiveness of churches likewise tends to increase. Moderate correlation coefficients range from 0.10 to 0.29, medium correlation coefficients between 0.30 and 0.49, and high correlation coefficients between 0.50 and 1.0. The correlation study yielded valuable information regarding the magnitude and direction of the relationship between the importance and efficacy of each aspect and the overall success of the churches. The findings of the correlation analysis are displayed in tables and presented in chapter four.

Before the analysis, the data's normality, linearity, and homoscedasticity were checked to ensure precise outcomes (refer to Appendix E for the results).

Multivariate Analyses. Multivariate approaches can statistically evaluate correlations between multiple variables, as well as correlate the significance of each variable to the outcome and determine where dependencies exist. Since most data analysis attempts to answer complicated issues involving more than two variables, multivariate statistical techniques are optimal for addressing these concerns (Shiker, 2012). The model assesses several independent variables, with the dependent variable operating linearly statistically (Shiker, 2012). The regression equation can be used to determine the frequency and progression of a phenomenon and quantify the dependent variable. This method can be used for dichotomous and continuous variables (Shiker, 2012).

A multiple regression analysis was conducted to examine the relationship between overall church effectiveness, as judged by the effectiveness scale, and several elements/domains, including finance, operational, structural, and attitudinal issues, as measured by the important scale. This study aimed to determine the most successful combination of financial, operational, structural, and attitudinal/behavioural elements for predicting the effectiveness of churches. The choice of multiple regression as a statistical analysis method was based on its ability to handle the complex and multivariable nature of the hypothesis, provide a quantitative prediction framework, isolate effects, control for confounding variables, conduct statistical significance testing, and effectively model the relationship between OE factors and overall church effectiveness. The multiple regression investigation confirmed the aspects that genuinely impact the operational efficiency of churches. Furthermore, it aided in accurately predicting the specific OE factors (independent variables) that commonly impact the OE of the church (dependent variable). The data analysis results are presented in tables that exhibit the metrics of central tendency (mean), variability (standard deviation), and associations (intercorrelations) among variables. The variables, type of analysis and statistics computed for the study are summarised in Table 3.3

Table 3.3

Variables, Type of Analysis and Statistics Computed

Objectives	**Type of Analysis**	**Statistics computed**
Demographic Data: Sex Age Educational background Years of Church membership Area of church involve ment Marital status	Descriptive	Frequency and percentage
Importance of factors that determine the organisational effectiveness of churches: ***Factors (Variables)*** Finance Operational Structural Attitudinal/Behavioural	Descriptive	Mean and Standard Deviation
Effectiveness of factors determining the organisational effectiveness of the church from 2010-2020 ***Factors (Variables)*** Finance Operational Structural Attitudinal/Behavioural	Descriptive	Mean and Standard Deviation
Assessment of church operations that support human development ***Variable(s)*** Strategic Human Development Priorities	Descriptive	Mean and Standard Deviation
Factors that determine organisational effectiveness of churches (Importance and Effectiveness): ***Factors (Independent Variables)***	Bivariate (Correlation)	Independent T-Test Spearman’s Rank Correlation coefficient
Finance Operational Structural Attitudinal/Behavioural ***Dependent Variable*** Church Organisation Effectiveness	Multivariate (Multiple Regression Analysis)	Regression coefficient

Note. A list of variables, types of analysis, and statistics were computed based on study variables and literature review.

3.8 Summary

A mixed-methods strategy was the most effective method for examining the phenomenon to identify the factors that predict church OE. As a result, this chapter has offered thorough information about the approach and how it effectively addressed the research questions and achieved the study's objectives (Berman, 2017; Gogo & Musonda, 2022; Molina-Azorin et al., 2017; Olivier, 2017; Schoonenboom & Johnson, 2017). The findings of the study's initial qualitative phase have been noted to influence the design of the instrument engaged in the succeeding quantitative segment. Chapter 4 provides data analysis from the qualitative phase and data analysis from the subsequent quantitative phase. Analysis involving the pretesting and revision of the draft tool as a means of data integration are also presented in Chapter 4. Lastly, Chapter 5 highlights and discusses the emerging trends from the data analysis. The conclusions derived from the findings are also provided as part of Chapter 5.

CHAPTER 4: FINDINGS

The primary objective of this study is to investigate the factors that collectively contribute to the organisational effectiveness (OE) of churches associated with the National Association of Charismatic and Christian Churches (NACCC) and the Christian Council of Ghana (CCG) in Accra, Ghana. Furthermore, this study investigates the interrelationships and contributions of these variables to the human development agenda and the overarching sustainability of the church. The research follows an exploratory sequential mixed-method approach and is guided by the theoretical framework proposed by Sharma and Singh (2019), as discussed in chapter two. Following the applied methodology for data collection and analysis as discussed in the previous chapter, this current chapter presents the outcomes of the research. To ensure a comprehensive presentation of the findings, the chapter has been structured into five distinct sections as follows:

4.1 Trustworthiness of Data

This section examines the credibility of data in relation to the qualitative portion of the research, as well as the dependability and accuracy of data in connection with the quantitative aspect of the study. Qualitative and quantitative research exhibit disparities in terms of rigour and quality attributes. Qualitative research places emphasis on the concept of trustworthiness which encompasses four key components, namely credibility, dependability, transferability, and conformability. In contrast, quantitative research prioritises the notions of validity and reliability. The concepts of validity and reliability are utilised to ascertain the extent to which the research instruments employed in a study are able to produce consistent and accurate results. This ensures that the coefficients derived from the instruments are deemed acceptable (Heale & Twycross, 2015; Taherdoost, 2016).

Qualitative Results

This section presents the results of the qualitative data analysis. With the assistance of a semi-structured interview protocol, in-depth, in-person discussions were held with a sample of twenty pastors and church leaders to collect this information. The participants were purposefully selected to ensure that they were appropriate for the investigation of the research questions.

Quantitative Results

This section presents the empirical insights obtained from the quantitative results drawn from 844 respondents, which serve to supplement the qualitative findings that were established.

The presentation of the results is systematically ordered to ascertain whether they effectively addressed the research questions and their relevance to the study's theoretical framework and reviewed literature.

Conclusion

This section features the concluding part of the entire chapter. It therefore provides a concise overview of the main ideas presented in Chapter 4.

4.2 **Trustworthiness of Qualitative Data**

To be considered trustworthy, qualitative investigators are required to thoroughly document and reveal their data analysis methods, allowing readers to assess the reliability of the procedure (Nowell et al., 2017). Multiple authors (Forero et al., 2018; Noble & Smith, 2015; Nowell et al., 2017; Stahl & King, 2020) concur and advocate for the use of Lincoln et al. (1985) four measures, namely credibility, transferability, dependability, and confirmability, as a means to establish robustness in qualitative study design. The present study utilised the measures proposed by Lincoln et al. (1985), which aim to align with the traditional quantitative evaluation standards of validity and reliability (Nowell et al., 2017; Shenton, 2004).

4.2.1 Credibility

To establish credibility, researchers must show that the phenomenon under consideration is accurately depicted (Lincoln et al., 1985). According to Forero et al. (2018), credibility creates assurance that the data unearthed are accurate, reliable, and authentic from the participant's point of view. Ultimately, credibility deals with how well the respondents' opinions "fit" with how the researcher represents them (Nowell et al., 2017; Stahl & King, 2020). Credibility can be attained through various strategies, including extended involvement, determined observation, data collection triangulation, researcher triangulation, peer debriefing, and informant verification (Lincoln et al., 1985; Nowell et al., 2017).

Member or informant checks aided the credibility of this investigation. In the context of this study, informant/member checking is applied to provide the informants with the transcribed and analysed data for the purpose of verification, hence ensuring the precision of the investigator's elucidation of the information gathered. The study's credibility was also improved by collecting data from two distinct ecumenical bodies and their members to ensure a comprehensive investigation. The investigation's credibility was enhanced by the utilisation of many data sources, including interview sessions with an intentionally sampled group and a survey of a broader sample. The use of a mixed methods approach in this study enabled a more comprehensive understanding of the subject under investigation. The researcher was able to compare the results obtained from one data gathering approach with those obtained from the other. In addition, the extended participation of the participants in the interviews significantly enhanced the credibility of the study. The researcher spent an extensive amount of time with participants, which enabled him acquire a thorough understanding of the investigated phenomenon. In this regard, the interviews with pastors and church leadership continued until their experiences were thoroughly and exhaustively investigated. Multiple triangulation also contributed to the study's credibility. Using investigator triangulation, the investigator and the two investigating assistants independently examined the interview responses. In this way, the researcher avoided potential biases and inconsistencies in the participants' accounts. Methodological triangulation was also performed by contrasting the themes from the interviews with the literature review findings. Lastly, submitting interview transcripts and study results to peer-checking/review mechanisms enhanced the study's credibility. Peer checking concerning this study consisted of inviting two of the researcher's colleagues with extensive expertise in qualitative data analysis and church practice to review the data and reanalyse a portion to ensure the data had been correctly analysed and interpreted. In addition, the researcher's presentations at the Doctoral Research Groups Fora organised by UNICAF on the study methods and results provided a unique avenue for exploring alternative perspectives on the data.

4.2.2 Transferability

Transferability means providing enough details about the fieldwork setting so readers can determine if it is similar to a situation they know and if the results can be applied to that other situation (Forero et al., 2018; Lincoln et al., 1985; Shenton, 2004). Shenton (2004) states that information provided in the fieldwork context should also establish information about fieldwork participants, data types, data collection methods, sessions, and periods to ensure accurate data collection.

To achieve transferability, the researcher in the study report provided specific background details on the target population, purposive sampling techniques, sampled participants, procedures for collecting and analysing data, and characterizations of the phenomenon in question so that readers might arrive at well-informed choices about the suitability of the findings to particular contexts. In order to enhance transferability, the context was deliberated upon, and unprocessed data were presented in the form of verbatim quotations from the participants.

4.2.3 Dependability

Dependability, as defined by Forero et al. (2018), pertains to the capacity to reproduce the outcomes of a qualitative investigation by employing the identical set of participants, coders, and contextual conditions. In order to establish dependability, it is imperative for scholars to guarantee that the study process is characterised by logicality, identifiability, and comprehensive documentation (Nowell et al., 2017; Shenton, 2004). Readers are better equipped to assess the study's dependability when allowed to explore the study's process (Lincoln et al., 1985). According to the recommendations put forward by Forero et al. (2018) and Shenton (2004), it is advisable to offer a comprehensive narrative of the methodology employed in the study, establish an audit trail to ensure transparency and accountability, and include detailed instructions for duplicating the study in a systematic manner. The researcher ensured the study's dependability by comprehensively recounting the strategy and methodology of the study, including data collection techniques, in the report.

Furthermore, the researcher maintained a comprehensive record of his involvement in the research process. Consistency was achieved by the adherence to the interview methodology and the alignment of the data gathering and evaluation techniques with the research issue. The inclusion of these strategies in the study helped to alleviate any possible inaccuracies and their impact on the results. Lastly, using a purposive sample with characteristics that influence the congregational practice of the target population prevented sample misrepresentation to ensure the study's dependability.

4.2.4 Confirmability

The concept of confirmability responds to the concern for objectivity in qualitative research (Guba & Lincoln, 1989). In this particular framework, it is imperative to implement measures to safeguard the integrity of the study's outcomes, ensuring that they are derived from the perspectives and insights of the participants rather than being influenced by the personal characteristics and inclinations of the researcher (Forero et al., 2018; Shenton, 2004).

Confirmability refers to the procedure of establishing the manner in which conclusions and interpretations were derived, so ensuring that the conclusions drawn by the researcher and outcomes are unequivocally elicited from the information (Nowell et al., 2017). Confirmability is a state that is achieved when the measures of credibility, transferability, and dependability, as outlined by Guba and Lincoln (1989), are met.

The use of multiple triangulation, as discussed in the section on credibility, promoted confirmability as it sought to reduce the effect of investigator bias. The researcher also disclosed his preconceived notions, submitted necessary control measures in the study report, and utilise an audit trail to support this submission. The audit trail offered details on how the researcher ensured that his pre-existing beliefs did not affect the study conclusions and how he checked for biases in his judgment, as well as giving readers a clear opportunity to examine the research process (Nowell et al., 2017).

4.3 **Reliability and Validity of Quantitative Data**

4.3.1 Reliability

Reliability pertains to the extent of constancy from what comes out from the repeated use of an instrument within a specific setting (Heale & Twycross, 2015; Taherdoost, 2016c). There are several methods for measuring reliability, including Test-Retest Reliability, which assesses consistency across multiple tests; Alternate-Forms Reliability, which examines variations between different test versions; Split-Half Reliability, which evaluates consistency across test halves; and Internal Consistency Reliability, which examines consistency across test factors (Hajjar, 2018; Heale & Twycross, 2015). The Cronbach Alpha coefficient is frequently employed in assessing the internal consistency of measurement instruments, particularly those employing Likert scales (Taherdoost, 2016a). This study used the test-retest method to pilot-test the questionnaire and measure the instrument's reliability.

Test – retest Procedures and results of Pilot testing of Draft Questionnaire and Enhancement of Scale Measurement (part of second phase of the sequential mixed study). After the conclusion of the qualitative gathering of data stage in the study, the obtained information were coded and analysed, after which a preliminary analysis was conducted. The findings from this analysis were then used to design a survey instrument. Two experts reviewed and developed the survey instrument. The researcher then conducted a test-retest to evaluate the instrument's reliability, assess the questionnaire's adequacy, identify any ambiguity in the survey procedures or instructions, and establish codes for questionnaire responses. Additionally, the researcher used this opportunity to improve research items, formats, and scales. The test-retest also helped determine the survey length and ensure all procedures worked correctly before the primary survey.

The researcher utilised Google Forms to conduct the test-retest. He shared a link to the survey instrument with potential respondents via their church WhatsApp platform, which included an introductory message describing the study's aim, objectives, and ethical considerations. Additionally, there were instructions provided on how to complete the questionnaire.

Traditionally, to assess test-retest reliability, lenient standards have been used. Fleiss (1986) posited that Interclass Correlation Coefficient (ICC) values falling within the range of 0.4 to 0.75 are seen as indicative of good agreement, and values beyond 0.75 are judged to reflect excellent agreement. According to Cicchetti (1994), ICC values falling within the range of 0.4 to 0.59 are categorised as fair, those ranging from 0.60 to 0.74 are considered acceptable, and values over 0.75 are classified as excellent. It is important to acknowledge that these criteria were originally developed for psychometric surveys to assess the reliability of test-retest measurements. In this context, any differences observed between the initial test and the subsequent retest can be attributed to either measurement error or genuine changes in the underlying true value (Cicchetti, 1994; Shrout & Fleiss, 1979).

The test-retest reliability for each participant's church organisational effectiveness (COE) Scale scores for 32 respondents over a two-week period was evaluated using the Pearson correlation. The obtained correlation coefficient was 0.835, denoted as $r\ (32) = 0.835$. According to Cicchetti (1994) and Fleiss (1986), a correlation value of 0.835 over a two-week period is regarded as demonstrating a high level of stability. In general, the individuals who took part in the test-retest study expressed that they found the questions/items and instructions to be easily comprehensible. The following revisions were made to the questionnaire after the test-retest:

1. Age range options was provided for respondents to select. The age ranges were pre-coded as: 1= Less or equal to 20 years; 2= 21 – 30 years; 3= 31 – 40 years; 4 = 41 – 50 years; 5= 51+ years
2. Educational background had the response category “None” added and the response categories pre-coded as: 0=None; 1=Basic (Primary and JHS/JSS, MSLC); 2= Secondary (SHS/SSS/O-Level); 3= Tertiary (Dip/Degree/Masters/PhD).
3. A new background variable “Status of church” was included and pre-coded as: 1= Headquarters; 2= Branch of Headquarters; 3= Standalone (with no branch)
4. The response categories of “Area of church involvement” was revised with the new categories being: 1=Leadership/Administration; 2= Women’s Fellowship; 3= Men’s Fellowship; 4= Youth Fellowship; 5= Children’s Ministry; 6= None/Congregant only; 7= Music Ministry; 8= Finance Team; 9= Counselling/Career Guidance
5. Marital status had the response categories “4=Cohabiting” and “5=Widow/Widower” added.

4.3.2 *Validity*

Validity refers to measuring a concept accurately. Three categories of validity are content/face, construct, and criterion. (Heale & Twycross, 2015; Taherdoost, 2016c).

Content and face validity ensure that an instrument covers all the necessary content related to a variable. Content validity examines the adequacy of the instrument's coverage, while face validity involves obtaining experts' opinions on whether the instrument accurately measures the intended concept (Heale & Twycross, 2015; Taherdoost, 2016c).

Construct validity pertains to whether one can make accurate conclusions regarding test scores related to the studied concept (Heale & Twycross, 2015). This type of validity has two aspects: convergent and discriminant (Taherdoost, 2016c). Discriminant validity, also known as divergent validity, investigates whether constructs that are expected to have no association are indeed unconnected (Taherdoost, 2016c). Conversely, convergent validity examines whether related constructs are interconnected (Taherdoost, 2016c).

Criterion validity measures how well different instruments gauge the same variable (Heale & Twycross, 2015). There are three types: Convergent, Divergent, and Predictive (Heale & Twycross, 2015). Convergent validity refers to the extent to which an instrument shows a strong correlation with new variables that are conceptually similar. Divergent validity, on the other hand, relates to the level of poor connection that exists between the instrument and variables that are conceptually distinct. Predictive validity looks at the point to which an instrument demonstrates a strong link with future criteria (Heale & Twycross, 2015).

The study ensured the validity of its questionnaire by utilising content, face, and convergent Construct measures. To achieve this, the questionnaire underwent pilot testing for content and face validity, and the initial analysis of the quantitative results was used to assess Construct validity.

4.3.3 Content and Face Validity

As indicated in chapter 3 (Research Methods), the use of expert opinions by the researcher, such as two specialists in organisational development and three (3) pastors, to examine and affirm the content and coverage of the instrument led to a further revision and clarification of the tool items. Additionally, as discussed earlier, the test-retest results brought about changes in the demographic section, making it more concise and precise. All these measures improved the overall structure, length, writing style, and comprehension of the tool, ensuring that content and face validity were achieved.

4.3.4 Construct Validity

After completing the test-retest exercise and finalizing the questionnaire, the researcher utilise Google Forms for the main data collection. Eight hundred forty-five (845) completed questionnaires were received, demonstrating a remarkable 100% response rate. The use of Google Forms facilitated the effective monitoring of the entire survey process and the reviewing of the submitted questionnaires. Upon completion of the data collection, the dataset (in CSV file format) was downloaded, reviewed, cleaned, and exported into the Statistical Package for Social Sciences (SPSS version 20) for coding and analysis. The coding process involved assigning numbers to the various response categories. A preliminary examination was undertaken on all the factors to identify data entry errors. The analysis demonstrated almost no errors in codes and no missing values. This outcome may be attributed to the data entry checks incorporated in the design of Google Forms, where respondents were required to complete all questionnaire items, leaving little room for omissions.

After preparing and cleaning the dataset, the researcher initiated the analytic process by subjecting the dataset to a validity and reliability assessment, i.e., evaluate the psychometric qualities of the generated scales. In order to determine the accuracy of the scales created to assess the significance and efficiency of the areas, the researcher performed exploratoryfactor analyses.

Exploratory factor analysis (EFA) is an exploration technique employed to categorise a multitude of observable variables into more concise latent components, which function as representative constructs (Allee et al., 2022; Jolliffe & Cadima, 2016). In contrast, confirmatory factor analyses (CFA) are utilised to examine predetermined associations derived from a theoretical framework and ascertain the level by which the collected data align with the postulated model (Linden & Stuart, 2019; Muhammad, 2020; Tavakol & Wetzel, 2020). The investigator utilised Principal Component Analysis with Varimax Rotation methodology to conduct exploratory factor analysis (EFA) for the purpose of this research investigation (Allee et al., 2022; Manjrekar & Damani, 2023; Mishra et al., 2017; Paliszkiewicz & Koohang, 2013). The study was conducted using a minimum factor loading criterion of 0.40. The scale's communality was also assessed to ensure a satisfactory explanation of variation. Two EFAs were conducted, one for the Importance of Domains scale and another for the Effectiveness of Domains scale.

The findings indicated that the communalities for both scales surpassed the threshold of 0.40, thereby satisfying the established criteria for adequacy in terms of explanatory power. One important step involved in the analysis was the evaluation of the overall importance of the correlation matrix by the utilisation of Bartlett's Test of Sphericity. This test determines the statistical probability of significant relationships existing among the different constituents of the correlation matrix. (Khundrakpam et al., 2022). The outcomes yielded statistically substantial results for both analyses. Specifically, the Importance of Domain scale demonstrated a significant ($X2(n = 844) = 13739.692$, $p = 0.000$), as did the Effectiveness of Domains scale ($X2(n = 844) = 18817.513$, $p = 0.000$). These outcomes suggest that the scales are fitting for conducting factor exploration. The Kaiser-Meyer-Olkin measure of sample adequacy (MSA), a metric used to assess the suitability of data for factor analysis (Khundrakpam et al., 2022), yielded values of 0.950 and 0.966 for the importance and effectiveness scales, respectively. Considering this matter, data that possess MSA values exceeding 0.800 are considered fit for the purpose of doing factor analysis. The analysis resulted in a factor resolution that produced four elements for the two scales. These factors hold explanations for 53.008% of the difference in the Importance of domains scale data and 63.361% in the Effectiveness of domains scale data. During the initial exploratory factor analysis (EFA), it was discovered that certain items from the Importance of Domain scale (eleven items) and the Effectiveness of Domain scale (six items) did not load properly or loaded onto a different factor than intended (cross-loaded).

Items removed from the Importance of domain scale:

1. The church ought to function with established avenues of communication that effectively disseminate information regarding happenings to ensure individuals are adequately informed. (Structural)
2. The implementation of efficient administration and information management systems inside the church is vital. (Structural)
3. The involvement of various stakeholders, such as Leaders of church departments, the Ministerial team, the governing board, Deacons, Elders, and lay members, in the functioning of the church should be actively encouraged. (Structural)
4. The implementation of structured methods of generating income, such as tithes and offerings, is recommended for the functioning of the church. (Finance)
5. The implementation of a robust and open financial and accounting control system is vital for the church. (Finance)
6. It is recommended that the church organize events in which new members are granted membership certifications. (Operational)
7. Sermons delivered within the church setting should prioritize the promotion of increasing membership base, among other objectives. (operational)

8. It is recommended that the church implement a Sunday school program, consisting of a structured group Bible study session held either before or after the church service. (Operational)
9. The establishment of well-defined departments or divisions within the church is vital in order to foster an environment that promotes and facilitates voluntary service, allowing individuals to utilise their unique abilities and talents. (operational)
10. The church need to exhibit proficient leadership techniques that have a favourable impact on individuals' behaviour. (Behavioural/Attitudinal)
11. The promotion of factors that foster unity between church members should be prioritised by the church. (Behavioural/Attitudinal)

Items removed from the Effectiveness of domain scale:

1. The church implemented efficient administration and information management systems (Structural)
2. The church actively involved various stakeholders, such as Leaders of church departments, the Ministerial team, the governing board, Deacons, Elders, and lay members. (Structural)
3. The church initiated endeavours to enhance the capabilities of our pastors and leaders in order to enable them to effectively fulfil their assigned responsibilities. (Operational)
4. The church complied with legal, operational standards, and mandates from the law. (Operational)
5. The church implemented a robust and open financial and accounting control system. (Finance)
6. The church implemented structured methods of generating income, such as tithes and offerings (Finance)

The EFA was conducted again, this time excluding the aforementioned elements. The findings validated the four-dimensional framework as originally proposed by Sharma and Singh (2019) in a theoretical context. The Kaiser-Meyer-Olkin (KMO) test for sampling adequacy (MSA) produced readings of 0.942 and 0.959 for the importance and effectiveness scales, correspondingly. The four dimensions of the importance scale explained 59.167% of the variance among the items, while the four dimensions of the effectiveness scale also explained 65.011%.

The Bartlett's Test of sphericity demonstrated statistical significance, and all communalities exceeded the minimum threshold of 0.500. The four variables that were identified during the exploratory factor analysis (EFA) in this study are consistent with the theoretical proposal put forward in this research. Factor 1 encompasses items 1 to 7 on the significance scale, namely pertaining to the structural domain, which accounts for 42.670% of the overall variation. Factor 2 includes items 8 to 15, which represent the operational domain (which contributes 6.209% of the variation). Factor 3 includes items 16 to 19, referring to the behavioral or attitudinal domain (which contributes 5.504% of the variation). Factor 4 includes items 20 to 21, representing the financial domain (which contributes 5.784% of the variation). For the effectiveness scale, Factor 1 includes items 1 to 11, referring to the operational domain (which contributes 50.457%). Factor 2 indicates items 12 to 18, which represent the structural domain (which contributes 5.799% of the variation). Factor 3 includes items 19 to 23, referring to the behavioral or attitudinal domain (which contributes 4.614% of the variation). Factor 4 includes items 24 and 25, representing the finance domain (which contributes 4.139% of the variation).

The factor loadings are presented in Tables 4.1- 4.3.

Table 4.1

Final Factor Loadings Specifying the Pattern Matrix Based on PCA with Varimax Kaiser Normalization Rotation for the 21 Items Contained in the Importance of Domains Scale (N = 844)

No.	Items	Component			
		Structural Domain	Operational Domain	Behavioural/ Attitudinal Domain	Finance Domain
1.	The importance of a clearly defined and effectively communicated vision and mission for the church cannot be overstated.	**.754**	.238	.162	.172
2.	The implementation of an Organogram with well-defined lines of reporting is recommended for the effective functioning of the church.	**.697**	.150	.248	.189
3.	The necessity for the church to function with a proficient leadership and management team is imperative.	**.691**	.398	.221	.016
4.	The necessity for the church to function with a proficient governing entity is imperative.	**.655**	.251	.184	.084
5.	The church needs to work in accordance with well-defined policies and processes, encompassing areas such as finance, administration, and human resources.	**.654**	.248	.260	.215
6.	The implementation of a strategic plan is crucial for the effective functioning of the church.	**.625**	.306	.211	.103
7.	The church ought to engage in endeavors aimed at enhancing the capabilities of pastors and leaders in order to effectively fulfill their assigned responsibilities.	**.554**	.350	.256	.168
8.	The implementation of a systematic approach within the church is necessary to ensure the proper visitation and follow-up of its members.	.304	**.705**	.109	.067
9.	The establishment of a structured framework within the church to acknowledge and facilitate a sense of belonging for newcomers (Hospitality) is deemed necessary.	.200	**.694**	.349	.016

No.	Items	Component			
		Structural Domain	Operational Domain	Behavioural/ Attitudinal Domain	Finance Domain
10.	The church facility must to be safeguarded, welcoming, and properly maintained.	.269	**.693**	.336	.086
11.	The proposition suggests that the church should engage in focused evangelism and outreach initiatives.	.285	**.682**	.083	-.018
12.	The implementation of a robust welfare system within the church is imperative.	.244	**.609**	.082	.380
13.	The church ought to engage in endeavors that have a significant influence on the society in which it is situated, thereby fulfilling its social obligation.	.196	**.547**	.278	.234
14.	The active participation of many stakeholders, including Leaders of church departments, the Ministerial team, the governing board, Deacons, Elders, and lay members, should be promoted by the church in order to enhance its operational effectiveness.	.395	**.525**	.381	.045
15.	It is imperative that church services and programming adhere to the designated time frame, since timeliness is of utmost importance.	.200	**.507**	.127	.317
16.	The church need to actively encourage elements that facilitate the cultivation of a favorable emotional bond among its members towards the church in its whole.	.243	.194	**.766**	.123
17.	The church ought to actively encourage elements that facilitate the cultivation of a favorable emotional connection among its employees towards their job responsibilities, sometimes referred to as job satisfaction.	.296	.147	**.755**	.116
18.	The church ought to actively foster unity and collaboration among its diverse workforce, which includes both volunteers and paid employees.	.123	.192	**.724**	.065
19.	The church ought to comply with legal and operational prerequisites as well as statutory duties.	.323	.250	**.608**	.053

No.	Items	Component			
		Structural Domain	Operational Domain	Behavioural/ Attitudinal Domain	Finance Domain
20.	It is suggested that the church should establish a commercial venture with the purpose of earning additional income to complement its principal revenue stream, namely tithes and contributions.	.107	.025	.104	**.836**
21.	The church ought to formulate and execute an annual program consisting of various activities, accompanied by a matching budget, prior to the commencement of each year.	.288	.282	.102	**.575**

Note. Data for Exploratory Factor Analysis (Importance Scale) obtained from Participants' Responses to the Survey Instrument.
Note. Items loading over 0.40 are highlighted.

Table 4.2

Final Factor Loadings Specifying the Pattern Matrix Based on PCA with Kaiser Normalization Rotation for the 25 Items Contained in the Effectiveness of Domains Scale (N = 844)

No.	Items	Component			
		Operational Domain	Structural Domain	Behavioural/Attitudinal Domain	Finance Domain
1.	The church implemented a systematic approach to assure the completion of member visiting and follow-up activities.	**.774**	.174	.255	.150
2.	The church implemented a structured approach to acknowledge and foster a sense of belonging among newcomers (Hospitality).	**.729**	.109	.368	.135
3.	The church possessed a welfare system that demonstrated effectiveness.	**.652**	.257	.303	.061
4.	The church engaged in several activities aimed at influencing the society in which it operated, demonstrating a sense of social duty.	**.651**	.341	.329	-.003
5.	The church possessed formed sections or divisions that facilitated and authorized individuals to engage in voluntary service, utilising their unique abilities and capabilities.	**.643**	.350	.275	.035
6.	The church implemented focused evangelistic and outreach initiatives.	**.619**	.290	.196	.258
7.	The church organised membership events during which new members were provided with membership certifications	**.594**	.268	.161	.292
8.	The church maintained a long-standing Sunday school program, which consisted of a group Bible study session held either before or after the church service.	**.573**	.328	.143	.012

No.	Items	Component			
		Operational Domain	Structural Domain	Behavioural/Attitudinal Domain	Finance Domain
9.	The delivery of sermons inside the church setting played a significant role in promoting our ongoing membership push, among other strategies employed.	**.565**	.300	.185	.150
10.	The church facility was found to be secure, welcoming, and properly kept.	**.544**	.302	.324	.122
11.	The church services and programs adhered to the designated schedule, demonstrating timeliness.	**.526**	.291	.345	.046
12.	The church functioned under the administration of a proficient governing team.	.277	**.721**	.177	.214
13.	The church functioned with a proficient leadership and management staff.	.332	**.716**	.216	.119
14.	The church functioned in accordance with a formulated corporate strategy.	.372	**.716**	.229	.090
15.	The church functioned in accordance with established regulations and processes, including those related to finance, administration, and human resources.	.311	**.696**	.351	.093
16.	The church possessed a vision and mission that were characterised by their effective written expression and clear communication.	.135	**.691**	.269	.258
17.	The church functioned using an Organogram that incorporated clearly defined channels of reporting.	.354	**.673**	.276	.130
18.	The church effectively utilise established avenues for communication to ensure individuals were adequately informed about happenings	.389	**.593**	.318	.146
19.	The church implemented strategies that facilitated the cultivation of a favorable emotional connection among its employees towards their respective job roles, hence enhancing job satisfaction.	.341	.262	**.777**	.101

No.	Items	Component			
		Operational Domain	Structural Domain	Behavioural/Attitudinal Domain	Finance Domain
20.	The church actively encouraged many elements that facilitated the cultivation of a favorable emotional bond among its members.	.297	.342	**.732**	.163
21.	The church fostered a sense of unity and collaboration among its various departments of employees.	.319	.219	**.730**	.169
22.	The church actively encouraged many elements that fostered a sense of cohesion and solidarity among its members.	.400	.307	**.697**	.040
23.	The church exhibited proficient leadership approaches that had a constructive impact on individuals' behavior.	.371	.395	**.651**	.036
24.	The church employed structured methods of generating income, such as the collection of tithes and offerings.	.074	.127	.264	**.838**
25.	The church created and executed an annual program consisting of several activities, accompanied by a matching budget, prior to the commencement of each year.	.264	.319	-.052	**.742**

Note. Data for Exploratory Factor Analysis (Effectiveness scale) obtained from Participants’ Responses to the Survey Instrument.
Note. Items with loading over 0.40 are highlighted.

The four-item human development scale, which was a unidimensional scale was also subjected to a PCA to determine if the items will load correctly on the scale. The Kaiser-Meyer-Olkin MSA was 0.806, indicating that the test's sample size was adequate. The Bartlett's Test of Sphericity yielded a significant result: X2(n =844) = 1772.377 (p = 0.000), confirming that the scale is appropriate for factor analysis. The loadings of factors are shown in Table 4.3.

Table 4.3

Factor Loadings Showing the Component Matrix Based on PCA for the Four Items within the Human Development Measure (N = 844)

No.	**Items**	**Component** Human Development
1.	During the period spanning from 2010 to 2020, our church implemented proactive measures aimed at preserving and augmenting its membership base, with the objective of ensuring the continued availability of individuals who require or endorse interventions pertaining to human development	**.896**
2.	During the period spanning from 2010 to 2020, the church implemented proactive measures aimed at enhancing the proficiency of its leaders in the areas of business management and diverse leadership approaches.	**.849**
3.	Between the years 2010 and 2020, the church exerted a significant influence on the process of character development in individuals by means of moral values construction.	**.840**
4.	Between the years 2010 and 2020, the church exerted a positive influence on various aspects of individuals' life, including their economic well-being, health status, educational attainment, social interactions, and political engagement.	**.830**

Note. Data for Principal Component Analysis (Human Development Scale) Obtained from Participants' Responses to the Survey Instrument.

Note. Items with loading over 0.40 are highlighted.

4.3.5 Reliability of the Church Organisational Effectiveness (COE) Scale

The Cronbach's Coefficient alpha was estimated to define the reliability of the COE Scale, the most commonly utilised type of internal consistency reliability. This metric reflected the COE's consistency with 50 items. Because the COE contained 50 Likert-type items, Alpha was employed. The mean association between each item and all other items was used to get the alpha for the COE scales. Cronbach's alpha, which assesses reliability based on internal consistency, gives a decent approximation of scale consistency (Nunnally, 1994). Cronbach's alpha of 0.70 or higher was deemed fit in this study (Nunnally, 1994). Scale scores were generated for the entire COE Scale (50 items) and for three COE scales individually, and all indicated an acceptable level of internal consistency throughout the sample with values within the appropriate alpha coefficient level (Nunnally, 1994).

Table 4.4 below presents the scale reliability results of the COE scales

Table 4.4

Scale reliabilities of the COE Scales

Scale	**Number of Items**	**Cronbach alpha**
COE - Church Organisational Effectiveness	50	.952
COEID - Importance of Domains	21	.922
COEED - Effectiveness of Domains	25	.957
COEHD - Church operations that support human development	4	.874

Note. Data for Four Scales Reliability Analysis Obtained from Participants' Responses to the Questions in the Survey Instrument.

When examining item-specific variation in a unidimensional test, Cronbach's alpha is a useful metric of reliability. It is a valuable index for developing scales that assess a single trait dimension (Nunnally & Bernstein, 1994). The reliability coefficient of Cronbach's alpha is typically between 0 and 1, with no smaller limit. The more the coefficient is closer to 1.0 the greater the internal consistency of the scale's items. Alpha is calculated using the following equation = rk / [1 + (k -1) r], where k represents the number of items and r represents the mean inter-item correlations. George and Mallery (2003) suggest the following guidelines for interpreting alpha values: "Excellent ($\geq$ .9), Good ($\geq$ .8), Acceptable ($\geq$ .7), Questionable

($\geq$ .6), Poor ($\geq$ .5), and Unacceptable ($\leq$ .5)". The study's COE sub-scales (COEID, COEED and COEHD) had excellent and good coefficient alpha values.

4.4 Qualitative Study Results

The researcher employed a semi-structured interview protocol to facilitate face-to-face, deep conversations with a sample of 20 pastors and church leaders. The selection of participants was done through purposeful sampling, ensuring that they were suitable for addressing the research questions 1, 2, and 3 as indicated in chapter 1. This approach was adopted to meet the qualitative requirements of the investigation. The primary drive of the qualitative phase in this sequential investigation was to collect data in order to construct and authenticate a survey instrument for the subsequently quantitative phase of the investigation which aimed to provide the basis to extend the results to a larger population sample. The questions centred on church organisational characteristics that support OE. Participants represented twenty (20) churches, twelve (12) belonging to the National Association of Charismatic and Christian Churches (NACCC) and eight (8) to the Christian Council of Ghana (CCG). While the churches belonging to NACCC are Charismatic/Pentecostal oriented, those belonging to CCG are rooted in the Orthodox/Protestant faith. As a mixed-methods study, these participants were selected from the target population who met the criteria of having direct theological and leadership responsibilities and influence over church practice.

The qualitative study outcomes are presented in a way that precisely corresponds to the listed research questions.

The initial sector of the report presents details regarding the enrollees involved in the study, as well as a comprehensive synopsis of the results. The subsequent sector details the specific findings derived from the analysis, organised in accordance with the three study questions. To help explain the results, the identified themes and sub divisions are intricately connected with the presentation's content and substantiated with excerpts derived from the interview transcripts. The excerpts, which contain the verbatim responses of respondents, were chosen per the principles of authenticity, which ensure that each quotation offers clear insight into the prevailing patterns observed in the data (Lingard, 2019). All participants are assigned alphanumeric codes, i.e., the letter IR and a number based on the order of the interviews, to assure the anonymity of participants. For instance, IR-2 is the second participant. To provide context, each quoted participant's theological orientation/ecumenical body affiliation is included in parentheses.

4.4.1 Demographic Profile of Participants

The demographic data of the respondents is given in Table 4.5, including their gender, church roles, and length of membership. The profile also emphasises the number of years the churches have been operational and their numerical sizes.

The gender composition of the participants in this study reveals a significant majority of males (95%), suggesting a potential male dominance in church leadership roles. This indicates that male leaders may predominantly influence the churches' decision-making processes and organisational performance, while female respondents comprise only 5% of the participants.

Regarding roles, most participants (90%) are clergy, with 10% serving as head pastors and 80% as pastors. Other positions held by respondents include administrators (5%) and elders (5%), reflecting diverse functional leadership roles that impact the effectiveness of church systems and structures.

The respondents exhibit a range of durations of church membership, spanning from no less than 10 years to over 30 years. The largest proportion of respondents, comprising 45%, possess a membership experience of 16-30 years, while 40% of respondents report a membership duration of 10-15 years. A notable 15% of respondents have been members for at least 30 years, suggesting their extensive experience and credibility in identifying and discussing organisational factors that have influenced their churches over the past decade.

The churches examined in this study exhibit varying operational lengths, spanning no less than 10 years to 100 years. While 50% of the churches fall within the 10-50-year range, 45% have been operating between 51 and 100 years. Only 5% of the churches have existed for a century or longer, indicating a range of experiences that can contribute to establishing indicators of church organisational effectiveness and their potential impact on human development.

The numerical size of church membership ranges from 100 to over 1,000 members. Churches with 100-500 members constitute 45% of the total, those with 501-1000 members account for 30%, and finally, 25% have over 1,000 members. The size range of church membership highlights the potential influence of organisational systems and structures on numerical growth.

Table 4.5

Background Characteristics of Interview Participants (N=20)

Characteristics	Frequency (%)
Sex	
Male	19 (95)
Female	1 (5)
Role in the church	
Head Pastor	2 (10)
Pastor	16 (80)
Administrator	1 (5)
Elder	1 (5)
Years of church membership (Min=4; Max=40)	
10 – 15	8 (40)
16 - 30	9 (45)
30+	3 (15)
Years of church existence (Min=25; Max=175)	
10 – 50	10 (50)
51 – 100	9 (45)
100+	1 (5)
Church Membership size (Min=150)	
100 – 500	9 (45)
501 – 1000	6 (30)
1000+	3 (25)

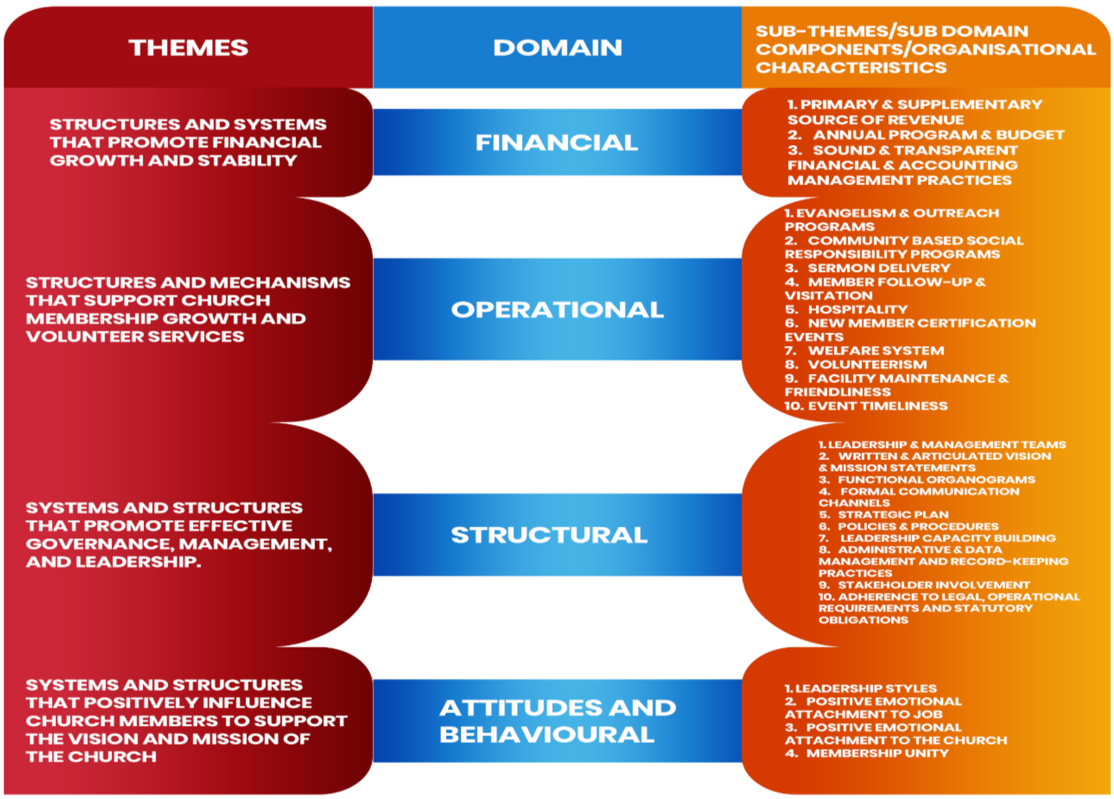
Note. Extracted from the Analysis of the Demographic Information Derived from the Responses of Participants to the Questions in the Survey Instrument.

4.4.2 Findings

Organisational characteristics refer to the unique features that arise from the interaction between stakeholders and the systems and structures of an organisation aimed at achieving organisational goals (Suhartini & Arati, 2017). These features can vary in definition, but they all have the potential to impact organisational performance, leading to greater effectiveness (Gachoka et al., 2018; Jurado-Caraballo & Rodríguez-Fernández, 2021). Despite having different theological orientations, all participants attested to four-grouped organisational characteristics of churches: financial, structural, operational, and behavioural/attitude (refer to Figure 4.1). Based on their narratives, they determined that each of these categorised dimensional features consisted of a variety of sub-features that were both universal and, in some cases, unique to each church (refer to Figure 4.1)

Figure 4.1

Themes, Domains and Sub-Themes/Sub Domains/Organisational Characteristics



Note. Information Extracted from the Analysis of Interview Transcripts.

As further established by the narrative, the functionality of these multi-dimensional OE factors significantly drives the performance of the church with particular reference to its sustainability and contribution to human development.

Findings per Research Questions

RQ1: What are the key determinants of OE in churches in Accra, Ghana, from 2010-2020?

The data analysis revealed that the OE of the church is underpinned by four themes, each of which possesses a holistic domain organisational capacity. The initial two themes that have been identified encompass systems and processes that facilitate financial development and stability within the context of the Financial Domain, as well as systems and processes that foster the expansion of church membership and the provision of volunteer activities within the Operational Domain. The last two themes encompass the domains of structural and attitudinal/behavioral aspects. The Structural Domain focuses on structures and processes that facilitate successful governance, management, and leadership practices within the church. On the other hand, the Attitudinal/Behavioral Domain pertains to procedures and arrangements that encourage church members to actively endorse and contribute to the church's vision and mission. Each thematic domain is holistic because its functionality is founded on distinct but interconnected characteristics. Multiple in nature and captured as subthemes in the analysis, these interconnected characteristics appear to be shared by all churches, except for a few instances where distinctions exist. The subsequent section outlines the four overarching themes and their respective subthemes that encapsulate the comprehensive variables influencing the organisational efficacy of the church.

Theme 1: Systems and Processes that Facilitate Financial Development and Stability. Participants elucidated the financial measures instituted by the churches to foster financial resource mobilisation, prudent use, and efficient management of these funds. Participants noted that the methods for mobilising financial resources range from using a formalised weekly and monthly revenue-generating system in the form of dues, tithes, and offerings to business-generating activities (refer to Figure 4.2). The formalised weekly/monthly financial resource mobilisation mechanism is the church's primary revenue source, while the business-generating mechanism is a supplement. The principal and supplemental revenue sources reported by participants are presented as sub-theme 1.

Figure 4.2

Financial Theme and Sub Themes

Note. Information Extracted from the Analysis of Interview Transcripts.

Sub-Theme 1: Formalised Primary and Supplementary Source of Revenue. Participants opined that distinct strategies and structures characterise the primary source of income. According to IR-4 (Charismatic/Pentecostal), these include tithes, seed sowing, and giving of first fruits:

> *Our financial system operates in three dimensions: money comes in, which we manage, and then multiply. Money comes through tithing, offertory, seed sowing, first fruit, sacrifice, etc.* (IR-4, Charismatic /Pentecostal)

Donations, harvest events, and membership dues are also significant methods and sources of revenue generation. Participant IR-5 (Orthodox / Protestant) established this:

> *So, our primary source of revenue is tithing. Yes, we have tithe and then offering, but other donations come from Parishes. My church practices what we call harvest, the fundraising harvest; that is what we use to raise money to support projects in the church. People also pay dues, monthly dues, so these are some of the ways.* (IR-5, Orthodox/ Protestant)

Participants revealed additional mechanisms for generating revenue to supplement the primary source. Although these are also formal measures, their nature and operations are distinct. The church models the supplementary source of income after income-generating businesses (IGBs), where capital is invested in business operations to generate profits. IGBs can range from commercialising recreational and related facilities to commercialising services such as using a church choir. Participant IR-1 (Orthodox / Protestant) encapsulated this type of IGB succinctly:

> *Yes, the church has schools that she operates, and secondly, we have extensive premises that the people rent for recreational activities; our church has several groups available for hire, including the Church Choir, Christian Youth Builders, the Great Choir, and the Good News choir. You can write an official invitation to request their presence if you need them for birthday parties or funerals. All these generate income for the church.* (IR-1, Orthodox/ Protestant)

Participant IR-7 (Orthodox/Protestant) reaffirmed the emphasis of IGB operations within the church to commercialise facility use to supplement the primary source of revenue generation:

> *There is an event centre and church compound rented out as part of the income generation business that supplements the primary source of revenue.* (IR-7, Orthodox/ Protestant)

Some participants acknowledged that while some congregations utilise IGB as a supplementary revenue source, others do not. This implies that some churches rely solely on their primary source of financial mobilisation to operate. This information submitted by IR-6 (Charismatic/Pentecostal) captures this perspective:

> *Apart from our weekly Thanksgiving and seed sowing, we do not have any structured income-generating business under the church*

> *for now, though we sometimes do some fundraising for special events.* (IR-6, Charismatic /Pentecostal)

Participants discussed two major financial applications concerning the prudent use and effective management of funds mobilised: annual budgeting and transparent financial and accounting management practices. Subtheme 2 focuses on the fundamentals of annual budgeting, whereas Subtheme 3 discusses sound, transparent financial and accounting management practices.

Sub-Theme 2: Develop and Implement Yearly Program (Activities) Accompanied by Budget Allocation before the Commencement of every Calendar Year. The annual program and budgeting event consist of forecasting activities to be implemented by the church for the year with a corresponding budget line before the beginning of each year. For branches of a central church, also known as the headquarters, the main church prepares the annual program of activities and budget and sends it to all the branches at the various decentralised levels for implementation. Participant IR-1 (Orthodox/Protestant) expressed this in a precise manner:

> *Headquarters has a budget, and the presbytery also has a budget, so we take the budget from the headquarters, and then the presbytery looks at it. The presbytery also prepares its budget and gives it to the districts; the districts sit down and prepare their budget, so we have a copy of this Bubuashie parish right now.* (IR-1, Orthodox/ Protestant)

The annual program and budget system enables the church to plan activities systematically, source matching funds, and operate within the limits of its finances. Participant IR-2 (Charismatic/Pentecostal) expressed thus:

> *What we do is that after we have come out with our yearly program, we then budget for all activities on the program. We look for sponsors either within or outside the church. All sponsors' monies go into a particular account (budget account) and are used as and when.* (IR-2, Charismatic /Pentecostal)

Not every church adheres to the financial management practice's annual program and budget framework. Other churches, as confirmed by IR-3 (Charismatic /Pentecostal), subscribe to a system in which church programs are operated based on whatever income is periodically generated. Such congregations do not adhere to a culture of activity forecasting and financial planning:

> *The church does not run on a planned budget; the church is run based on the income that comes periodically to the church. We do not have a yearly budget; we prepare monthly budgets based on available income.* (IR-3, Charismatic /Pentecostal)

Sub-theme 3: Sound and Transparent Financial and Accounting Management Practices. All participants confirmed that their churches adhere to the rules and principles demanded by best financial practice to demonstrate transparency in financial operations and apply sound management principles in managing the financial and accounting portfolio. The operational system includes monthly reconciliations, bank deposits and withdrawals using cheques and holding accountability meetings with leadership and management. Participant IR-4 (Charismatic /Pentecostal) very well explained this:

> *As for financial management, once every month, we do that. Moreover, the system we have created by allowing all our money to go to the bank makes the financial system very easy to assess because we know how much money goes to the bank at the end of every year. We only spend money once it has been deposited at the bank. In addition, our cheques indicate the amount withdrawn. So, it directly tells us how much money came in from January 1st to December 31st, and then because of our cheques that we have written or our cheques that we have issued out, we can know how much money we have taken. So, the income and expenditure are direct. However, we record everything we use the money we have brought from the bank for, but sincerely, we do not account to the entire church but to the top management.* (IR-4, Charismatic /Pentecostal)

Participant IR-1 (Orthodox/Protestant) further highlighted the application of check and balance measures to forestall financial improprieties as part of the financial management systems. The measures encompass appointing financial committees, a financial secretary and an internal auditor to monitor and manage how funds are mobilised and used. These measures are operationally empowered and guided by a constitution:

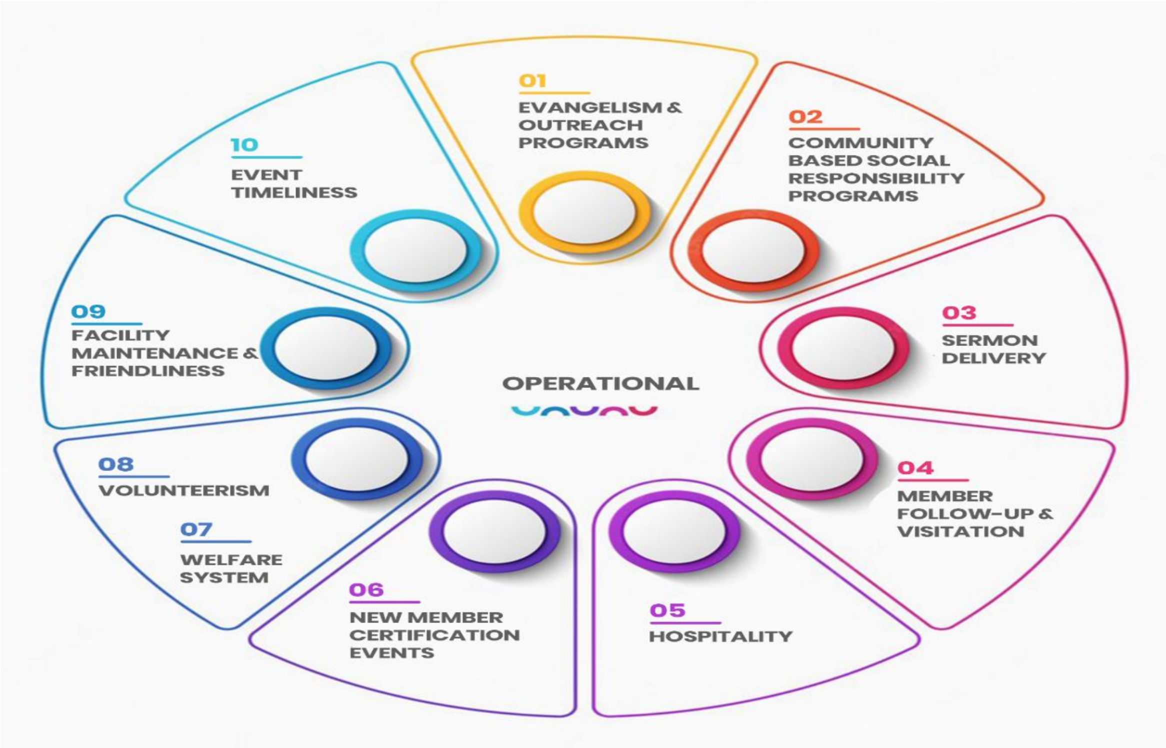
> *Per our church's constitution, we have a finance committee comprising the head pastor and the catechists. The treasurer is*

> *elected at our session meeting, then the financial secretary and the internal auditor. These are the elected positions, and they run that position for 3years. There is a weekly roaster for those who count money and render accounts to the treasurer. One person does not continue to count money every day, so at the end of each Sunday, all income must be read to the congregation. Then per the constitution, there should be quarterly reports to the congregation, and at the end of the year, auditors are sent from the headquarters to audit the accounts.* (IR-1, Orthodox/ Protestant)

Theme 2: Frameworks and Processes that Foster the Expansion of Church Membership and the Provision of Volunteer Activities (Operational Domain). Participants disclosed characteristics designed to mobilise new church members and actively sustain the membership base (refer to Figure 4.3).

Figure 4.3

Operational Theme and Sub Themes



Note. Information Extracted from the Analysis of Interview Transcripts.

Some formalised mixed activities are carried out either by default or purposefully to advance this agenda. While participation in events such as evangelism and outreach programs, community-impacting social responsibility programs, and sermon delivery drive the recruitment of new members, maintaining the membership base is also accomplished through various actions. These include member follow-up and visitation, hospitality, new member certification events, the welfare system, volunteering services, facility maintenance and friendliness, and event punctuality. The practical application of these attributes, as discussed by the participants, is offered under the subsequent subthemes:

Sub-Theme 1: Evangelism and Outreach Programs. As participant IR-1 (Orthodox/Protestant) indicated, either the whole church or groups within the church organise evangelistic outreach programs to solicit new church membership. These outreach programs are periodically organised, either on a monthly or quarterly basis.

> *We organise programs at the group levels, e.g., church choir, Goodnews Choir, the Great Choir, Women's Bible Class, Christian Youth Builders, Men's Fellowship and the Students Union; they all play their part in evangelism to win souls. Some groups sometimes go outside to propagate the gospel and establish a congregation. Evangelism is also through revivals, where we do an open-air crusade to win souls for Christ.* (IR-1, Orthodox/ Protestant)

A dedicated officer, such as an outreach director, designs and implements all evangelistic-based outreach programs. Such officers, as indicated by participant IR-6 (Charismatic/Pentecostal), document and report on all activities to the management of the church:

> *We have months that we have set aside for evangelism. Besides that, we organise family and friends' services, where each member will bring one friend or a family member to church. We also have our outreach programs quarterly. We go for souls by speaking the word to non-churchgoers especially. We also have an outreach director who works with all branches to ensure our outreach programs are effective. He presents a monthly report to the headquarters on that.*
> (IR-6, Charismatic /Pentecostal)

Sub-Theme 2: Implement Community-Impacting Social Responsibility Programs. The church utilises the concept of corporate social responsibility to boost its evangelistic-based outreach programs within the communities. Free medical services are a vital component of these community-impacting social responsibility programs, as participant IR-12 (Orthodox/Protestant) revealed.

> *We conduct medical outreaches, assembling a team of doctors, nurses, and pharmacists and working with pharmaceutical companies to get medications. We then invite people within our catchment area to be screened for free and receive medication for free. And then we also have a set-up where the church nurses and doctors are available for members after Sunday services to hold check-ups on specific periods.* (IR-12, Orthodox/ Protestant)

Besides, the distribution of free clothing and food to the needy in the community of interest is also another channel for recruiting new church members, as revealed by participant IR-12 (Orthodox/ Protestant):

> *We have something called 'Clothing the Cold' where we solicit clothes, shoes and related accessories and then distribute them to our community's needy people. We also have what we call the 'Easter Soup Kitchen', where we would mount a food shed and share free food, and then during those periods, we usually use it to talk to people about Christ.* (IR-12, Orthodox/ Protestant)

The choice of a community of interest for access to corporate social responsibility support, as revealed by participant IR-11 (Charismatic /Pentecostal), is determined by the church based on the economic status of the area and prevailing circumstances:

> *The church is situated in a Muslim community, and the gospel teaches us to love, so when it comes to our social responsibility, we first look at the people in this community. Per the economic status of this poor community, every year, on Easter Monday, we will have a health outreach for the community for free. We invite the community through their leaders and bring doctors for regular medical checks. Every Christmas, too, we have what we call 'the love feast' whereby we throw an open party on our compound for both church members and the community. During the Covid-19 period, we fed the community more than twice, giving them a bag of rice and oil. We have visited the chief Imam.* (IR-11, Charismatic /Pentecostal)

Sub-Theme 3: Sermons Delivery. Sermons delivered by pastors are well-tailored to address pertinent needs of people and therefore engender a positive emotional response such as revealed by participants IR-1 (Orthodox/ Protestant) and IR-9 (Charismatic /Pentecostal), respectively below:

> *Our sermons contribute a more significant factor to promoting our membership drive because when you preach by the Holy Spirit, it can touch someone in bondage to be free.* (IR-1, Orthodox/ Protestant)

> *Bishop is a teacher of the word. Honestly, that is why some of us are around. Some form of inspiration does not carry us away. It is the sermon that has kept some of us around. It is Bishop's sermon that has kept our church going. Until recently, he introduced 'read my bible again'. That introduction was an in-depth study of the word of God again after all these years, so when I follow him on it, it takes the bible to another dimension.* (IR-9 Charismatic /Pentecostal)

Sub-Theme 4: Hospitality—Welcoming Newcomers. Hospitality is a means of making new people feel welcome for the first time during their visit at the end of church services. Per these, designated hospitality officers interact with these new people and create an environment to make them feel like a part of the church, so they can easily decide to join. The hospitality team's mandate is summarised by participants from two Charismatic/Pentecostal Churches, IR-2 and IR-11:

> *After a new member has accepted Christ and has come to stay with the church, we assign them to an individual department depending on the person's gift and where they will want to serve. In that way, they feel part of the church. Also, our church system is based on love, so the warm welcome and the love shown to them will make them feel at home. Also, we do one-on-one meetings with them to find out how the church can help in terms of their fiscal needs, for which we assist them in so many ways and pray with them.* (IR-2, Charismatic /Pentecostal)

New people are welcomed every Sunday during our church announcement. They are taken to the pastor in charge of the evangelism team after church service for at least a five (5) minutes meeting, where they are refreshed to give them good memories. After that, the age bracket of the new person is considered and introduced to a department that will serve their needs until they are integrated into the entire family. (IR-11, Charismatic /Pentecostal)

Sub-Theme 5: Member Follow-up and Visitation. Member follow-up and visitation, according to participants, is a system whereby a department with a leader is dedicated to following up and visiting people who visited the church and expressed their willingness to be part of the congregation. Among others, members of this department see to the needs of new members and the elderly. This department aims to retain church membership. Participant IR-1 (Orthodox/Protestant) attested to the effectiveness of such departments:

Yes, there is a visitation and follow-up system. For instance, after the open-air crusade, when a member decides to join the church, we take the details, and then the church's evangelism committee visits. When first-time members attend the Sunday service, their details are taken and treated with special care. A ministry of visitation also visits the aged to pray and strengthen them. Sometimes non-church members are also visited and prayed for, and the word is shared with them. Through that, they become

> *church members, sometimes not necessarily our church.* (IR-1, Orthodox/ Protestant)

Participant IR-8 (Charismatic/Pentecostal) reiterated that the follow-up system is also for monitoring purposes:

> *Our system is such that we have the hospitality group which receives them. The next thing is to look for our cells near where the person stays and encourage the person to join so that he/she can be monitored.* (IR-8, Charismatic /Pentecostal)

Sub Theme 6: New Member Card or Certificate Events. Participants submitted that new member cards or certificate events constitute a formal recognition system of new people as church members. Completing a course on membership modalities and benefits designed for all new members always comes before the event. Participant IR-9 (Charismatic/ Pentecostal) firmed up the functionality of the system to officially approve people as members:

> *Yes, at the close of the new life class, there is what we call 'membership acceptance day', where the person's baptismal certificate, membership certificate and the new life class certificate are handed over to them at a ceremony on Sunday evening after 4 pm. The person is then officially accepted to the church membership.* (IR-9, Charismatic /Pentecostal)

Participant IR-10 (Charismatic /Pentecostal) reiterated the focus of the new member card or certificate events:

> *We ensure all our new members are given a membership certificate, which is given to them after they have gone through our maturity class to understand our belief system and what we stand for. They are also baptised when the need be.* (IR-10, Charismatic /Pentecostal)

Sub Theme 7: An Efficient and Effective Welfare System. A welfare system enables the church to fulfil its social responsibilities to its members. Funds are set aside and distributed to members in times of need caused by various circumstances, such as bereavement, educational requirements, or happy occasions such as birthdays or weddings. The result is to maintain the church's membership drive. Participant IR-5 (Orthodox/Protestant) threw light on the different areas of assistance offered by the welfare system.

> *Yes, for this church, this is how we practice our welfare. When somebody marries, you have something to give to the person. When somebody is bereaved, we have something to give to the person. If a church worker dies and they have dependents, the church raises funds to set up an educational fund for their education. So with that fund, that money will go into investment to help take care of the children. We also have an educational fund here, where needy people needing support get support for their education.* (IR-5, Orthodox/ Protestant)

The funds used in running the welfare system are mobilised from members, as revealed by participant IR-6 (Charismatic/Pentecostal):

> *Our members' welfare is paramount to our Bishop, so we support the needy and students within the church. Aside from that, we also have a welfare system where we receive contributions from members. We use these contributions to support the less privileged among our members. We also encourage members who are already into sewing, baking, carpentry etc., to help train some members who have an interest in those fields.* (IR-6, Charismatic /Pentecostal)

Additionally, funds used in running the welfare system are also supported by the church, which covers a percentage of the total cost to be paid per church member. Participant IR-1 (Orthodox/Protestant) articulated thus:

> *We have an effective welfare system. For instance, in this parish, all members are registered with an insurance company where the individual and the church pay monthly premiums. The church pays a monthly premium of GHC. 4.50p for each member, and each member pays a monthly premium of GHC5. If a member is bereaved, we inform the insurance company for the release of funds to support the bereaved person.* (IR-1, Orthodox/ Protestant)

Sub-Theme 8: Well-Run Volunteer-Driven Departments. As per participants' views, volunteer-driven departments are areas where church members, as per their abilities, gifts, and interests, are offered the opportunity to serve the church voluntarily. Examples of such departments revealed by participant IR-4(Charismatic/Pentecostal) below include music, worship, ushering, protocol, prayer, visitation, and evangelism and missions.

> *We identify your gift and guide you to serve in one or two departments. The departments include music/worship; ushering and protocol; prayer department, visitation, and evangelism and missions. These are the five basic departments, and also the children's department.* (IR-4, Charismatic /Pentecostal)

Participant IR-1 (Orthodox/ Protestant) confirmed the operations of volunteer services in the church and submitted that:

> *Yes, we have departments or wings; we have ministries. E.g. the church choir is a ministry on its own, and members are offered the opportunity to improve on their gifts. Then the evangelism committee is also there for people good at preaching. That is where people are selected to preach even on Sundays, so we give room for people with particular abilities to perform.* (IR-1, Orthodox/ Protestant)

Sub-Theme 9: Secured, Friendly and Well-Maintained Facility. According to participant IR-13 (Charismatic/Pentecostal), the church keeps its facility and grounds tidy and welcoming to make everyone feel safe and welcome all the time.

> *It is well-maintained, secure and highly friendly. When we have church programs, we ensure the place, especially our washrooms,*

> *are kept neat for both members and visitors.* (IR-13, Charismatic /Pentecostal)

Moreover, according to participant IR-11 (Charismatic/Pentecostal), the church employs security cameras and personnel to watch over the facilities as part of its security measures.

> *Our facility is well-secured. It is exceptional. In as much as we have security personnel, on rare occasions, people break in and steal some items. We allow some people to park their cars and motorbikes in our yard so they see the place as their own. There has been an instance when the community came to our aid. During the Ga Homowo ban on drumming, when Ga fetish people came to seize some of our instruments, the community intervened, and they could not take the instruments away. Currently, our head of security is a retired military person who happens to be highly security conscious. We also have a camera.* (IR-11, Charismatic /Pentecostal)

Sub Theme 10: Church Services and Events Operate within the Prescribed Ttime (Timeliness). The timeliness of church services and events refers to starting and closing church services and events within the time stipulated. Participants IR-1 (Orthodox/Protestant) and IR-11 (Charismatic/Pentecostal) noted that timeliness is strictly adhered to by churches except under certain circumstances, such as holding a memorial service.

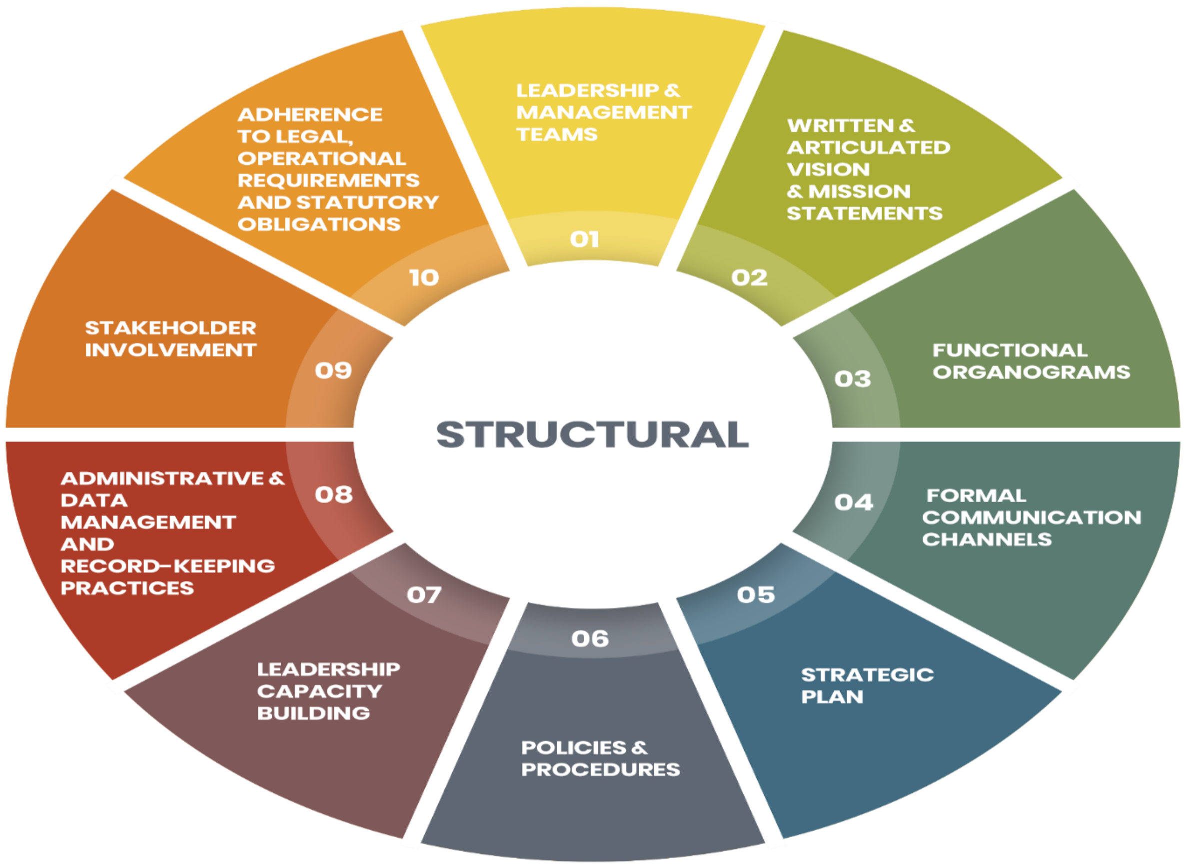
> *We follow a liturgical order, so anything outside is prohibited. Service within two hours unless special programs like memorial service or baptism exist.* (IR-1, Orthodox/ Protestant)

> *We strictly work with time. We only go up to two (2) hours for our evening service. We have two (2) services on Sundays; each service takes a maximum of two and a half (2.5) hours.* (IR-11, Charismatic /Pentecostal)

Theme 3: Structures and Processes that Facilitate Successful Governance, Management, and Leadership within the Church *(Structural Domain)*. Participants submitted that governance, management and leadership structures and systems constitute an integral part of the organisational characteristics of the church (refer to Figure 4.4).

Figure 4.4

Structural Theme and Sub Themes



Note. Information Extracted from the Analysis of Interview Transcripts.

The evidence of such elements in the church to substantiate their submission include using Leadership and Management teams, written and articulated vision and mission statements, functional organograms, formal communication channels, strategic planning, procedures and guidelines, and initiatives aimed at enhancing leadership capabilities. Additional areas of consideration include administrative practices, data management and record-keeping protocols, engagement of stakeholders, and compliance with legal and operational standards as well as statutory requirements. The following subthemes with corresponding quotes provide credence to the available systems and structures that drive good church governance, management and leadership.

Sub-Theme 1: Well-Written and Well-Articulated Mission and Vision. The church displays formal statements, including its mission and vision, on its walls to remind members of the purpose of the church and what they must strive to achieve. Participants IR-12 (Orthodox/Protestant) and IR-9 (Charismatic/Pentecostal) exemplified this practice well:

> *Yes, we have a constitution that spells out our vision and mission and helps to administer how things are done.* (IR-12, Orthodox/ Protestant)
>
> *Yes, we have our Mission statement, Purpose statement and Commission statement.* (IR-9, Charismatic /Pentecostal)

Sub-Theme 2: Leadership and Management Team. Leadership and Management committees serve as the governing arm of the church. They form policies and provide guidelines for the smooth administration of the church. The governing body is hierarchical and encompasses several positions. These positions may vary from one church to another in name but not in application. Participant IR-1(Orthodox/Protestant) outlined the mix of leadership positions and committees that exist in their church, such as the Standing Committee, Presbytery Executives, and General Assembly Council:

> *We are a democratic church, so we have structures that govern the church. At the helm of our affairs, we have the Standing Committee made up of the moderator of the general assembly, the clerk of the*

> *general assembly, and then the presbytery executives, who are members who constitute the top hierarchy, i.e., the decision-makers. Then from the standing committee, we have the General Assembly Council comprising all the presbyteries' moderators. The two lead ministers' representatives and heads of our institutions, i.e., the schools and hospitals, are also members of the General Assembly Council.* (IR-1, Orthodox/ Protestant)

Another participant, IR-10 (Charismatic/Pentecostal), cited the use of board members, administration, deacons and leaders as a mix of church governing structures:

> *We have the Board Members, Administrators, Deacons, and Leaders. All these involve pastors who make sure the church is governed as expected.* (IR-10 Charismatic /Pentecostal)

Sub-Theme 3: Organogram Featuring Well-Established Lines of Reporting. The organogram outlines clear reporting lines for management, leadership personnel, and church members. Participant IR-4 from a Charismatic/Pentecostal Church confirmed that the organogram facilitates chains of command within the church.

> *So, the organogram is Senior Pastor at the top, and all governing body members are on the same level. We have the founder, who happens to be me, and every other governing body member is on the same level. Then the deacons and deaconess follow at the next level, after which comes the subordinates. When you choose a*

> *pastor, there is a hierarchy to follow.* (IR-4, Charismatic /Pentecostal)

Sub-Theme 4: Inherent Mechanisms of Communication that Effectively Disseminate Information about Events, Activities, and Directions, So Ensuring Individuals are Well-Informed. Various communication channels exist to keep church members informed about events and meetings. These include verbal announcements, social media platforms, and church groups. Participant IR-4 (Charismatic/Pentecostal) confirmed this approach.

> *We use three different means. The first means is through church announcements at the end of the service and then through social media groups. The third is through the father and son group.* (IR-4, Charismatic /Pentecostal)

Participant IR-12, a member of the Orthodox/Protestant Church, recapped the various communication channels the church uses to share information:

> *We have various options for communicating with church members. One of the main communication channels is during our services, so we have segments of the service where we give announcements, and we do that in all of our services. We also disseminate it online, so whatever is shared in person, we put it on our WhatsApp groups and things like that to spread the word. We do not have a church WhatsApp group; however, we do have platforms for small groups within the church (i.e., ushers, and choristers) where we disseminate information.* (IR-12, Orthodox/ Protestant)

Sub-theme 5: Existence and use of Strategic Plan. Some churches acknowledge and implement formal strategic planning. The strategic plan is devised to provide long-term (10-year) or short-term strategic direction for the churches. This is what Participant IR-4 (Charismatic/Pentecostal) intimated:

> *We have developed a 10-year strategic plan, and inside that 10-year strategic plan, because it is a spiritual organisation, we ask God to help us. Within these ten years, we should be able to establish a minimum of 99 churches.* (IR-4, Charismatic /Pentecostal)

The senior pastor collaborates with all relevant church stakeholders to create a strategic plan. As described by a participant from an Orthodox/Protestant church (IR-12), this process involves input from various individuals within the church:

> *The congregation selects a senior pastor who leads us to do many things, including developing a strategic plan. So, as we speak here today, we have a strategic plan that the senior pastor helps us develop to lead us, and there are thematic areas in the plan that the church is following, such as evangelism.* (IR-12, Orthodox/ Protestant)

Sub-Theme 6: Existence and use of Policies and Procedures. The church develops the policy and procedures manual to guide its financial, administrative, human resource and related operations. Participant IR-4, who identifies as Charismatic/Pentecostal, explained the church's importance on these measures.

> *There are policies. When it comes to finance, we have a system that we operate. We operate a 60:30:10 financial arrangement. 10% is our tithe, we save 30%, and we use 60% to run the church. Then we have what we call the welfare policy. With the welfare policy, every member pays 5 cedis at the end of every month. Once you pay, when you are bereaved, there is an amount of money given to you. When it comes to leadership policy, if you have not gone through all the church training, you do not become a leader just because you are spiritually gifted. This one may look hard and harsh, but it is a policy that governs the pastorate. You are not permitted to fight physically; once you fight physically, you are out and taken out once caught in an immoral web. When I say you are taken out, that does not mean you cannot come back; you are taken out in order for you to be converted, repent and be brought back into the fold.* (IR-4, Charismatic /Pentecostal)

Participants IR-6 (Charismatic /Pentecostal) revealed that responsible leadership parties hold strategic meetings to review the implementation of policies and procedures regularly;

> *We do have policies and procedures that we work with, and at the national level, every branch, including the headquarters, is to work with these policies and procedures. In order to ensure that, we, the leaders, are invited to meet the board monthly for a performance*

> *review to know how one is performing as far as the policies and procedures put in place are concerned.* (IR-6, Charismatic /Pentecostal)

SubTheme 7: Capacity Building of Pastors and Leaders. Capacity building is a process that is carried out to enhance the knowledge base of pastors and leaders and their pastoral and leadership management skills. The training programs are offered through various sources such as seminaries, retreats, and conferences. Participant IR-1, who is Orthodox/Protestant, indicated that they rely on seminaries for capacity-building interventions:

> *Yes, there is capacity building for pastors. You must be trained at the Trinity Theological Seminary. We have also established our seminary at …….* (IR-1, Orthodox/ Protestant)

On the other hand, Participant IR-12, Orthodox/ Protestant, mentioned the use of retreats and conferences as avenues to build leadership capacity.

> *Every trimester, a capacity-building programme is held during our leaders' retreat; occasionally, those on pastoral assignments are sent there. We call it the ministers' conference. Every year they run refresher programs, so all the ministers will gather at ……, where they are taken through some training for a 3-4 day period. So all pastoral staff usually are sent there for those sections.* (IR-12, Orthodox/ Protestant)

Sub-Theme 8: Administrative and Data Management and Record-Keeping Practices. Participant IR-17, Orthodox/ Protestant, stated the functional role of the Administrative department of churches and submitted that it includes keeping records and managing information/data.

> *We do practice excellent record-keeping practices, handled by the church secretary in the administration department.* (IR-17, Orthodox/ Protestant)

Participant IR-13 (Charismatic /Pentecostal) added that record-keeping and data management practices are facilitated electronically and managed with laptops and computers:

> *We have administrative staff who are mainly in charge of our record keeping. We have our database. As far as our membership is concerned, we have the data, and for all other records that need to be kept, we have them on our systems (computers and laptops). Our administration and finance work together. Though they have different functions, they will need each other regarding their work.* (IR-13, Charismatic /Pentecostal)

Sub-Theme 9: Stakeholder Involvement. According to participants IR13 (Charismatic /Pentecostal) and IR-9 (Charismatic /Pentecostal), the church encourages stakeholder involvement. This means that the church values the opinions and inputs of its various stakeholders in its activities. Meeting minutes are recorded and shared after meetings to inform every one of their responsibilities.

> *Our leaders are all, one way or the other, involved in all activities.* (IR13, Charismatic /Pentecostal)

> *Yes, the local church has a local executive committee with the resident pastor as the chairperson of the local executive committee. The pastor meets the local executives of deacons and elders at the various branches. After each meeting, minutes are sent to districts, the zone, and the sector.* (IR-9, Charismatic /Pentecostal)

Sub-Theme 10: Adherence to Legal, Operational Requirements and Statutory Obligations. To ensure the proper functioning of the church, governance practices involve ensuring compliance with all legal and operational requirements and statutory obligations. Participant IR-12, Orthodox/ Protestant, confirmed the use of officers with legal backgrounds who will ensure that the church complies with legal requirements:

> *We have yet to engage a legal firm. However, the constitution mandates the senior pastor to have an advisory council, and he is supposed to assemble a team of people with various backgrounds who can advise him. Therefore, we have always had a situation where a lawyer on the council can advise the church and the church's leadership in case we have legal issues and tell us what to do. It has been beneficial, especially in the area of land acquisition. Therefore, that has been the approach.* (IR-12, Orthodox/ Protestant)

Participant IR-13 (Charismatic/Pentecostal) highlighted the payment of statutory obligations through specific offices:

> *Most members are highly educated in the field, so we have members representing the church. We have lawyers in the church, so we*

quickly communicate the issue to them to help. The same applies to doctors, counsellors and others. The principal office handles our statutory payment, so all payments are to be made as expected at the head office level. (IR-13, Charismatic /Pentecostal)

Theme 4: Procedures and Arrangements that Encourage Church Members to Actively Endorse and Contribute to the Church's Vision and Mission (Attitudinal/behavioural Domain). The church employs a mix of organisational characteristics to engender and motivate the active participation of its members to support its vision and mission (refer to Figure 4.5).

Figure 4.5

Attitudinal/behavioural Theme and Sub Themes

Note. Information Extracted from the Analysis of Interview Transcripts.

Membership support is vital in validating and upholding the purpose of the church. As a result, membership support must rise and stay strong. As unanimously revealed by participants, these characteristics include the use of leadership styles, the creation of emotional attachment, and the invigoration of a sense of unity. The following sub-themes comprehensively unfold these factors and how the church interacts with them.

Sub Theme 1: Leadership Styles that Positively Influence how People Behave. How leadership is practised in a church can positively impact the behaviour and practices of its members. In the case of the Orthodox/Protestant church, it seems a democratic and servant leadership style is preferred. Participant IR-1 indicated that rules set by a higher office guide this style.

> *One of our leadership styles is that a single person does not make decisions, and as a senior pastor, you must submit all your programs and activities for the year for approval at the church session. You observe the programs of the headquarters to come out with your programs. On issues of behavioural attitude, we are guided by the rules and regulations of the church.* (IR-1, Orthodox/ Protestant)

The participant from a Charismatic/Pentecostal church, IR-2, shared about using the servant leadership model and how it has resulted in positive changes in the supportive behaviour of members:

> *I always set an example by going ahead of all to do things they don't expect me to do as their branch pastor. Doing so primarily*

influences the members to take the initiative in most areas and behave rightly. (IR-2 Charismatic /Pentecostal)

Sub Theme 2: Promotion of Church Workers' Positive Emotional Attachment to Job Functions (Job Satisfaction). **T**he system employed to promote job satisfaction for church workers includes study leave, workshops, conferences and seminars. These systems enable the nurturing of a positive emotional attachment of church workers to their work. Participant IR-1 (Orthodox/ Protestant) revealed educational developments of leaders by the church, which contributes to positive emotional attachment:

> *Yes, development activities are there. For example, if you are a minister and want to develop yourself in an area, you write a letter to the headquarters, and then they grant you permission to go and study and upgrade yourself to support the church. Some members are lawyers because the church allowed them to study, so freedom is there to develop yourself.* (IR-1, Orthodox/ Protestant)

Additionally, participant IR-9, Charismatic /Pentecostal, confirmed the church's use of a ministerial renewal conference to nurture people's positive emotional attachment to their functional roles as staff.

> *We have workshops and seminars. There is the ministerial renewal conference where workers in the church work together with people from outside Ghana. Every Wednesday, there is a Pastoral Meeting that goes on.* (IR-9, Charismatic /Pentecostal)

Sub Theme 3: Promotion of Congregational Members' Positive Emotional Attachment to the Church. In order to foster a strong emotional connection between church members and their place of worship, an environment of care and support is established. This is achieved by addressing their individual needs, as well as through their involvement in various church departments, as demonstrated by participant IR-6 from a Charismatic/Pentecostal Church:

> *As new members, we engage them to know what their challenges are in order to support them. Even at the departmental levels, they do support each other, most often without the knowledge of leadership, and all this is because of the love amongst the church members.* (IR-6, Charismatic /Pentecostal)

The home cell system, as evidenced by the submission of participant IR-9 (Charismatic/Pentecostal), is also used to strengthen a supportive environment that makes members maintain an emotional attachment to the church:

> *The home cell system is like the church in the home. Genuine relationships are built in home cells such that somebody might be sick, but before the senior pastor gets to hear, the home cell leaders have solved the problem, such that if somebody does not have money to come to church, the home cell can transport the person to church.* (IR-9, Charismatic)

Sub Theme 4: Promotion of Unity among Church Members. Yearly events promote unity and bring people together for social gatherings. These events include round table discussions and seminars on unity and love. Participant IR-2 (Charismatic/Pentecostal) discussed this approach:

> *One thing about unity is sharing, so we have a get-together for all members every year. This is when we speak to members on unity, love and togetherness. Also, departments meet every time to pray together in the church or within their cell systems. At the cell systems, members can iron out all their differences and get themselves united.* (IR-2, Charismatic /Pentecostal)

Participant IR-6 (Charismatic/Pentecostal) asserted that cell systems are utilised for prayer sessions and conflict resolutions, which bring people together and foster a sense of oneness and belonging;

> *We are cautious when addressing issues amongst members and ensure all differences are ironed out as quickly as possible to promote unity in the church.* (IR-6, Charismatic /Pentecostal)

RQ2: How effective were the identified OE determinants in practice, particularly in enhancing organisational performance and sustainability? Participants attributed the church's success and continued existence to the presence of the four holistic, multi-dimensional organisational factors (finance, operational, structural, and attitude/behaviour) and, as a result, evaluated the effectiveness of the implementation of these factors based on the results achieved over the past decade. Specifically, it was determined that each domain generated vital results for the church's survival (refer to Figure 4.6).

Figure 4.6

Effectiveness of organisational features/domains over 10 years

Note. Extracted from Qualitative Analysis.

Theme 1: Effectiveness of organisational features (finance, operations, structural, and attitude/behaviour) in influencing the church's functionality over the past ten years. Participant IR-5 (Orthodox/Protestant) established the utility of the combination of OE domains/features in sustaining the church's growth and maintaining its membership base as evidence of its operational effectiveness:

> *The church cannot function properly without these components because life involves organising. If you do not organise yourself well, then, in fact, nobody will invest in your life. So, looking at the church's growth and how far we have come, I think these structures have helped the church in a way. It has also helped to keep the members from leaving the church.* (IR-5, Orthodox/ Protestant)

Additionally, Participant IR-1 (Orthodox/ Protestant) concluded that the institutional sustainability of the church is attributable to the effectiveness of the financial, operational and structural systems:

> *In the finance domain, the church cannot be run without money. So, through the systems we operate, the church can sustain the financial resources. The operational system has been very instrumental. A church that has existed for 175 years will not come this far without an effective operational system involving our various departments. An example is the Good News Choir which is planting churches. The Structural Domain has also been very effective.* (IR-1, Orthodox/ Protestant)

Participant IR-12 (Orthodox/ Protestant) also concurred with the notion that the instrumental growth of the church for the past ten years has been underpinned by the effectiveness of all the four-fold OE factors. According to this participant, the effectiveness of operational structures and systems lies in its decentralised ability, while that of the financial domain is evidenced by the level of transparency and integrity it introduces into financial operations:

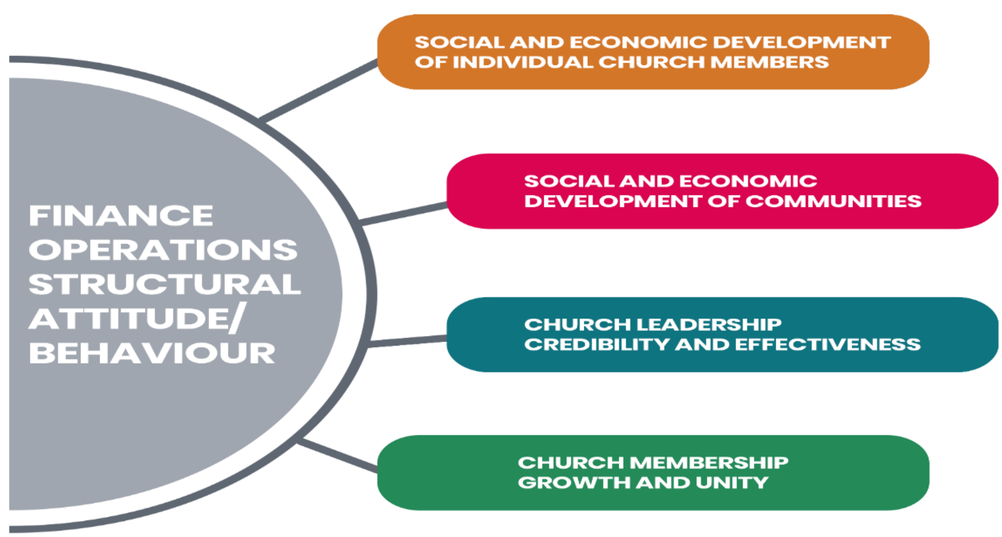
> *All four of them have been very instrumental in the growth of the church over the past ten years or so. For instance, there is clarity regarding finance; there is no ambiguity from when offerings are collected to how the staff are paid. All expenses made are precise, so when people give money to others to cover expenses, they know that the money will not get lost, will not be embezzled, and will be accounted for and used for the purpose for which the money was released. That builds much trust and helps to retain the church members. Moreover, when it comes to the way the operational*

system works, it is very decentralised. Evangelism is not just at the centre, but it is decentralised. (IR-12, Orthodox/ Protestant)

RQ3: To what extent do the OE determinants of the church contribute to the human development outcomes in their communities? As per Figure 4.7, participants agreed that combining various OE factors had a positive impact on the church's human development agenda and promoted its sustainability as an institution. Human capital development and other investment measures towards the socio-economic development of communities constitute the core characteristics that support human development. The development of leadership capacity and church membership growth supports the human development agenda and promotes the sustainability of the church as an institution. The subsequent themes below describe these characteristics from the participants' perspective.

Figure 4.7

Impact of Church Organisational Effectiveness



Note. Extracted from the Qualitative Analysis.

Sub Theme 1: Social and economic development of individual church members. Churches have a targeted intervention of developing their members in response to socio-economic improvement. Members are considered 'products' that must be packaged well for success. As a result, churches provide economic and social stability support through flexible loan services/credit union services, income-generating businesses, and training in artisan skills. Participant IR-1, who identifies as Orthodox/Protestant, expressed this viewpoint.

> *Members are your products and must be packaged very well. They are humans who need to work and have an income. The church has a credit union where individuals make contributions. The church is a credit union member, so we invest in that area. Individuals who are not members can still obtain a loan from the church after a background check to help establish themselves or learn a trade.* (IR-1, Orthodox/ Protestant)

Participant IR-13 (Charismatic /Pentecostal) attested that the church positions its members for economic and social development, which ultimately contributes to the church's financial stability:

> *One can only contribute to society what they have. So as a church, we also bring people to train our members, especially the women, in baking, petty trading skills, etc. Men are provided with vocational training in carpentry, masonry, tailoring, plumbing,*

> *etc., to enable them to establish themselves and contribute to the financial growth of the church.* (IR-13, Charismatic /Pentecostal)

Sub Theme 2: Social and Economic Development of Communities. Churches positively impact the communities they serve through various actions such as road maintenance, medical outreach, and providing food and clothing supplies. An example of this can be seen through the experiences of IR-1, an Orthodox/Protestant participant:

> *The church continues to be a blessing to the community. For instance, the road that leads from here to the market was not done by the church per se but was through a member here who was able to help, and then also, over the years, we blessed many lives with our medical outreaches with our food drive and clothing drive. We have been a blessing to many people, and because of that, our church is rated highly by the community within our fraternity. This has helped us in terms of leadership credibility and effectiveness, and also, over the years, we have seen consistent growth; it was only during the COVID time that we saw a little plateauing, but over the years, it has been consistent growth.* (IR-1, Orthodox/ Protestant)

Participant IR-13 (Charismatic /Pentecostal) submitted that educational assistance and support for the aged are other means of empowering communities:

> *We have invited people to church who have not come but still consider them friends of the church. The church has helped many*

> *of these individuals. We even assist people from the community in looking for schools after completing Junior High School. Mostly we get their information from their friends who are church members. We frequently visit the elderly in our community to offer prayers, administer communion, and provide support in any way we can. We also have medical missions, where they are invited for medical screening, medications, clothes, and food.* (IR-13, Charismatic /Pentecostal)

Sub Theme 3: Church Leadership Credibility and Effectiveness. Leaders in the church are carefully trained and cultivated to embody credibility and integrity, equipping them to carry out their designated tasks with excellence. Participant IR-10, a Charismatic/Pentecostal Church member, highlighted the importance of leaders being fully immersed in all factors that contribute to their credibility and effectiveness.

> *As a church leader, you should be the embodiment of the church within your community. The church's growth is also sometimes based on the type of leadership in the church. So as leaders, they have been made aware of all these factors and are living and practising them.* (IR-10, Charismatic /Pentecostal)

Participant IR-14, Charismatic /Pentecostal, discussed the use of sanctions as part of leadership capacity building:

> *Leaders involved in adultery or fornication face sanctions and removal from their positions. They receive counselling and go through a restoration process.* (IR-14, Charismatic /Pentecostal)

Sub-Theme 4: Church Membership Growth and Unity. To maintain the long-term viability of the church, it is imperative to actively foster the expansion of membership and cultivate a sense of cohesion among its members. The church takes certain measures to achieve this, such as emphasising core values and providing discipleship training. This is revealed by participant IR-13, (Charismatic /Pentecostal):

> *For growth and unity, we have our core values, etc., which are vital, and we ensure we work towards increasing membership. So, members and leaders are trained in disciplining others, and under discipleship, you ensure that person is deep in Christ. You must know their needs to help and support them and treat everybody well, regardless of their background.* (IR-13, Charismatic /Pentecostal)

Participant IR-10 (Charismatic /Pentecostal) pointed out that structures put in place by the church to identify and meet the needs of members form part of measures to sustain the membership base for sustainability purposes:

> *No church has moved from just the following to being a family. People come to church for so many reasons, so with these structures in place, we can identify the needs of individual members, and they know that when they are in trouble, the church*

is there for them. We take care of both the spiritual and fiscal needs of members. (IR-10, Charismatic /Pentecostal)

4.4.3 Summary

This section has presented the results of the qualitative part of the exploratory sequential mixed method study. The demographics indicate responses from participants who represent diverse functional leadership roles that influence the effectiveness of church systems and structures and possess extensive experience and credibility in identifying and discussing organisational factors.

Thematic analysis, specifically Braun and Clarke's (2006) method, was utilised to discover main themes and corresponding sub-themes from interviews with twenty (20) pastors and leaders. Through participants' narratives, four holistic domain-based factors that enhance church organisational effectiveness were identified and discussed. Additionally, the effectiveness of these measures implemented over a decade and their impact on the church's sustainability and relevance to human development from 2010-2020 were explored.

The four holistic domain-based factors contributing to church organisational effectiveness identified are Financial, Operational, Structural, and Attitude/Behavioural. Each domain consists of several interconnected subcategories to establish its holistic nature. The Financial Domain covers organisational characteristics that promote financial growth and stability. The Operational Domain encompasses the structural attributes that facilitate the expansion of church membership and encourage individuals to engage in essential volunteer activities. The Structural Dimension encompasses the organisational attributes that facilitate effective governance, management, and leadership practices. The Attitudinal/behavioural Dimension encompasses the organisational attributes that foster a favourable inclination among church members to actively endorse and uphold the church's vision and mission. The results established that applying the multi-dimensional OE factors over ten years had positively influenced the church's human development agenda and promoted its sustainability as an institution. The results further assert that this achievement is attributable to the effectiveness of applying these OE factors.

The twenty (20) participants in this qualitative study have provided valuable insights for creating a survey instrument that would be used in the quantitative component of this sequential method. The insight indicates that the survey should be designed to elicit responses in three significant areas. Firstly, it should determine the level of importance of each item within the holistic factor identified as a determinant of church OE. Secondly, it should assess the level of effectiveness of each item grouped as a holistic factor. Finally, the survey should evaluate the impact of OE on the church in relation to its sustainability and human development agenda from 2010 to 2020.

4.5 Quantitative Study Results

This section presents novel empirical insights derived from quantitative results, complementing the previous qualitative findings. Prior to conducting the quantitative analyses, the demographic characteristics of the study subjects and descriptive data of all study variables were examined. These statistics were based on the items that were left behind following the factor analysis. The analyses were performed using SPSS version 20. Parametric tests that utilise independent sample t-tests were employed in order to ascertain any disparities in the perceived importance and effectiveness of the four domains pertaining to church organisational effectiveness (COE) within the context of two ecumenical bodies, namely Orthodox/Protestant and Charismatic/Pentecostal. Additionally, parametric tests such as Spearman's Rank

Correlation coefficient (rho) and regression analysis were employed to assess the associations between variables and determine which domain features significantly predict church organisational effectiveness. Parametric tests were selected as the preferred statistical approach over non-parametric tests, such as Kruskal-Wallis tests, Mann-Whitney tests, Wilcoxon Signed-ranked tests, Chi-square test, and Kendall Tau B or C test. This decision was made due to the combination of scale items, which led to the formation of combined scores and the subsequent transformation of the scales into an interval scale. The mean and standard deviation for the composite scores were calculated and shown, taking into account the suitability of both dispersion and central tendency measurements for an interval scale. The quantitative analyses covered the perspectives of survey respondents, who were mainly church congregants in the study. The results are presented in a manner that addresses research questions 1-6 as indicated in chapter 1.

The report starts with demographic information about participants, followed by four sections: Assessment of the Factors Determining Organisational Effectiveness of Churches (RQ1), Effectiveness of Factors Determining Organisational Effectiveness of Churches in Ghana (RQ2), Church Operations Supporting Human Development (RQ3), and Hypotheses Test Results (RQ4-6).

4.5.1 Importance of the OE factors and the overall level of effectiveness?

To address research question 4: "What is the nature of the relationship between the church’s recognition of the importance of the OE factors and the overall level of effectiveness?’, it was hypothesised that churches that acknowledge the importance of OE factors are more likely to exhibit higher levels of effectiveness (**H_4**).

The results of the research gave backing for the hypothesis (**H_4**) and maintained that in order for churches to demonstrate higher levels of effectiveness, it is crucial for their stakeholders to acknowledge the significance of these organisational effectiveness characteristics. By this response, research question 4, which seeks to establish whether or not a positive correlation exists between the recognition of Organisational Effectiveness (OE) factors in churches and their overall effectiveness, is fully addressed. The findings suggest that churches must recognise the relevance of organisational effectiveness (OE) characteristics and actively promote their significance to boost effectiveness and ensure long-term success. Therefore, conversely, a church's organisational effectiveness (OE) may be undermined if its leadership does not recognise its significance and, after that, neglects to prioritise it as a fundamental element of the operational strategies implemented by the Church.

Although previous research has explored the topic of holistic organisational effectiveness in NPOs, these studies have yet to specifically investigate the relationship between the recognition of the importance of organisational effectiveness factors and the overall level of effectiveness. The investigations as mentioned earlier encompass Boateng et al. (2016), McKenna and Eckard (2009), Boggs and Fields (2010), Vithayaporn (2021), Li and Xie (2020), and Liket and Maas (2015). The novelty of this present study is in its discovery that the effectiveness of a church is positively correlated with its recognition of OE factors and the promotion of their application. This discovery was anticipated, as it is logical that endeavours of utmost significance are prioritised and thus yield favourable outcomes. Besides, this aligns with the present study's utilisation of the theoretical framework proposed by Sharma and Singh (2019). The framework highlights the importance of incorporating stakeholder perspective as a central element in achieving organisational effectiveness. Shareholders have a key part in determining an organisation's goals based on its specific context. Moreover, they also drive the implementation of the four measures of organisational effectiveness, which in turn facilitate achieving those goals.

4.5.2 Demographic Features of Individuals that Participated in the Survey

The demographic features of individuals that participated in the survey are outlined in Table 4.6. This includes sex, age, highest educational attainment/background, marital status, status of church, years of church membership, and area of church involvement.

Table 4.6
Background Characteristics of Respondents (N=844)

Characteristics	**Ecumenical Body**		**Total**
	Orthodox/Protestant (n=422) n (%)	Charismatic/Pentecostal (n=422) n (%)	
Sex			
Male	215 (25.5)	241 (28.5)	456 (54.0)
Female	207 (24.5)	181 (21.5)	388 (46.0)
Age			
18 - 20 years	7 (0.8)	5 (0.6)	12 (1.4)
21 – 30 years	48 (5.7)	60 (7.1)	108 (12.8)
31 – 40 years	123 (14.6)	127 (15.0)	250 (29.6)
41 – 50 years	117 (13.9)	123 (14.6)	240 (28.4)
51+ years	127 (15.0)	107 (12.7)	234 (27.7)

Characteristics	Ecumenical Body Orthodox/Protestant (n=422) n (%)	Ecumenical Body Charismatic/Pentecostal (n=422) n (%)	Total
Educational background			
Basic (Primary and JHS/JSS, MSLC)	4 (0.5)	13 (1.5)	17 (2.0)
Secondary (SHS/SSS/O-Level)	24 (2.8)	19 (2.3)	43 (5.1)
Tertiary (Dip/Degree/Masters/PhD)	394 (46.7)	390 (46.2)	784 (92.9)
Marital status			
Single	107 (12.7)	133 (15.8)	240 (28.4)
Married	281 (33.3)	266 (31.5)	547 (644.8)
Divorced/Separated	16 (1.9)	13 (1.5)	29 (3.4)
Cohabiting	3 (0.4)	1 (0.1)	4 (0.5)
Widow/Widower	15 (1.8)	9 (1.1)	24 (2.8)
Status of church			
Headquarters	66 (7.8)	180 (21.3)	246 (29.1)
Branch of headquarters	325 (38.5)	218 (25.8)	543 (64.3)
Standalone (with no branch)	31 (3.7)	24 (2.8)	55 (6.5)
Years of church membership			

Characteristics	**Ecumenical Body**		**Total**
	Orthodox/Protestant (n=422) n (%)	Charismatic/Pentecostal (n=422) n (%)	
10 years	51 (6.0)	82 (9.7)	133 (15.8)
Over 10 years	371 (44.0)	340 (40.3)	711 (84.2)
Area of church involvement			
Leadership/Administration	122 (14.5)	173 (20.5)	295 (35.0)
Women/Men Fellowship	83 (9.8)	47 (5.6)	130 (15.4)
Youth Fellowship	69 (8.2)	53 (6.3)	122 (14.5)
Children's Ministry	26 (3.1)	20 (2.4)	46 (5.5)
None/Congregant only	52 (6.2)	47 (5.6)	99 (11.7)
Music Ministry	49 (5.8)	47 (5.6)	96 (11.4)
Finance Team	8 (0.9)	19 (2.3)	27 (3.2)
Counselling/Career Guidance	13 (1.5)	16 (1.9)	29 (3.4)

Note. Extracted from the Analysis of Participants' Demographic Information Generated via Survey Instrument.

The survey unearths that 54% of those who partook in the survey self-identified as male, whilst 46% reported being female. Among the male participants, 25.5% were affiliated with Orthodox or Protestant churches, while 28.5% belonged to Charismatic or Pentecostal churches. The participants who identified as female consisted of 24.5% from Orthodox or Protestant churches and 21.5% from Charismatic or Pentecostal churches.

There was a variation in respondents across different age groups. Out of the total, 1.4% were aged 18-20. Among them, 0.8% identified as Orthodox or Protestant, while 0.6% identified as Charismatic or Pentecostal. 12.8% were aged 21-30, with 5.7% identifying as Orthodox or Protestant and 7.1% as Charismatic or Pentecostal. 28.4% were aged 31-40, with 14.6% identifying as Orthodox or Protestant and 15% as Charismatic or Pentecostal. 29.6% were aged 41-50, with 14.6% identifying as Orthodox or Protestant and 15% as Charismatic or Pentecostal. Respondents aged 51 and above accounted for 27.7% of the total sample, with 15% identifying as Orthodox or Protestant and 12.7% as Charismatic or Pentecostal.

Respondents had varying educational backgrounds. The majority (92.9%) held tertiary-level qualifications, while a smaller percentage had secondary-level education (5.1%) or basic educational levels (2.0%). Among those with tertiary education, 46.2% identified as members of charismatic or Pentecostal churches, while 46.7% were affiliated with Orthodox or Protestant churches. Among those with secondary education, 5.1% were found to be affiliated with charismatic or Pentecostal churches, whereas 2.8% were associated with Orthodox or Protestant churches. Among individuals with a basic educational level, 1.5% were associated with charismatic or Pentecostal churches, whereas 0.5% were affiliated with Orthodox or Protestant churches.

The distribution of marital status among the respondents was as follows: 28.4% were single, 64.8% were married, 3.4% were divorced or separated, 0.5% were cohabiting, and 2.8% were widowed. In the survey, it was found that 33.3% among the married respondents self-identified as members of Orthodox/Protestant churches, while 31.5% stated their affiliation with Charismatic/Pentecostal churches. A mere 0.4% of the respondents who were cohabiting identified as Orthodox or Protestant, while a mere 0.1% identified as members of Charismatic or Pentecostal congregations. Widows and widowers within Orthodox/Protestant churches constituted 1.8% of the total population, whereas Charismatic/Pentecostal congregations accounted for 1.1% of this group.

The survey categorised the status of participating churches as headquarters-based (29.1%), branch-based (64.3%), or stand-alone (6.5%). The headquarters-based churches comprised 7.8% Orthodox/Protestant and 21.3% Charismatic/Pentecostal, while headquarters branch churches comprised 38.5% Charismatic/Pentecostal and 25.8% Orthodox/Protestant. Among the stand-alone churches, 3.7% were Orthodox or Protestant, and 2.8% were Charismatic or Pentecostal.

In relation to the degree of involvement exhibited by the participants within the church community, the study revealed that a minority of 11.7% were classified as mere worshipers, whereas the majority of 88.3% actively participated in various church-related endeavors. A significant proportion of individuals (35.0%) were actively engaged in Leadership/Administration roles, with 14.5% belonging to the Orthodox/Protestant denomination and 20.5% identifying as Charismatic or Pentecostal. Additionally, 15.4% of participants were involved in Women/Men Fellowship activities, with 9.8% representing the Orthodox/Protestant group and 5.6% belonging to the Charismatic/Pentecostal denomination. Similarly, 14.5% of individuals participated in Youth Fellowship, with 8.2% being Orthodox/Protestant and 6.3% identifying as Charismatic/Pentecostal. A smaller percentage (5.5%) were engaged in Children's Ministry, with 3.1% representing the Orthodox/Protestant group and 2.4% belonging to the Charismatic/Pentecostal denomination. Furthermore, 11.4% of participants were involved in Music Ministry, with 5.8% being Orthodox/Protestant and 5.6% identifying as Charismatic/Pentecostal. A smaller proportion (3.2%) were engaged in

Finance, with 0.9% representing the Orthodox/Protestant group and 2.3% belonging to the Charismatic/Pentecostal denomination. Lastly, 3.4% of individuals were involved in Counselling/Career Guidance, with 1.5% being Orthodox/Protestant and 1.9% identifying as Charismatic/Pentecostal.

4.5.3 Findings per Research Questions

RQ1: What are the key determinants of OE in churches in Accra, Ghana, from 2010-2020?

Assessment of the Importance of Factors that influence the OE of churches from 2010-2020.

The presentation of the quantitative results commenced by addressing the initial research questions, which aimed to investigate the importance of elements that contribute to the organisational effectiveness of the church from 2010 to 2020. Following the completion of factor analysis, descriptive statistics were calculated for the remaining items using means and standard deviations. In interpreting the findings, however, emphasis is placed on the composite mean scores. The study employed a Likert scale (5-point), stretching from "1=Not important" to "5=Very important," to examine individual's overall self-perception of the importance of the finance, operational, structural, and attitudinal/behavioural domains/features as factors that determine organisational effectiveness.

Table ***4.7*** displays the interpretation as well as the range of values for the Likert scale, which is determined by calculating the mean rating provided by the respondents.

Table 4.7

Likert Scale Interpretation and Range of Values for Assessment of the Importance Scale

Likert scale	Likert description	Value allocation
1	Not important	1.0 – 1.49
2	Slightly important	1.5 – 2.49
3	Fairly important	2.5 – 3.49
4	Important	3.5 – 4.40
5	Very important	4.5 – 5.00

Note. Based on Respondent's Mean Rating of Values Generated by Likert Scale.

From Table 4.7, a theoretical mean of 1.0-1.49 implied not important, that of 1.5-2.49 signified slightly important, 2.5-3.49 implied fairly important, a theoretical mean of 3.5-4.40 implied important and a mean $\geq$ 4.5 indicate very important with regards to their self-assessment of the levels of importance of the COE factors in their churches. Thus, a higher mean rating suggests that respondents consider the OE factors important in determining church effectiveness in the Ghanaian context.

Respondents' Assessment of Importance of Factors that Determine Organisational Effectiveness of Churches in Ghana from 2010-2020.

Twenty-one (21) statements on importance remained after factor analysis. Based on the 21items, the mean ratings ranged from 4.22 to 4.68 (refer to Table 4.8). Furthermore, it exhibited a composite mean value of 4.52 and a standard deviation of 0.47, as indicated in Table 4.8. This mean rating implies that the respondents regarded the four domains of COE as very important to determine the OE of churches. In addition, from the standard deviation, the study deduced that there were no considerable variations in the opinion of respondents concerning the items under consideration. The findings as per table 4.8 also established that factors that determine OE of churches from 2010-2020 are domain based with each domain consisting of sub components. Each domain's functionality is therefore founded on distinct but interconnected organisational characteristics, making it holistic. The first two (2) identified domains encompass systems and processes that facilitate financial development and stability within the context of the Financial Domain, as well as systems and processes that foster the expansion of church membership and the provision of volunteer activities within the Operational Domain. The other two identified domains are Structural and Attitudinal/behavioral. The Structural Domain focuses on systems and processes that facilitate successful governance, management, and leadership within the church. On the other hand, the Attitudinal/behavioral domain pertains to procedures and arrangements that encourage church members to actively endorse and contribute to the church's vision and mission. The finance domain consists of two (2) sub components namely annual program and budget, and primary and supplementary means of revenue. The operational domain possesses nine (9) sub components such as Evangelism and outreach programs, visitation and follow up, hospitality, welfare, social responsibility, secured and friendly facility, timely services and programs, and stakeholder involvement. The structural domain consists of seven (7)-sub components namely efficient ruling body, communicated vision and mission statements, an efficient management and leadership group, a plan for strategy, functional regulations and processes, and leadership capacity development. The Attitudinal behavioural domain is made up of four (4) sub components; emotional attachment to job functions, emotional attachment to the church, cohesion among workers and adherence to legal, operational requirements and statutory obligations.

Table 4.8

Descriptive Statistics of the Importance of Organisational Effectiveness Factors Scale as used in Ghana (N=844)

Description of Importance Statements	M	SD
Finance Domain		
It is recommended that the church establish and execute an annual program, consisting of various activities, accompanied by a corresponding budget, prior to the commencement of each calendar year.	4.55	.778
It is advisable for the church to establish a commercial venture that generates income in addition to its principal revenue stream derived from tithes and contributions.	3.89	1.237
Composite mean for finance domain	***4.22***	***.819***
Operational Domain		
It is recommended that the church engage in focused evangelism and outreach initiatives.	4.68	.699
It is imperative for the church to have a comprehensive structure that effectively facilitates visiting and follow-up activities for its members.	4.76	.549
It is imperative for the church to establish a structured framework aimed at acknowledging and fostering a sense of belonging among newcomers (Hospitality).	4.80	.521
It is imperative for the church to establish a welfare system that is efficient and impactful.	4.75	.612
It is imperative for the church to engage in activities that have a significant influence on the community in which it is situated, so fulfilling its social responsibility.	4.55	.691
It is imperative that the church facility be adequately safeguarded, characterised by a welcoming atmosphere, and maintained in a diligent manner.	4.71	.599
It is imperative that church services and programming adhere to the designated timeframe in order to maintain timeliness.	4.60	.723
It is imperative for the church to foster active participation from its stakeholders, including leaders of church departments, the ministerial team, governing body, deacons, elders and lay members in order to effectively carry out its activities.	4.62	.639

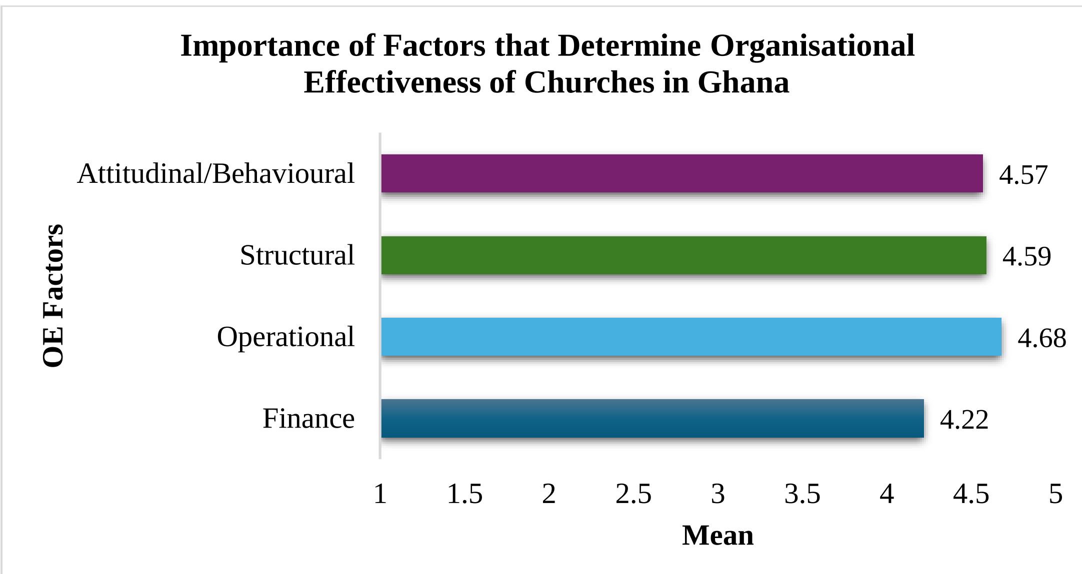
Description of Importance Statements	M	SD
Composite mean for operational domain	***4.68***	***.453***
Structural Domain		
It is imperative for the church to function with a proficient governing entity.	4.60	.778
It is imperative for the church to possess a meticulously crafted and eloquently expressed vision and mission.	4.71	.679
It is vital for the church to function with a proficient leadership and management staff.	4.75	.625
It is recommended that the church adopt an Organogram that incorporates clearly defined lines of communication.	4.43	.825
It is imperative for the church to function within the framework of a plan of action.	4.48	.802
It is imperative for the church to work in accordance with well-defined regulations and processes that encompass several aspects such as financial management, administration, and employee relations.	4.52	.784
It is recommended that the church engage in initiatives aimed at enhancing the capabilities of pastors and leaders in order to effectively fulfill their assigned responsibilities.	4.65	.621
Composite mean for structural domain	***4.59***	***.558***
Attitudinal/behavioural Domain		
The church ought to actively encourage and foster conditions that facilitate the cultivation of a favorable emotional connection among its employees towards their respective professional roles.	4.52	.715
The church ought to actively encourage and foster conditions that facilitate the cultivation of a favorable emotional bond among its members towards the church as an entity.	4.49	.730
It is imperative for the church to actively foster unity and collaboration among its diverse workforce in order to build coherence within the organisation.	4.61	.677
It is imperative for the church to conform to legal, operational criteria, as well as fulfill its statutory duties.	4.64	.685
Composite mean for attitudinal/behavioural domain	***4.57***	***.557***
Composite mean for importance scale	**4.52**	**.472**

Note. Results Based on SPSS Version 20 Analysis

The mean rating, as discussed above, represents the results of the 21 items of the importance questionnaire statements that remained after factor analysis. As a result, further scale reduction analysis was performed to reduce the 21 questions to four factors (OE domains). The importance of the factors per the composite mean scores (refer to Figure 4.8) indicate that the operational factor/domain is highly rated with a composite mean value of 4.68

Figure 4.8

Distribution of Domain Means and Scale Interpretation



Note. Information Based on Field Data.

RQ2: How effective were the identified OE determinants in practice, particularly in enhancing organisational performance and sustainability?

Assessment of the Effectiveness of Features that Define the OE of Churches in Ghana.

The second research question of the study explored respondents' assessment of the effectiveness of variables that contribute to the OE of the church from 2010 to 2020. The descriptive statistics for the remaining items on the effectiveness scale were calculated using means and standard deviations after conducting factor analysis. Similar to the interpretation of the importance findings, emphasis is placed on the composite mean scores. A theoretical mean was established to assess participants' overall self-assessment of the effectiveness of the finance, operational, structural, and attitudinal/behavioral domains/features. This assessment was conducted using a Likert scale (5-ranged), with reply options stretching from "1=Strongly disagree" to "5=Strongly agree". Table 4.9 presents the interpretation and distribution of values for the Likert scale, which is determined based on the mean rating provided by the respondents.

Table 4.9

Likert Scale Interpretation and Range of Values for Assessment of the Effectiveness Scale

Likert scale	Likert description	Value allocation
1	Strongly disagree	1.0 – 1.49
2	Somewhat disagree	1.5 – 2.49
3	Neither agree or disagree	2.5 – 3.49
4	Somewhat agree	3.5 – 4.40
5	Strongly agree	4.5 – 5.00

Note. Assessment Values Based on Respondent’s Mean Rating of Values Generated by Likert Scale.

From Table 4.9, a theoretical mean of 1.0-1.49 implied not effective, that of 1.5-2.49 signified slightly effective, 2.5-3.49 implied fairly effective, a theoretical mean of 3.5-4.40 implied effective and a mean $\geq$4.5 indicate very effective with regards to their self-assessment of the levels of effectiveness of the COE factors in their churches. Thus, a higher mean rating suggests that respondents consider the OE factors as effective in their churches.

Respondents' Assessment of the Effectiveness of Factors that Determine Organisational Effectiveness of Churches in Ghana.

Twenty-five (25) statements on effectiveness remained after the factor analysis. Based on the 25 items, the mean ratings as per Table 4.10 ranged from 4.30 to 4.39 for the four OE factors/domains. Furthermore, the data set exhibited a composite mean value of 4.34, accompanied by a standard deviation of 0.63. This mean rating implies that those who participated in the survey regarded all four domains of COE as effective and that each domain generated vital results for the church's survival. In addition, from the standard deviation, it can be deduced that there were no considerable variations in the opinion of respondents about the items under consideration.

Table 4.10

Descriptive Statistics of the Effectiveness of Organisational Effectiveness Factors Scale as used in Ghana (N=844)

Description of effectiveness statements	M	SD
Finance Domain		
The church created and executed an annual program consisting of several activities, accompanied by a matching budget, prior to the commencement of each year.	4.37	.969
The church employed structured methods of generating income, including the collection of tithes and contributions.	4.36	.917
Composite mean for finance domain	***4.37***	***.816***
Operational Domain		
The church implemented strategic evangelistic and outreach initiatives.	4.35	.917
The church implemented a structured system to assure the completion of membership visits and follow-up activities.	4.29	1.027
Membership celebrations were organised by the church, during which new members were provided with certifications	3.99	1.225
The church implemented a structured mechanism aimed at acknowledging and fostering a sense of belonging among newcomers (Hospitality).	4.40	.885

Description of effectiveness statements	M	SD
The church possessed a welfare system that demonstrated efficacy.	4.37	.951
The church possessed formed sections or divisions that facilitated and permitted individuals to engage in voluntary service, utilising their unique abilities and capabilities.	4.39	.873
The church administered a well developed Sunday school program, which consisted of a group Bible study session held either prior to or following the church service.	4.43	.917
The church engaged in several initiatives aimed at exerting a positive influence on the society within which it operated, thereby demonstrating its social duty.	4.20	1.028
The membership campaign was pushed through the delivery of sermons within the church, among other methods.	4.24	.947
The church infrastructure exhibited a high level of security, amicability, and diligent upkeep.	4.59	.675
The church services and programs adhered to the designated schedule, demonstrating timeliness.	4.24	1.036
Composite mean for operational domain	***4.32***	***.707***
Structural Domain		
The church functioned with a proficient governmental entity.	4.49	.846
The church possessed a vision and mission that were characterised by their exceptional textual quality and effective communication.	4.53	.784
The church functioned with a proficient leadership and management staff.	4.51	.757
The church functioned utilising an Organogram that incorporated clearly defined lines of communication.	4.26	.954
The church effectively utilise established avenues of communication to ensure individuals were adequately informed about happenings.	4.42	.835
The church functioned in accordance with a well-defined corporate strategy.	4.23	1.008
The church functioned through implementing several rules and procedures that encompassed financial management, administrative tasks and employee relations.	4.29	1.004
Composite mean for structural domain	***4.39***	***.722***
Attitudinal/behavioural Domain		
The church exhibited proficient leadership approaches that exerted a favorable influence on individuals' behavior.	4.33	.884
The church actively encouraged many elements that facilitated the cultivation of a favorable emotional connection	4.29	.882

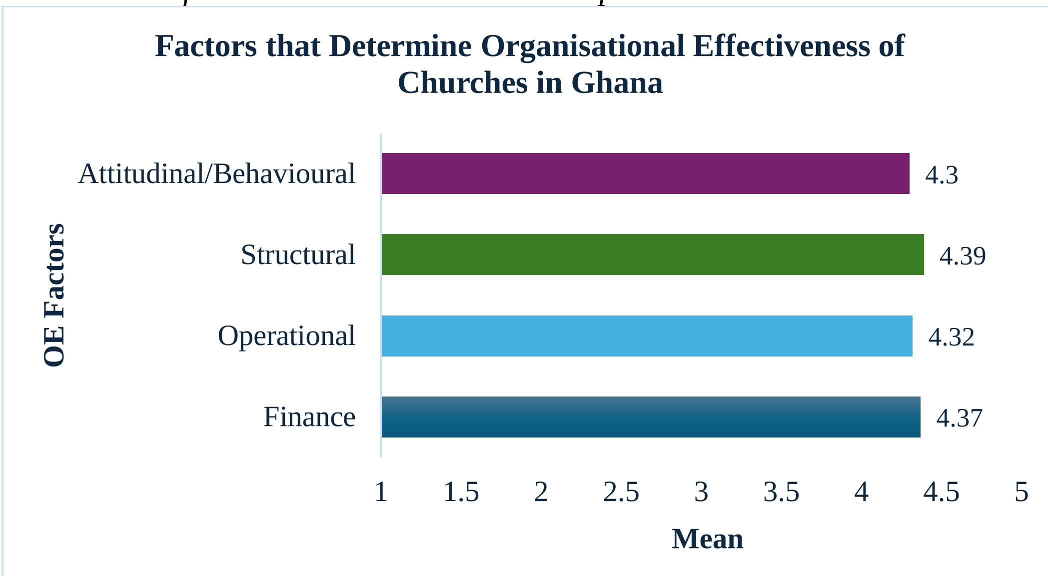
Description of effectiveness statements	M	SD
among its employees towards their respective professional roles.		
The church actively encouraged many elements that facilitated the cultivation of a favorable emotional bond among its members.	4.22	.897
The church actively encouraged and supported various elements that fostered a sense of cohesion and solidarity among its members.	4.37	.848
The church facilitated the establishment of unity and cooperation across its various divisions, encompassing both volunteers and paid personnel.	4.28	.927
Composite mean for attitudinal/behavioural domain	***4.30***	***.767***
Composite mean for effectiveness scale	**4.34**	**.626**

Note. Results Generated Based on Field Data

The mean rating, as discussed above, represents the results of the 25 items of the effectiveness questionnaire items/statements that remained after factor analysis. The importance of the factors per the composite mean scores as per Figure 4.9 indicates that the structural factor/domain was the highly rated as effective with a composite mean value of 4.39 with the others following within the range of 4.30-4.39.

Figure 4.9

Distribution of Domain Means and Scale Interpretation



Note. Results Generated Based on Field Data

RQ3: To what extent do the OE determinants of the church contribute to the human development outcomes in their communities?

Assessment of Operational Aspects of Churches that Contribute to the Advancement of Human Development.

The third research question aimed to investigate the participants' evaluation of the extent to which church operations supporting human development were implemented from 2010 and 2020, in light of the success of the organisational effectiveness metrics. Descriptive statistics were calculated for the remaining items of the human development rating following factor analysis. These statistics included means and standard deviations. The importance and effectiveness findings are once again underscored in terms of the interpretation of composite mean scores. Utilising a Likert scale (5 ranged) stretching from "1=Strongly disagree" to "5=Strongly agree," a theoretical mean was also set to assess participants' overall self-assessment of the implementation of the operations that supported human development of the church. The interpretation along with the dispersal of the scores on the Likert scale, based on the mean rating provided by the respondents, are presented in Table 4.11.

Table 4.11

Likert Scale Interpretation and Range of Values for Asessment of the Human Development Scale

Likert scale	Likert description	Value allocation
1	Strongly disagree	1.0 – 1.49
2	Somewhat disagree	1.5 – 2.49
3	Neither agree or disagree	2.5 – 3.49
4	Somewhat agree	3.5 – 4.40
5	Strongly agree	4.5 – 5.00

Note. Assessment Values bbsed on Respondent's Mean Rating of Values Generated by Likert Scale.

From Table 4.11, a theoretical mean of 1.0-1.49 implied not implemented, that of 1.5-2.49 signified slightly implemented, 2.5-3.49 implied fairly implemented, a theoretical mean of 3.5-4.40 implied implemented and a mean $\geq$ 4.5 indicate highly implemented with regards to their self-assessment of the levels of implementation of strategic human development priorities of the church between 2010-2020. Thus, a higher mean rating suggests that respondents consider the implementation of strategic human development priorities in their churches.

Respondents' Evaluation of Church Operations that Endorses Strategic Human Development (SHDP) Priorities

The mean score of 3.98 and standard deviation of .87 were obtained for the four statements of the SHDP scale that remained after conducting a factor analysis (see Table 4.12). This mean rating implies that the respondents agreed that the effectiveness of the OE measures implemented by the churches further aided the implementation of operations that supported strategic human development priorities in their churches. This means that from 2010 to 2020, human development interventions in the areas of Socio-economic development of individuals and communities, character development of individuals, church membership drive for human development and leadership capacity development were aided by the effectiveness of the OE measures. From the standard deviation, it can also be deduced that there were no considerable variations in respondents' opinions about the items under consideration.

Table 4.12

Descriptive Statistics of the Degree of Execution of Strategic Human Development Priorities Scale (N=844)

Description of strategic human development priorities statements	**M**	**SD**
During the period spanning from 2010 to 2020, our church implemented proactive measures aimed at preserving and augmenting its membership base, with the objective of ensuring the continued availability of individuals who require or endorse interventions pertaining to human development	3.93	1.087
During the period spanning from 2010 to 2020, the church implemented proactive measures aimed at enhancing the proficiency of its leaders in the areas of business management and diverse leadership approaches.	4.14	.922
Between the years 2010 and 2020, the church exerted a significant influence on the process of character development in individuals by means of moral values construction.	3.92	1.026
Between the years 2010 and 2020, the church exerted a positive influence on various aspects of individuals' life, including their economic well-being, health status, educational attainment, social interactions, and political engagement.	3.94	1.051
Composite mean for the SHDP scale	**3.98**	**.872**

Note. Results Generated Based on Field Data

Research Hypotheses Testing

Independent T-Tests.

The independent t-test was employed to examine the a priori hypotheses 1, 2 and 3 as indicated below. Each of the apriori hypotheses is further specified in its null (**H_o**) and alternate (**H_a**) form:

Research Hypothesis 1: There will exist statistically significant variations in the perceived importance of the four domains of church organisational effectiveness (COE) between Orthodox/Protestant and Charismatic/Pentecostal churches.

***H_o*:** *There are no significant differences in the perceived importance of the four domains of organisational effectiveness (OE) between Orthodox/Protestant and Charismatic/Pentecostal churches.*

***H_a*:** *There are significant differences in the perceived importance of the four domains of organisational effectiveness (OE) between Orthodox/Protestant and Charismatic/Pentecostal churches.*

Research Hypothesis 2

There will exist statistically significant variations in the perceived effectiveness of the four domains of church organisational effectiveness (COE) between Orthodox/Protestant and Charismatic/Pentecostal churches.

***H_o*:** *There are no significant differences in the perceived effectiveness of the four domains of organisational effectiveness (OE) between Orthodox/Protestant and Charismatic/Pentecostal churches.*

***H_a*:** *There are significant differences in the perceived effectiveness of the four domains of* *organisational effectiveness (OE) between Orthodox/Protestant and Charismatic/Pentecostal churches.*

Research Hypothesis 3

There will exist statistically significant variations in the perceived implementation of strategic human development priorities between Orthodox/Protestant and Charismatic/Pentecostal churches.

***H_o*:** *There are no significant differences in the implementation of development priorities between Orthodox/Protestant and Charismatic/Pentecostal churches.*

***H_a*:** *There are significant differences in the implementation of development priorities between Orthodox/Protestant and Charismatic/Pentecostal churches.*

Research Hypotheses Test Results

The independent t-test, a widely employed statistical method, holds considerable relevance in the examination of differences between two distinct groups. Within the framework of the current investigation, the first two hypotheses asserts that there are significant differences/variations in the perceived importance and effectiveness of the four domains of church organisational effectiveness (COE) between the two categories of churches (i.e., ecumenical bodies)-Orthodox/Protestant and Charismatic/Pentecostal. The 3rd hypothesis also asserts that there exist a significant variation in the perceived execution of strategic human development priorities between Orthodox/Protestant and Charismatic/Pentecostal churches.

The independent t-test is particularly suited to this investigation as it is designed to compare means of two independent groups, assessing whether the observed differences are likely due to actual variations in the populations or simply a result of random chance. In this case, (1) the means of the perceived importance and effectiveness of the four COE domains among Orthodox/Protestant churches will be compared with those of Charismatic/Pentecostal churches, and (2) the means of the perceived implementation of strategic human development priorities among Orthodox/Protestant churches will be compared with those of Charismatic/Pentecostal churches.

The study aimed to assess any statistically noteworthy variations in the mean scores of the groups by employing an independent t-test. If the p-value associated with the t-test is lower than a pre-defined statistical level (commonly 0.05), the hypothesis is considered supported, indicating that the differences in perceived importance are unlikely to have arisen by chance. The independent t-test is predicated upon the fulfillment of specific criteria, which encompass the normal display of data and the uniformity of variances across the groups. These assumptions were assessed before conducting the test.

The present study employed an independent-samples t-test to examine any statistically significant disparities in the perceived importance of the four domains of church organisational effectiveness (COE) between Orthodox/Protestant and Charismatic/Pentecostal churches (**H_1**). The results as per Table 4.13 indicates that there was a significant noteworthy variation in the mean importance of OE factors scores for Orthodox/Protestant churches (M = 4.31, SD = .391; t (768) = 2.954, p = .003, two-tailed) and Charismatic/Pentecostal churches (M = 4.47, SD = .538). In this regard, we reject the null hypothesis that states that:

> ***H_o:*** *There are no significant differences in the perceived importance of the four domains of organisational effectiveness (OE) between Orthodox/Protestant and Charismatic/Pentecostal churches.*

Table 4.13

Independent Sample Test of Differences in the Mean Importance of Organisational Effectiveness Factors Scores for Orthodox/Protestant and Charismatic/Pentecostal Churches

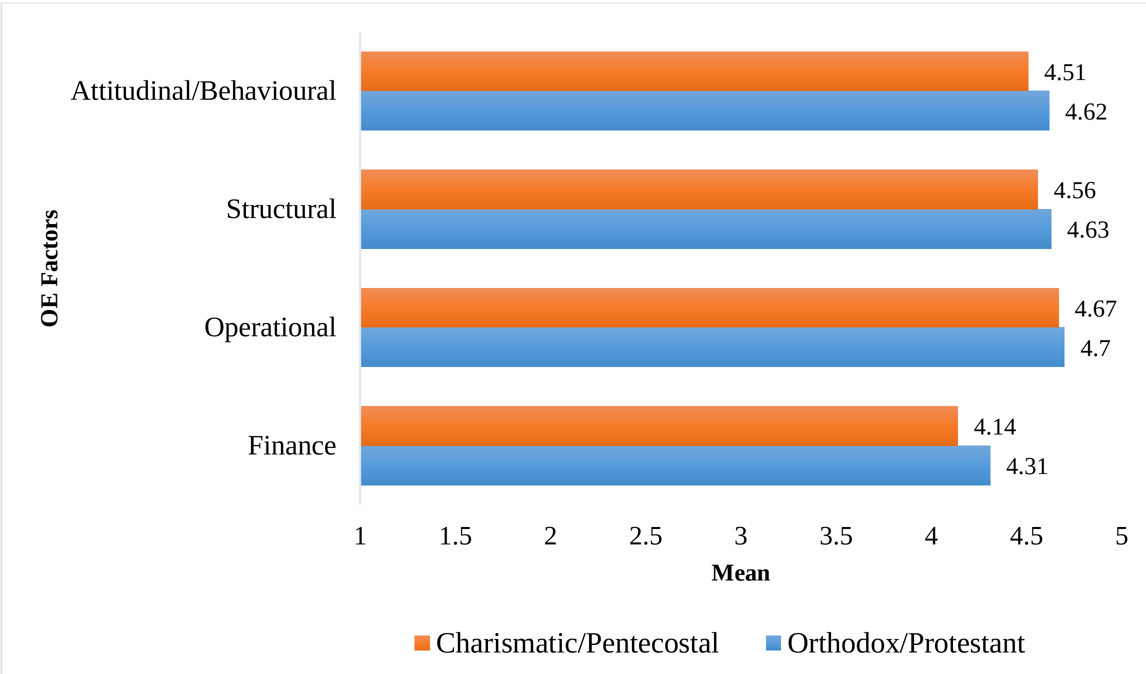
OE Factors/Domains	**Type of Church**	**M (SD)**	**MD**	***T***	***p*-value (sig)**
Finance	Orthodox/Protestant	4.31 (.743)	.17	3.063	.002*
	Charismatic/Pentecostal	4.14 (.881)			
Operational	Orthodox/Protestant	4.70 (.396)	.03	1.006	.315
	Charismatic/Pentecostal	4.67 (.504)			
Structural	Orthodox/Protestant	4.63 (.483)	.07	1.737	.083
	Charismatic/Pentecostal	4.56 (.627)			
Attitudinal/Behavioural	Orthodox/Protestant	4.62 (.470)	.11	2.951	.003*
	Charismatic/Pentecostal	4.51 (.627)			
Importance Scale	**Orthodox/Protestant**	**4.56 (.391)**	**.09**	**2.954**	**.003***
	Charismatic/Pentecostal	**4.47 (.538)**			

Note. Results Generated Based on Field Data
*Note. MD = Mean Difference; *p < .05*

This outcome suggests that H1 is supported. The inference is that while both Orthodox/Protestant and Charismatic/Pentecostal churches acknowledge that all four factors of Structural, Attitudinal/Behavioural, Financial, and Operational contribute to the Organisational Effectiveness (OE) of churches from 2010-2020, they do not assign equal significance to each factor (Refer to Figure 4.10.)

Figure 4.10

Differences in the Mean Importance of Organisationql Effectiveness Factors Scores for Orthodox/Protestant and Charismatic/Pentecostal Churches



Note. Results Generated Based on Field Data

The second a priori hypothesis posited that there would be statistically significant variations in the perceived effectiveness of the four categories of church organisational effectiveness (COE) between Orthodox/Protestant and Charismatic/Pentecostal churches. The observed independent-samples t-test analysis yielded results, as reported in Table 4.14, which indicate that there was no statistically noteworthy variance in the mean effectiveness of the OE factor scores for Orthodox/Protestant churches (M = 4.37, SD = .575; t (822) = 1.071, p = .284, two-tailed) and Charismatic/Pentecostal churches (M = 4.32, SD = .673). In this regard, we fail to reject the null hypothesis that states that:

H_o*: *There are no significant differences in the perceived effectiveness of the four domains of organisational effectiveness (OE) between Orthodox/Protestant and Charismatic/Pentecostal churches.

This result implies that **H_2** is not supported. The evidence gathered from the findings is inadequate to establish that both Orthodox/Protestant and Charismatic/Pentecostal churches exhibited an equal level of agreement regarding the effectiveness of all four categories of church organisational effectiveness (Structural, Attitudinal/Behavioral, Financial, and Operational) during the period of 2010-2010.

Table 4.14

Independent Sample Test of differences in the mean effectiveness of OE factors scores for Orthodox/Protestant and Charismatic/Pentecostal churches

OE Factors/Domains	**Type of Church**	**M (SD)**	**MD**	***t***	***p*-value (sig)**
Finance	Orthodox/Protestant	4.41 (.803)	.08	1.436	.151
	Charismatic/Pentecostal	4.33 (.827)			
Operational	Orthodox/Protestant	4.30 (.704)	-.03	-.575	.566
	Charismatic/Pentecostal	4.33 (.711)			
Structural	Orthodox/Protestant	4.44 (.657)	.10	2.032	.042*
	Charismatic/Pentecostal	4.34 (.780)			
Attitudinal/Behavioural	Orthodox/Protestant	4.31 (.738)	.03	.592	.554
	Charismatic/Pentecostal	4.28 (.795)			
Effectiveness Scale	**Orthodox/Protestant**	**4.37 (.575)**	**.05**	**1.071**	**.284**
	Charismatic/Pentecostal	**4.32 (.673)**			

Note. Results Generated Based on Field Data
*Note. MD = Mean Difference; *p < .05*

The third a priori hypothesis of the study postulated that significant differences would exist in the perceived implementation of strategic human development priorities between Orthodox/Protestant and Charismatic/Pentecostal churches. The outcome of the independent-samples t-test, as displayed in Table 4.15, indicate that there is an absence of a statistically noteworthy variance in the mean scores of strategic human development priorities' execution between Orthodox/Protestant churches (M = 3.97, SD = .883; *t* (822) = -.316, *p* = .752, two-tailed) and Charismatic/Pentecostal churches (M = 3.99, SD = .862). In this regard, we fail to reject the null hypothesis that states that:

> ***H_o*:** *There are no significant differences in the implementation of development priorities between Orthodox/Protestant and Charismatic/Pentecostal churches.*

This finding indicates the lack of support for Hypothesis 3. The evidence gathered from the findings is therefore inadequate to establish that both Orthodox/Protestant and Charismatic/Pentecostal churches exhibited an equal level of agreement regarding the implementation of human development priorities in the church during the period of 2010-2010.

Table 4.15

Independent Sample Test of Differences in the Mean Implementation of Human Development Priorities Scores for Orthodox/Protestant and Charismatic/Pentecostal Churches

Variable	**Type of Church**	**M (SD)**	**MD**	***t***	***p*-value (sig)**
Strategic Human Development Priorities Scale	Orthodox/Protestant	3.97 (.883)	-.02	-.316	.752
	Charismatic/Pentecostal	3.99 (.862)			

Note. Results Generated Based on Field Data

Note. MD = Mean Difference; **p* < .05

Test of Relationships/Associations

Research Question 4: What is the nature of the relationship between the church's recognition of the importance of the OE factors and the overall level of effectiveness?

Research Hypothesis 4: What is the relationship between a church's recognition of OE determinants and its effectiveness in achieving its goals?

H_o: *Churches that recognise the importance of organisational effectiveness (OE) factors are not likely to exhibit higher levels of effectiveness.*

H_a: *Churches that recognise the importance of organisational effectiveness (OE) factors are more likely to exhibit higher levels of effectiveness*.

To test the hypothesis that churches recognising the importance of organisational effectiveness (OE) factors are more inclined to exhibit elevated levels of effectiveness, a correlation analysis was computed. Correlation analysis is a statistical procedure to explore the connection among two continuous variables, namely in this study, the composite score of the respective scales. Its purpose is to determine the magnitude and orientation of the correlation across these variables. In this test, the correlation coefficient (Spearman's Rank Correlation coefficient) between the level of importance of OE factors (measured on a scale indicating the degree of importance of OE factors/domains) and the effectiveness scores of the churches (also measured on the effectiveness scale with the four OE factors/domains) was computed. A positive and statistically significant correlation coefficient implied/suggests that as the importance of OE variables rise, the effectiveness of churches tends to be higher. Various authors provide varying interpretations; nevertheless, Cohen (1988) posits the subsequent standards: a correlation coefficient (rho) falling within the range of .10 to .29 is classified as moderate, a coefficient falling within the range of .30 to .49 is classified as medium, and a coefficient falling within the range of .50 to 1.0 is classified as high.

The correlation analysis provided insights into the degree and direction of the association between the importance of the OE factors/domains (as individual factors and composite) and effectiveness of the OE factors/domains (as individual factors and composite). If the correlation was positive, and statistically significant ($p < 0.05$), it supports the a priori hypothesis 4. Initial investigations were directed to verify that the premises of normality, linearity, and homoscedasticity were not disturbed (see Appendix E).

The findings from the correlation study (Table 4.16) revealed a notable and positive connection across the two variables, with a moderate effect size size (rho = .356, n = 844, p = 0.000). Specifically, higher levels of importance attributed to OE factors were found to be allied with increased levels of efficacy in OE factors. Based on this result, we reject the null hypothesis that states that:

> ***H_o:*** *Churches that recognise the importance of organisational effectiveness (OE) factors are not likely to exhibit higher levels of effectiveness.*

This result implies that **H_4** is supported. Therefore, it can be inferred that the churches' attainment of organisational effectiveness between 2010 and 2020 was influenced by the significant value stakeholders placed on implementing the four factors of financial, structural, attitudinal/behavioral, and operational.

Table 4.16
Spearman's Rho Correlations between Importance and Effectiveness of Organisational Effectiveness Factors/Domains

Importance of OE factors/domains	**Effectiveness of OE factors/domains**				
	Finance	Operational	Structural	Behavioural/ Attitudinal	**Effectiveness scale**
Finance	.252**	.130**	.131**	.074	
Operational	.305**	.275**	.270**	.208**	
Structural	.354**	.232**	.365**	.220**	
Attitudinal/Behavioural	.404**	.354**	.393**	.376**	
Importance scale					**.356****

Note. Results Generated Based on Field Data
*Note. **p < 0.01, *p < 0.05*

Research Question 5: How does recognising and integrating OE determinants affect a church's role in human development priorities within its community?

H_o: *There are no significant relationship between churches' recognition of the importance of organisational effectiveness (OE) factors and their overall implementation of their development priorities.*

H_a: *There are significant relationship between churches' recognition of the importance of organisational effectiveness (OE) factors and their overall implementation of their development priorities.*

The relationship between importance of OE factors and implementation of strategic human development priorities was also examined employing the Spearman's Rank Correlation coefficient. Preliminary investigations were conducted in order to verify the absence of any infringements upon the assumptions of normality, linearity, and homoscedasticity (see Appendix E). A statistically significant connection of small magnitude was observed among the two variables, with a correlation coefficient of rho = .169 (n = 844, p < .001). Based on this result, we reject the null hypothesis, which states that:

***H_o:** There are no significant relationship between churches' recognition of the importance of organisational effectiveness (OE) factors and their overall implementation of their development priorities.*

The fifth a priori hypothesis, which posited a positive and statistically substantial correlation between churches' recognition of the importance of OE factors and their overall implementation of strategic human development priorities, is therefore supported. Hence, it can be deduced that the churches' achievement in implementing human development interventions from 2010 to 2020 was impacted by the considerable importance stakeholders attributed to executing the four aspects of financial, structural, attitudinal/behavioral, and operational.

Regression Analysis

Research Question 6: To what extent do the identified OE determinants predict churches' overall effectiveness and sustainability?

Research Hypothesis 6: To what extent do the identified OE determinants predict churches' overall effectiveness and sustainability?

***H_o:** The Organisational Effectiveness (OE) factors identified by the study would not predict the overall effectiveness of churches in Ghana.*

H_a*: *The Organisational Effectiveness (OE) factors identified by the study would predict the overall effectiveness of churches in Ghana.

To test the sixth a priori hypothesis of the study, a Multiple Regression Analysis was computed. The preference for multiple regression analysis was based on the following utilities the analytical technique offers regarding the hypothesis:

Examine Complex Relationship: The hypothesis explores the collective impact of multiple Organisational Effectiveness (OE) factors on the overall effectiveness of churches. Multiple regression is appropriate for assessing how these multiple factors jointly contribute to the outcome (effectiveness).

Quantitative Prediction: Multiple regression analysis offers a quantitative framework for measuring the association between predictor variables, namely organisational effectiveness characteristics, and the outcome variable of overall effectiveness. This framework aids in predicting the magnitude of influence.

Isolation of Effects: By including all OE factors in the model simultaneously, multiple regression helps to isolate and analyze the unique contribution of each factor while accounting for the presence of others.

Statistical Significance: Multiple regression provides statistical tests to determine whether the combined effect of OE factors significantly predicts overall effectiveness, offering insights into the practical importance of the relationship.

Efficient Modelling: By employing a singular multiple regression model, the collective impact of the OE factors on overall effectiveness can be accessed, streamlining the analysis process and providing comprehensive insights.

In sum, multiple regression was chosen as a suitable statistical analysis method because it accommodates the complex and multivariable nature of the hypothesis, provides a quantitative prediction framework, allows for isolation of effects, controls for confounding variables, offers statistical significance testing, and efficiently models the relationship between OE factors and overall church effectiveness.

Predictors of Church effectiveness in Ghana between 2010 and 2020

A standard multiple regression was performed between overall church effectiveness (measured by the effectiveness scale) as the dependent variable and finance, operational, structural, and attitudinal factors/domains (measured by the importance scale), as independent variables. This was conducted to ascertain the optimal linear combination of finance, operational, structural, and attitudinal/behavioural factors to predict the effectiveness of churches. The analysis was computed/performed using the SPSS REGRESSION and SPSS EXPLORE software packages to assess the underlying assumptions. Among the 844 examples examined, no outliers were detected when the Mahalanobis criterion was employed at a significance level of $p < 0.001$. There were no instances of missing data or suppressed variables observed in the research. The utilisation of the variance inflation factor (VIF) was employed to ascertain the company of correlations among independent factors and the magnitude of these correlations. The VIF values observed in this study varied from 1.3 to 2.6, suggesting the presence of moderate correlations (refer to Appendix E for statistical test results). According to Menard (2009), it is advisable to regard VIFs of 10 as the maximum threshold, whereas VIFs exceeding 5 should be seen as indicative of potential issues.

Table 4.17 displays the measures of central tendency (mean), variability (standard deviation), and associations (intercorrelations) between variables. This combination of variables predicted effectiveness, *F* (4, 839) = 44.50, *p* = 0.000, with all four importance factors/domains contribute to the prediction. Based on these results, we reject the null hypothesis that states that:

> **H_o:** *The Organisational Effectiveness (OE) factors identified by the study would not predict the overall effectiveness of churches in Ghana.*

Table 4.17

Means, Standard Deviations, and Intercorrelations for Church Effectiveness and Predictor Variables (N=844)

Variable	M	SD	1	2	3	4	5
1. Effectiveness Scale	4.34	.626	-	.196**	.277**	.328**	.405**
2. Importance of the Finance Domain	4.22	.819		-	.414**	.434**	.321**
3. Importance of the Operational Domain	4.68	.453			-	.738**	.611**
4. Importance of the Structural Domain	4.59	.558				-	.633**
5. Importance of the Attitudinal/behavioural Domain	4.57	.557					-

Note. Results Generated Based on Field Data
*Note. *p < 0.05; **p < 0.01*

The beta weights, presented in Table 4.18 and further depicted graphically in Figure 4.11 suggest that attitudinal/behavioural factor/domain contribute most to predicting overall church effectiveness, followed by structural factor/domain.

Table 4.18

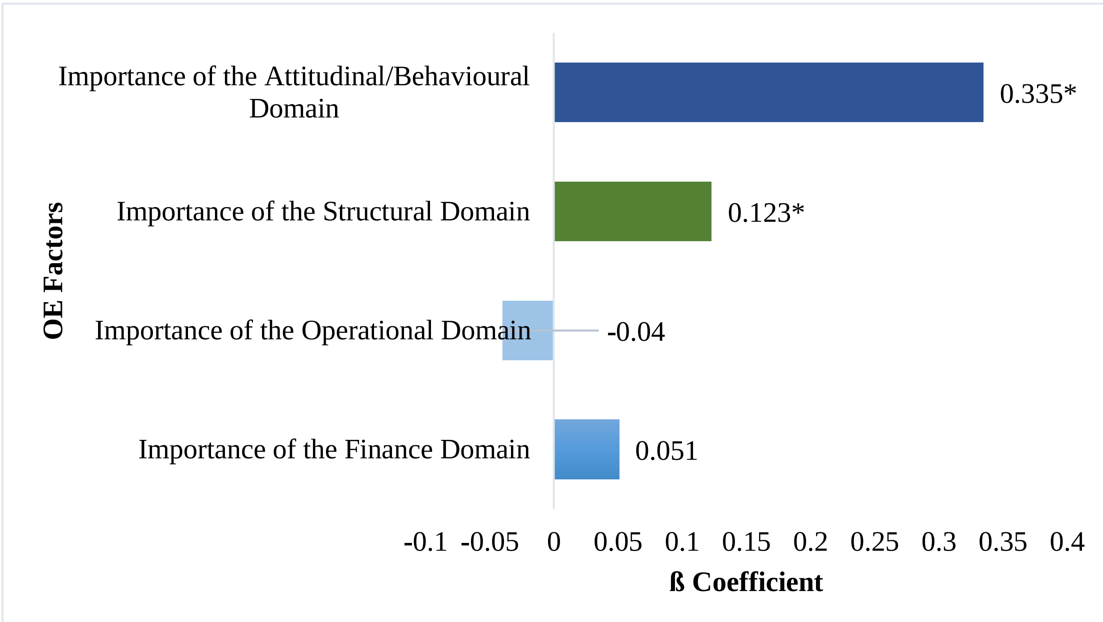
Simultaneous Multiple Regression Analysis Summary for Finance, Operational, Structural and Attitudinal/behavioural Organisational Effectiveness factors Predicting and Church Effectiveness (N=844)

Variables	*B*	*SEB*	ß	*t*	Sig.
Independent variables					
Importance of the Finance Domain	.039	.027	.051	1.449	.148
Importance of the Operational Domain	-.055	.067	-.040	-.809	.419
Importance of the Structural Domain	.138	.056	.123	2.449	.015*
Importance of the Attitudinal/behavioural Domain	.377	.047	.335	7.946	.000**
(Constant)	2.078	.210		9.909	.000

Note. Results Generated Based on Field Data
Note. $R^2 = .175$; $F (4, 839) = 44.50$, $p = 0.000$ *Note.* $^{**}p < 0.01$, $^{*}p < 0.05$

Figure 4.11

Finance, Operational, Structural and Attitudinal/behavioural Organisational Effectiveness Factors Predicting Church Effectiveness



Note. Results Generated Based on Field Data

From Figure 4.11, noteworthy observations emerge regarding the multiple regression results. The attitudinal/behavioural factor/domain exhibits the highest Beta (ß) coefficient of 0.335, signifying its substantial unique contribution to explaining the dependent variable (church effectiveness) while accounting for the variance attributed to other variables in the model. Following this, the structural factor/domain is characterised by a Beta value of 0.123, indicating a notable positive influence on the dependent variable. Conversely, the operational factor/domain yields a Beta coefficient of -0.040, reflecting its comparatively weaker impact on church effectiveness when other variables are considered. This implies that the attitudinal/behavioural factor/domain is the most dominant predictor, the structural factor/domain also plays a relevant role, while the operational factor/domain demonstrates a minor and inversely related influence.

Upon closer examination of Table 4.18, it becomes evident that both the attitudinal/behavioural factor/domain and the structural factor/domain stand out as statistically significant contributors ($p < 0.05$) in predicting church effectiveness. This signifies that these two factors possess meaningful predictive power in the context of the model, reinforcing their importance in understanding the variation in church effectiveness. Overall, the results of the regression analysis largely lend support to $\mathbf{H_6}$. However, it must be noted that not all the factors significantly predicted church effectiveness.

Table 4.19 provides a concise overview of the outcomes derived from the previously established hypotheses:

Table 4.19

Outcomes Showing Significance of Tested A priori Hypotheses

No.	Hypothesis	Status
H1	There exists statistically significant variation in the perceived importance of the four domains of church organisational effectiveness (COE) between Orthodox/Protestant and Charismatic/Pentecostal churches.	Supported
H2	There exists statistically significant variation in the perceived effectiveness of the four domains of church organisational effectiveness (COE) between Orthodox/Protestant and Charismatic/Pentecostal churches.	Not Supported
H3	There exists statistically significant variation in the perceived implementation of strategic human development priorities between Orthodox/Protestant and Charismatic/Pentecostal churches.	Not Supported
H4	Churches that recognise the importance of OE factors are more inclined to exhibit higher levels of effectiveness.	Supported
H5	There exists a positive and statistically significant correlation between churches' recognition of the importance of OE factors and their overall implementation of strategic human development priorities.	Supported
H6	The Organisational Effectiveness (OE) factors identified by the study will significantly predict the overall effectiveness of churches in Ghana.	*Supported*

Note. Results Generated Based on Field Data

4.5.4 Summary

This section has presented novel findings from the quantitative component of the exploratory sequential mixed methods study, which aimed to examine and generalize the importance, effectiveness, and predictors of church organisational effectiveness in Ghana between 2010 and 2020. In particular, the findings have established the following:

Importance of OE factors

Four domains, each with sub-components, are important and determine the OE of churches. The finance domain has two sub-components: annual program and budget and primary and supplementary means of revenue. The operational domain has nine sub-components: Evangelism and outreach programs, visitation and follow-up, hospitality, welfare, social responsibility, secured and friendly facility, timely services and programs, and stakeholder involvement. The structural domain consist of a practical regulating body, a well-crafted and clearly expressed vision and mission, an efficient leadership and management group, a plan for strategy, functional procedures and guidelines, and initiatives aimed at leadership development. The Attitudinal behavioural domain comprises four sub-components: emotional attachment to job functions, emotional attachment to the church, cohesion among workers, and adherence to legal, operational requirements, and statutory obligations.

The operational factor/domain holds significant importance among the four components (financial, operational, structural, attitudes, and behavioural) that contribute to the OE of churches.

Statistically significant variances can be observed in the perceived importance of all four domains of church organisational effectiveness (COE) between the two categories of churches (i.e., ecumenical bodies)-Orthodox/Protestant and Charismatic/Pentecostal.

Churches that recognise the importance of organisational effectiveness (OE) factors are more prone to exhibit elevated range of effectiveness.

Effectiveness of OE factors

All four church organisational effectiveness domains were effective and produced vital outcomes for the church's sustenance, with particular emphasis on the exceptional effectiveness of the structural domain.

There is a lack of statistically significant disparities in the perceived effectiveness of the four domains of church organisational effectiveness (COE) between the two categories of churches (i.e., ecumenical bodies)-Orthodox/Protestant and Charismatic/Pentecostal Orthodox/Protestant churches.

The effectiveness of the OE measures implemented by the churches aided the implementation of operations that supported strategic human development priorities in their churches from 2010 to 2020 such as Socio-economic development of individuals and communities, character development of individuals, church membership drive and leadership capacity development.

There are no statistically significant differences between Orthodox/Protestant and Charismatic/Pentecostal churches regarding the perceived implementation of strategic human development priorities. Nonetheless, a statistically noteworthy correlation exists amid the churches' recognition of the importance of organisational effectiveness (OE) factors and their overall implementation of strategic human development priorities.

Predictors of Church effectiveness factors in Ghana between 2010 and 2020

The attitudinal/behavioural factor/domain is the primary predictor of church OE, followed by the structural factor/domain, which also has a significant impact. In contrast, the operational factor/domain has a moderate influence that is inversely related. In summary, the attitudinal/behavioural factor/domain and the structural factor/domain emerge as statistically significant predictors ($p < 0.05$) of church effectiveness.

4.6 **Evaluation of Findings**

The prior section offered a comprehensive analysis and findings of the exploratory sequential study. During both phases of the investigation, a consensus was reached using a survey instrument created based on the results obtained from the qualitative phase. The present section evaluates these findings to determine if they adequately answered the research inquiries and established their significance to the study's theoretical framework and evaluated literature. The evaluation also assessed the extent to which the collected evidence substantiates the conclusions drawn within the study's theoretical underpinnings and empirical literature framework. The organisation of this section is structured per research questions and hypotheses.

4.6.1 Research Question/Hypothesis 1
Key Determinants of Organisational Effectiveness of Churches in Ghana

a. Factors/domains that holistically determine the OE of churches

The first research question, 'What are the key determinants of the OE of the church' aimed at understanding the factors that can collectively determine the Church's organisational effectiveness (OE). The empirical evidence generated by the studies has demonstrated that the organisational effectiveness (OE) of churches, holistic in nature, is determined by the interaction of four domains/factors. These domains/factors consisted of financial, operational, structural, and attitudinal/behavioural dimensions, each composed of sub-components rooted in unique yet interrelated organisational features. These findings have fully addressed the first research question.

An implicit indication is that churches must adopt a multidimensional method to ensure effectiveness. This approach facilitates effective communication with operational constituents. They should also evaluate their organisational attributes and use them to enhance capabilities in areas that require the most attention.

The study results regarding the multi-dimensionality of organisational effectiveness (OE) factors are not novel and were anticipated, as it aligns with the theoretical argument put forth by various authors that OE is a construct with multiple dimensions (Nwanzu & Babalola, 2019; Nwanzu & Uhiara, 2018; Sowa et al., 2004). These authors have advocated for OE to be consistently conceptualised and demonstrated as a framework that is multifaceted, multifunctional, and inherently interconnected (Manzoor, 2011; Nwanzu & Babalola, 2019; Shilbury & Moore, 2006). This perspective is in solidarity with the initial study by Cameron (1978), which concluded that organisational effectiveness cannot be regarded as a singular concept due to its varying constituents that necessitate distinct analytical approaches.

The results pointing to the multi-dimensionality of Church OE factors are congruent with the theoretical framework of the Unified Model of OE (Sharma & Singh, 2019) proposed for the study. The framework, categorizes the factors influencing the efficacy of FPOs and NPOs into four distinct classifications: Financial, Operational, Structural, and Attitudinal/Behavioral to support the selection of appropriate metrics that will lead to the attainment of the effectiveness of an organisation to deliver on its core mandate. The results of the present study thus support and confirm Sharma and Singh's (2019) categorisation of the four primary organisational effectiveness (OE) variables as responsive to creating the path for the effectiveness of organisations. The OE variables identified in this study demonstrate an amalgamation of the four conventional models: Goal, systems resource, internal process, and multiple Constituents, as well as unified techniques such as BSC and CVF. These models and approaches have been extensively discussed by various authors, including Ashraf and Kadir (2012), Eydi (2015), Hussain et al. (2019), Sharma and Singh (2019), Nwanzu and Uhiara (2018), Hassan and Sajjad (2011), and Wray (2019).

The study's findings also confirm that the Church's organisational status aligns with that of a faith-based organisation (FBO), a category of non-governmental organisations (NGOs), as the identified characteristics of the Church's organisational features are consistent with those commonly found in NGOs (Bielefeld & Cleveland, 2013; Clarke & Ware, 2015; Tamunomiebi et al., 2018; Thaut, 2009). The present study further supports the existing body of evidence that churches possess distinct organisational traits, hence rendering them amenable to scientific investigation (Adebayo, 2021; Austin-Roberson, 2009; Boggs & Fields, 2010; Kim, 2019).

Additionally, the study does not break new ground by recognising organisational factors as sub-components of the Church's OE factors/domains, which are the basis for predicting organisational effectiveness. Scholars (Gachoka et al., 2018; Jurado-Caraballo & Rodríguez-Fernández, 2021) have observed how organisational attributes significantly shape organisational excellence. Although the study aligns with the prevailing theories of Organisational Effectiveness (OE), simultaneously, it offers a novel perspective by incorporating the Church as a construct within this framework. This unique approach sheds new light on the various dimensions of OE within the context of religious organisations. Existing literature about Church OE in Ghana and other regions revealed a deficiency in understanding the elements that can holistically influence the OE of churches and their capacity to forecast such outcomes.

Furthermore, it is worth noting that apart from this present study, none of the literature examined in support of this study conducted their inquiries using a representative sample of different congregations affiliated with two distinct ecumenical organisations that exhibit significant variations in their theological orientations. The reviewed studies focused on individual denominations or denominations not associated with their ecumenical bodies. Boggs and Fields (2010) employed the CVF to illustrate the cultural aspects of churches while utilising a BSC methodology to assess the efficacy of these congregations. Their study centred on 68 Assembly of God denominations in North Carolina, USA. In contrast, the study conducted by McKenna and Eckard (2009) examined the influence of church leadership competencies and church people's opinions regarding organisational success on church efficiency. The study's population consisted of 101 senior pastoral leaders from 21 different denominations. The study aimed to showcase various techniques for evaluating church organisational efficiency and categorised congregational organisational excellence into three principal dimensions: leadership, congregational, and ministry outcomes.

b. Financial factor/domain as a determinant of OE of churches

The study identified the financial domain as a factor of church organisational effectiveness (OE), which denotes systems and processes that promote financial growth and stability within the Church. The fundamental objective of this initiative is for churches to concentrate on the formulation and execution of a yearly programme and budget framework while also ensuring the acquisition of funds from both primary (tithes and offerings) and supplementary (donations, income-generating activities, etc.) sources.

The results suggest that churches must establish and maintain an efficient financial system to generate and manage the necessary funds required for their operations, thus ensuring their economic viability and sustainability. The outcome of this study was anticipated and did not offer novel perspectives since it corresponds with previous research conducted by NPOs that routinely employ financial indicators to assess effectiveness (Boateng et al., 2016; Boggs & Fields, 2010; Iwu et al., 2015; Tayşir & Tayşir, 2012). The results also validate the financial parameter of the Sharma and Singh (2019) theoretical framework proposed for the study. The framework encompasses financial metrics, including earnings, investment returns, asset returns, and profit sharing. These metrics are crucial for a company's success and growth.

c. Operational factor/domain as a determinant of OE of churches

The operational factor/domain was identified as a determinant of church organisational effectiveness (OE), encompassing the systems and processes that facilitate increase in church membership and the provision of volunteer activities within the congregation. The factor comprises nine (9) subordinate elements, including Evangelism and outreach initiatives, visitation and subsequent engagement, hospitality, welfare, social accountability, a secure and amicable infrastructure, punctual services and programmes, and stakeholder engagement. The results imply that for churches to thrive in the long run, it is crucial to establish a pragmatic framework fostering its members' ongoing participation and dedication. These individuals must be actively involved, inspired, and eager to leverage their expertise, skills, talents, and resources to sustain the Church's operations. Achieving this goal necessitates a thoughtful and deliberate approach that is carefully planned and skillfully executed.

The outcomes of this operational factor variable are anticipated and consistent with the research conducted by Boggs and Fields (2010). The researchers employed the Competing Values Framework (CVF) as a tool to evaluate the organisational performance of a total of 68 USA based Assembly of God denominations. Their findings revealed that a significant majority (90%) of the churches examined exhibited a clan culture. This particular cultural orientation emphasises the importance of individuals, internal unity, and attentiveness to the needs and preferences of congregants. Notably, this aligns with the operational element investigated in the current study.

The utilisation of the CVF in their conceptual frameworks was also observed in the studies conducted by Winand et al. (2014) and Eydi (2015), wherein a specific focus was placed on the Clan culture. Nevertheless, the operational factor exhibited a higher degree of specificity and inclusiveness in its components compared to the Clan culture domain of the Competing Values Framework (CVF), enhancing the novelty of the results in this research.

The research findings validate that the operational domain is crucial in determining organisational effectiveness, as proposed in the study’s theoretical framework by Sharma and Singh (2019). The framework includes operational measures such as productivity, growth, and efficiency, which are essential for any business to prosper and flourish.

d. Structural factor/domain as a determinant of OE of churches

The study identified the structural factor/domain as a church organisational effectiveness (OE) determinant. This factor encompasses the structures and processes that enable effective governance, administration, and leadership practices within the Church. The framework comprises seven distinct sub-components: an effective governing body, clearly articulated vision and mission statements, a proficient management and leadership team, a well-defined strategy plan, functional regulations and processes, and a focus on developing leadership ability. The present findings provide evidence that purposefully designed operational processes and organisational structures that promote effective governance, administration, and leadership significantly influence the organisational functionality of the

Church. All stakeholders within the Church need to unite towards a shared objective of establishing a sustainable system and process achieved through a comprehensive approach that involves reviewing and improving existing strategic policy, leadership and management frameworks. Effective board oversight, leadership capacity building, regulation, attention to system design, and periodic accountability are crucial components of this approach.

Based on previous studies conducted by Zlatković (2018), Winand et al. (2014), and Eydi (2015), it was anticipated that the results of this study would be similar. These studies employed the four effectiveness domains of the Competing Values Framework (CVF), including Hierarchy, which is characterised by formalised structures, stability, and control - aligning with the structural factor/domain mandate. Governance, management, and leadership factors have also been identified in various studies, such as those conducted by Tayşir and Tayşir (2012), Verschuere and Suykens (2020), and Boateng et al. (2016), as crucial determinants of organisational success. However, this study's findings revealed that the structural factor/domain subcomponent provided more detail and comprehensiveness than previous studies, making it more Church-specific. The inclusion of these items adds a unique perspective to the results.

The research findings validate that the structural dimension is crucial in determining organisational effectiveness, as proposed in the study's theoretical framework by Sharma and Singh (2019). The framework identifies flexibility, innovation, integration and stability as the most cited measures of OE within the structural paradigm. These measures underpin the organisational success.

e. Attitudinal/behavioural factor/domain as a determinant of OE of churches

As identified by the results of the study, the attitudinal/behavioural domain, a determinant of Church OE, encompasses strategies and structures designed to promote active support and involvement of church adherents in the vision and mission of the Church. The construct consists of four distinct subcomponents: emotional connection to job functions, emotional loyalty to the Church, unity among workers, and conformity to legal, operational demands and statutory responsibilities.

Based on the empirical evidence, the Church's leadership must adopt proactive measures to cultivate emotional support within its membership, thus enhancing the organisation's ability to effectively realise its vision and goal. The emphasis of this support should be directed towards the job functions, unity, loyalty, compliance with legal and operational obligations, and the fulfilment of statutory commitments. Providing direct assistance by church members is decisive in guaranteeing the organisation's sustainability and viability.

The findings given in this study are consistent with prior research undertaken by Boateng et al. (2016), Verschuere and Suykens (2020), and Tayşir and Tayşir (2012), indicating that the results are not wholly original. Numerous research studies have been conducted to evaluate the performance of NPOs. These studies have identified essential variables significantly determining OE. These variables include customer fulfilment, internal quality and productivity, stakeholder participation, and employee engagement. The measures obtained in these studies exhibit similarities to the findings reported in the present investigation.

The findings of this investigation further validate the premise that the attitudinal domain plays a central part in determining the effectiveness of an institution, as proposed in the study's theoretical framework by Sharma and Singh (2019). The study's outcomes upholds the significance of employees' attitudes in determining an organisation's effectiveness. The framework underscores the importance of job satisfaction, adaptability, turnover, and commitment as key indicators of organisational effectiveness in the attitudinal domain. These measures hold significant weight in determining an organisation's effectiveness.

f. Highly rated OE factor/Domain

The study's findings revealed that church members deemed the operational component highly significant among the four elements contributing to churches' organisational effectiveness (OE). This was evident from the composite mean value of 4.68 assigned to this aspect. It implies that church members are more likely to endorse and facilitate the execution of the operational factor/domain than the remaining three elements. Therefore, the operational field should be a catalyst for holding conversations with church members about organisational effectiveness.

Notably, this finding is unique, as previous studies conducted in the NPO holistic OE did not specifically investigate the outcomes of a sampled population comprising two distinct ecumenical groups or theological orientations. The authors cited in these studies include Tayşir and Tayşir (2012), Aboramadan et al. (2021), Vithayaporn (2021), Li and Xie (2020), Liket and Maas (2015), Zlatković (2018), and Boateng et al. (2016).

g. Variations in the perceived importance of the four OE determinants between Orthodox/Protestant and Charismatic/Pentecostal churches.

In responding to the first research question, " what are the key determinants of the OE of churches in Accra, Ghana?, it was hypothesised that there are significant differences between Orthodox/Protestant and Charismatic/Pentecostal churches in the perceived importance of the four factors determining church organisational effectiveness (**H_1**). Given that the sample for the present study consists of leaders and members of congregations from two distinct ecumenical bodies/theological orientations, it was hypothesised that the ratings of these respondents would not be uniform. The findings, however, supported **H_1** as Orthodox/Protestant and Charismatic/Pentecostal scores for the importance of OE factors differed significantly. This means that although all respondents concur that all four factors are essential to determine church OE, the degree of significance they ascribed to the variable differs between groups.

This finding is considered novel as it diverges from previous scholarly works (Boateng et al., 2016; Boggs & Fields, 2010; Iwu et al., 2015; Li & Xie, 2020; Liket & Maas, 2015; Vithayaporn, 2021; Zlatković, 2018) which did not specifically examine the results obtained from a sampled population consisting of two distinct ecumenical groups or theological orientations. The study's theoretical framework, which suggests that the success of comparative studies on organisational effectiveness relies on the researcher’s capacity to identify organisations that share similar backgrounds, contexts, and objectives, supports the assertion.

4.6.2 Research Question/Hypothesis 2

Effectiveness of Factors Determining OE of Churches in Ghana

a. Effectiveness of OE Factors/Domains

The second research question is: How well did the identified determinants of church OE work in practice from 2010-2020? The research outcomes indicate that all four factors/domains, namely Financial, Operational, Structural, and Attitudinal/Behavioural, were operationally effective from 2010-2020 in determining the OE of churches. The Structural factor/domain garnered the highest rating with a composite mean value of 4.39, while the others scored 4.30-4.39. Conclusively, it is affirmed that research question 2 has been comprehensively resolved.

The implications of these results suggest that throughout 2010-2020, applying all four domains of church organisational efficiency resulted in significant outcomes that contributed to the Church's sustainability. However, the effectiveness of the structural domain played a more prominent and influential role. In summary, these findings suggest that the presence of the four factors that determine organisational effectiveness (OE) may not lead to positive outcomes for the Church and its sustainability as an institution unless church stakeholders actively pursue and successfully implement these factors. The findings emphasise the significant effectiveness of the structural domain compared to other factors. This significant effectiveness of the structural domain further suggests that church stakeholders should prioritise and pay attention to it as an influential variable. However, it is prudent that they also evaluate the effectiveness of the other three factors and address any gaps that may exist.

It is noteworthy that previous research on the holistic OE of NPOs (Aboramadan et al., 2021; Iwu et al., 2015; Li & Xie, 2020; McKenna & Eckard, 2009; Tayşir & Tayşir, 2012; Vithayaporn, 2021; Zlatković, 2018), including those related to churches, did not explore the operational application of holistic OE factors over ten years within organisations. Besides, the few studies that focused only on churches (Boggs & Fields, 2010; McKenna & Eckard, 2009) did not sample respondents from different churches belonging to different ecumenical bodies, a unique aspect of this study. Therefore, this finding is novel and contributes to the existing literature on multidimensional domains of NPO effectiveness.

b. Variations in the perceived effectiveness of the four OE factors/domains

To address research question 2, which examines the effectiveness of factors that determine the overall organisational effectiveness of churches, it was hypothesised that there would be statistically noteworthy disparities in the perceived effectiveness of the four domains of Church OE between Orthodox/Protestant and Charismatic/Pentecostal churches ($\mathbf{H_2}$).

The study's results supported hypothesis $\mathbf{H_2}$ since substantial differences were observed in the average effectiveness ratings of OE variables between Orthodox/Protestant churches and Charismatic/Pentecostal churches. This means that while there was consensus among the respondents regarding the successful implementation of all four factors in the Church across the span of 10 years, there were variations in the operational effectiveness ratings between the two distinct groups. Therefore, the effectiveness of operational procedures is contingent upon variability across diverse groupings. When assessing the effectiveness of a church, it is crucial to consider the distinct experiences that shape its perspective. This is because churches evaluate their Organisational effectiveness (OE) in varying ways, influenced by their respective backgrounds and experiences. The observed variance in the study results was expected, considering the two ecumenical organisations' varied theological perspectives and experiences.

The finding is considered novel as other investigations on holistic NPO organisational effectiveness, including that of churches reviewed as part of the literature to substantiate this present study, did not explicitly examine the outcomes obtained from a representative sample encompassing two distinct groups with different backgrounds. Li and Xie (2020), McKenna and Eckard (2009), Boggs and Fields (2010), and Vithayaporn (2021), for example, examined exclusively either individual organisations or those that fall under a singular umbrella group.

Moreover, the present study utilises the theoretical framework proposed by Sharma and Singh (2019) to examine the importance of identifying organisations with similar backgrounds, contexts, and comparable objectives in conducting comparative studies on organisational effectiveness. The present investigation demonstrates a detected variability in the outcomes attributable to the two ecumenical groups' diverse theological viewpoints and experiences, as anticipated by the theoretical framework. Consequently, this finding is consistent with the fundamental theoretical framework.

4.6.3 Research Question/Hypothesis 3

Contribution of OE to human development outcomes.

a. Effect of OE factors on human development interventions

The third research question is: To what extent does the OE of the church contribute to the human development outcomes in their communities. The study findings indicated that the deployment of OE measures by the churches is pivotal in facilitating the execution of operations aligned with the strategic priorities for human development within their congregations. This finding responds ably to the third research question, which seeks to assess the effect of Church OE on the human development agenda of the Church.

The findings indicate that between 2010 and 2020, the objectives of human development interventions in the areas of socio-economic development of individuals and communities, character development of individuals, church membership drive for human development, and leadership capacity development were achieved successfully because of the efficient implementation of the four OE measures. Hence, the successful implementation of OE measures contributes to realising the Church's agenda for human development, thereby enhancing its long-term viability as an institution.

The Church places great importance on advancing human development, offering individuals the chance to realise their maximum capabilities and lead satisfying lives (Opoku et al., 2015; Tamakloe, 2020). Human development encompasses various aspects, such as socio-economic advancement at both the individual and community levels, the cultivation of character, affiliation with religious institutions, and the acquisition of leadership abilities (Anderson, 2018; Lamb et al., 2021; Magezi, 2018; Nzeng'e et al., 2021; Okyireh et al., 2020; Paas, 2018; Tamakloe, 2020; Van Wyk, 2017). Although the above previous research has examined the influence of the church on human development, there is insufficient proof regarding the potential influence of OE on the human development priorities of the Church. This study emphasises the need to apply effectiveness measures in the Church, as it can enhance its mission of promoting human development and secure its long-term viability.

Furthermore, the present research affirms that the Church has organisational characteristics that have the potential to support interventions aimed at promoting human development. While these findings are significantly novel, they were not entirely unexpected. Previous research has already established that the characteristics of an organisation play a vital role in helping it achieve its objectives. (Gachoka et al., 2018 ; Jurado-Caraballo & Rodríguez-Fernández, 2021). Furthermore, the theoretical foundation employed in this study, as proposed by Sharma and Singh (2019), suggests that a combination of financial, operational, structural, and attitudinal/behavioural organisational effectiveness (OE) factors is crucial for conducting a comprehensive assessment of an organisation's effectiveness. This holistic approach facilitates the attainment of organisational goals and ensures the organisation's long-term survival and sustainability. The current study, which reveals that implementing effectiveness measures within the Church fosters human growth and ensures long-term sustainability, aligns with the underlying theoretical framework.

b. Variations in the perceived implementation of strategic human development priorities between Orthodox/Protestant and Charismatic/Pentecostal churches

To address the third research question, which is "To what extent does the OE of the church contribute to the human development outcomes in their communities?", it was hypothesised that there would be statistically significant differences in the perceived implementation of strategic human development priorities between Orthodox/Protestant and Charismatic/Pentecostal churches (**H_3**).

The research findings indicate no statistically significant disparity in the perceived implementation of strategic human development priorities between Orthodox/Protestant and Charismatic/Pentecostal churches, hence rejecting **H_3**. Both groups assessed the degree of success in implementing strategic human development priorities as being equally influenced by the effectiveness of applying the four organisational effectiveness (OE) elements. Hence, it can be concluded that Orthodox/Protestant and Charismatic/Pentecostal churches are in consensus regarding the significance of implementing OE measures for the Church's human development agenda and its long-term viability as an institution.

Studies including Opoku et al. (2015) and Tamakloe (2020) have established that socio-economic development, character development, leadership capacity building and increasing the church membership base constitute strategic human development priorities of the Church. However, studies in NPO OE have not examined how OE relates to the execution of strategic human development priorities of the Church, such as demonstrated in this study. The findings of this study that Orthodox/Protestant and Charismatic/Pentecostal churches unanimously agree in their ratings that the Church's human development agenda and, consequently, its sustainability as an institution is contingent upon the effective application of OE measures is novel.

It establishes that the successful implementation of the four identified OE factors, as outlined in this research, is paramount to enabling churches execute interventions to promote human development effectively. These findings were expected since it has been established that organisational characteristics which constitute OE items play a positive role in the fulfilment of the aims of organisations (Abdul et al., 2021; Gachoka et al., 2018; Jurado-Caraballo & Rodríguez-Fernández, 2021). The study utilises a theoretical framework proposed by Sharma and Singh (2019), which suggests that discrepancies in outcomes will occur in comparative studies unless the organisations included share similar objectives and backgrounds. The results obtained from this specific portion of the research partially challenge the assertion above, as both ecumenical groups, despite their distinct theological backgrounds and experiences, generally agree on the importance of organisational effectiveness (OE) in promoting the effectiveness of church-led endeavours aimed at human development.

4.6.4 Research Question/Hypothesis 4

Relationship between the church's recognition of theimportance of the OE factors and the overall level of effectiveness?

To address research question 4: "What is the nature of the relationship between the church's recognition of the importance of the OE factors and the overall level of effectiveness?', it was hypothesised that churches that acknowledge the importance of OE factors are more likely to exhibit higher levels of effectiveness (**H_4**).

The results of the research gave backing for the hypothesis (**H_4**) and maintained that in order for churches to demonstrate higher levels of effectiveness, it is crucial for their stakeholders to acknowledge the significance of these organisational effectiveness characteristics. By this response, research question 4, which seeks to establish whether or not a positive correlation exists between the recognition of Organisational Effectiveness (OE) factors in churches and their overall effectiveness, is fully addressed. The findings suggest that churches must recognise the relevance of organisational effectiveness (OE) characteristics and actively promote their significance to boost effectiveness and ensure long-term success. Therefore, conversely, a church's organisational effectiveness (OE) may be undermined if its leadership does not recognise its significance and, after that, neglects to prioritise it as a fundamental element of the operational strategies implemented by the Church.

Although previous research has explored the topic of holistic organisational effectiveness in NPOs, these studies have yet to specifically investigate the relationship between the recognition of the importance of organisational effectiveness factors and the overall level of effectiveness. The investigations as mentioned earlier encompass Boateng et al. (2016), McKenna and Eckard (2009), Boggs and Fields (2010), Vithayaporn (2021), Li and Xie (2020), and Liket and Maas (2015). The novelty of this present study is in its discovery that the effectiveness of a church is positively correlated with its recognition of OE factors and the promotion of their application. This discovery was anticipated, as it is logical that endeavours of utmost significance are prioritised and thus yield favourable outcomes. Besides, this aligns with the present study's utilisation of the theoretical framework proposed by Sharma and Singh (2019). The framework highlights the importance of incorporating stakeholder perspective as a central element in achieving organisational effectiveness. Shareholders have a key part in determining an organisation's goals based on its specific context. Moreover, they also drive the implementation of the four measures of organisational effectiveness, which in turn facilitate achieving those goals.

4.6.5 Research Question/Hypothesis 5

Relationship Between churches' Recognition of the Importance of Organisational Effectiveness (OE) Factors and their Overall Implementation of Strategic Human Development Priorities?

To address research question 5: " what is the nature of the relationship between church’s recognition of the OE factors and the overall implementation of the church’s human development priorities?", it was hypothesised that a positive and statistically significant correlation exists between churches' recognition of OE factors and their overall implementation of strategic human development priorities (**H_5**).

The results of the study backed hypothesis **H_5**. They established that a statistically significant correlation exists between churches' recognition of OE factors and their overall implementation of strategic human development priorities. By this submission, research question 5 has fully been answered.

This finding indicates that the churches' recognition of the importance of OE elements can significantly contribute to successfully implementing strategic human development agendas. In light of this submission, the Church must formally recognise the importance of OE factors to its long-term viability and use it as a foundation for executing strategic initiatives germane to human development. These include the socio-economic advancement of individuals and communities, the development of character in individuals, the increase in church membership for human development, and the development of leadership skills.

Previous research has examined the involvement of the Church in implementing interventions for human development (Opoku et al., 2015; Tamakloe, 2020). However, these studies have not specifically explored the connection between the Church's identification of the significance of organisational effectiveness (OE) characteristics and its effectiveness in carrying out these interventions. This study's innovative findings suggest that church stakeholders' acknowledgement of the significance of organisational effectiveness (OE) aspects can potentially contribute to successfully implementing strategic human development objectives. This result was anticipated because the study’s theoretical framework by Sharma and Singh (2019) emphasises the significance of stakeholders' perspectives in attaining organisational effectiveness. Stakeholders demonstrates a crucial part in designating an institution's objectives in light of its particular context. In addition, they drive the implementation of the four organisational efficacy measures, facilitating the achievement of these objectives.

4.6.6 Research Question/Hypothesis 6

Organisational Effectiveness (OE) Factors and their Predictive Abilities.

To address research question 6, which is "To what extent do the identified OE factors predict the overall effectiveness of churches in Accra, Ghana?, the study hypothesised that the four OE factors would have a significant effect on the overall effectiveness of churches in Ghana (**H_6**).

The study's results provide substantial evidence in favour of **H_6**. The attitudinal/behavioural factor/domain and the structural factor/domain were determined to predict church effectiveness significantly. The operational factor/domain and finance factor/domain exhibited a minimal and inversely correlated impact. By these findings, research question 6 has fully been answered.

The findings indicate that the attitudinal/behavioural factor/domain and the structural factor/domain have significant predictive power within the model. Their presence within the OE factors will enable greater overall effectiveness to aid in goal attainment. Therefore, practitioners and researchers attempting to maximise church effectiveness should prioritise these factors.

Existing literature on holistic NPO OE reviewed as part of this study has established that OE encompasses multiple dimensions, with each domain consisting of items that can be used to measure the effectiveness of that particular domain. Several authors, such as Iwu et al. (2015), Aboramadan et al. (2021), Vithayaporn (2021), Li and Xie (2020), Liket and Maas

(2015), McKenna and Eckard (2009), Boateng et al. (2016), Boggs and Fields (2010), and Tayşir and Tayşir (2012), have posited that certain domains may exert a more significant influence on the overall effectiveness of the group of factors. Nevertheless, the authors did not analyse the predictive powers of the observed effectiveness of the OE domains incorporated in their study.

The findings of this present investigation, which explored the predictive abilities of attitudinal/behavioural factors and the structural factor within the broader context of church effectiveness, not only lend theoretical support to their assertions but also furnish novel empirical evidence to validate them. The findings are consistent with the nonprescriptive perspective of the study's theoretical framework. Unlike previous integrative models, this framework allows researchers the flexibility to investigate each component with its elements, as well as the relationships between components across different elements in the model.

4.6.7 Summary

In this section, the study's results have been presented and evaluated, along with the interpretation of the six research questions and their corresponding hypotheses. These results have been assessed in terms of their congruence with the study's theoretical framework, empirical literature, and contribution to the pool of evidence on organisational effectiveness.

The evaluation established the following:

a. The findings and analysis presented in response to the six research questions and related hypotheses align with the theoretical perspective put forth by scholars that Organisational Effectiveness (OE) is a many-sided paradigm. The discovery of the four OE factors corresponding to the study's theoretical framework affirms that the Church's organisational structure is comparable to that of non-governmental organisations (NGOs). This reinforces the prevailing research indicating that churches possess distinctive organisational characteristics.

b. In respect of the outcomes of each of the four OE factors:

   1. The results of the financial OE factor were anticipated and did not offer novel perspectives.
   2. Operational OE factor results aligned with past research but had more specific and inclusive components than other studies.
   3. The Structural OE factor results were consistent with previous research but provided a more comprehensive and unique perspective.
   4. The results from the Attitudinal/behavioural OE factor exhibit partial originality, yet their consistency with prior research is notable.

c. This study has made a novel observation that the operational OE factor holds significant importance among the surveyed respondents. This finding is fascinating and warrants further investigation.

d. The research has revealed no significant differentiation between Orthodox/Protestant and Charismatic/Pentecostal churches regarding the perceived importance of the four factors that determine church organisational effectiveness. This finding notably differs from earlier studies and contributes to the current knowledge of this field.

e. The research findings suggest that the structural domain plays a more prominent role than other factors in determining the effectiveness of NPOs. This novel contribution adds to the existing literature on multidimensional domains of NPO effectiveness.

f. The research has revealed a ground-breaking finding indicating the presence of significant statistical disparities in the perceived effectiveness of the four domains of Church OE between Orthodox/Protestant and Charismatic/Pentecostal churches.
g. The results show that adopting OE measures effectively fulfils the Church's human development agenda, bolstering its long-term sustainability. It is partially ground-breaking and aligns with prior research.
h. The results demonstrate novelty in showing that successfully integrating the four OE factors is crucial for churches seeking to advance human development. These OE traits have been proven to influence organisational objectives positively.
i. The results demonstrate novelty in showing that churches that acknowledge the importance of organisational effectiveness factors are more likely to exhibit higher levels of effectiveness.
j. The research findings demonstrate a novel and expected positive correlation between the recognition of OE factors in churches and their ability to implement strategic human development priorities.
k. The present study has made a novel contribution by highlighting that the attitudinal/behavioural and structural factors are statistically significant predictors of church effectiveness.

Overall, as per the evaluation, the study findings effectively correspond to the research questions and hypotheses, providing thorough and complete answers. The study aligns with the established theoretical framework, demonstrates a positive correlation with the existing literature, and significantly contributes to the empirical understanding of holistic NPO organisational effectiveness by introducing substantial new insights.

4.7 Conclusion

The chapter has supplied evidence about the rigour of the data, showcased the qualitative and quantitative investigation findings, and assessed the outcomes to ensure their adherence to set criteria.

The initial segment of the chapter centred on the dependability of the data gathered for the purpose of analysis. The study employed Lincoln et al. (1985) metrics of credibility, transferability, dependability, and confirmability to ensure the strength and reliability of the qualitative data. Credibility was ensured by doing member checks, utilising various data sources from interview sessions, maintaining longer involvement in the interviews, employing investigator triangulation, employing methodological triangulation, and subjecting the research to peer review and checking methods. The establishment of transferability was achieved through the provision of contextual information about the study and the presentation of unedited data in the form of direct quotes from the participants. Dependability was ensured by employing a thorough narrative of the study process, maintaining an audit trail, and aligning the data gathering and evaluation methodologies with the research questions. Confirmability was ensured by employing various methods such as multiple triangulation, an audit trail, and a detailed account of the investigator's role. These precautions were taken to prevent any influence of the investigator's preexisting ideas on the study's conclusions. In relation to the quantitative investigation, the chapter substantiated the dependability and accuracy of the quantitative data. The data dependability was confirmed using a test-retest technique, which yielded a correlation coefficient of 0.835, indicating a significant level of stability in the instrument. Data validity was further confirmed by employing content, face, and convergent construct metrics. The face and content validity were confirmed by the evaluation and revision of the instrument's content and coverage by professionals. The measures' construct validity was proven by conducting exploratory and confirmatory factor analyses. The internal consistency reliability score, measured using Cronbach's alpha, ranged from .872 to .952, showing a satisfactory level of internal consistency.

The second section of the chapter showcased the outcomes of the qualitative component of the exploratory sequential mixed method study. These outcomes were obtained through the application of Braun and Clarke's (2006) theme analysis approach. The study found that there are four criteria, based on holistic domains, which determine the organisational effectiveness (OE) of churches. It also discovered that implementing these measures over a period of ten years had a favourable impact on the church's sustainability and its relevance to human development.

The third section of the chapter introduced new empirical observations obtained from the quantitative outcomes, which supplemented the earlier qualitative discoveries. The study utilised descriptive statistics, namely means and standard deviations, to evaluate and determine the elements that impact the organisational effectiveness (OE) of churches. Additionally, the study analysed the efficacy of these measures and their contribution to the advancement of human development. The study also determined the associations between the measures and their ability to predict outcomes through hypothesis testing using bivariate (T-test, Spearman's Rank Correlation coefficient) and multivariate (multiple regression) techniques.

The concluding portion assessed the findings of the investigation. The study confirmed that the research objectives were well addressed and that the results strongly aligned with the study's theoretical framework, assessed literature, and added to the body of knowledge on organisational effectiveness. The upcoming chapter (five) will go into the ramifications of the study's results and offer applicable recommendations. The chapter will also include a discussion on the overall conclusion of the entire dissertation.

CHAPTER 5: IMPLICATIONS, RECOMMENDATIONS AND CONCLUSION

There is a notable deficit in understanding the factors influencing church-based organisational effectiveness (OE) within Ghanaian churches. This knowledge gap mainly manifests in the limited empirical research addressing church-oriented OE. A mixed-method sequential study, grounded in Sharma and Singh's (2019) four-factor framework of church-based OE, was conducted to mitigate this deficiency. This investigation not only elucidated the interrelationships among the identified factors—namely finance, operations, structure, and attitude/behaviour—but also assessed their predictive capacities within a model of church-based OE.

The target population consisted of pastors, leaders and congregants (18 years and above and who have been church members for at least 10 years) of Accra-based Charismatic/Pentecostal and Protestant/Orthodox churches.

Twenty (20) respondents (pastors and leaders) participated in the qualitative component of the study. The qualitative data collected was analysed using Nvivo v 11. The data was coded into six themes based on the Braun and Clarke (2006) six-stage analytical model, which output informed the design of the quantitative study. Thirty-two (32) respondents were conveniently sampled from the same pool of pastors, leaders and congregants to pilot the quantitative questionnaire. After the pilot, the improved questionnaire was remotely administered, using Google Forms Survey, to 844 respondents selected through multistage cluster sampling. The quantitative data so collected was analysed with SPSS v 20 descriptively with bivariate (T-test, Spearman's Rank Correlation coefficient) and multivariate (multiple regression) methods.

The study employed the five-stage Teddlie and Yu (2007) ethical framework for mixed methods design. Firstly, the researcher provided participants with a comprehensive overview of the advantages and potential risks associated with participating in the study. After the comprehensive overview, informed consent was obtained from participants, who volunteered as study respondents. Thirdly, the researcher implemented the anonymity strategy, which ensured respondents' identities could not be linked to questionnaires completed. Respondents were duly informed of their liberty to discontinue the study anytime they were uncomfortable or feel threaten during the interviewing process. At the end of the study, the findings were shared with willing respondents in validation workshops.

The study had limitations typical with student theses. The major limitations included time and resources, which insufficiencies limited the study to respondents in Accra only, leaving out the regions beyond Accra. These limitations also restricted the study to only two (NACCC and CCG) of the four ecumenical institutions of the church found in the literature review. Some respondents during the qualitative research phase hesitated to grant interviews and did not readily provide information as expected. This behaviour could undermine the accuracy of the results and thus the validity of generalizing the responses as representative of all Charismatic/Pentecostal and Protestant/Orthodox churches in Accra. Nonetheless, the validity and accuracy of the interpretation from respondents were reinforced by the development and validation of the quantitative survey instrument, which was informed by findings of the qualitative results. Additionally, the quantitative phase of the research incorporated a larger sample size of 844 to enable generalisation, which boosted the interpretation. However, the rating of the effectiveness variables during the quantitative survey could have been affected by perception or extreme ratings by the respondents, which could have biased respondents' information. This limitation was minimised by the increased sample size, which led to internal validation and consistency.

This chapter presents the implications, recommendations and conclusions of the study findings. The presentation is organised under four sections:

The first section (Results Implications) presents the implications of the research results as per the six study questions/hypotheses. The section also discusses five crucial aspects, including the

i) potential limitations that may have impacted the interpretation of the results and the relevance of the research results to the problem and purpose of the study

ii) conformity of the research results to the theoretical framework

iii) significance of the findings

iv) alignment of results with the literature reviewed and the contribution to the extant body of research

v) implications of the results for practice and the study's contribution to the extant body of research.

The second section (Recommendations) presents recommendations for the application of study findings. The section also proffers practical suggestions, which various stakeholders could consider to enhance organisational performance of churches.

The third section presents the recommendation for future research. The section also acknowledges the study limitations indicating areas that need to be addressed and provides recommendations for future research.

The fourth section (Conclusions) presents study conclusions focused mainly on the study objectives. The section provides a comprehensive summary of the study highlighting its purpose, methodology and significance. It also indicates its contribution to literature and practical applications.

5.1 Results Implications

This section presents the implications of the results of the research. It is organised according to the six study questions/hypotheses and responds to the established five-fold criteria. These include,

1) potential limitations that may have impacted the interpretation of the results.
2) relevance of the results to the problem and purpose of the study.
3) conformity of the results with the theoretical framework and the significance of the findings.
4) alignment of the results with reviewed literature and how they contribute to the extant body of research
5) implications of the results for practice in the applied degree and the contribution of the study to the extant body of research

5.1.1 Research Question (RQ)/Hypothesis 1

RQ1: What are the key determinants of OE in churches in Accra, Ghana, from 2010-2020?

Hypothesis 1: There will exist statistically significant variations in the perceived importance of the four domains of church organisational effectiveness (COE) between Orthodox/Protestant and Charismatic/Pentecostal churches.

The study focused on identifying the comprehensive factors which contributed to the Church's OE from 2010-2020. The investigation demonstrated that Church OE is contingent on four variables: *financial*, *operational*, *structural*, and *attitudinal/behavioural* factors. Each factor demonstrated unique but interrelated organisational attributes (Table 5.1).

Table 5.1

OE Variables with Interrelated Organisational Characteristics

Organisational Characteristics of Church OE variables			
Operations	Structural	Attitudinal/Behavioural	Financial
Evangelism and outreach programmes.	Effective governing body.	Emotional affinity towards workplace responsibilities.	Annual programme and budget.
Visitation and follow-up.	Clear and stated vision and mission statements.	Emotional affinity towards the Church.	Primary and auxiliary revenue
Hospitality	Proficient management and leadership team	Cohesion among employees.	
Welfare	Strategic plan.	Adherence to legal, operational, and statutory obligations	
Social responsibility	Functional regulations and processes.		
Secure and welcoming facilities.	Development of leadership capacity		
Punctual services and programmes.			
Stakeholder participation			

Note. Items Generated Based on Factor Analysis.

Though respondents agreed that any of the four factors is crucial for the OE of their churches, slight differences are observed in their affiliation to Orthodox/Protestant or Charismatic/Pentecostal leanings. These results per the established five-fold criteria are presented as follows:

i) ***Potential limitations that may have impacted the interpretation of the results***

Several participants in the study perceived the research as an evaluation of their churches and were hesitant to grant interviews for fear of exposing the weaknesses of their churches. This caused delays in the qualitative phase and made respondents less forthcoming with their responses. This behaviour could have affected the identification of factors deemed to impact the organisational effectiveness of their churches and by that, the ecumenical institutions the churches belong to. It thus can impact the validity of generalising the findings to represent all Orthodox/Protestant and Charismatic/Pentecostal churches in Accra.

Nonetheless, the accuracy and validity of the interpretation from the sample were reinforced with the validation of the quantitative survey instrument, which development was informed by the qualitative results. The quantitative phase further boosted the interpretation by incorporating a larger sample size, which accommodates generalisation.

ii) ***Relevance of the results to the problem and purpose of the study.***

This study aimed to contribute to filling the existing knowledge gap of factors that contribute to the effectiveness of churches in Ghana. Specifically, the focus was on churches affiliated to two ecumenical institutions of the church; the National Association of Charismatic and Christian Churches (NACCC) whose membership lean on Charismatic/Pentecostal theological orientation and the Christian Council of Ghana (CCG) whose membership adhere to Orthodox/Protestant theological underpinnings. The study assessed the predictive capabilities and the interrelationships among the factors including their influence on the execution of human development interventions within the respective church settings. The study findings demonstrate that the identified factors; financial, operational, structural, and attitudinal/behavioural factors, are intricately interconnected.

iii) ***Conformity of the results with the theoretical framework and the significance of the findings.***

The results are consistent with the Sharma and Singh (2019) four-factor theoretical framework. These variables have a discernible impact on the dependent variable, which is the Church's OE. The discovery thus offers perspectives on the various dimensions of church-based organisational effectiveness. Specifically, it sheds light on how each aspect of organisational effectiveness is influenced by interconnected organisational characteristics unique to churches and non-profit organisations in general.

iv). Alignment of the results with reviewed literature and how they contribute to the extant body of research

The research findings are consistent with literature on the multi-dimensionality of factors linked to non-profit organisations (NPOs) organisational effectiveness. Iwu et al. (2015) undertook a case study investigation on the effectiveness of NPOs in South Africa. The findings of that study categorised the efficiency of NPOs into two overarching dimensions: financial and non-financial, each comprising distinct variables. Aboramadan et al. (2021) also conducted a study that developed a comprehensive model incorporating both financial and non-financial areas to elucidate the relationship among performance management and the operational effectiveness of non-profit organisations (NPOs). A McKenna and Eckard (2009) study classify factors predicting the effectiveness of church organisations into three outcome areas; leadership outcomes, congregational outcomes, and ministry outcomes. Each outcome area encompasses a distinct collection of characteristics utilised for evaluation purposes.

The results of this study thus, contribute to extant church-based OE research by confirming the importance of four (4) interrelated factors and their respective sub-components as important for predicting OE of churches. The study confirms the Sharma and Singh (2019) four-factor theoretical framework which posit that finance, operational, structural, and attitudinal/behavioural factors are important predictors of OE in FPOs and NPOs. The findings of this study observed a successful implementation of all four factors in Churches over a ten-year period. The study nonetheless, also note discernible disparities in the mean effectiveness ratings between Orthodox/Protestant and Charismatic/Pentecostal churches.

*iv) **Implications of the results for practice in the church and extant research***

These study outcomes have practical implications for church communities and individuals, including pastors and other leaders, researchers/consultants committed to enhancing church effectiveness. The findings provide valuable insight into the critical components that require attention to enhance churches' organisational effectiveness. The results are particularly pertinent to ecumenical bodies and their leaders for adoption as a comprehensive organisational strategy for optimal effectiveness. The study results should also be important for church program/project administrators and their supervisors to adopt as a definitive framework with specific processes for the execution of their human development programs.

The results also indicate that organisational effectiveness could also incorporate combinations of sub-elements of the four factors;

Financial factor: The results suggest that churches should prioritise the development and implementation of annualised programme and budget structures. Additionally, the church should account for the solicitation of funds from primary sources such as tithes and offerings and supplementary sources, including donations and income-generating activities.

Operational factor: Findings suggest that churches need to develop a practical framework that promotes continuous engagement of their membership in church activities and commitment to their roles as members. This approach will enable the Church to effectively utilise members' knowledge, abilities, talents, and resources to optimize its operations.

Structural Factor: The results suggest that all parties involved in Church must collaborate to establish a comprehensive approach that evaluates and enhances policies, governance structures, leadership practices, and management frameworks.

Attitudinal/behavioural Factor: The results suggest implementing proactive strategies to foster emotional support among the membership. This approach is crucial for ensuring their adherence to job responsibilities, promoting unity and loyalty, upholding legal and operational obligations, and fulfilling statutory commitments.

Furthermore, the findings of this study hold significance for ecumenical organisations and their clergies to garner stakeholder support for the development and implementation of the four-factor criteria of organisational effectiveness within their respective constituencies. Also, the findings suggest that of the four elements of OE, the operational factor holds the greatest value in commencing the initial conversations with church members regarding the significance of attaining organisational effectiveness. This approach would ultimately facilitate the discussion of the remaining three OE components.

The findings are important for practitioners and consultants in the Church Organisational Development (OD) field. The four-factor OE model and the corresponding indicators can be utilised to create a church-specific OE assessment model. This model can serve as the empirical foundation for conducting regular organisational development (OD) assessments for the Church to enhance its organisational systems.

These results also contribute to enhancing scholarly research exploring the four-factor criteria for OE in/for the church, in particular. The insight gained from this study is valuable also to scholars researching OE in the larger non-church NPO sector. The outcomes of this study would help scholars prioritise the OE factors to examine in their studies as observed by authors (Madhukar & Mitali, 2018; Tahsildari & Shahnaei, 2015).

Finally, these findings offer a remarkable prospect for researchers to investigate the influence of the four-factor organisational effectiveness (OE) model on the other ecumenical organisations (EOs) of the church apart from the NACCC and CCG. Cameron et al. (2011), Darko (2013), Hinings and Raynard (2014), Madhukar and Mitali (2018), and Mikelsone and Liela (2016) note that a multidimensional factor OE criteria need to be established as a model for promoting the culture of OE within organisations.

5.1.2 Research Question (RQ)/Hypothesis 2

RQ2: How effective were the identified OE determinants in practice, particularly in enhancing organisational performance and sustainability?

Hypothesis 2: There will exist statistically significant variations in the perceived effectiveness of the four domains of church organisational effectiveness (COE) between Orthodox/Protestant and Charismatic/Pentecostal churches.

The study also examined the efficacy of the four-factor criteria components that can predict the organisational effectiveness of the Church. The study findings show that the four factors/domains, specifically Financial, Operational, Structural, and Attitudinal/Behavioural, demonstrated operational efficacy in assessing churches' OE from 2010 to 2020. The structural domain exhibited the most favourable evaluation, attaining a composite mean value of 4.39, whereas the remaining domains achieved scores ranging from 4.30 to 4.39.

The results indicated a successful application of each of the four factors in the churches over during the ten-year period (2010-2020) understudy. The structural factor received the highest positive review. However, significant differences were observed in the average effectiveness ratings comparing Orthodox/Protestant churches to Charismatic/Pentecostal churches. The results have implications for the five essential aspects:

i) ***Potential limitations that may have impacted the interpretation of the results***

The respondent behaviour discussed under research question/hypothesis 1 may have compromised the predictive accuracy of the four OE elements for the sampled churches from 2010-2020. Nevertheless, the credibility and precision of the analysis derived from the sample were bolstered by the validation of the quantitative survey tool, which development was informed by the insights obtained from the qualitative outcomes. To enhance the applicability of study findings to the larger number of churches, the study increased the sample size of its quantitative segment to facilitate the generalization of results, enhancing the depth of interpretation.

ii) Relevance of the results to the problem and purpose of the study

In response to the problem statement and purpose of the study, the results contribute to addressing the knowledge gap on determinants of church OE. All four factors predicting church OE were utilised, with the structural factor exhibiting exceptionally high levels of efficiency compared to the other factors. However, variations in effectiveness ratings were observed in comparative analyses of churches with different theological orientations. These results of the study show that the problem statement and purpose of the study were relevant.

iii) Conformity of the results with the theoretical framework and the significance of the findings.

The Sharma and Singh (2019) theoretical framework intimate that achievement of an organisation's objectives is predictable by four fundamental factors; structural, operational, financial, and attitudinal/behavioural factors. The framework further intimate that identifying effective organisational traits is contingent upon the extent to which organisations share common origins and contextual factors. The study findings show that differences in the theological perspectives and lived experiences of the two ecumenical groups studied account for the disparate outcomes observed. Nevertheless, all respondents agreed on the efficacy of the OE interventions. The results are consistent with the underlying theoretical framework, which predicted such variances. The findings thus underscore the importance of accounting for the backgrounds of respondent groups as a means of understanding variations in participant responses.

iv) Alignment of the results with reviewed literature and how they contribute to the extant body of research.

The study findings align with earlier scholarly investigations and substantiates the notion of organisational success consisting of several dimensions as expounded by Tayşir and Tayşir (2012), Verschuere and Suykens (2020) and Boateng et al. (2016). The findings, in addition to confirming the theoretical propositions on OE, contribute to the existing body of research on non-profit organisations (NPOs). It brings new insights from the implementation OE factors with varying levels of success in similar church settings over the ten-year period (2010-2020) studied.

v). Implications of the results for practice and the contribution of the study to the extant body of research

The findings have implications for pastors and the church leadership interested in establishing competitive, solid settings for the OE of their churches. The results suggest that the four factors determining OE may not lead to positive outcomes for the Church and its sustainability as an institution unless church stakeholders purposively implement them. Pastors and other church leaders may have to develop a shared organisational OE plan with monitoring and evaluation components tasked to a committee to see to its implementation.

The findings also offer perspectives for pastors and church leaders interested in creating conducive environments for the organisational effectiveness of their churches. These findings would help guide them in determining the specific organisational effectiveness factors to prioritise. The findings indicate that the structural factors exhibit intrinsic capacity for organisational effectiveness than the other factors. Thus, church stakeholders could prioritise this variable and devote more attention to it due to its influential nature. Finally, the findings show the necessity for the evaluation of the efficacy of the other three factors during project implementation to rectify any deficiencies. The implications of these findings are important for academia as they provide a basis for further research to explain the structural factor's efficacy in facilitating church OE than the other factors.

5.1.3 Research Question (RQ)/Hypothesis 3

RQ3: To what extent do the OE determinants of the church contribute to the human development outcomes in their communities?

Hypothesis 3: There will exist statistically significant variations in the perceived implementation of strategic human development priorities between Orthodox/Protestant and Charismatic/Pentecostal churches.

The third research question evaluated the influence of church OE on church human development goals. The results of the study show that the church OE contributed to the achievement of the human development objectives of the church. The evaluation centred on individual and community socio-economic growth, character development, the role of increased church membership in promoting human development and the enhancement of leadership potentials. The study results indicated that both Orthodox/Protestant and

Charismatic/Pentecostal churches perceived their levels of success in executing strategic human development priorities to be impacted by the employment of the four elements of OE. The implications of these results are presented per these five essential aspects:

i) Potential limitations that may have impacted the interpretation of the results

The respondents conduct discussed under the potential limitations segment of research question/hypothesis 1 may have compromised respondent assessment of the impact of church OE on the objective of human development activities. Nevertheless, the validation of the quantitative survey tool which development was informed by the findings of the qualitative study strengthened the reliability and precision of the quantitative data collected. The larger sample size used for quantitative study also enhanced the reliability of the findings and thus the generalisation of findings.

ii) Relevance of the results to the problem and purpose of the study.

The findings demonstrate that the successful implementation of human development agenda within the Church is contingent on the proficient application of the four organisational effectiveness factors. The study results also show that the four OE factors were instrumental in achieving the church's human development objectives.

iii) Conformity of the results with the theoretical framework and the significance of the findings.

The study adopted Sharma and Singh (2019) four-factor theoretical framework for the study. The study results demonstrate that implementation of the organisational effectiveness measures by the Church promoted human development, which results are consistent with the underlying theoretical framework. The study findings also suggest that in spite of their theological differences and diverse experiences, the ecumenical groups share common belief in the importance of the OE four factors in enhancing the effectiveness of church-led initiatives focused on human development.

iv) Alignment of the results with reviewed literature and how they contribute to the extant body of research.

The study findings show that the employment of the four organisational effectiveness factors is crucial in enabling churches carry out human development interventions. This result is consistent with existing literature, which supports the position that the four Sharma and Singh (2019) factors are important for attaining organisational objectives. The findings also contribute to enhancing extant knowledge about NPO effectiveness with the new insights, particularly the metrics for assessing effectiveness elements of religious organisations, such as the church.

v) Implications of the results for practice in the applied degree and the contribution of the study to the extant body of research

The findings are relevant to ecumenical bodies, pastors, and church leadership engaged in the planning and execution of human development programmes. The findings indicate that the achievement of church human development objectives is linked to implementation of the four organisational effectiveness factors. The ecumenical institutions/bodies and their affiliate churches could benefit from this study, sharing the study results with all the ecumenical bodies and their affiliate members at conferences, seminars and various platforms as part of skill building initiatives in OE for the church. Theological institutions could also incorporate in their curricula church OE competencies. This integration would help the church optimise the outcomes of human development initiatives.

The study results makes valuable contribution to the existing body of knowledge with respect to Church and human development. Specifically, the results offer insight into the positive association between OE implementation and the achievement of church human development objectives. The findings also provide evidence that both Orthodox/Protestant and Charismatic/Pentecostal churches recognise the importance of adopting OE measures for the attainment of the objectives of human development in the church. Finally, the results also confirm the presence of organisational structures within the Church that can facilitate interventions targeting the advancement of human development.

5.1.4 Research Question (RQ)/Hypothesis 4

RQ4: What is the relationship between a church's recognition of OE determinants and its effectiveness in achieving its goals?

Hypothesis 4: Churches that recognise the importance of OE factors are more inclined to exhibit elevated levels of effectiveness.

The primary objective of the fourth research question was to ascertain whether the recognition of OE factors within churches positively correlate with their overall effectiveness. The outcomes of the study suggest that churches, which recognise the importance of OE factors, are more successful in achieving program objectives than their counterpart who fail to recognise OE.

i) Potential limitations that may have impacted the interpretation of the results

The issues of respondent suspicion of the study evaluating the churches' performance, discussed in earlier sections could have undermined the precision in evaluating the influence of church OE on advancing human progress. The validation of the quantitative survey instrument, which development was informed by the qualitative survey results, enhanced the dependability and precision of the analysis. The quantitative study also utilised larger sample sizes for data collection and thereby increased accuracy of the results and thus, the capacity to draw broader conclusions.

ii) ***Relevance of the results to the problem and purpose of the study***

The study results provide information relevant to the problem and purpose of the study indicated. Results of the study show association between the church's recognition of the importance of OE factors and their overall level of effectiveness. Churches, which paid attention to the implementation of the four OE factors, demonstrated higher levels of effectiveness.

iii) ***Conformity of the results with the theoretical framework and the significance of the findings***

The findings of this study match the theoretical framework proposed by Sharma and Singh (2019). The framework emphasises the significance of integrating stakeholder perspectives as foundational in attaining organisational efficiency. Stakeholders played a pivotal role in establishing an organisation's objectives informed by contextual factors unique to them. They also played crucial roles in the application of the four organisational effectiveness measures thereby facilitated the achievement of church goals.

v) Alignment of the results with reviewed literature and how they contribute to the extant body of research.

Previous studies by McKenna and Eckard (2009), Boggs and Fields (2010), Boateng et al. (2016), Liket and Maas (2015), Li and Xie (2020) and Vithayaporn (2021), explored the effectiveness of NPOs using models earmarked exclusively for FPOs. The investigations, however, did not examine the relationship between an organisation's recognition of OE factors and the effectiveness of the organisation. The results of this study suggest a positive correlation between an organisation's acknowledgement of OE factors and their practical application. This study results thus, align with existing literature on comprehensive contributors to OE and also provides valuable new insights into the effectiveness of non-profit organisations (NPOs).

vi) Implications of the results for application and the contribution of the study to the extant body of research

First, the findings have significant implications for ecumenical bodies, their affiliate churches, pastors and their leaderships. The results suggest that the application of OE factors which resulted in organisational successes were linked to leaders' recognition of the relevance of the OE factors to program outcomes. In this regard it is important that seminars be organised for the church ecumenical bodies, their affiliate members and their leaderships on the importance of the application of the OE factors for enhance program outcomes.

Theological institutions could also leverage these insights in updating their curriculum for an increased uptake of OE knowledge and skill among church leaders, particularly pastors. The study findings are also important for OD consultants working with churches. The assessment framework of consultants needs to recognise church leaders as critical variables in the OE assessment of churches. The results would enable them offer more appropriate recommendations to strengthen the OE systems of churches.

Third, the results of this study have crucial significance for the research community on NPO organisational effectiveness. The results indicate the need to examine religious leaders' knowledge of OE factors and their consequent impact on OE achievement by their institutions. This analysis of the influence of institutional leaders in the OE attainment of organisations would contribute to the existing scholarly literature on the effectiveness of non-profit organisations.

5.1.5 Research Question (RQ)/Hypothesis 5

RQ5: How does recognising and integrating OE determinants affect a church's role in human development priorities within its community?

Hypothesis 5: There exists a positive and statistically substantial correlation between churches' recognition of the importance of OE factors and their overall implementation of strategic human development priorities.

The fifth research question investigated the existence of any association between churches' acknowledgement of the significance of OE factors and the execution of their human development priorities. The study results indicate an association between a church's recognition of OE factors and the successful implementation of the church's human development priorities. The implications of these results are presented per the five essential aspects:

i) Potential limitations that may have impacted the interpretation of the results

The concern of respondents that the study constituted an evaluation of their churches' performance could bias results of the study. This anticipated bias was accounted for during the testing of the quantitative survey instrument, which development was informed by results from the qualitative data. A larger sample size was also used in the quantitative survey to allow for development of general inferences.

ii) Relevance of the results to the problem and intent of the study

In response to the problem and purpose of the study as stated earlier, the study findings established that acknowledging the importance of the OE factors contribute to successful implementation of strategic human development initiatives in churches. These findings bridge the research gap on the factors that influence the implementation of human development interventions within the church context, underscoring their relevance to the problem and objective of the research.

iii) Conformity of the results with the theoretical framework and the significance of the findings.

The findings of the study align with the theoretical framework proposed by Sharma and Singh (2019). Shareholders are crucial in shaping organisational objectives and as well play crucial roles in driving the application of the four organisational performance measures, facilitating the achievement of such goals. The study indicated that acknowledgement of OE factors by the stakeholders of the church plays a crucial role in the effective implementation of human development objectives of the church. The framework also emphasised the importance of integrating stakeholder perspectives as fundamental components for attaining organisational effectiveness.

iv) Alignment of the results with reviewed literature and how they contribute to the extant body of research.

Prior studies have investigated the Church's role in facilitating interventions to promote human development (Opoku et al., 2015; Tamakloe, 2020) without recourse to OE factors. The present study examined the correlation between the Church's recognition of the importance of OE attributes and its ability to implement these initiatives successfully. The findings of this research align with the extant existing scholarly literature regarding the various factors that collectively contribute to OE. However, this study also provides valuable new perspectives and insights into the current understanding of the effectiveness of non-profit organisations (NPOs). Based on the existing information, it can be inferred that when church stakeholders recognise the importance of OE factors, they have the drive to facilitate the successful implementation of strategic human development goals.

v) ***Implications of the results for practice in the applied degree and the contribution of the study to the extant body of research***

The findings have practical consequences for ecumenical organisations, their affiliating churches as well as pastors and church leaders responsible for the development and implementation of initiatives to promote human development. The findings indicate that churches' acknowledgement of the importance of OE factor has the potential to make substantial contribution towards the effective implementation of its human development objectives. This knowledge should be shared in seminars, workshops and other platforms for/by ecumenical bodies, their respective affiliate churches and leadership for the sustained viability of their programs.

Theological institutions should enhance their education curricula by incorporating OE sessions in the programs so as to increase OE competence in the Church and thereby establish a solid groundwork for implementing strategic initiatives relevant to advancing human development in the Church. Academia can also benefit from the study findings, which provides a basis for future research to substantiate the claim that churches' recognition of the importance of the four OE factors contribute to successful implementation of strategic human development goals.

5.1.6 Research Question (RQ)/Hypothesis 6

RQ6: To what extent do the identified OE determinants predict churches' overall effectiveness and sustainability?

Hypothesis 6: The OE factors identified by the study will significantly predict the overall effectiveness of churches in Ghana.

The sixth research question examined the extent to which OE factors predict the overall effectiveness of churches in Ghana. The study findings show that attitudinal/behavioural and structural factors impacted the prediction of church effectiveness. The operational and finance factors were less predictive. The implications of these results are presented per these five essential aspects:

i) Potential limitations that may have impacted the interpretation of the results

Respondents concerns of the study as constituting an evaluation of their churches may have biased their responses to application of the four OE factors in the sampled churches. Nevertheless, the validation of the quantitative survey instrument which development was informed by the qualitative results improved the dependability and accuracy of the analysis and interpretation of results. In addition, using a larger sample size in the quantitative survey improved both the comprehension of the results and the ability to draw broader conclusions.

ii) Relevance of the results to the problem and purpose of the study

The research findings showed that attitudinal/behavioural and structural factors influenced church performance. In contrast, operational and financial factors exhibited an inverse correlation. The results of the study thus provide a dimension to addressing the research gap on the predictive capabilities of the OE factors and their relationships. The findings have therefore, demonstrated relevance to addressing the problem and purpose of the study.

iii) Conformity of the results with the theoretical framework and the significance of the findings

The findings align with the nonprescriptive viewpoint of the theoretical framework employed in the study (Sharma & Singh, 2019). In contrast to prior integrative models, this framework allows researchers to explore each organisational effectiveness (OE) component alongside its constituent parts and the interrelationships across components within the model. The significance of this discovery is in its capacity to offer novel perspectives regarding the predicted correlations among the four OE variables. The study provides insight into the predictive capacity of individual variables in contributing to overall effectiveness.

iv) Alignment of the results with reviewed literature and how they contribute to the extant body of research

The present study includes a review of the relevant scholarly literature on holistic non-profit organisation (NPO) OE. The existing body of literature has established that OE is a multidimensional construct, with each dimension comprising specific items that may be utilised to assess the efficacy of that particular area. Several scholars, including Iwu et al. (2015), Aboramadan et al. (2021), Vithayaporn (2021), Li and Xie (2020), Liket and Maas (2015), McKenna and Eckard (2009), Boateng et al. (2016), Boggs and Fields (2010), and Tayşir and Tayşir (2012), have proposed that specific domains may have a more significant impact on the overall efficacy of the set of factors. However, the authors did not analyse the predictive capabilities of the observed effectiveness of the OE domains included in their study.

This NPO study examined the predictive capabilities of each of the four OE factors. The results show attitudinal/behavioural and structural factors correlating positively to predicting the OE of the institutions, whilst operational and financial factors were inversely correlated. The findings thus, introduces a new dimension to extant knowledge predicting OEs of institutions. These findings, however, need to be tested in a broader framework of church effectiveness to adduce more evidence to back the claims.

v) Implications of the results for practice in the applied degree and the contribution of the study to the extant body of research

The study findings offer new insights for the optimisation of OE within the context of NPOs, particularly the church. Specifically, the results indicate that the attitudinal/behavioural factor/domain and the structural factor/domain exhibit predictive capabilities within the OE model. This evidence may assist in distinguishing the churches that enhance their OE to achieve corporate objectives from churches that perform poorly.

The evidence may also be important for individuals such as Pastors, church Organisational Development (OD) practitioners, and researchers. It highlights the specific OE variables that require attention to achieve the desired outcomes within the broader framework of Church OE. Academia would also benefit from this study because the results provide some evidence for validation in future researches.

5.1.7 Summary

The practical implications of the research findings regarding the six study questions/hypotheses have been delineated in this section. Potential limitations that could have influenced the results, their interpretations, the applicability of the results to the study's problem and objective, and adherence to a well-established theoretical framework consistent with the reviewed literature were duly considered in the study. In the discussion of the implications of the study's findings, the key stakeholders who must be notified of the concerns raised were identified. These stakeholders include researchers and the academic community, practitioners and consultants in the field of Church Organisational Development (OD), pastors, church communities, theological institutions, and ecumenical bodies of the church.

The implications of the outcomes of the investigations were discussed in terms of how the findings altered or influenced the operational practises of various stakeholders. Specifically, it examined the application and effectiveness of the four factors that determine OE of churches and their influence on the human development priorities of the church.

5.2 Recommendations for Future Application

This section presents recommendations various stakeholders could consider in improving the organisational performance of churches:

i) Incorporate a multi-dimensional OE model in the management framework of churches

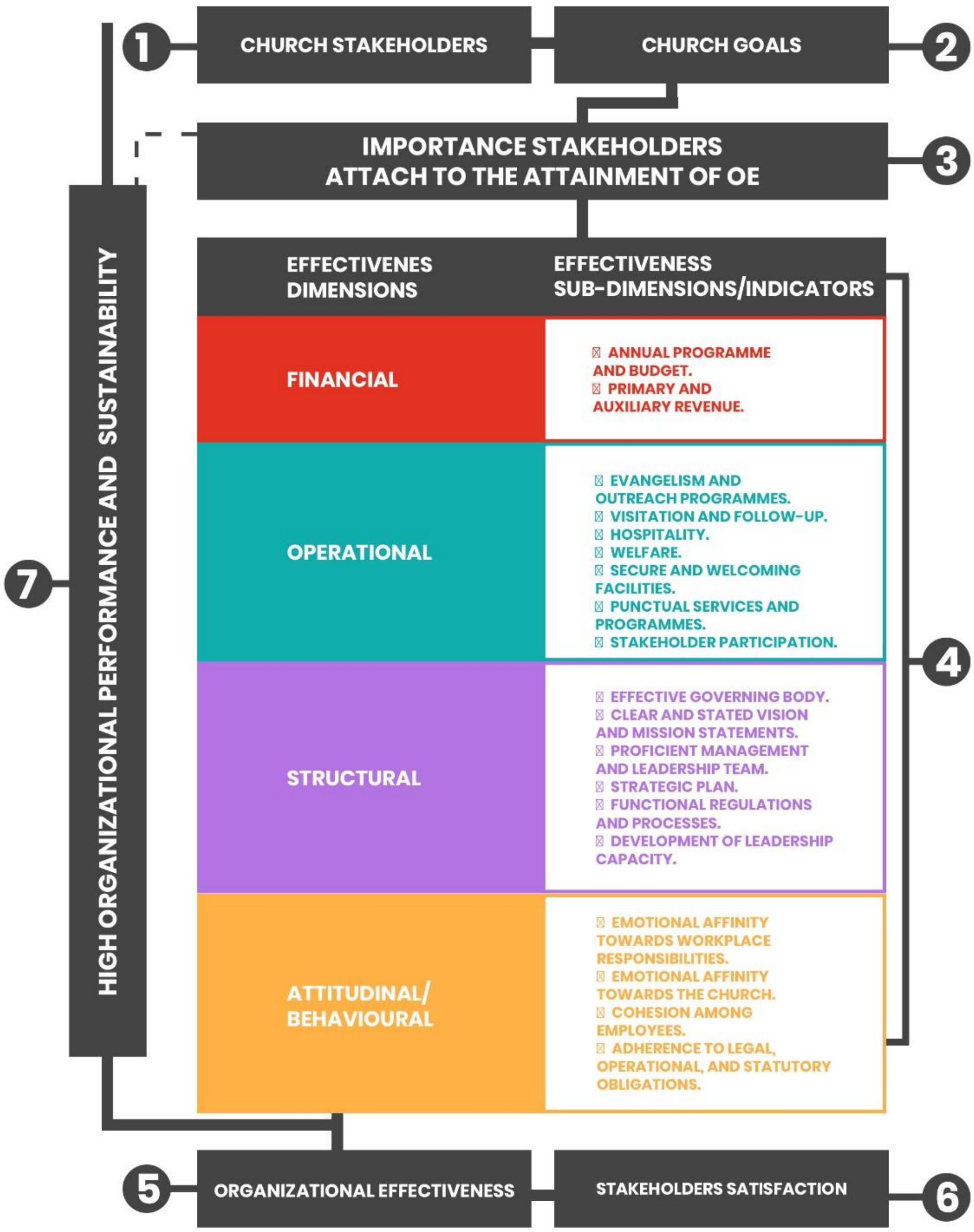
The research results affirm the applicability of the NPO and FPO four-factor (financial, operational, structural, and attitudinal/behavioural) model in predicting OEs in NPOs institutions, particularly the church. The church thus, could examine the OEs of its institutions and train leadership on the use of the model for efficient attainment of OEs.

Figure 5.1 represents the church-based OE model derived from the study's own findings while Figure 5.2 illustrates a methodology for enhancing any church management framework by integrating the church-based OE model. Figure 5.2 is thus grounded on the information presented in Figure 5.1. The use of these change models constitute conceptual frameworks that aid organisations in the formulation and execution of efficacious change strategies with the aim of improving their overall efficiency (Asumeng & Osae-Larbi, 2015). These models provide useful direction for actors of change in the process of designing, planning, and implementing change initiatives. According to Asumeng and Osae-Larbi (2015), the utilisation of change models has been empirically demonstrated to boost the efficacy of organisations through various intervention techniques, such as those based on human behaviours, techno-structural aspects, socio-technical factors, and organisational transformation.

The acknowledged limitation of this present study, where some participants were reluctant to participate in interviews because they saw the research as a potential assessment of their churches, makes it imperative that experienced external consultants rather than internal facilitators be used to evaluate the church-based OE factors. Lallier Beaudoin et al. (2022) found that consultant-client interaction improves consulting outcomes. To optimise results, church stakeholders must be willing and cooperative in working with the consultant. The utilisation of experienced external consultants has been seen as a crucial factor in empirically augmenting an organisation's pool of knowledge, ultimately leading to heightened efficacy in management and a distinct competitive edge. According to Vukotic et al. (2017) and Jacobson et al. (2005), consultants can impart their knowledge, expertise, and abilities to clients to provide assistance and address various challenges.

Figure 5.1

Multi-Dimensional Church-Based Organisational Effectiveness Model



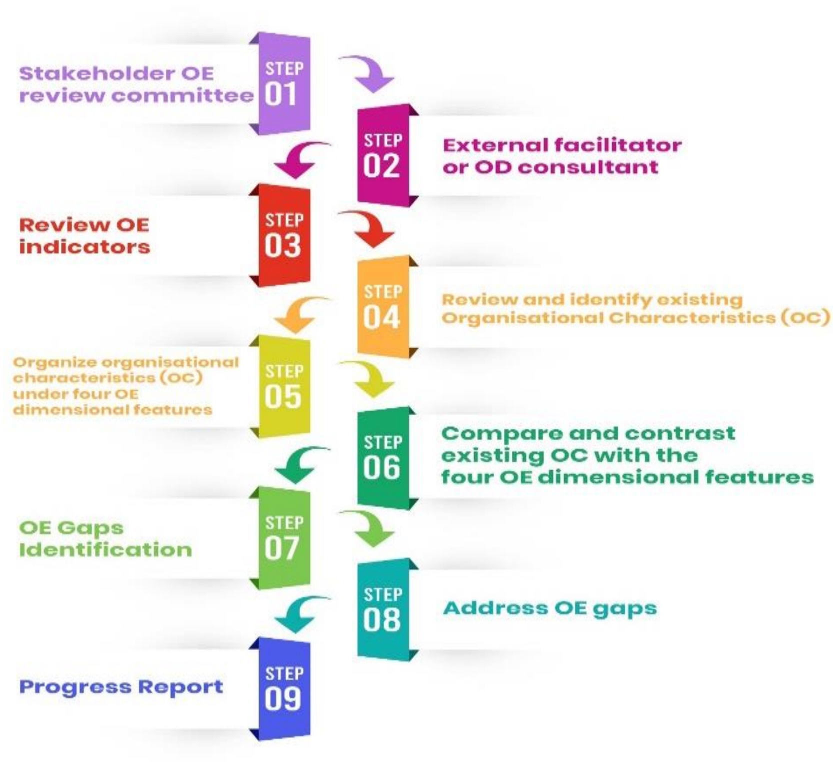
Note. Derived on the Basis of Literature Review and Study Results.

Description of the model (Figure 5.1)

As per Figure 5.1, the efficacy of the Church's organisational effectiveness model is contingent upon the collaborative efforts of its various stakeholders. The stakeholders of the Church encompass the church board, pastors, and leaders of diverse church groups (Row 1). The process of OE begins with the stakeholders establishing the goals of the Church (Row 2) and recognising the significant role that OE will play in attaining these goals (Row 3). The four effectiveness domains are implemented based on the significance the stakeholders attach to OE, ensuring the appropriate functioning of all the sub-dimensions within each domain (Row 4). The listing of the four domains does not imply any hierarchy. The subdomains serve as indicators for monitoring and measurement purposes. Upon the efficient functioning of the subdomains, the Church can attain organisational effectiveness, as indicated in Row 5. This is verified by the level of stakeholder satisfaction determined by an assessment conducted by these church stakeholders (Row 6). The attainment of OE enhances the performance of the Church, promoting its long-term viability and stability (Row 7).

Figure 5.2

Model to Upgrade Church Management Framework to Incorporate the Application of Multi-Dimensional OE Factors



Note. Design Based on Study Results, Literature Review and Field Organisational Development Experience of the author.

Description of model (Figure 5.2)

The involvement of church stakeholders is of utmost importance in enhancing an existing church management system to ensure compliance with OE standards. The initial step entails the establishment of a review committee comprising individuals who hold positions within the church board, pastors, and leaders of diverse church groups. Subsequently, the committee proceeds to enlist the services of an external organisational development (OD) consultant's services (Step 2) to facilitate the process effectively. The consultant assumes the role of guiding the committee in examining and comprehending the subdomains/indicators contributing to evaluating the four-dimensional features of organisational effectiveness in the church-based organisational effectiveness model illustrated in Figure 1 (Step 3). Subsequently, the team engages in a comprehensive evaluation and discernment of the constituent components comprising the extant organisational framework (Step 4). The qualities above are subsequently categorised according to the four-dimensional components of OE examined in Step 2, which include financial, operational, structural, and attitudinal/behavioural aspects (Step 5). The team does a comparison and contrast analysis between the features found in Step 4 and the whole set of four OE dimensional features in order to find any discrepancies or gaps in the information (Step 6). The team subsequently engages in a discussion and reaches a consensus over the areas of deficiency (Step 7). They integrate organisational effectiveness initiatives necessary to address these gaps, as outlined in Step 3 (Step 8). In the final step, the team proceeds with the implementation and monitoring of the recently enhanced multi-dimensional OE model. Subsequently, a status report is prepared and presented to the church board. The process is comprehensive, encompassing several stages and involving multiple stakeholders, finally leading to the enhancement of the framework for OE.

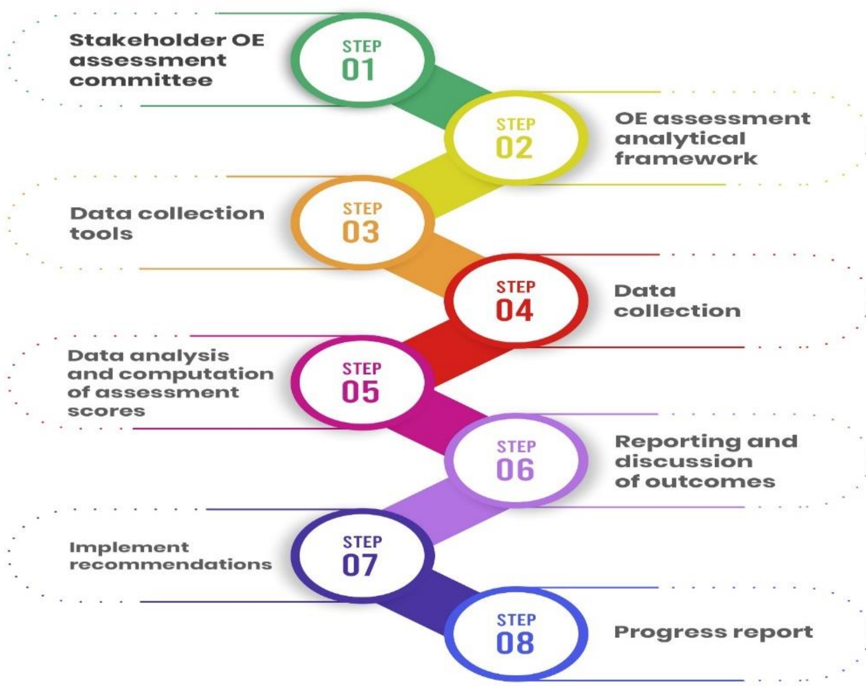
ii) Create a church-based multi-dimensional OE assessment methodology to identify and strengthen weaknesses in the overall OE framework of the Church

It is essential for the church to develop a multi-dimensional OE assessment tool for regular assessment of its strength and weakness. This would infuse the culture of OE practice in the church and its affiliate institutions. Since the findings of the study also indicate that churches that acknowledge the importance of OE factors demonstrate higher levels of efficiency, the OE assessment framework must feature the crucial component that assesses the importance church leaders attach to applying the OE components. The services of OD consultants to provide an impartial assessment of each institution would be crucial in the journey to institutionalise and perfect OE practice in the church. In the contemporary corporate environment, assessing an institution's performance has assumed heightened significance (Perkins et al., 2010). According to Perkins et al. (2010), this procedure offers significant and necessary observations regarding the present condition of the organisation, including its areas of proficiency and deficiency, along with feasible approaches for enhancement. Regular assessments of the OE of churches can facilitate the identification of areas of weakness, thereby offering a foundation for their subsequent enhancement. As further confirmed by Perkins et al. (2010), organisational assessments play a crucial role in identifying the strengths and shortcomings of a programme, providing valuable indications for evaluating the organisation's overall success.

Churches assessing the implementation of a multi-dimensional OE model can be informed by the church-based OE model developed by this present study (refer to Figure 5.1) and directed by the OE assessment framework developed by the researcher (refer to Figure 5.3), drawing upon the analysis of relevant literature, and the findings of the study.

Figure 5.3

Church-Based Multi-Dimensional Organisational Effectiveness Assessment Methodology



Note. Design Based on Relevant Literature and the Findings of the Study.

Description of Assessment Methodology (Figure 5.3)

To assess the effectiveness of an OE model, it is crucial to involve and gain support from church stakeholders. The stakeholder engagement consists of forming an assessment task committee, which includes representatives from the church board, pastors, and leaders of various church units (Step 1). The next step is to engage an external organisational development (OD) consultant to facilitate the process (Step 2). The consultant will guide the committee in developing an analytical framework for each of the four OE domains, using sub-domains as indicators and a grade point system to rate the level of functioning within each domain/sub-elements. The framework will also capture stakeholders' importance in applying OE factors (Step 3). Once the framework is established, the team will create a semi-structured interview questionnaire based on the four OE domains and their sub-elements to gather data through document review, interviews, and observations (Steps 4-5). The collected data will then be analysed, and the scores for the various OE domains computed (Step 6). The team will discuss the outcomes and provide a report detailing the findings, identified gaps, and recommendations (Step 7). Based on the report, the team will implement and monitor the recommendations (Step 8). Finally, the team will submit a report to the Church governing body as evidence of progress (Step 9).

It is essential to follow each step carefully to ensure a thorough and successful assessment of the OE model.

vi) Church-based OD consultants and facilitators should align their consulting services frameworks with a multi-dimensional OE model and assessment framework

The church, though a typical NPO, is nuanced by the theological perspectives of the ecumenical bodies. It is important for consultants and other facilitators, particularly OD consultants to contextualise these nuances in the OE assessment frameworks. This is crucial for the application of the Sharma and Singh (2019) OE theoretical framework whilst remaining relevant to the theological perspectives of the ecumenical bodies in the church.

Under the first two recommendations for application as indicated earlier, the study proposes the utilisation of a multi-dimensional OE model (depicted in Figure 5.1), a church-based multi-dimensional OE upgrade model (shown in Figure 5.2), and a multi-dimensional OE evaluation framework (presented in Figure 5.3). The tools were developed utilising the study's findings and a comprehensive evaluation of relevant literature to enhance the performance and effectiveness of churches. Consultants and external facilitators in Church OD can consider utilising these empirically designed models in their practices and, in particular, ensure their existing tools align with these methodologies.

vii) Develop a multi-dimensional OE-based management curriculum at theological institutions and seminaries to train pastors and church leaders.

The objective of theological institutions is to develop church leaders and pastors, among others, to manage their congregations effectively (Eagle et al., 2023; Quampah & Naidoo, 2020). However, most theological educational curricula need more information on organisational effectiveness. A study by Irwin and Roller (2000) showed that pastors recognise the correlation between efficiency in ministry and competencies in church management and leadership. The researchers discovered that their formal education in this particular field needed to be improved.

Consequently, it is recommended that theological colleges and bible schools incorporate church administration education in their programmes to prepare individuals for pastoral ministry. Judith (2016) underscored the significance of imparting pastors with managerial competencies to enhance the organisational effectiveness of churches within theological curricula in Zimbabwe. This recommendation proposal requires the incorporation of management ideas and practices, such as strategic planning and implementation, financial management and internal control systems, and organisational development and design, in conjunction with theological research.

viii) Organise refresher courses in multi-dimensional OE applications for pastors and church leaders

As previously intimated, the third recommendation for practice pertains to augmenting curriculum in theological schools by incorporating multi-dimensional organisational effectiveness elements in the course structure. The recommendation is grounded in findings, which indicate that the organisational performance of the Church is contingent on the four OE factors. These variables encompass financial, operational, stakeholders, and attitudinal/behavioural aspects.

Hence, it is recommended that ecumenical organisations arrange refresher or short educational programmes focused on the multifaceted implementation of OE for clergy members and individuals in leadership positions within religious congregations. The design of these courses ought to be tailored to meet the specific requirements of trainees. Regular retraining activities help people prevent errors and adhere to regulatory obligations. The assertion is endorsed by several academics, such as Nel (2009), Stevens et al. (1996) and Chandi (2019).

ix) Churches implementing a multi-dimensional OE framework should prioritise the application of structural and attitudinal factors as a means to maximise overall effectiveness within the framework.

The study results indicate that among the four components examined, the attitudinal/behavioural and structural elements are statistically significant predictors ($p < 0.05$) of church effectiveness. In addition, the study results revealed that the structural domain has inherent ability to achieve desired outcomes than the other components. Based on the predictive capabilities of the attitudinal/behavioural and structural factors in determining overall effectiveness, it is recommended for churches and religious institutions adopting the multi-dimensional OE framework to prioritise the implementation of both the structural and attitudinal factors. Also, attention needs to be focused on ensuring the functionality of these factors.

x) Create laity-wide support for the application of multi-dimensional OE factors in churches

The study outcomes highlight the need to actively pursue and successfully implement multi-dimensional OE factors in the management framework of the Church to achieve positive results. It also reveals that churches that recognise the significance of OE variables are more likely to exhibit elevated levels of efficiency. Therefore, churches and church-affiliated institutions must encourage stakeholder support for implementing a multi-dimensional OE model within their constituencies through effective communication strategies.

The church is a voluntary organisation comprised of pastors, leaders, and members (laity). In contrast to FPO that compensate staff for their services, the church must rely on the willingness of its members to adhere to directives. Given that the laity constitutes the bulk of the church's membership, it is imperative to encourage their active engagement in organisational effectiveness initiatives through effective communication. The communication strategies should emphasise the notable advantages of using OE measures in pursuit of the church's objectives. Potential channels for facilitating this communication include various platforms such as church membership classes, social media platforms, bi-annual debates, periodic retreats, round table discussions, open forums, and specialised seminars. These channels serve as effective means to engage in discourse and exchange information pertaining to the practical implementation of the four dimensions of OE and their respective sub-dimensions.

The study also indicates that church members perceive the operational variable as important in comparison with the other three OE components. Thus, this information should form the centrepiece of holding meaningful discussions about the four OE factors. Ultimately, the discussions can generate stakeholder support for the conception and implementation of the four organisational effectiveness criteria within their respective constituencies.

viii) Incorporate an OE framework in the development and implementation of human development priorities of the Church

The results indicated an association between the achievement of the Church goals for human development and the implementation of the four OE components during the period under study. Therefore, the efficacy of church-led human development programmes relies on proficiently implementing the four OE measures. Based on the findings above, it is recommended that the Church's efforts in developing and implementing human development priorities should integrate OE methodology. The strategic plan for human development in churches should explicitly outline how the four organisational effectiveness aspects will be strategically positioned to attain success indicators for the interventions.

Furthermore, it is recommended that stakeholders, such as theological institutions, church leaders, and church organisational development (OD) consultants, should organise conferences and seminars aimed at improving participants' abilities in designing and implementing OE initiatives. These efforts should be aligned with the Church's human development goals. The educational events would specifically target the teams in the Church responsible for human development activities.

5.2.1 Summary

In order to encourage OE practise within the Church and its affiliated institutions, eight recommendations are proposed. The proposed measures consist of the following:

i) integrating a multi-dimensional OE model into the management framework of churches,

ii) developing a methodology for assessing OE within churches to identify and address weaknesses in the overall OE framework of the Church and

iii) harmonising consulting services frameworks of church OD consultants and facilitators with a multi-dimensional OE model and assessment framework.

The other recommendations include:

i) developing a multi-dimensional OE-based management curriculum at theological institutions and seminaries to train pastors and church leaders

ii) organizing refresher courses in multi-dimensional OE applications for pastors and church leaders

iii) prioritising the application of structural and attitudinal factors as a means to maximise overall effectiveness within the framework for churches implementing multi-dimensional OE frameworks

iv) creating laity-wide support for the application of multi-dimensional OE factors in churches and

v) incorporating an OE framework in the development and implementation of human development priorities of the Church

In addition, the section emphasised the necessity of enlisting the assistance of external facilitators and consultants to aid in implementing the recommendations. Additionally, the recommendations put forth models created by the researcher, which were derived from the study's findings and evaluated literature. These models aim to simplify the implementation of effective multi-dimensional OE practices.

5.3 Recommendations for Future Research

This section presents the recommendation for future research. Connelly (2023) asserts that in order to guide future research endeavours, recommendations should be grounded in empirical evidence and should address identified limitations and gaps within the current study. The recommendations, according to the author, serve as valuable resources for future researchers, aiding them in the design of their studies or can also be utilised as a reference point in research proposals to provide a rationale for investigating specific variables. Further, per the authors' assertions, it is imperative that recommendations be succinct, serve as a logical continuation of the study, possess a high degree of specificity, and be realistically achievable.

The research findings have highlighted four primary variables, financial, operational, structural, and attitudinal/behavioural aspects, which play a crucial role in determining the efficiency of church organisations. The research has additionally confirmed the predictive capabilities of these elements and their alignment with the church's human development aims. Despite achieving these objectives, this study cannot claim to have examined the phenomenon exhaustively. Guided by Connelly (2023), this section identifies the unexamined domains and offers suggestions for further investigations. The recommendations are presented in the paragraphs below:

5.3.1 Recommendations 1

Conduct a replication study to validate the results of this study and further establish the generalisability of the findings.

Using an exploratory sequential mixed-method approach, this study aimed to identify the factors that drive OE in churches located in Accra, Ghana, specifically in the NACCC and CCG denominations. Additionally, the study examined how OE affects human development interventions. The study findings revealed that the determinants of OE in churches are multifaceted, encompassing four domains: financial, structural, operational, and behavioural/attitudinal.

Each of these domains further comprises subcomponents. The fundamental predictors of OE are found within the attitudinal/behavioural and structural domains. The operational and financial domains exhibit a moderate and inverse relationship in terms of their influence. From 2010 to 2020, all four OE domains were applied to address strategic human development priorities.

Among financial, structural, operational, and behavioural/attitudinal domains, the structural domain is more efficient predicting OE of institutions. The study was carried out within the context of a specific framework, confined to churches located in Accra, Ghana, which are associated with the National Association of Charismatic and Christian Churches (NACCC) and the Christian Council of Ghana (CCG). The research area, Greater Accra, is limited for generalisability purposes since it is classified as one out of the sixteen administrative regions within the country of Ghana.

It important to validate these results, as they represent an entirely new contribution to the field. Hence, a replication study is recommended in at least one of the remaining fifteen regions of Ghana in order to validate the outcomes of this study. As a replication study, the research should specifically concentrate on churches affiliated with NACCC and CCG within the designated research-focused region. Moreover, the study design, methodology, data analysis and procedures employed and meticulously delineated in this current investigation must serve as the blueprint for this subsequent replication endeavour.

5.3.2 Recommendations 2

Evaluate the impact of the four OE characteristics on congregations affiliated with ecumenical organisations other than NACCC and CCG.

This study contributes to the existing research on the effectiveness of non-profit organisations, specifically focusing on the organisational effectiveness of churches. The study highlights the importance of four primary variables - finance, operational, structural, and attitudinal aspects - and their sub-components in determining and influencing the effectiveness of churches. The results indicate that churches affiliated with NACCC and CCG successfully implemented all four variables over ten years.

However, these findings cannot be generalised to churches associated with other ecumenical organisations in Ghana, such as the Ghana Pentecostal Council and Council of Independent Churches. Future studies should explore the influence of these four variables on churches affiliated with these and other ecumenical organisations. Comparing the findings of these future studies (when conducted) with the present research on NACCC and CCG-affiliated churches can help establish commonalities and disparities and provide the basis for a more synthesised church-based OE model.

5.3.3 Recommendations 3

Assess the application of the multi-dimensional church-based OE model to congregations affiliated with the CCG and NCCA in regions of Ghana other than Greater Accra.

Based on the research findings, four factors; finance, operational, structural, and attitudinal factors were identified as collective determinants and influencers of OE in churches affiliated with NACCC and CCG in the Greater Accra. Following these findings, the researcher developed a multi-dimensional church-based OE model (refer to Figure 5.1). This model functions as an empirically derived framework for implementing change to improve the organisational performance of churches.

The model incorporates various processes; the establishment of objectives and stakeholder acknowledgement of the significance of OE in attaining these objectives. The rest include the execution of four effectiveness domains determined by stakeholders' perceived importance of OE and the guaranteeing of proper functioning and measurement of all sub-dimensions within each domain. The process culminates with the verification of attaining organisational effectiveness by ensuring stakeholder satisfaction, hence enhancing the performance of the church and promoting its long-term sustainability and stability.

Due to the novel nature of this model, it is crucial to conduct further testing and refinement by evaluating its suitability in a distinct geographical context while keeping the ecumenical affiliation setting consistent. Therefore, it is essential to evaluate the established church OE model in churches affiliated with NACCC and CCG beyond the Greater Accra region through qualitative interviews with important church stakeholders.

5.3.4 Recommendations 4

Examine the structural factor's efficacy as compared to the other OE factors.

The study results indicated that the four domains, namely Financial, Operational, Structural, and Attitudinal/Behavioural, exhibited operational effectiveness in evaluating the

OE of churches. The structural domain contributed the most to augmenting the overall efficacy of the four OE indicators. However, the study did not investigate the underlying factors contributing to this result.

Therefore, it is strongly recommended to investigate the reasons behind the Structural domain's attainment of the highest ranking and employ these insights to bolster the OE of churches. This quest can be accomplished through qualitative interviews with church leaders who possess first-hand knowledge of the execution of the constituent pieces comprising the structural factor.

5.3.5 Recommendations 5

Examine the correlation between the successful implementation of the four dimensions of OE and the church's achievement of human development objectives.

The present study examined the impact of Church organisational effectiveness on the church's objective of promoting human development. The evaluation focused primarily on the elements related to human development including individual, community socio-economic advancement and on character cultivation. The results show that effective implementation of human development goals within the church is dependent on skilful application of the four OE factors.

Additional research is however required to substantiate these findings. These studies should do a comprehensive examination of the correlation between the execution of the four OE components and the church's achievement of human development goals. The main objective of this inquiry is to determine the moderating/intervening elements that influence the relationship between the execution of the four OE factors and the attainment of human development goals.

5.3.6 Recommendations 6

Examine the correlation between churches' recognition of OE factors with their overall efficacy.

The study's results suggest that churches prioritising components related to the OE are more efficient than churches that do not. This finding is a noteworthy contribution to existing body of knowledge regarding non-profit organisations (NPOs). Nonetheless, further analysis is necessary to establish a definitive correlation between the recognition of OE factors by churches and their overall achievement.

Therefore, it is essential to undertake further research to validate the correlation between the elements contributing to OE in churches and their overall effectiveness. The attainment of this objective can be accomplished by conducting qualitative interviews with church stakeholders who are actively involved in church organisational effectiveness programmes.

5.3.7 Recommendations 7

Examine the correlation between the extent to which churches acknowledge the significance of OE factors and their comprehensive execution of strategic human development priorities.

The study's results showed statistical correlation ($p < .001$) between churches' recognition of organisational success factors and their implementation of strategic human development objectives. The findings fill the research void about the OE determinants that affect the execution of human development interventions within the context of religious institutions. They offer a novel and untested contribution to the area. Therefore, further research should be conducted to authenticate or substantiate the claim that the recognition of the four dimensions of organisational efficiency (OE) by religious institutions can augment the attainment of strategic human development goals. The attainment of this research objective can be realised by conducting qualitative interviews with church stakeholders who are actively involved in church OE programmes.

5.3.8 Recommendations 8

Assess the predictive ability of organisational effectiveness's structural, behavioural, and attitude dimensions in analogous church settings.

The study findings offer some new insight into the strategic improvement of OE in the context of churches. The study results affirm that the attitudinal/behavioural factor/domain and the structural factor/domain have predictive abilities within the OE model. The operational and financial domains demonstrated a limited and negatively associated influence. The results of this study have significant implications for the academic community as they provide a basis for future research to confirm the predicting abilities of attitudinal/behavioral and structural elements in organisational performance across comparable church contexts. The attainment of the objective of this future research can be realised by conducting mixed methods explanatory research that centres on church stakeholders who actively participate in church OE activities.

5.3.9 Recommendations 9

Identify and examine the elements that influence the degree of relevance that stakeholders assign to the implementation of OE criteria.

The research results identified four characteristics that collectively affect the OE in churches. These factors were also found to have predictive capabilities on the church's progress and achievement of human development objectives. However, an enquiry into the determinants of the predictive function of the four OE factors needs to be carried out. This enquiry would unearth the elements that moderate the functionality of the four organisational effectiveness criteria.

It is anticipated that the determinants might include effective communication, talent management, incentive techniques for behaviour change, adequate resources and organisational culture as intimated in literature on non-profit organisations. However, it is necessary to confirm these factors, which are believed to be determinants, through empirical evidence. Future research should explore how these factors can enhance the predictive capabilities of the four components of OE within ecclesiastical contexts. This research can be achieved by conducting mixed-methods explanatory research involving church stakeholders actively involved in OE interventions.

5.3.10 Recommendation 10

Apply the church organisational effectiveness (COE) scale in diverse contexts, so that its validity and reliability as a robust instrument for measuring COE can be further established and strengthened.

In the context of a sequential investigation, the study involved the development and validation of a psychometric instrument aimed at assessing the level of church organisational efficiency (COE). This measurement tool was a fundamental element within the quantitative phase of the study. The inclusion of this measure was deemed essential for the identification of gaps in the existing literature.

During the development phase, the quantitative survey tool was designed to correspond to the thematic parts of the qualitative instrument. Subsequently, it underwent pilot testing using a test-retest reliability approach. After the completion of data collection, data was analysed by undertaking validity and reliability assessments using exploratory and confirmatory factor analyses.

The psychometric qualities of the COE scale established, exhibit a unique and innovative nature, necessitating additional enhancement in diverse settings. It is thus recommended to conduct additional investigations into the scale's applicability in other contexts in order to enhance its validity and reliability as a robust instrument for assessing COE.

5.3.11 Summary

This study has demonstrated that it is worthwhile considering a comprehensive examination of the predictive capabilities of OE factors. The study thus proposes nine recommendations for potential future research inquiries. These include conducting

i. a replication study to authenticate the outcomes of this study to test the applicability of the four OE factors on religious congregations associated with ecumenical organisations beyond NACCC and CCG.

ii. an evaluation of the applicability of the multi-dimensional church-based OE model to religious congregations affiliated with CCG and NACCC in regions of Ghana other than Greater Accra.

iii. an examination of the utilisation efficacy of the structural factors compared to other factors related to OE.

iv. an exploration of the correlation between the successful implementation of the four dimensions of OE and the church's attainment of human development objectives.

v. a further investigation of the relationship between churches' recognition of OE factors and their overall effectiveness the church.

vi. an investigating of the relationship between the degree to which churches recognise the importance of OE factors and their overall implementation of strategic human development priorities.

vii. a further assessment of the predictive capacity of the structural, behavioural, and attitudinal dimensions of organisational effectiveness in similar church contexts.

viii. an examination of the factors influencing the importance stakeholders attached to implementing OE criteria.

ix. an examination to reinforce the validity and reliability of the church organisational effectiveness (COE) scale as a reliable instrument for measuring COE.

5.4 Conclusion

In this section, the study's conclusions are presented. Placing emphasis on the study's objectives and approach, it furnishes a thorough synopsis of the research. The section also reviews succinctly the principal findings and essential insights related to the research objectives. The review also considered the study’s overarching contributions to the advancement of practice, theory, methodology, and the existing body of knowledge.

5.4.1 Overview of study

The study, an exploratory sequential mixed design, investigated the OE of Charismatic/Pentecostal churches affiliated to the National Association of Charismatic and Christian Churches (NACCC) and Orthodox/Protestant churches associated with the Christian Council of Ghana (CCG) in Accra, Ghana. The study also examined the impact of the OE factors on interventions promoting human growth. The objective of the study was to fill the existing knowledge gap about the determinants of church OE and its impact on the church human development program. The research technique involved qualitative data collection followed by quantitative data from a sample including 844 individuals. Data collected was analysed utilising descriptive, bivariate, and multivariate statistical tests to derive relevant results.

5.4.2 Key outcomes per study objectives

Study Objective 1: Identify and analyse key determinants—such as financial, operational, structural and attitudinal/behavioural—that contribute to the OE of selected Orthodox/Protestant and Charismatic/Pentecostal churches in Accra, Ghana.

Findings of data analysed for the first study objective show that financial, operational, structural, and attitudinal/behavioural factors and their respective sub-components effectively predict church OE. The financial component comprised methods and procedures supporting financial advancement and stability of the church. The operational component includes tools and processes that contribute to church membership expansion and the management of volunteer activities. The structural component relates to the systems and procedures that facilitate effective church governance, management, and leadership practices. The attitudinal/behavioural component refer to protocols and structures that promote active endorsement and contribution from church members towards the vision and mission of the church. The findings from the correlation analysis (Spearman's Rank Correlation coefficient) established that the churches that recognise and acknowledge these components are more inclined to exhibit greater effectiveness.

Study Objective 2: Examine the predictive strength of each OE determinant with overall organisational performance, using statistical analyses to determine which factors most strongly correlate with performance outcomes among these churches.

Findings of data analysed for the second study objective using multiple regression analysis identified attitudinal/behavioural and structural factors as strong predictors of church effectiveness. The findings however, showed the predictive capabilities of financial and operational factors to be marginal and inversely related to church effectiveness.

Study Objective 3: Assess the relative impact of each OE determinant on the collective effectiveness of church organisations in achieving organisational objectives.

The findings of the third research objective was based on descriptive statistics (means and standard deviations). Results showed that from 2010 to 2020 the four OE factors, particularly the structural factor, was important for the long-term viability of the church.

Study Objective 4: Evaluate the role of OE determinants in promoting churches' long-term viability and relevance, particularly their influence on human development.

Data analysed (descriptive analysis) for the fourth study objective demonstrated that from 2010 to 2020, churches that effectively applied OE measures were able to prioritise the implementation of operational activities aligned with their strategic human development priorities. This prioritisation affected the sub-factors of socio-economic growth of individuals and communities, the cultivation of personal character development, the increase of church membership and the promotion of leadership capacities. The study however, found there was no significant difference (p = .752, two-tailed) between the CCG and NACCC affiliated church denominations with respect to their perceived implementation of strategic human development agendas. On the other hand, the study established significant correlation ($p < .001$) between churches' recognition of OE factors and the ability to implement strategic priorities on human development effectively.

Study Objective 5: Developed an evidence-based OE framework tailored for church organisations, providing guidelines to enhance performance to both mission fulfilment and organisational resilience.

The study final objective was to provide a comprehensive OE framework, which churches can utilise to improve their overall performance. The church-based OE model constructed (Figure 5.1) under recommendations for future application projects that churches potentially can improve their organisational performance by engaging stakeholders. The involvement of stakeholders would however, require the establishment of mutually agreed goals and the understanding that the attainment of the established goals is dependent on their perception of the importance of OE factors. The stakeholders are expected to implement the four OE factors whilst ensuring effective operation and accurate assessment of all sub-dimensions within each domain.

The study outcomes thus, have effectively addressed the research objectives mentioned and have shown importance in advancing practice, organisational theory, research methodology, and the extant body of knowledge, as outlined below:

Contribution to OE practice within religious organisations

The novel insights of the study have demonstrated the importance of stakeholders' involvement in church-related activities. The stakeholders encompass a range of entities, such as ecumenical bodies, theological seminaries, pastors, church communities, researchers, and consultants. The study has shown the importance of ecumenical groups, pastors and church leadership in shifting their organisations from a singular dimension of effectiveness to an expanded strategy to achieve optimal efficiency. Additionally, ecumenical groups, pastors, and church leadership can rally the support of the wider church stakeholders for the development and execution of the four criteria for organisational success within their specific communities.This mobilisation effort includes creating competitive and stable environment that promote organisational effectiveness inside their churches. The stakeholders can help effectively prioritise and allocate resources towards enhancing the attitudinal/behavioural factor and the structural factor as primary predictors of OE. Additionally, the ecumenical groups, pastors, and church leadership can highlight the importance of incorporating OE in seminars sessions and programmes for their members to enhance the efficacy of their human development endeavours.

Professionals and consultants in Church Organisational Development (OD) can utilise the four characteristics of OE and their accompanying indicators to formulate church-specific models for the development and evaluation OE. This can form the empirical basis for implementing routine organisational development (OD) interventions and assessments in the church to improve the organisational systems.

Finally, theological institutions can improve their training programmes by incorporating sessions with focus on the practical application of OE elements in church interventions for organisational growth.

In addition to the recommendations above, it is essential to execute the following strategies to improve further the practice of OE within the church and its associated organisations:

i. incorporate a multi-dimensional OE model into the management framework of churches

ii. establish a systematic approach for evaluating OE within churches to identify and resolve deficiencies in the overall OE structure

iii. align consulting services frameworks of church organisational development (OD) consultants and facilitators with a multi-dimensional OE model and assessment framework

iv. establish a comprehensive management curriculum rooted in the principles of OE at the theological institutions and seminaries to equip pastors and church leaders with the necessary OE skills and knowledge

v. organise refresher courses among pastors and church leaders to enhance the understanding and application of multi-dimensional OE approaches with emphasis on the utilisation of structural and attitudinal factors to optimise overall effectiveness

vi. strategically garner support from the laity for adopting multi-dimensional OE factors within churches and finally,

vii. integrate OE framework into the development and implementation of the church human development priorities.

Contribution to NPO Organisational Theory

This study investigated church OE in Ghana. It employed the multi-dimensional OE theory to guide its sequential exploratory study methodology. The existing scholarly investigations on the practice of church OE in Ghana, unlike this present study, do not adequately cover the comprehensive dimensions of OE, the interconnections among OE variables and their impact on interventions for human development. Therefore, this research conducted in Ghana makes a significant contribution to the theoretical comprehension of the effectiveness of Church organisations.

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The study findings provided empirical evidence that underscores the comprehensive character of the theory of OE in the context of churches and how it propels the attainment of operational efficiency within the church. This lend credence to the assertion made by Birken et al. (2017) that organisational theory provides a conceptual framework that facilitates comprehension of the fundamental nature of organisations, supports the achievement of operational efficiency within organisational contexts, fosters adaptability, and facilitates transformative processes.

This study contributes to incorporating the church as a construct within the theoretical framework of OE. This is important because it does not only align with existing theories applicable to both profit-making and non-profit organisations but also provides a novel perspective on how the multi-dimensionality of OE factors can enhance the effectiveness of churches. It is thus, posited that churches can improve their organisational performance by engaging stakeholders in establishing mutually agreed-upon goals and subsequently striving to achieve these goals using the four empirically derived factors of organisational effectiveness.

Contribution to NPO research and organisational knowledge

It is significant to emphasise that, in contrast to the current study, none of the literature reviewed to substantiate the study utilised a representative sample encompassing a diverse array of congregations affiliated with two distinct ecumenical organisations, exhibiting significant differences in their theological perspectives. The current study has significantly enhanced the comprehension of holistic non-profit organisation (NPO) effectiveness through its methodological approach. Consequently, this study has significantly contributed to the organisational knowledge of religious institutions by offering new and valuable insights. These insights have suggested that successfully incorporating the four criteria for organisational performance is paramount for churches to foster human development. Furthermore, the insights demonstrated that churches that acknowledge the importance of organisational performance factors are more likely to make the necessary investments that lead to higher levels of effectiveness. Additionally, the insights indicated a positive correlation between stakeholder traits related to OE in churches and their ability to successfully execute strategic initiatives targeted at human development. The findings also underscored the significance of attitudinal/ behavioral and structural factors as important predictors of church effectiveness.

These findings however, necessitate a need for further future investigations. Consequently, it is recommended that scholars and practitioners in the field of church organisational development are equipped/motivated to undertake more studies in this field.

Methodological Contribution

This study employed a mixed-methods approach to identify and evaluate the elements, which comprehensively facilitate the achievement of OE in churches. It is notable for the use of bivariate (T-test, Spearman's Rank Correlation coefficient) and multivariate techniques to analyse quantitative data obtained from the surveys. The qualitative information unearthed the various dimensions of OE factors that pastors, church communities, researchers, and consultants engaged in church organisation development can explore to enhance the church's organisational performance. Additionally, it aided the study in examining the impact of these factors on interventions aimed at promoting human development. The utilisation of a mixed methods approach thus represents a novel methodology for conducting further research on understudied aspects of the organisational performance of the church in Ghana and other regions.

In summary, the findings of this study provide an update to the current research and body of literature and application in the field of OE of NPOs. The study also offers some new insights relevant to the operations of ecumenical organisations, theological seminaries, pastors, church communities, academic researchers, and consultants. The study outcomes thus, are expected to influence the growth and enhancement of OE theory and practice within religious organisations.

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APPENDICES

Appendix A: Ethical Clearance

Appendix 1A Provisional Ethical Clearance

UNICAF UNIVERSITY

UREC Desision, Version 2.0

Unicaf University Research Ethics Committee Decision

Student's Name: Abraham Nyako Jnr

Student's ID #: R1909D9233734

Supervisor's Name: Dr Ramakrushna Mahapatra

Program of Study: UU-DBA-900-1-ZM

Offer ID /Group ID: O26027G26730

Dissertation Stage: DS 1

Research Project Title: Exploring the determinants of the organization effectiveness of churches in Accra, Ghana.

Comments: Student's ID #: R1909D9233734
Program of Study: UUZ: DBA - Doctorate of Business Administration
4b - Disabilities - You should only include the participants who can provide informed consent for themselves, therefore, people with mental disabilities should not take part in the research. Please add this information to the section.
4c- describe how the potential participants will be identified and approached. How the contact details willbe obtained.

Decision*: B. Approved with comments for minor revision

Date: 22.07.2021

*Provisional approval provided at the Dissertation Stage 1, whereas the final approval is provided at the Dissertation stage 3. The student is allowed to proceed to data collection following the final approval.

Appendix 1B Final Approved Ethical Clearance

UNICAF UNIVERSITY

UREC Decision, Version 2.0

Unicaf University Research Ethics Committee Decision

Student's Name: Abraham Nyako Jnr

Student's ID #: R1909D9233734

Supervisor's Name: Dr Ramakrushna Mahapatra

Program of Study: UUZ: DBA Doctoral of Business Administration

Offer ID /Group ID: O45415G46324

Dissertation Stage: 3

Research Project Title: Determinants of organization effectiveness of churches: A case study in Accra, Ghana from 2010-2020

Comments: No comments.

Decision*: A. Approved without revision or comments

Date: 31-Jan-2023

*Provisional approval provided at the Dissertation Stage 1, whereas the final approval is provided at the Dissertation stage 3. The student is allowed to proceed to data collection following the final approval.

Appendix B: Sample non-completed consent form

UNICAF UNIVERSITY

UU_IC - Version 2.1

Informed Consent Form

Part 1: Debriefing of Participants

Student's Name:

Student's E-mail Address:

Student ID #:

Supervisor's Name:

University Campus: Choose from the list

Program of Study:

Research Project Title:

Date:

Provide a short description (purpose, aim and significance) of the research project, and explain why and how you have chosen this person to participate in this research (maximum 150 words).

The above named Student is committed in ensuring participant's voluntarily participation in the research project and guaranteeing there are no potential risks and/or harms to the participants.

Participants have the right to withdraw at any stage (prior or post the completion) of the research without any consequences and without providing any explanation. In these cases, data collected will be deleted.

All data and information collected will be coded and will not be accessible to anyone outside this research. Data described and included in dissemination activities will only refer to coded information ensuring beyond the bounds of possibility participant identification.

I, ______________________, ensure that all information stated above is true and that all conditions have been met.

Student's Signature: Abraham Nyako Jnr

1

UU_IC - Version 2.1

Informed Consent Form

Part 2: Certificate of Consent

This section is mandatory and should to be signed by the participant(s)

Student's Name:

Student's E-mail Address:

Student ID #:

Supervisor's Name:

University Campus: Choose from the list

Program of Study:

Research Project Title:

I have read the foregoing information about this study, or it has been read to me. I have had the opportunity to ask questions and discuss about it. I have received satisfactory answers to all my questions and I have received enough information about this study. I understand that I am free to withdraw from this study at any time without giving a reason for withdrawing and without negative consequences. I consent to the use of multimedia (e.g. audio recordings, video recordings) for the purposes of my participation to this study. I understand that my data will remain anonymous and confidential, unless stated otherwise. I consent voluntarily to be a participant in this study.

Participant's Print name:

Participant's Signature: ______________________

Date:

If the Participant is illiterate:

I have witnessed the accurate reading of the consent form to the potential participant, and the individual has had an opportunity to ask questions. I confirm that the aforementioned individual has given consent freely.

Witness's Print name:

Witness's Signature: ______________________

Date:

Appendix C: Interview Protocol

Determinants of organisational effectiveness of churches in Accra from 2010-2020

INTERVIEW GUIDE

Introduction

Hello. My name is (Insert).

This 40-45 minutes interview seeks information on the organisational effectiveness of churches. The study is primarily an academic exercise, and any information you provide will be treated with strict confidentiality. The study results will support the development of a church-based Organisational Effectiveness model. This model will help provide the basis for continuously evaluating, re-engineering, and strengthening the church's organisational performance by various stakeholders (Heads of different church departments/ministries, Pastoral team, church board, Deacons, Elders, lay members etc.).

I want to record this interview for the research, so I ensure I get your answers recorded correctly.

Do you want to ask any questions before we continue?

May I start the recording?

Demographic and background information of Interviewee/church:

1. Sex: Note down as per observation
2. What is your role in the church?
3. How long have you been a member of this church (number of years)?
4. How old is your church (number of years in existence?)
5. Approximately how many members are there in your congregation?

Questions on the Organisational effectiveness of the church

1. Beyond functioning as a spiritual entity, what organisational features does the church have? Provide examples of these features
   Probes:

   a. Structures and systems that promote financial growth and stability **(Financial Domain)**
   b. **S**tructures and systems that support and sustain church membership numerical growth and ensure that members offer critical services voluntarily **(Operational Domain).**
   c. Systems and structures that promote good governance, management and leadership, leading to institutional sustainability (**Structural Domain)**
   d. Systems and structures that positively influence how church people (Paid staff, voluntary workers, laity etc.) behave to support the vision and mission **(Attitudinal/behavioural Domain)**
   e. Any other feature(s)?

2. Describe the organisational features of the church that can be grouped under these four (4) effectiveness categories. (See below). Probe further to establish inherent characteristics (elements) that contribute to the attainment of each feature.

   a. Finance Domain (structures and systems that promote financial growth and stability)

   Characteristics (elements): …………………………………………………
   Probes:
   a. Develops and implements an annual program (activities) with a corresponding budget before the beginning of every year
   b. Formalised revenue generation mechanisms such as dues, tithes and offerings
   c. Income-generating business to supplement the primary source of revenue (tithes and offerings)
   d. Sound and transparent financial and accounting management practice (including auditing and institutionalised financial reporting to the church leadership and congregation)

   b. Operational Domain (structures and systems that support and sustain church membership numerical growth and ensure that members offer critical services voluntarily).

   Characteristics (elements): ……………………………………………………
   Probes:

a. Evangelism and outreach programs
b. Visitation and follow-up of members are done
c. Membership events where membership cards or certificates are issued to new members
d. Recognising and making new people feel at home (hospitality)
e. Effective welfare system
f. Well-established departments or wings that encourage and allow people to serve voluntarily with their gifts and talents
g. Well-established Sunday school (group Bible study before or after church service) class.
h. Conducts activities to impact the community it operates in (social responsibility)
i. Sermons delivered in the church, among others, promote the membership drive
j. The facility is secured, friendly and well maintained
k. Church services and programs are conducted within the prescribed time (timeliness)
l. Any other

c. Structural (Systems and structures that promote good governance, management and leadership, leading to institutional sustainability)

Characteristics (elements):………………………………………………………

Probes:

a. Governing body
b. Well-written and well-articulated vision and mission
c. Leadership and management team
d. Organogram featuring well-established lines of reporting
e. Well-established channels of communication that keeps people well-informed of events, activities and directives
f. Operates with a strategic plan
g. Operates with applicable policies and procedures (financial, administrative, human resource etc.)
h. Capacity building of pastors and leaders so they can deliver on their given tasks.
i. Administrative and data management/record-keeping practices
j. Stakeholder (Heads of different church departments/ministries, Pastoral team, church board, Deacons, Elders, lay members etc.) involvement
k. Legal, operational requirements and statutory obligations

d. Attitudinal/behavioural Domain (Systems and structures that positively influence how church people behave to support the vision and mission).

Characteristics (elements): ………………………………………………………

Probes:

a. Leadership styles that positively influence how people behave
b. P**romotion factors that enable its workers to maintain a positive emotional attachment to their job functions (job satisfaction)**
c. P**romotion of factors that allows members to maintain a positive emotional attachment to the church as a whole**
d. P**romotion of factors that bring about unity** among church members
e. Promotes cohesion among the different departments of its workers (volunteers and or paid)
f. Personal or professional development activities that enhance/sustain the competency of church workers (volunteers or paid) in their job functions.

3. **In your opinion, how effective has each of the four (4) broad organisational features *(Finance, Operational, Structural & Attitudinal/behavioural)* functioned in the past 10 years to support the in living up to its mandate? Support your opinions with reasons.**

   Probe to elicit examples

   - ✓ ***Finance*** (structures and systems that promote financial growth and stability)*:*……….
   - ✓ ***Operational*** (structures and systems that support and sustain church membership numerical growth and ensure that members offer critical services voluntarily):…………
   - ✓ ***Structural (***Systems and structures that promote good governance, management and leadership) ***:……………***
   - ✓ ***Attitudinal/behavioural (***Systems and structures that positively influence how church people behave to support the vision and mission)*:………………*

4. **How have these four (4) broad organisational features put together contributed to the impact of the church in the following areas (see below)? Probe further to establish grounds on which the assertion is made for each impact area as identified below.**
   Fds

   Probes:

   a. Impact area 1: Social and economic development of individual church members.
   b. Impact area 2: Social and economic development of communities within which the churches operate.
   c. Impact area 3: Church leadership credibility and effectiveness.
   d. Impact area 4: church membership growth and unity.

5. **Anything more that you would like me to know about the organisational effectiveness of the church that we haven't discussed?**

Thank you!

Appendix D: Questionnaire

Determinants of Organizational Effectiveness of Churches in Accra from 2010-2020

Introduction: This survey collects information about the organizational effectiveness of churches in Accra between 2010-2020. It should take you between 15-20 minutes to finish. Your answers are confidential, and you will not be identifiable in any way. You are permitted to withdraw at any time without incurring any consequences or providing an explanation. In this instance, the acquired data will be destroyed. By participating in this survey, you acknowledge that your responses are anonymous and will not be associated with your identity in any way. You may skip any questions that you find intrusive or objectionable, but it will be helpful if you answer as many as you feel comfortable with.

Standard
Code of Instructions: You are about to answer some simple but essential questions in this questionnaire. The questionnaire is divided into four (4) sections:

- **Section A:** contains questions about Demographic data.
- **Sections B-E:** contain statements that seek to identify the factors that determine the organizational effectiveness of churches.
- **Sections F-I:** contain statements similar to that of **Sections B-E**. However, they seek to measure the level of effectiveness of the organizational effectiveness factors implemented in the church from 2010-2020.
- **Section J:** focuses on statements that seek to assess church operations that have supported human development from 2010-2020.

Read each question/statement carefully and respond by ticking the number that corresponds to your response option. There are no correct or incorrect answers.

* Indicates required question

1. I agree to participate in this survey *

Mark only one oval.

- Yes
- No

2. Today's date is

____

Example: January 7, 2019

3. Phone Number

____

SECTION A: DEMOGRAPHIC DATA

4. Sex

Mark only one oval.

- Male
- Female

5. Age

Mark only one oval.

- 18 - 20 years
- 21-31 years
- 31-40 years
- 41-50 years
- 51+ years

6. Educational Background

Mark only one oval.

- None
- Basic (Primary and JHS/JSS, MSLC)
- Secondary (SHS/SSS/O-Level)
- Tertiary (Dip/Degree/Masters/PhD)

7. Years of church membership

Mark only one oval.

- Below 10 years
- 10 years
- Over 10 years

8. Type of Church

Mark only one oval.

- Orthodox/Protestant
- Charismatic/Pentecostal

9. Status of Church

Mark only one oval.

- Headquarters
- Branch of Headquarters
- Stand alone (with no branch)

10. Area of church involvement

Mark only one oval.

- Leadership/Administration
- Women/Men Fellowship
- Youth Fellowship
- Children's Ministry
- None/Congregant only
- Music Ministry
- Finance Team
- Counselling/Career Guidance
- Other: ______________________

11. Marital Status

Mark only one oval.

- Single
- Married
- Divorced/Separated
- Cohabiting
- Widow/Widower

IMPORTANCE OF FACTORS THAT DETERMINES ORGANISATIONAL EFFECTIVENESS OF CHURCHES

Below (sections B-E), you will find a list of
statements seeking to identify factors (in terms of their importance) that
determine churches' organizational effectiveness. The factors are grouped
into **Finance, Operational, Structural and Attitudinal/Behavioral** domains. Kindly
indicate the extent to which you agree
with the statement by ticking the column corresponding to the number that
reflects your response option. There are no right or wrong answers.

Section B: Finance Domain

Importance of Finance *Domain* as organizational effectiveness factor
Rating
Scale

1 = Not Important

2 = Slightly Important

3 = Fairly Important

4 = Important

5 = Very Important

12. The church should develop and implement an annual program (activities) with a corresponding budget before the beginning of every year.

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

13. The church should operate with formalized revenue generation mechanisms such as tithes and offerings.

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

14. The church should have an income-generating business to supplement the primary source of revenue (tithes and offerings).

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

15. The church should have a sound and transparent financial and accounting management practice.

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

Section C: Operational Domain

Importance of *Operational Domain* as organizational effectiveness factor

Rating Scale

1 = Not Important

2 = Slightly Important

3 = Fairly Important

4 = Important

5 = Very Important

16. The church should undertake targeted evangelism and outreach programs.

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

17. The church should have a system that ensures that visitation and follow-up of members are done.

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

18. The church should conduct events where membership cards or certificates are issued to new members.

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

19. The church should have a system for recognizing and making new people feel at home (Hospitality).

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

20. The church should have an effective welfare system.

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

21. The church should have well-established departments or wings that encourage and allows people to serve voluntarily with their gifts and talents.

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

22. The church should have a well-established Sunday school (group Bible study before or after church service) class.

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

23. The church should conduct activities that impact the community it operates in (social responsibility).

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

24. Sermons delivered in the church, among others, should promote membership drive.

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

25. The church facility should be secured, friendly and well-maintained.

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

26.

The church services and programs should be conducted within the prescribed time (Timeliness).

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

Section D: Structural Domain

Importance of *Structural Domain* as organizational effectiveness factor

Rating Scale

1 = Not Important

2 = Slightly Important

3 = Fairly Important

4 = Important

5 = Very Important

27. The church should operate with an effective governing body.

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

28. The church should have a well-written and well-articulated vision and mission.

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

29. The church should operate with an effective leadership and management team.

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

30. The church should operate with an Organogram featuring well-established lines of reporting.

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

31. The church should operate with well-established channels of communication that keep people well-informed of events, activities and directives.

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

32. The church should operate with a strategic plan.

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

33. The church should operate with functional policies and procedures (Financial, Administrative, Human resources etc.)

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

34. The church should undertake efforts that build the capacity of pastors and leaders to deliver on their given tasks.

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

35. The church should have effective Administrative and Data management/record-keeping practices.

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

36. The church should encourage Stakeholders (Heads of church departments, Pastoral team, church board, Deacons, Elders, lay members etc.) involvement in its operations.

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

37. The church should adhere to legal, operational requirements and statutory obligations.

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

Section E: Attitudinal/behavioral

Importance of *Attitudinal/behavioral Domain* as organizational effectiveness factor

Rating Scale

1 = Not Important

2 = Slightly Important

3 = Fairly Important

4 = Important

5 = Very Important

38. The church should demonstrate effective leadership styles that positively influence how people behave.

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

39. The church should promote factors that enable its workers to maintain a positive emotional attachment to their job functions (job satisfaction).

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

40. The church should promote factors that enable members to maintain a positive emotional attachment to the church as a whole.

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

41. The church should promote factors that bring about unity among church members.

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

42. The church should promote cohesion among the different departments of its workers (volunteers and or paid).

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very Important

EFFECTIVENESS OF FACTORS DETERMINING THE ORGANISATIONAL EFFECTIVENESS OF THE CHURCH FROM 2010-2020

Below you will find a list of statements
seeking to measure the level of effectiveness of factors that can account for the organizational effectiveness of the church between 2010-2020. The elements are grouped into **Finance, Operational, Structural and Attitudinal/Behavioral** domains. Kindly indicate the extent to which you agree with the statement by ticking the column corresponding to the number that reflects your response option. There are no right or wrong answers

Section F: Finance Domain

Effectiveness of the *Finance Domain* as an organisational effectiveness factor

Rating
Scale

1 = Strongly disagree

2 = Somewhat disagree

3 = Neither Agree or Disagree

4 = Somewhat agree

5 = Strongly agree

43. The church developed and implemented an annual program (activities) with a corresponding budget before the beginning of every year.

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

44. The church operated with formalized revenue generation mechanisms such as tithes and offerings.

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

45. The church had an income-generating business to supplement the primary source of revenue (tithes and offerings).

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

46. The church operated a sound and transparent financial and accounting management practice.

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

Section G: Operational Domain

Effectiveness of *Operational Domain* as an organizational effectiveness factor

Rating Scale

1 = Strongly disagree

2 = Somewhat disagree

3 = Neither Agree or Disagree

4 = Somewhat agree

5 = Strongly agree

47. The church undertook targeted evangelism and outreach programs.

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

48. The church had a system that ensures that visitation and follow-up of members are done.

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

49. The church conducted membership events where membership cards or certificates were issued to new members.

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

50. The church had a system for recognizing and making new people feel at home (Hospitality).

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

51. The church had an effective welfare system.

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

52. The church had well-established departments or wings that encouraged and allowed people to serve voluntarily with their gifts and talents.

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

53. The church operated a well-established Sunday school (group Bible study before or after church service) class.

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

54. The church conducted activities to impact the community it operated in (social responsibility).

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

55. Sermons delivered in the church, among others, promoted our membership drive.

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

56. The church facility was secured, friendly and well-maintained.

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

57. The church services and programs were conducted within the prescribed time (Timeliness).

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

Section H: Structural Domain

Effectiveness of *Structural Domain* as an organizational effectiveness factor

Rating Scale

1 = Strongly disagree

2 = Somewhat disagree

3 = Neither Agree or Disagree

4 = Somewhat agree

5 = Strongly agree

58. The church operated with an effective governing body.

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

59. The church had a well-written and well-articulated vision and mission.

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

60. The church operated with an effective leadership and management team.

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

61. The church operated with an Organogram featuring well-established lines of reporting.

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

62. The church operated well-established channels of communication that kept people well-informed of events, activities and directives.

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

63. The church operated with a strategic plan.

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

64. The church operated with functional policies and procedures (Financial, Administrative, Human resources etc.).

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

65. The church undertook efforts to build the capacity of our pastors and leaders so they can deliver on their given tasks

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

66. The church operated effective Administrative and Data management/record-keeping practices

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

67. The church encouraged Stakeholders (Heads of church departments, Pastoral team, church board, Deacons, Elders, lay members etc.) involvement in its operations.

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

68. The church adhered to legal, operational requirements and statutory obligations.

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

Section I: Attitudinal/behavioral Domain

Effectiveness of
Attitudinal/behavioral as an organizational effectiveness factor

Rating Scale

1 = Strongly disagree

2 = Somewhat disagree

3 = Neither Agree or Disagree

4 = Somewhat agree

5 = Strongly agree

69. The church demonstrated effective leadership styles that positively influenced how people behave.

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

70. The church promoted factors that enabled its workers to maintain a positive emotional attachment to their job functions (job satisfaction).

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

71. The church promoted factors that enabled members to maintain a positive emotional attachment to it.

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

72. The church promoted factors that brought about unity among church members.

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

73. The church promoted cohesion among the different departments of its workers (volunteers or paid staff).

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

ASSESSMENT OF CHURCH OPERATIONS THAT SUPPORTS HUMAN DEVELOPMENT

Below (section J), you will find a list of
statements seeking to assess the level of implementation of church operations that supported human development between 2010-2020. Kindly indicate the extent to which you agree with the statement selecting the number that corresponds to your response option. There are no right or wrong answers.

Section J: **Strategic Human Development Priorities**

Level of implementation
of *Strategic Human Development Priorities*

Rating Scale

1 = Strongly disagree

2 = Somewhat disagree

3 = Neither Agree or Disagree

4 = Somewhat agree

5 = Strongly agree

74. From 2010 to 2020, the church positively influenced people's economic, health, education, social and political lives (socio-economic development).

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

75. From 2010 and 2020, the church influenced the character development of people through moral values formation (character development of individuals).

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

76. From 2010 to 2020, our church took bold actions to retain and increase its membership base so that people who need or support human development interventions will always be available (membership drive for human development).

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

77. From 2010 to 2020, the church took bold actions to build its leaders' capacity to adapt business management skills and different leadership styles to enable them to support people's human development needs. (Leadership capacity development).

Mark only one oval.

	1	2	3	4	5	
Strc	◯	◯	◯	◯	◯	Strongly agree

END OF EXERCISE

Thank you for your participation in this study.

Appendix E: Statistical Test Results

Independent Samples Test

Importance

Factors/Domains of OE		**Levene's Test for Equality of Variances**		**t-test for Equality of Means**						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Composite mean score of the Importance of the Finance Domain	Equal variances assumed	8.629	.003	3.063	842	.002	.172	.056	.062	.282
	Equal variances not assumed			3.063	818.853	.002	.172	.056	.062	.282
Composite mean score of the Importance of the Operational Domain	Equal variances assumed	.697	.404	1.006	842	.315	.031	.031	-.030	.093
	Equal variances not assumed			1.006	796.908	.315	.031	.031	-.030	.093

Factors/Domains of OE		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Composite mean score of the Importance of the Structural Domain	Equal variances assumed	3.940	.047	1.737	842	.083	.067	.038	-.009	.142
	Equal variances not assumed			1.737	792.212	.083	.067	.038	-.009	.142
Composite mean score of the Importance of the Attitudinal/behavioural Domain	Equal variances assumed	16.285	.000	2.951	842	.003	.113	.038	.038	.187
	Equal variances not assumed			2.951	780.052	.003	.113	.038	.038	.187
Composite mean score of the Importance Scale	Equal variances assumed	9.584	.002	2.954	842	.003	.096	.032	.032	.159
	Equal variances not assumed			2.954	768.288	.003	.096	.032	.032	.159

Effectiveness

Factors/Domains of OE		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Composite mean score of the Effectiveness of the Finance Domain	Equal variances assumed	.854	.356	1.436	842	.151	.081	.056	-.030	.191
	Equal variances not assumed			1.436	841.278	.151	.081	.056	-.030	.191
Composite mean score of the Effectiveness of the Operational Domain	Equal variances assumed	1.295	.256	-.575	842	.566	-.028	.049	-.124	.068
	Equal variances not assumed			-.575	841.909	.566	-.028	.049	-.124	.068
Composite mean score of the Effectiveness of the Structural Domain	Equal variances assumed	7.922	.005	2.032	842	.042	.101	.050	.003	.198
	Equal variances not assumed			2.032	818.020	.042	.101	.050	.003	.198
Composite mean score of the Effectiveness of the	Equal variances assumed	.362	.548	.592	842	.554	.031	.053	-.072	.135

Factors/Domains of OE		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Attitudinal/behavioural Domain	Equal variances not assumed			.592	837.432	.554	.031	.053	-.072	.135
Composite mean score of the Effectiveness Scale	Equal variances assumed	4.304	.038	1.071	842	.284	.046	.043	-.038	.131
	Equal variances not assumed			1.071	822.095	.284	.046	.043	-.038	.131

Strategic Human Development Priorities

Variable		**Levene's Test for Equality of Variances**		**t-test for Equality of Means**						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Composite mean score of the Strategic Human Development Priorities Scale	Equal variances assumed	2.434	.119	-.316	842	.752	-.019	.060	-.137	.099
	Equal variances not assumed			-.316	841.526	.752	-.019	.060	-.137	.099

Correlations: Tests of Normality, Linearity and Homoscedasticity

Association between Importance of Finance Domain (IFD) and Effectiveness of Finance Domain (EFD)

Normality Test

CM_IFD does not follow a normal distribution (p = 5.883369654544137e-46)

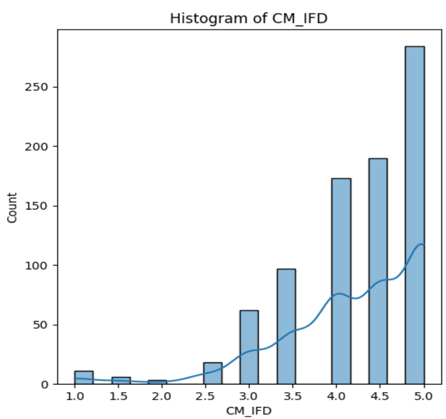
CM_EFD does not follow a normal distribution (p = 5.408834134546613e-66)

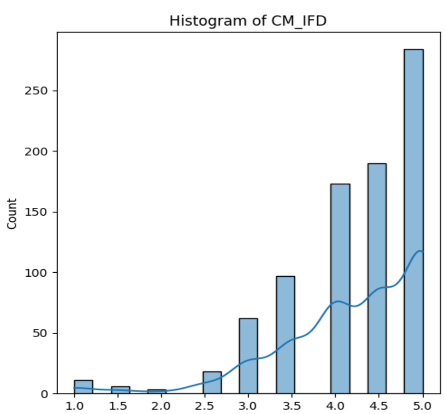
Homoscedasticity Test

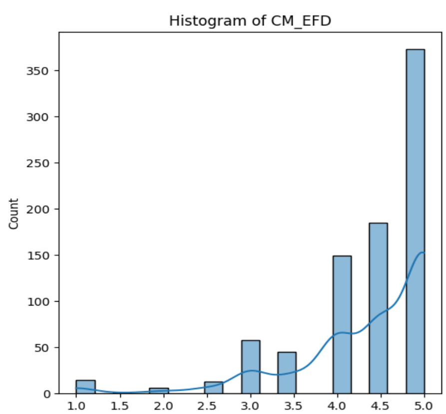
Lagrange multiplier statistic: 95.11996018955927, p-value: 1.7919082339371236e-22, f-value: 106.94771154520538, f p-value: 1.1133171340042948e-23

Visual Inspection

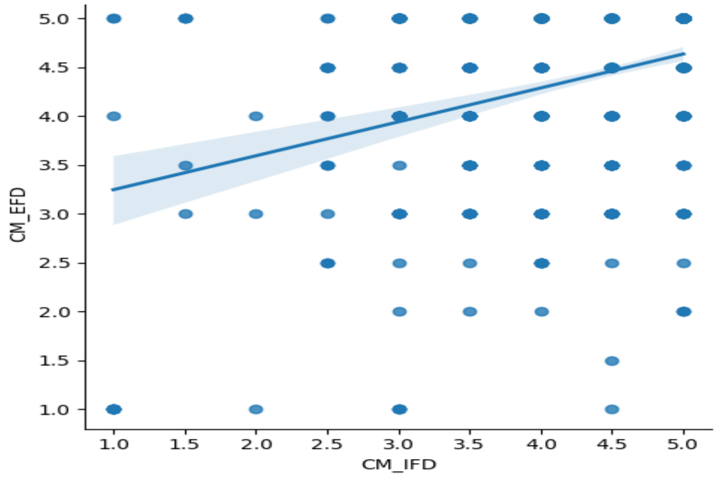
Histograms



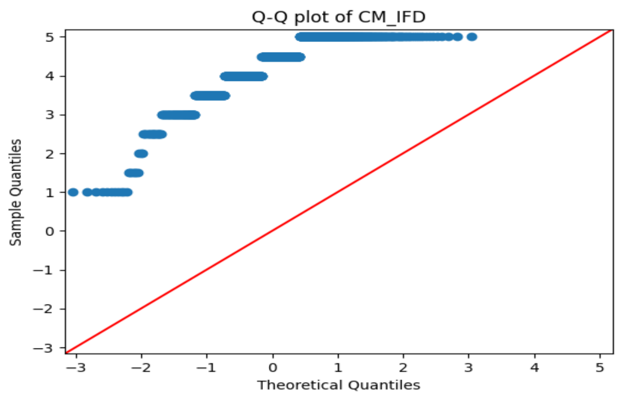


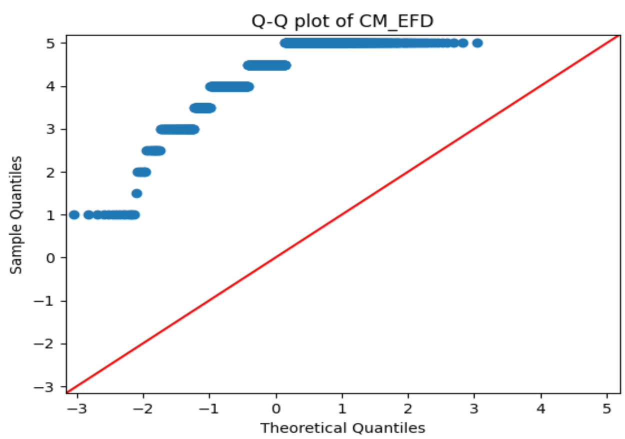


Scatter Plot with Regression Line



Q-Q Plots





Association between Importance of Operational Domain (IOD) and Effectiveness of Operational Domain (EOD)

Normality Test

CM_IOD does not follow a normal distribution (p = 5.025500669103482e-167)

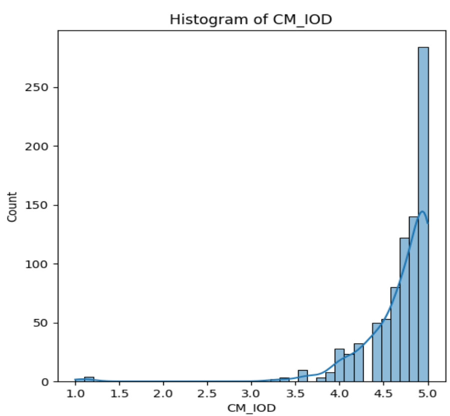
CM_EOD does not follow a normal distribution (p = 9.972919101497547e-26)

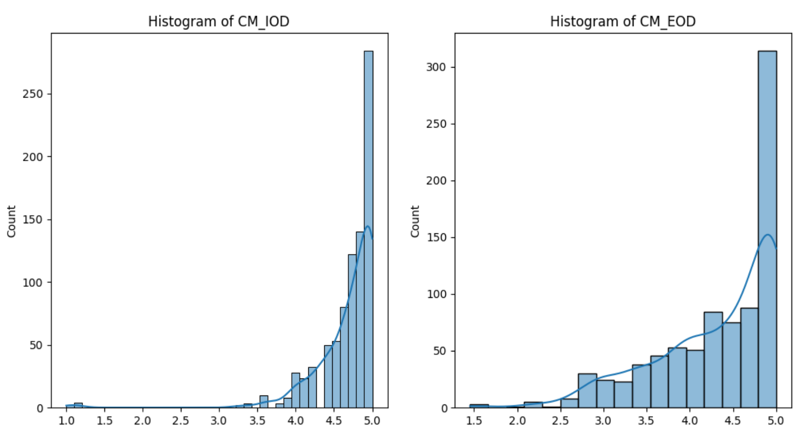
Homoscedasticity Test

Lagrange multiplier statistic: 11.490523948870152, p-value: 0.0006995191468245901, f-value: 11.621514761418084, f p-value: 0.0006829075118548971

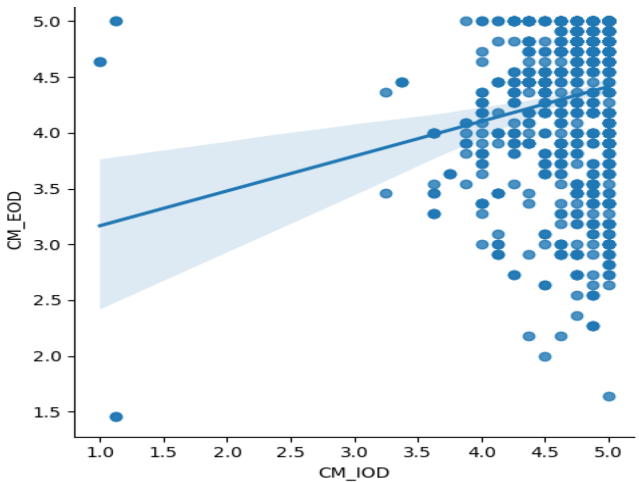
Visual Inspection

Histograms

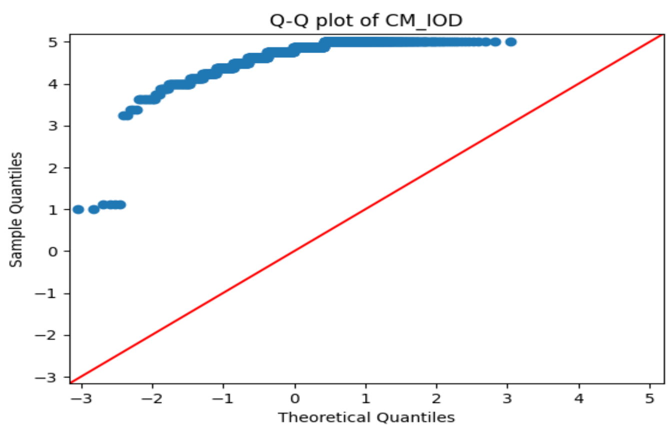


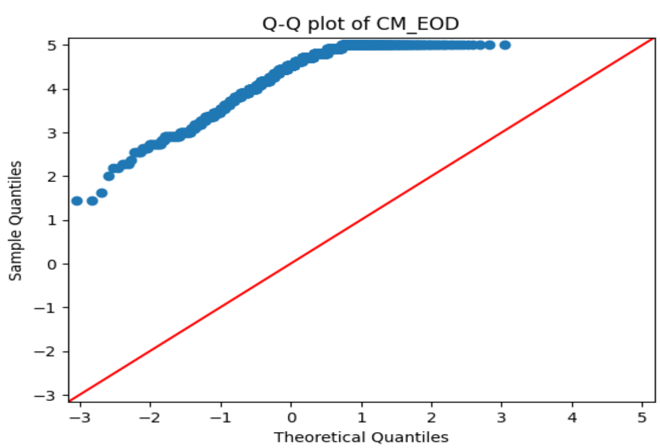


Scatter Plot with Regression Line



Q-Q Plots





Association between Importance of Structural Domain and Effectiveness of Structural Domain

Normality Test

CM_ISD does not follow a normal distribution (p = 9.833096458686888e-122)

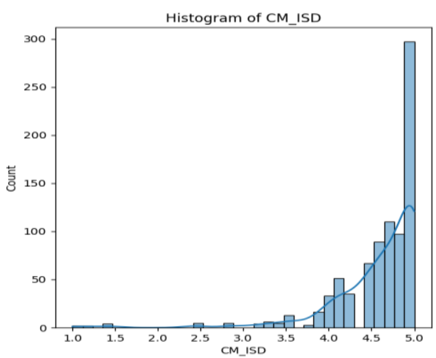
CM_ESD does not follow a normal distribution (p = 1.8853349219134776e-47)

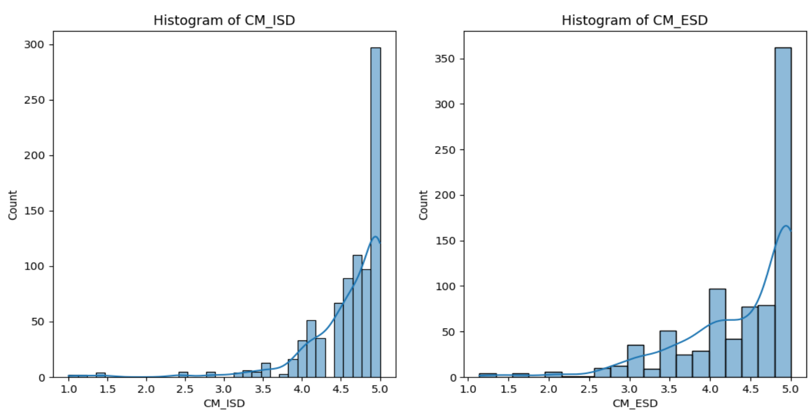
Homoscedasticity Test

Lagrange multiplier statistic: 32.521227934859496, p-value: 1.1789768711367158e-08, f-value: 33.744411885802954, f p-value: 8.907397640168954e-09

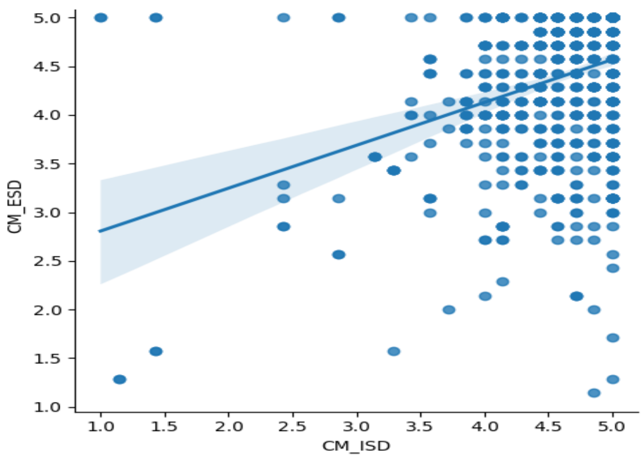
Visual Inspection

Histograms

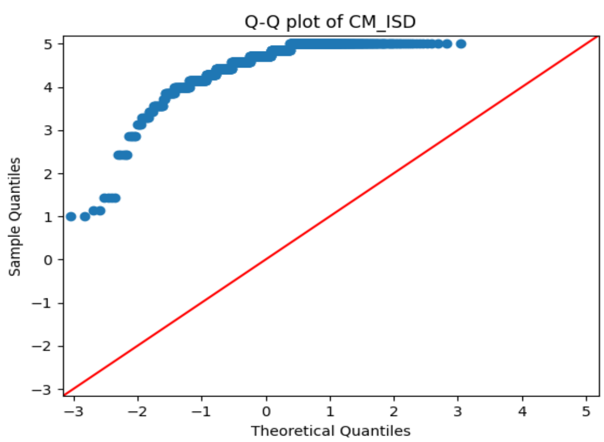


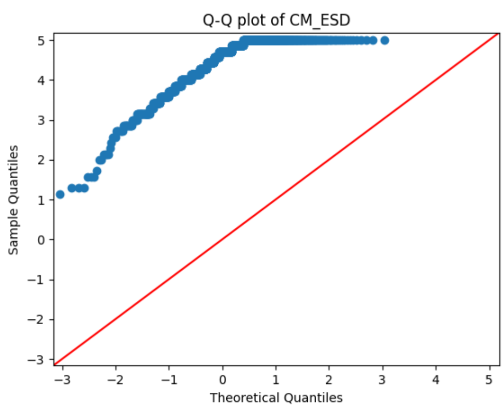


Scatter Plot with Regression Line



Q-Q Plots





Association between Importance of Attitudinal and Behavioural Domain (IABD) and Effectiveness of Attitudinal and Behavioural Domain (EABD)

Normality Test

CM_IABD does not follow a normal distribution (p = 5.539645606056363e-75)

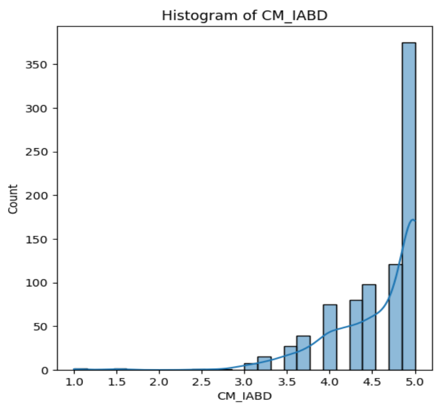
CM_EABD does not follow a normal distribution (p = 4.571885786637251e-26)

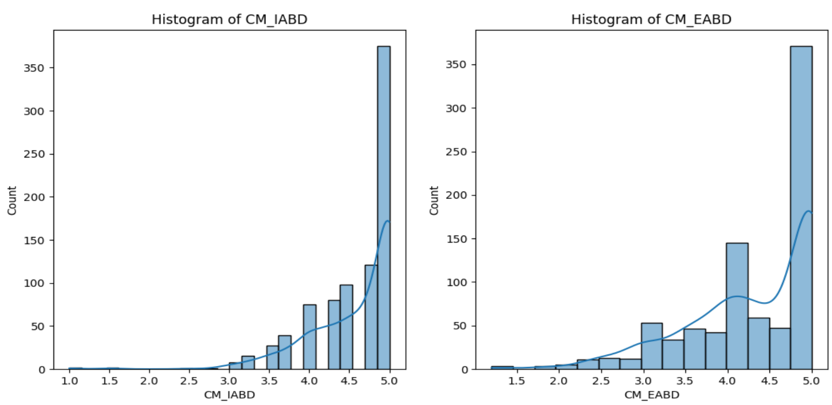
Homoscedasticity Test

Lagrange multiplier statistic: 14.63333172580659, p-value: 0.0001305844103243611, f-value: 14.856234021036956, f p-value: 0.00012485104698227282

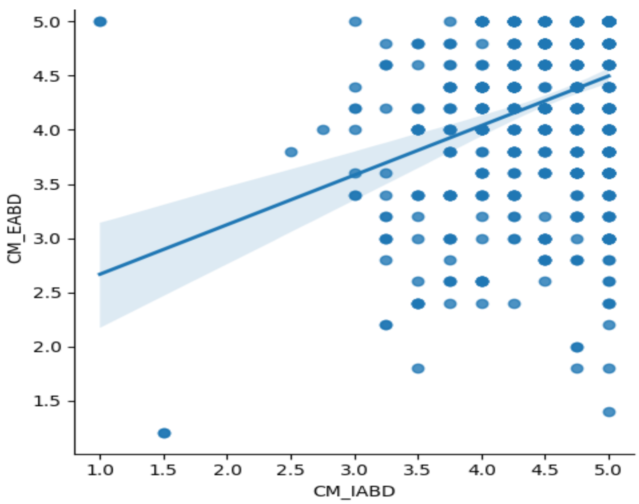
Visual Inspection

Histograms

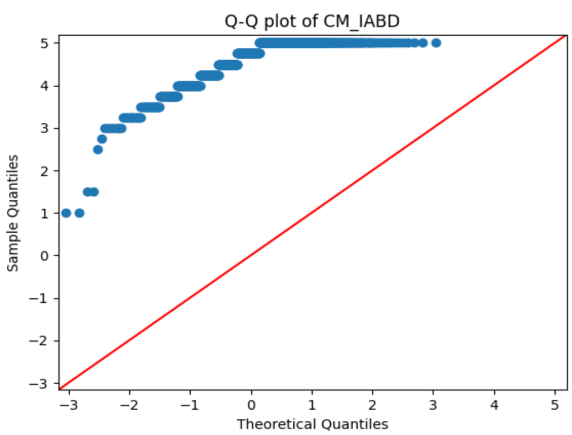


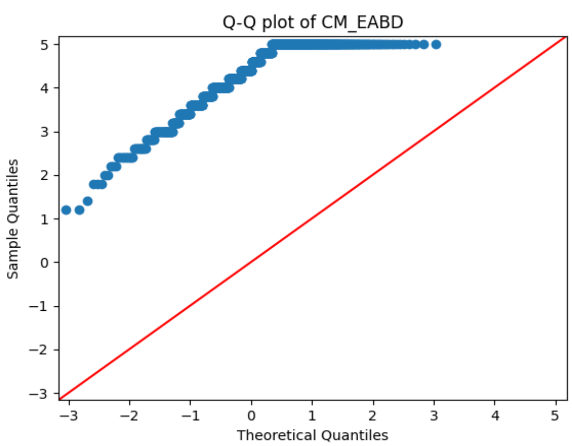


Scatter Plot with Regression Line


CM_EABD
CM_IABD
5.0
4.5
4.0
3.5
3.0
2.5
2.0
1.5
1.0

Q-Q Plots


Q-Q plot of CM_IABD
Sample Quantiles
Theoretical Quantiles


Q-Q plot of CM_EABD
Sample Quantiles
Theoretical Quantiles

Association between Importance of OE factors (IS) and Effectiveness of OE factors (ES)

Normality Test

The normality test checks if the data follows a normal distribution.

CM_IS: The p-value is approximately 8.59e-113. This indicates that CM_IS does not follow a normal distribution.

CM_ES: The p-value is approximately 5.62e-30. This indicates that CM_ES does not follow a normal distribution.

Homoscedasticity Test

The homoscedasticity test assessed if the residuals (errors) had constant variance.

The Breusch-Pagan test results were:

Lagrange multiplier statistic: 13.902, P-value: 0.000193, F-value: 14.101, F p-value: 0.000185

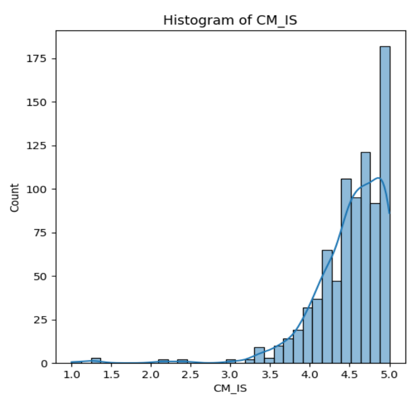
Residuals do not have constant variance, suggesting heteroscedasticity.

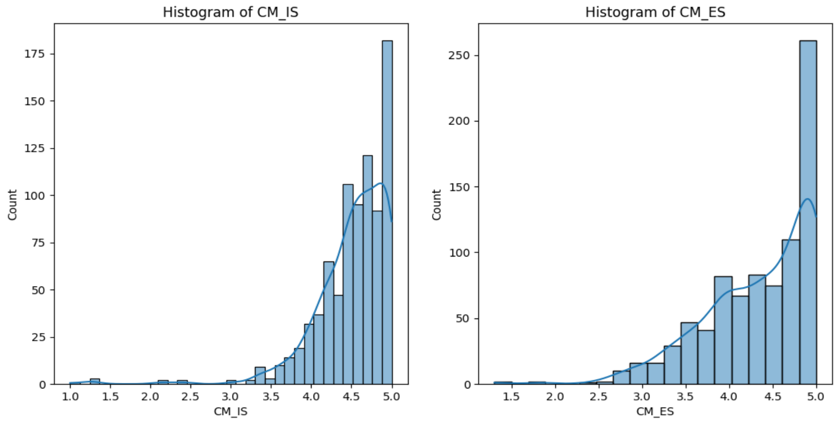
Spearman's Rank Correlation

Spearman's Rank Correlation: correlation = 0.356, p-value = 0.000

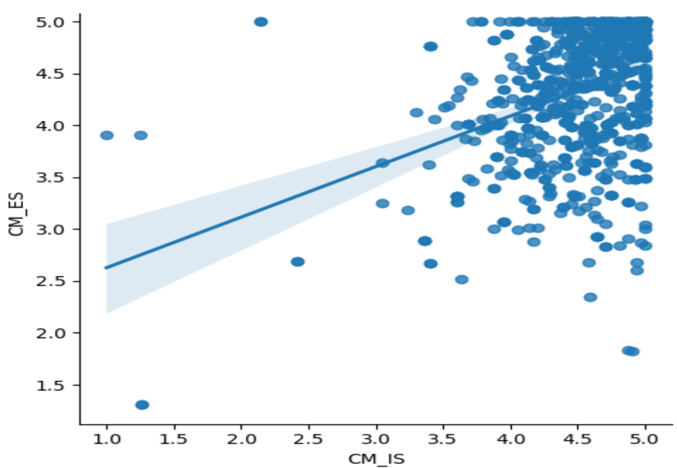
Visual Inspection

Histograms

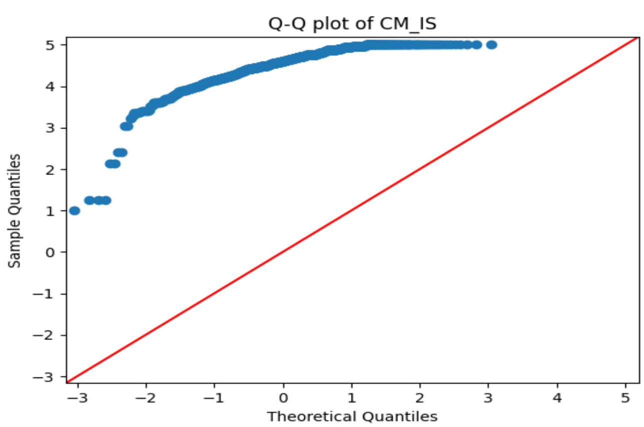


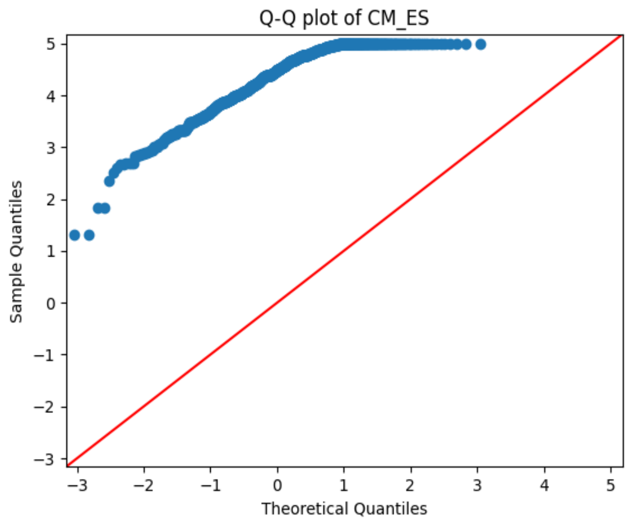


Scatter Plot with Regression Line



Q-Q Plots





Association between Importance of OE factors (IS) and Strategic Human Development Priorities (SHDP)

Normality Test

CM_IS does not follow a normal distribution (p = 8.591281789141837e-113)

CM_SHDP does not follow a normal distribution (p = 1.457760907877747e-12)

Spearman's Rank Correlation

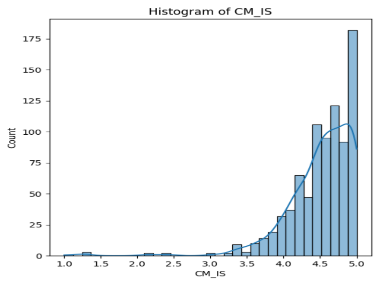
Spearman's Rank Correlation between CM_IS and CM_SHDP: correlation = 0.16895576841204102, p-value = 7.945298542137568e-07

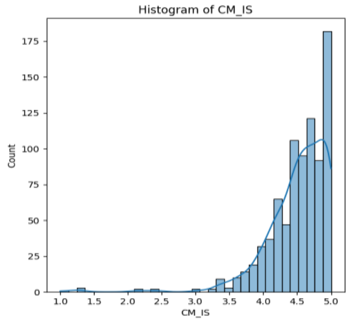
Homoscedasticity Test

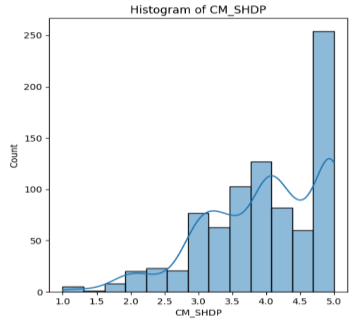
Lagrange multiplier statistic: 2.986318007364159, p-value: 0.0839708992766525, f-value: 2.9898202800256284, f p-value: 0.08415599803292836

Visual Inspection

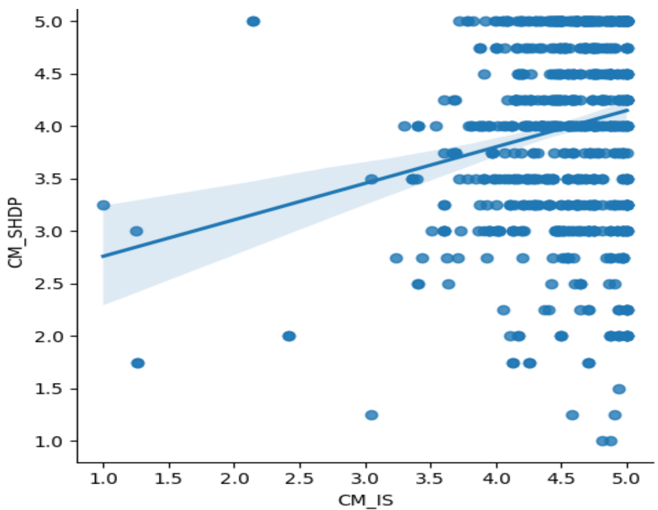
Histograms



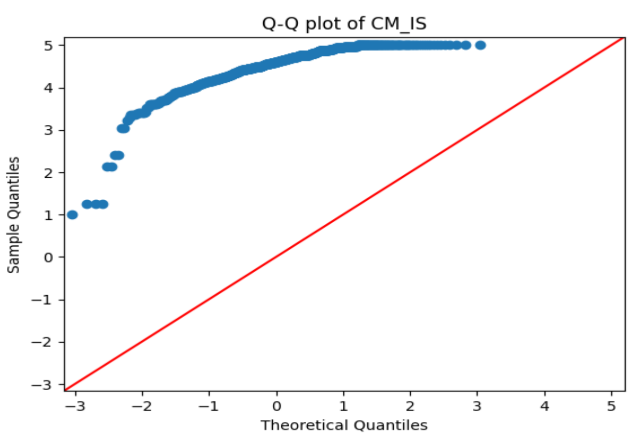




Scatter Plot with Regression Line



Q-Q Plots



Association between Effectiveness of OE factors (ES) and Strategic Human Development Priorities (SHDP)

Normality Test

CM_ES does not follow a normal distribution (p = 5.61530831818701e-30)

CM_SHDP does not follow a normal distribution (p = 1.457760907877747e-12)

Spearman's Rank Correlation

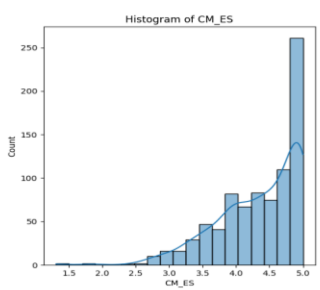
Spearman's Rank Correlation between CM_ES and CM_SHDP: correlation = 0.6441013817436939, p-value = 4.403412770239429e-100

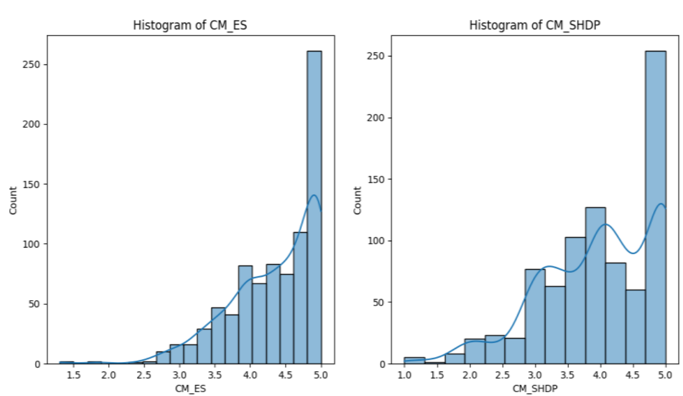
Homoscedasticity Test

Lagrange multiplier statistic: 0.7786201644309778, p-value: 0.37756347500025633, f-value: 0.7774923574385153, f p-value: 0.37816080273105557

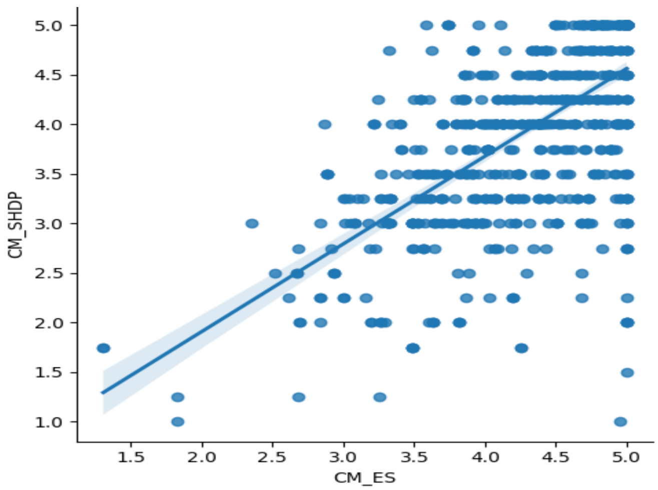
Visual Inspection

Histograms

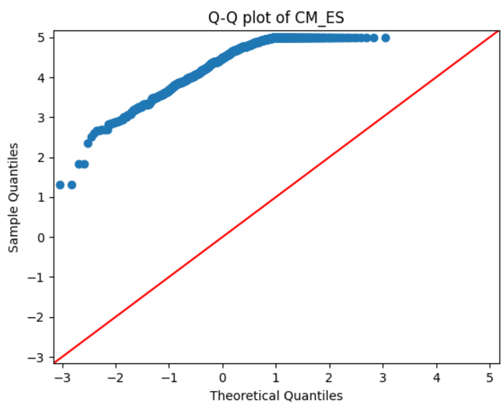


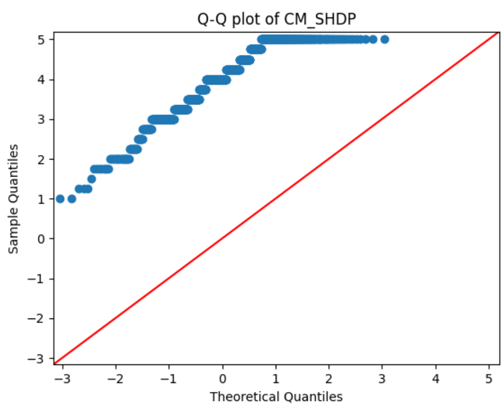


Scatter Plot with Regression Line



Q-Q Plots





Correlations: Test of Associations/Relationships

			Composite mean score of the Effectiveness of the Finance Domain	Composite mean score of the Effectiveness of the Operational Domain	Composite mean score of the Effectiveness of the Structural Domain	Composite mean score of the Effectiveness of the Attitudinal/behavioural Domain
Spearman's rho	Composite mean score of the Importance of the Finance Domain	Correlation Coefficient	.252**	.130**	.131**	.074*
		Sig. (2-tailed)	.000	.000	.000	.033
		N	844	844	844	844
	Composite mean score of the Importance of the Operational Domain	Correlation Coefficient	.305**	.275**	.270**	.208**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	844	844	844	844
	Composite mean score of the Importance of the Structural Domain	Correlation Coefficient	.354**	.232**	.365**	.220**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	844	844	844	844
	Composite mean score of the Importance of the Attitudinal/Behavioural Domain	Correlation Coefficient	.404**	.354**	.393**	.376**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	844	844	844	844

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

			Composite mean score of the Importance Scale	Composite mean score of the Strategic Human Development Priorities Scale
Spearman's rho	Composite mean score of the Importance Scale	Correlation Coefficient	1.000	.169**
		Sig. (2-tailed)	.	.000
		N	844	844
	Composite mean score of the Strategic Human Development Priorities Scale	Correlation Coefficient	.169**	1.000
		Sig. (2-tailed)	.000	.
		N	844	844
**. Correlation is significant at the 0.01 level (2-tailed).				

Regression Results

Correlations						
		Composite mean score of the Effectiveness Scale	Composite mean score of the Importance of the Finance Domain	Composite mean score of the Importance of the Operational Domain	Composite mean score of the Importance of the Structural Domain	Composite mean score of the Importance of the Attitudinal/Behavioural Domain
Pearson Correlation	Composite mean score of the Effectiveness Scale	1.000	.196	.277	.328	.405

	Composite mean score of the Importance of the Finance Domain	.196	1.000	.414	.434	.321
	Composite mean score of the Importance of the Operational Domain	.277	.414	1.000	.738	.611
	Composite mean score of the Importance of the Structural Domain	.328	.434	.738	1.000	.633
	Composite mean score of the Importance of the Attitudinal/Behavioural Domain	.405	.321	.611	.633	1.000
Sig. (1-tailed)	Composite mean score of the Effectiveness Scale	.	.000	.000	.000	.000
	Composite mean score of the Importance of the Finance Domain	.000	.	.000	.000	.000
	Composite mean score of the Importance of the Operational Domain	.000	.000	.	.000	.000
	Composite mean score of the Importance of the Structural Domain	.000	.000	.000	.	.000
	Composite mean score of the Importance of the Attitudinal/Behavioural Domain	.000	.000	.000	.000	.
N	Composite mean score of the Effectiveness Scale	844	844	844	844	844
	Composite mean score of the Importance of the Finance Domain	844	844	844	844	844

	Composite mean score of the Importance of the Operational Domain	844	844	844	844	844
	Composite mean score of the Importance of the Structural Domain	844	844	844	844	844
	Composite mean score of the Importance of the Attitudinal/Behavioural Domain	844	844	844	844	844

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.418[a]	.175	.171	.570	.175	44.504	4	839	.000	1.958

a. Predictors: (Constant), Composite mean score of the Importance of the Attitudinal/Behavioural Domain, Composite mean score of the Importance of the Finance Domain, Composite mean score of the Importance of the Operational Domain, Composite mean score of the Importance of the Structural Domain

b. Dependent Variable: Composite mean score of the Effectiveness Scale

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57.886	4	14.472	44.504	.000[b]
	Residual	272.821	839	.325		

	Total	330.707	843			
a. Dependent Variable: Composite mean score of the Effectiveness Scale						
b. Predictors: (Constant), Composite mean score of the Importance of the Attitudinal/Behavioural Domain, Composite mean score of the Importance of the Finance Domain, Composite mean score of the Importance of the Operational Domain, Composite mean score of the Importance of the Structural Domain						

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.078	.210		9.909	.000	1.667	2.490					
	Composite mean score of the Importance of the Finance Domain	.039	.027	.051	1.449	.148	-.014	.092	.196	.050	.045	.792	1.263
	Composite mean score of the Importance of the Operational Domain	-.055	.067	-.040	-.809	.419	-.187	.078	.277	-.028	-.025	.412	2.428

	Composite mean score of the Importance of the Structural Domain	.138	.056	.123	2.449	.015	.027	.249	.328	.084	.077	.388	2.579
	Composite mean score of the Impoortance of the Attitudinal/Behavioural Domain	.377	.047	.335	7.946	.000	.284	.470	.405	.265	.249	.554	1.805
a. Dependent Variable: Composite mean score of the Effectiveness Scale													

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions				
				(Constant)	Composite mean score of the Importance of the Finance Domain	Composite mean score of the Importance of the Operational Domain	Composite mean score of the Importance of the Structural Domain	Composite mean score of the Impoortance of the Attitudinal/Behavioural Domain
1	1	4.960	1.000	.00	.00	.00	.00	.00
	2	.024	14.477	.03	.96	.01	.01	.03
	3	.008	24.975	.70	.00	.00	.11	.21
	4	.006	29.918	.02	.03	.06	.38	.77
	5	.003	42.430	.25	.00	.93	.51	.00
a. Dependent Variable: Composite mean score of the Effectiveness Scale								