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Transformational Leadership and Fiscal Sustainability in African American Churches

JAMES MUNFORD
Walden University

Walden University

College of Management and Technology

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James Russell Munford

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Review Committee
Dr. Roger Mayer, Committee Chairperson, Doctor of Business Administration Faculty

Dr. Craig Martin, Committee Member, Doctor of Business Administration Faculty

Dr. William Stokes, University Reviewer, Doctor of Business Administration Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
2020

Abstract

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by

James Russell Munford

MA, Webster University, 1991

BBA, Howard University, 1988

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

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Abstract

African American church leaders often experience difficulty responding to financial crises, which ultimately increases their risk of organizational failure. Grounded in the transformational leadership theory, the purpose of this quantitative correlation study was to examine the relationship between transformational leadership and fiscal sustainability of African American churches in South Carolina, Pennsylvania, Delaware, New Jersey, Texas, North Carolina, Virginia, California, and the District of Columbia. Data were gathered from online surveys received from 92 adult church leaders who were responsible for the daily administration of their church's duties and responsibilities. The results of the multiple regression analysis indicated the model significantly predicted fiscal sustainability, $F(5,86) = 4.889$, $p < .001$, and $R^2 = .221$. In the final model, intellectual stimulation (ß = .695, $t = 3.744$, $p < .001$) was the only significant positive predictor of fiscal sustainability. The remaining 4 predictors did not provide a significant contribution to the predictor model. Leaders who stimulate followers' critical thinking and problem-solving skills have a higher propensity for ensuring financial sustainability. The implications for positive social change include the potential for African American churches to remain solvent during periods of fiscal crises.

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Dedication

This doctoral study is dedicated to my wife, Loreli, who provided me with steadfast support and encouragement at each stage of my doctoral journey. I also dedicate this study to my daughter, Dai'Jhana and son, James Jr. They understood when I needed to study and forgave my absences from family events. In exchange, I hope that I have continued to demonstrate for them that the quest for knowledge is a never-ending journey and is possible at any age. This doctoral study is also dedicated to my siblings, Andreas, Christle, Byron, Floyd, Dan, and David who have always believed in my ability to succeed and pushed me to challenge myself in every area of life. I also dedicate this study to my church family and friends who have supported me throughout the process. Finally, I dedicate this study to the memory of my parents, Charles and Geraldine, who instilled within me the importance of striving for success personally, professionally, and academically.

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Completion of this doctorate was an arduous, yet rewarding, accomplishment which would not have been possible without the unwavering support and dedication of my doctoral committee. First and foremost, I wish to express my sincerest gratitude to my committee chair, Dr. Roger Mayer. I was fortunate to not only be a student in one of his classes, but was also a beneficiary of his knowledge, guidance, and expertise during the development of this study. In addition, I wish to thank Dr. Craig Martin for his feedback during the development of my doctoral study, which challenged me to improve the clarity and presentation of my research. Finally, I would like to acknowledge my family for their love and support over the past two years.

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Section 1: Foundation of the Study

The mission of nonprofit organizations is to provide a service to the community without emphasizing earning a profit. However, some nonprofit leaders experience difficulties sustaining their day-to-day operations due to a lack of funding (Mitchell, 2017). Moreover, a sudden drop in available resources often results in fiscal instability and endangers a nonprofit organization's survival (Chenhall, Hall, & Smith, 2016). Developing effective leaders requires identifying the skills, knowledge, and abilities that fit a future leadership competency framework (Sejeli & Mansor, 2015). Religious entities are unique nonprofit organizations that are under pressure to adopt more professional management practices and develop more effective organizational administrators and business leaders (Chenhall et al., 2016). Although the primary responsibility of church leaders is meeting the spiritual needs of the people, running the church as a business is also essential for establishing and maintaining fiscal sustainability (Willems, 2016).

Background of the Problem

Deregulation in the financial industry resulted in the 2008-2010 United States economic recession. Eight years after the official end of the recession, the majority of nonprofit organizations indicated that financial sustainability was their greatest challenge (Amadeo, 2018). This financial challenge hindered the ability of nonprofit organizations to meet the increased demands of providing social service programs (Bowsky, 2018; Sujova, 2015). Due to the recession, 70% of nonprofit organizations generate enough revenue to pay their mortgage, insurance, and utilities; 48% percent of these organizations are able to continue funding community outreach initiatives, such as health screening and tutoring services, and 90% project the same financial outlook for the upcoming years (Philbin, 2018). As a result, church leaders are under pressure to adopt more professional management practices and develop more effective organizational administrators and business leaders (Chenhall et al., 2016). My study on the leadership strategies of African American churches is relevant because of the substantial rate of failure for these organizations.

Problem Statement

Church leaders often find their response to financial crises difficult, which increases the risk of organizational failure (Gilstrap, Gilstrap, Holderby, & Valera, 2015). From 2006 to 2016, 60% of the churches filing for Chapter 11 bankruptcy were African American congregations (Baradaran, 2017). The general business problem was that an ineffective leadership style has often resulted in financial crises for African American churches. The specific business problem was that some African American church leaders lacked an understanding of the relationship between idealized influence attributed, idealized influence behavior, individualized consideration, inspirational motivation, intellectual stimulation, and fiscal sustainability.

Purpose Statement

The purpose of this predictive quantitative correlational study was to determine the relationship between idealized influence attributed, idealized influence behavior, individualized consideration, inspirational motivation, intellectual stimulation, and fiscal sustainability. The independent variables were (a) idealized influence attributed, (b) idealized influence behavior, (c) individualized consideration, (d) inspirational motivation, and (e) intellectual stimulation. The dependent variable was fiscal sustainability. Participants for this study consisted of 92 African American church leaders who resided in South Carolina, Pennsylvania, Delaware, New Jersey, Texas, North Carolina, Virginia, California, and the District of Columbia. For this study, church leaders included associate ministers, evangelists, church board members, choir members, deacons, trustees, treasurers, and administrative secretaries. The implications for positive social change could be realized by residents of underserved communities when African American churches extend their community outreach due to fiscal stability.

Nature of the Study

Quantitative, qualitative, and mixed methods research were all considered for this study. The primary function of quantitative analysis is to explain human behavior, whereas the primary purpose of qualitative research is to understand human behavior (House, 2018). The quantitative research method is the best method for systematically comparing data, generalizing to the whole population, testing theories with a hypothesis, and examining cause-and-effect relationships in an external environment (Barnham, 2015). Furthermore, the data in quantitative research is considered reliable and replicable (Berner-Rodoreda et al., 2020). In contrast, qualitative research is explorative and does not test hypotheses (Leppink, 2017). For the qualitative researcher, reality is subjective and exist only in reference to the observer (Kvale, 1994). Theory is data-driven, and emerges as part of the research process, evolving from the data as they are collected (Berner-Rodoreda et al., 2020). During mixed methods research, either qualitative or quantitative data collection or analysis occurs first, followed by the other approach. In the integrating stage, researchers proceed with qualitative and quantitative data collection concurrently, followed by simultaneous interpretation. This study was not intended to seek an understanding of human behavior, nor was it aimed at discovering reasons that govern such behavior; therefore, the qualitative and mixed methods were not appropriate choices.

Three quantitative research designs considered for this study included correlational, descriptive, and causal-comparative. The difference between these three research types is the degree to which the researcher designs for control of the variables in the experiment (Karnalim & Ayub, 2018). I selected a correlational research design because it is conducive for testing the expected relationships between and among variables and the making of predictions (Curtis, Comiskey, & Dempsey, 2016). A descriptive design establishes only associations between variables or phenomena (Aquino, Lee, Spawn, & Bishop-Royse, 2018). Causal-comparative designs are used to examine the causal relationships among independent and dependent variables after an event has already occurred (Karnalim & Ayub, 2018). The purpose of this study was to assess the relationship between transformational leadership and fiscal sustainability, as opposed to assessing a causal relationship between variables. Therefore, a correlational design was appropriate for this study.

Research Question

The research question for this study was: What is the relationship between idealized influence attributed, idealized influence behavior, individualized consideration inspirational motivation, intellectual stimulation, and fiscal sustainability?

Hypotheses

H_0: There is no statistically significant predictive relationship between idealized influence attributed, idealized influence behavior, individualized consideration inspirational motivation, intellectual stimulation, and fiscal sustainability.

H_a: There is a statistically significant predictive relationship between idealized influence attributed, idealized influence behavior, individualized consideration inspirational motivation, intellectual stimulation, and fiscal sustainability.

Theoretical Framework

I chose the transformational leadership theory as the theoretical framework for my study. The term *transformational leadership* (TL) was first coined in 1973 by James V. Downton and further developed in 1978 by leadership expert James MacGregor Burns (Adams, 2018). Consequently, Burns (1978) envisioned leaders helping teams achieve challenging goals and initiated a movement defining leadership as a transformational process (Adams, 2018). According to Sun and Henderson (2017), transformational leaders identify problems in the current system and provide new organizational vision statements based on the five TL constructs: idealized influence attributed (IIA), idealized influence behavior (IIB), individualized consideration (IC), inspirational motivation (IM), and intellectual stimulation (IS).

Idealized influence attributed is a characteristic of leaders who exhibit confidence and instill emotions, selflessness, and respect in their followers (Steinmann, Klug, & Maier, 2018). Idealized influence behavior is a goal-oriented attitude that encourages the completion of work (Steinmann et al., 2018). Individualized consideration is recognition of individual needs for employees' development (Baethge, Rigoti, & Vincent-Hoeper, 2017). Inspirational motivation is demonstrated by the leader's ability to communicate expectations and motivate followers to become overachievers (Cetin & Kinik, 2015). Intellectual stimulation occurs when leaders challenge followers to engage in higher-level and creative thinking (Hindenbrand, Sacramento, & Binnewies, 2018). Carleston, Barling, and Trivisonno (2018) invariably categorized the five TL constructs as a one-dimensional construct. This one-dimensional construct of TL is flexible in its analysis and is made up of behavior targeted at both groups and individuals (Carleston et al., 2018). Religious organizations, like any business, can experience financial distress. Influenced by the current dynamic and complex operating environment, church leaders are increasingly paying attention to their fiscal practices. Transformational leadership is an adequate lens for my doctoral study because this theoretical framework may provide an effective strategy for improving fiscal sustainability.

Operational Definitions

African American church: Protestant churches that currently minister, or have historically ministered, to predominantly African American congregations (Dempsey, Butler, & Gaither, 2015).

Change management: Managerial actions that ensure readiness for change and the development of steps required for the transition to be accepted (AlManei, Salonitis, & Tsinopoulos, 2018).

Church leader: Someone church leaders have chosen to be an auxiliary leader within the congregation (Harmon, Strayhorn, Webb, & Hébert (2018).

Crisis resistance: The extent to which an organization can avoid or recover from organizational crises (Willems, 2016).

Nonprofit organization: An organization that develops and implements educational and economic development programs (McDonald, Weerawardena, Madhavaram, & Sullivan Mort, 2015).

Stakeholder: Anyone who cares about the organization or has an investment in the success of its mission (Allison & Kaye, 2015).

Strategic planning: A systematic process through which an organization agrees on and builds key stakeholder commitment to priorities that are essential to its mission and responsive to the organizational environment (Allison & Kaye, 2015).

Assumptions, Limitations, and Delimitations

Assumptions

For any given research investigation, there are underlying assumptions that are critical components of a viable research proposal. Assumptions serve as the necessary foundation of any proposed research and constitute what the researcher takes for granted (Leedy & Ormrod, 2016). The first assumption going into this study was that participants would be knowledgeable of the organization’s internal operations, business concepts, and pastor’s leadership style. Another assumption was that participants would provide truthful answers. A third assumption was that the findings would offer tangible benefits to African American churches. The final assumption was that the participation level would yield meaningful results.

Limitations

According to Saunders, Lewis, and Thornhill (2016), research methodologies serves as the backbone of research studies. Every research methodology consists of two broad phases, namely, planning and execution. Therefore, it is evident that within these two phases, there are likely to be limitations that are beyond the researcher's control (Saunders et al., 2016). According to Savela (2018), limitations are potential weaknesses in a study that are out of the researcher's control. The limitations of quantitative methods are that they cannot provide an in-depth understanding of the analyzed items due to the inherently reductive nature of classification. Furthermore, quantitative methods do not always shed light on the full complexity of human experience or perceptions (Savela, 2018).

One limitation was finding church leaders who were willing to discuss their pastor's leadership style or knowledge of finances. Another limitation of the study was time constraints. Walden University required study completion within one year of receiving Institutional Review Board (IRB) approval. The final limitation was that the findings might not apply to all African American churches across the United States.

Delimitations

Delimitations are boundaries established by the researcher to narrow the focus of the study (Leedy & Ormrod, 2016). The first delimitation was that the geographic scope of the proposed research was centralized to African American churches in South Carolina, Pennsylvania, Delaware, New Jersey, Texas, North Carolina, Virginia, California, and the District of Columbia. A second delimitation was a requirement for these churches to have maintained fiscal sustainability (FS) for more than 5 years. A third delimitation was that limited research data existed on this phenomenon in the African American church. As a result, most of the research used to support the hypotheses of this study pertained to studies conducted in a variety of traditional and nontraditional settings. Therefore, this research has room for further investigation.

Significance of the Study

The significance of this study was that collected data from church leaders could provide a small group of African American pastors, in South Carolina, Pennsylvania, Delaware, New Jersey, Texas, North Carolina, Virginia, California, and the District of Columbia with a strategic framework for understanding the impact of their leadership style on the organization's fiscal sustainability. Fiscal sustainability requires proactive measures to meet the needs of society, particularly disadvantaged communities, to ensure equity and access to benefits (Rawat, 2017). African American churches often have a difficult time meeting the needs of society due to a lack of money and effective leadership strategies. The data from this study could contribute to the improvement of organizational effectiveness as African American pastors utilize the approach identified to deal with the unique challenge of running their organization like a business.

Contribution to Business Practice

The church is a unique business that requires the use of leadership strategies to maximize its ability to provide social services throughout its community. The implementation of identified leadership strategies could free up more resources and allow African American church leaders to devote more time to expanding services to those less fortunate. The contribution to business practice could come from the potential to provide business leaders with strategies to become more effective and efficient at handling the difficulties and unique challenges of maintaining the daily business operations within their respective communities. The five TL constructs could ultimately provide business leaders with strategies for maintaining fiscal sustainability.

Implications for Social Change

The African American church has always been instrumental in the development, sustainment, and transformation of the African American community. Unfortunately, these organizations represented 60% of Chapter 11 bankruptcy filings in the United States from 2006 to 2016 (Baradaran, 2017). The TL strategy could equip African American pastors with the knowledge to achieve social reform, resulting in the transformation of the followers' view during the process (Madanchian, Hussein, Noordin, & Taherdoost, 2017). The implications for positive social change could include the development of financial strategies that enable African American churches to continue offering much-needed specialized services to residents in underserved communities, equipping them with the tools to live and function in society. Specialized services typically include activities such as conducting family and marital counseling sessions, operating homeless shelters and food pantries, and donating school uniforms and supplies to low-income families. These services would be otherwise unavailable without the church's ability to maintain the appropriate funding level.

A Review of the Professional and Academic Literature

Literature reviews are undertaken by academics and students to collate, analyze, and critique the ideas and arguments presented in a range of research studies. Furthermore, literature reviews should enumerate, describe, summarize, objectively evaluate, and clarify this previous research (Rewhorn, 2017). This review of the literature serves as the basis of inquiry for the primary research question: What is the relationship between the five TL constructs of idealized influence attributed, idealized influence behavior, individualized consideration, inspirational motivation, intellectual stimulation, and fiscal sustainability?

The data provided in this chapter includes areas of consideration for a nonprofit leader that are necessary for developing a successful and viable fiscal sustainability plan. To sufficiently cover the literature related to TLT, I obtained peer-reviewed scholarly journal articles from the Walden University Library online databases. I retrieved the journal articles from ScienceDirect, ABI/INFORM, Academic Search Complete, Directory of Open Access Journals, IEEE Explore Digital Library, Expanded Academic ASAP, ProQuest Central, Sage Journal, Emerald Management, PsycINFO, and other acceptable sources. These sources provide the reader with a strong sense and understanding of what others in the academic field have learned about the social influences and economic concerns of nonprofit organizations. The Google search engine was also used to identify pertinent topics for this study. All searches were performed using the following keywords: *transformation leadership, organizational change,* *organizational behavior*, *organizational performance*, *African American churches*, and *sustainability*.

The expectation was that a better understanding of each keyword, from a transformational perspective, would enhance an organizational leaders' ability to analyze and synthesize processes systematically. Literature describing alternative leadership theories provide a thorough analysis of organizational leadership strategies and structures, as they pertained to the subject matter. The alternative leadership theories include the empowerment leadership theory, transactional leadership theory, and the laissez-faire leadership theory. The remainder of the literature review includes research related to my study, as well as an overview of the independent and dependent variables. Table 1 depicts the peer-review article summary.

Table 1

Summary of Peer-Reviewed Articles

	Articles ≥ 5 years	Articles < 5 years	% ≥ 5 years	% < 5 years
Literature review	153	4	97	3
Overall study	274	8	97	3

The review of the literature begins with an overview of the theoretical framework, with foci on leadership behaviors, organizational performance, and best practices. The literature review next includes summaries of supporting and alternative conceptual framework theories. Reviewed content includes illustrations of current studies assessing the effectiveness of various leadership strategies. The literature review also provides discussions/analyses of the theoretical framework's constructs and FS. The literature review concludes with a general description of the widespread problem of FS issues within African American churches and the potential impact of this study.

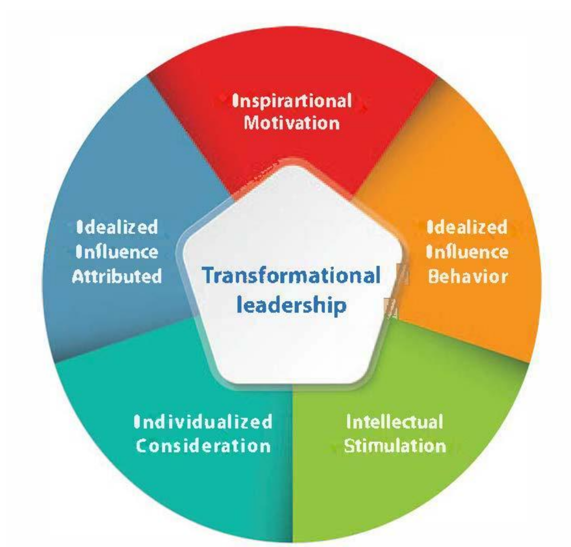
Transformational Leadership

Leaders defines objectives, controls critical resources, and offers rewards through an interactive leadership process. In other words, leaders create an environment where followers can engage in creative efforts to achieve their goals. Therefore, instead of being dependent on power and control in management, leaders should train other individuals to assume leadership roles and responsibilities (El Toufaili, 2018). Leadership involves focusing on a vision, inspiring subordinates to strive to achieve it in ways that have a positive impact on goals and supporting a commitment of integrity and truth (Gunsmao, Christiananta, & Elitan, 2018). Moreover, leadership is the process of influencing the activities of followers in their efforts toward goal achievement in a given situation (Kong, Xu, Zhou, & Yuan, 2017). Furthermore, leadership is a crucial element for establishing a clear vision for the direction of the company and completing projects successfully (Andersen, Bjornholt, Bro, & Holm-Petersen, 2017).

Transformational leadership theory includes the introduction of terms taken from seminal works by James Downton, James Burns, and Bernard Bass (Fourie & Hohne, 2017). Edwards (2016) initially introduced the concept of TL to describe how followers accept and comply with the leader's initiatives. Burns (1978) further developed the idea of TL and defined it as a process where leaders and their followers raise one another to higher levels of morality and motivation. Bass (1985) added to the initial concepts of

Burns by introducing the term *transformational* in place of *transforming*, asserting that leadership measures influence on followers.

Influenced by Burns, Bass (1985) introduced three different but related components of transformational leadership, including charisma, individualized consideration, and intellectual stimulation. A revised version by Bass replaced the term *charisma* with *idealized influence* and added *inspirational motivation* as another component. A revision of the term *idealized influence* resulted in the establishment of behavioral and attributional components (Paolucci, Dimas, Zappala, Lourenco, & Rebelo, 2018). The five elements of IIA, IIB, IC, IM, and IS are now known as the *five I's* of TL(See Figure 1 for an overview of the TL constructs).



- Idealized Influence Attributed (IIA)
  - Leaders *walk the talk*
- Idealized Influence Behavior (IIB)
  - Followers emulate leaders
- Individualized Consideration (IC)
  - Leaders show concern for follower's needs
- Inspirational Motivation (IM)
  - Leaders inspire followers
- Intellectual Stimulation (IS)
  - Followers challenged to be creative and innovative

Figure 1. Graphical representation of TL constructs.

Transformational leadership is a leadership style defined by the relationships between the leaders and the followers and the results they can achieve together to meet organizational goals (Thomson, Rawson, Slade, & Bledsoe, 2016). Followers' perceptions are the best evaluation of leadership styles. How followers observe a leadership style may differ from a leader's perspective (Van Jaarsveld, Mentz, & Ellis, 2017). To understand the entire reality, one should accept and respect the different perspectives and its contribution to the understanding of a phenomenon (Van Jaarsveld et al., 2017). According to Saravo, Netzel, and Kiesewetter (2017), TLT emphasizes inevitable changes, as well as relationships, between leaders and followers. These relationships, based on morality, ethics, and emotion, are demonstrated through usage of the following TLT components:

- IIA: personal power or personal magnetism that leads to acceptance and liking by followers (Paolucci et al., 2018).
- IIB: leaders are deeply trusted and respected by followers, whom they provide with a sense of vision and mission (Weng, Huang, Chen, & Chang, 2015).
- IC: leaders evaluate individual potential and help people to realize their promise (Paolucci et al., 2018).
- IM: leaders arouse followers' emotions (Paolucci et al., 2018).
- IS: leaders increase followers' awareness of problems and their capacity to suggest possible solutions addressing them (Paolucci et al., 2018).

Transformational leaders focus on citizenship, innovative behavior, and employee engagement (Ng, 2017). In recent studies, employee engagement proved to have a positive impact on employee performance. Furthermore, engaged employees exhibit positivity, better psychological and physical health. Moreover, engaged employees create jobs and resources, influence others to get involved, and behave as a role model for the organization (Prochazka, Gilova, & Vaculik, 2017). High performance in public organizations requires that employees know the direction in which the organizations are supposed to develop (Belrhiti, Van Damme, Belalia, & Marchal, 2019). Moreover, transformational leaders can enhance employees’ affective orientations toward the proper understandings of team effectiveness as a result of their leadership behaviors (Belrhiti et al., 2019).

Leadership behaviors. Examples of leadership behaviors go back to Moses from the Bible and Xenophon from Greek history (Gautsch & Setley, 2016). The obstacle in discussing leadership is not in providing examples or generalized concepts but in the development of a definition of leadership (Northouse, 2016). Leadership/management style is one of the primary sources of distress for nonprofit organizations (Gautsch & Setley, 2016). Northouse (2016) believed that leaders could inspire others to see and interpret reality differently and could motivate followers to make extra efforts to achieve organizational goals. Similarly, Decman et al. (2017) believed leaders build the confidence of their followers, either by sending out motivational messages or by creating a positive emotional atmosphere. By comparison, studies of leadership in commercially based organizations must also consider employee motivations related to physical variables such as economic dependency and employment mobility (Decman et al., 2017).

Leadership studies often include beliefs and values as a variable that requires discovery through social processes and may also evolve (Regts, Mollerman, & van de Brake, 2018). One advantage of studying leadership in religious organizations is that the shared beliefs and values of clergy and laity remain consistent and robust over extensive periods. Furthermore, members have the flexibility of attending churches based on individual preferences (Regts et al., 2018). According to Gautsch and Setley (2016), psychological and sociological motivations bind people to a specific church and motivate their affiliation and participation. One motivation is the perception of the leader's ability to lead, inspire, motivate, influence, and empower followers to maximize employee productivity and organizational performance. According to Madanchian et al. (2017), essential leadership behaviors include trustworthiness, credibility, and ethical behavior.

Trustworthiness. To be able to motivate followers, trust is essential between a leader and follower relationship in the workplace (Le & Lei, 2018). Existing literature showed that TL impacts horizontal trust in a team and performance level (Olvera-Calderon, Llorens-Gumbau, & Acosta-Antognoni, 2017). Supervisors represent a critical factor in influencing innovative work behavior of employees. Having trust in their supervisors is embedded in the norm of reciprocity and social exchange that can make employees effectively manage risk and uncertainty (Kostis & Nasholm, 2019).

Studies conducted by Le and Lei (2018) showed that TL had a positive impact on a leader's treatment of employees. In return, TL promoted knowledge sharing necessary in the organizational leader-follower trust relationship, otherwise known as affect-based trust. Affect-based trust refers to an employee's adscription of supervisor motives and bonding between employees and their supervisors based on genuine concern, succor, care, and psychological safety (Fischer, Hyder, & Walker, 2020). An individual who has affect-based trust in his or her supervisor is more likely to feel genuinely empowered by the supervisor. These individuals also find it relatively easy to be creative because there is no need to be anxious or concerned about the supervisor's potential behavior (Masood & Afsar, 2017).

Credibility. Credibility is the degree to which followers perceive their leader's trustworthiness and competence (Williams, Raffo, & Clark, 2018). Transformational leaders earn credibility by demonstrating ability and character (Vaismoradi, Griffiths, Turunen, & Jordan, 2016). Raffo and Williams (2018) assert that maintaining credibility is paramount to IIA, which can be more about a distorted image, impression management, or even fantasy. When leaders have high credibility, people feel attached and committed to the organization, have a sense of team spirit, and apply consistent values (Kouzes & Posner, 2017). According to Madanchian et al. (2017), credible leaders have a high degree of integrity and competency. Followers of credible leaders trust their leader's responses. *Follow-through*, *consistency*, *trust*, and *walks the talk* are terms that evidence credibility. Furthermore, competency, honesty, and the ability to inspire are leadership characteristics that provide a foundation for credible and ethical behavior (Kouzes & Posner, 2017).

Ethical behavior. Ethical behavior focuses on the ethical dimension of leadership rather than including ethics as an ancillary dimension. The recent focus on ethical leadership has focused on the belief that ethics represents a critical component of effective leadership, and leaders are responsible for promoting ethical climates and behavior (Hoch, Bommer, Dulebohn, & Wu, 2016). Transformative leaders assume an agenda that takes critical reflection, dialogue, trust, and interaction as the essential elements of their leadership practices. Through critical reflection and dialogic leadership, the transformative leaders essentially commit themselves to create conditions that enable less advantaged groups to have equitable access to knowledge and opportunities (Wang, 2018).

Burns (1978) argued that ethical principles in work environments should guide transformational leaders. Ethical leaders demonstrate normatively appropriate conduct through personal actions, interpersonal relationships, and promotion of such behaviors to followers through two-way communication, reinforcement, and decision-making. Furthermore, researchers argued that ethical leadership could reflect leader traits, such as integrity, social responsibility, fairness, and the willingness to think through the consequences of one’s actions. These traits are essential for leaders who are committed to maximizing their organizational performance.

Organizational performance. Transformational leaders are concerned with transforming organizational performance from either unsatisfactory to satisfactory or acceptable to excellent (Sun & Henderson, 2017). High performance occurs when employees have a clear understanding of organizational goals and objectives and commit to achieving them. Leaders are responsible for clarifying these goals and enhancing employees’ affective orientation towards the proper understanding of performance (Andersen, Boesen, & Pedersen, 2016). Moreover, the role of the leader is to ensure integration and coordination, which will enable the team to function as one unit (Schmutz, Meier, & Manser, 2019). Furthermore, the leader must hold on to the principles that the teams should distinguish with character differences, abilities, knowledge, and specialized proficiency (Schmutz et al., 2019).

Organizational alignment. Organizational alignment is the process of making sure that all team members understand the mission, goals, objectives and are working collaboratively to accomplish them (Chen, Wang, & Hung, 2015). Organizational alignment occurs when strategic goals and cultural values are mutually supportive, and when critical components of an organization are linked and compatible with each other. According to Chen et al., employees' daily activities and behaviors should be consistent with the organization's mission, strategy, and values. Analyzed study results identify TL with organizational learning, which is diverse and can help organizations increase the productivity of employees by mitigating challenges (Naguib & Naem, 2018). Each step taken to minimize challenges introduces actions that can be made to ease the transition from a discovered need to an integrated resolution (Jena, Bhattacharyya, & Pradham, 2019). Furthermore, steps proposed facilitate discovery, problem resolution, and implementation guided by a set of well-thought-out and self-managed activities, such as focusing on organizational culture, organizational change, and collaboration (Jena et al., 2019).

Organizational culture. Organizational culture is the set of expectations and norms that govern behavior within an organization (Glisson, 2015). Furthermore, organizational culture is a significant predictor of organizational effectiveness and consists of highly interdependent elements. These elements include strategy, structure, leadership, and high-performance work practices (Hartnell, Ou, Kinicki, Choi, & Karam, 2019). Accounting for the effect of organizational culture is essential for specifying the organizations predictive value for outcomes (Hartnell et al., 2019). According to a survey of 1,300 North American organizations, 92% of corporate executives linked organizational culture to firm value (Graham, Harvey, Popadak, & Rajgopal, 2016). This conclusion is supported by both quantitative and qualitative study conducted by Glisson (2015).

According to Warrick (2017), organizational culture determines the receptivity of staff and volunteers to new ideas, unleashes or dampens creativity, builds, or erodes enthusiasm, and creates a sense of pride or deep discouragement about working. Unfortunately, many leaders are either unaware of the significant impact organizational culture can have, are aware but overwhelmed by the extensive, and sometimes conflicting information available on culture, or are not well informed about how to build and sustain cultures effectively (Warrick, 2017). Recent studies showed a significant relationship between TL and organizational culture with a positive impact on performance through change management and innovation (Flemming, 2017).

A new direction or method must sink into the very culture of the enterprise and will do so if the initiatives produce visible results and create a strategically better future (Seijts & Handz, 2018). For an organization to respond to the ever-changing needs and demands of stakeholders, leaders should embed the continuous improvement process into the organizational culture (Alfrican & Riani, 2018). Ultimately, leaders are responsible for developing a culture that (a) shapes individual morale, teamwork, effectiveness, and outcomes, (b) emphasizes learning, experimenting, diversifying, and collaborating, and

(c) supports innovation (Stincelli, 2016). Although change comes with some degree of risk, the outcome tends to yield an even more significant result of creating something new or improving something that currently exists (Jiang & Chen, 2018).

Organizational change. Philosophy of change is a general way of looking at organizational change, or what might be considered a paradigm. A paradigm is a structured set of premises, beliefs, and assumptions regarding the process for establishing organizational change (Bennett, McCracken, & O’Kane, 2018). However, a critical dimension of organizational changes is the extent to which they break with existing institutions in a field of activity. Existing institutions frequently engage in activity patterns that are perceived as the only possible ways of acting and organizing (Bennett et al., 2018). Successful organizations over time are the ones that are the best at acquiring, developing, and deploying scarce resources and skills. Moreover, the most valuable resources to learn are either unique in themselves or by being combined with other assets (Alonso & Kok, 2018).

According to Sartori, Costantini, Ceschi, and Tommasi (2018), organizational change encompassed both the process through which something becomes different and the result of that process. Meeting that challenge requires the creation of an internal change capability, a particular type of enduring expertise and professionalism utilized to understand and manage change (Sartori et al., 2018). Managing change defines the complex of activities, functions, and tools through which an organization deals with the introduction of something new that is relevant for both its survival and growth (Sartori et al., 2018).

The readiness for change is a crucial aspect of success and is considered to be a critical factor in the success of organizational change efforts (Mahmoud, Hammad, & Alsoleihat, 2018). Since leaders orchestrate organizational change, they need to be committed to their employees who are running their change management process in order to improve the way services are delivered to stakeholders (Alfrican & Riani, 2018). According to Szymaniec-Mlicka (2016), managing stakeholder relationships is an essential predictor of financial sustainability, especially for organizations that rely on receiving income from multiple funding sources.

Through the IM dimension of transformational leadership, leaders form and build team spirit by giving knowledge about the environment change. Environmental change requires a commitment to change the entire element of the company, including its employees (Fajri & Rachmawati, 2018). Intellectual stimulation enables the leader to stimulate innovative and creative ideas from the employees, which encourages them to accept changes in the company's business environment (Fajri & Rachmawati, 2018). Furthermore, to effectively implement organizational changes, leaders must collaborate with all stakeholders involved in the planning and implementation of change within the organization (Fajri & Rachmawati, 2018).

***Collaboration*.** Collaboration is the process of working in a multiorganizational context to address challenges that cannot be overcome in isolation (Schneider, Gonzalez-Roma, Ostroff, & West, 2017). The quality of collaboration directly affects the quality of an organization's outcomes and performance (Boughzala & de Vreede, 2015). The ultimate goal of every leader should be establishing and enforcing policies and procedures that ultimately result in organizational success (Kuenzi, Brown, Mayer, & Priesemuth, 2019). Trends like globalization and increased product and service complexity have pushed organizations to become more reliant on collaboration in distributed, cross-disciplinary, cross-cultural, virtual teams (Boughzala & de Vreede, 2015). Groups engaging in repeated collaboration will share a cognitive structure and form team mental models. These cognitive structures and mental models help to guide the organization when undertaking innovative projects involving ambiguous tasks and procedures (Shuffler, Diazgranados, Maynard, & Salas, 2018).

Organizational leadership sets the direction that facilitates the collaborative efforts of a diverse group of individuals (Stincelli, 2016). Understanding this impact enables the administration to focus their energy on providing a clear direction, sharing information, supporting implementation, developing a collaborative organizational mindset opposed to competition, and building an innovative culture (Stincelli, 2016). Cha, Kim, Lee, and Bachrach (2015) determined that collaboration is central to the achievement of organizational change initiatives. Furthermore, Cha et al. posited that TL had a positive effect on team collaboration and organizational change initiatives, which is central to achieving organizational performance goals. Moreover, Jiang and Chen (2018) determined that transformational leaders established interdependence between collaboration partners and contribute to collaborative outcomes (Jiang & Chen, 2018).

Researchers found that TL promoted team knowledge sharing and innovative performance through the mediation process of team collaborative norms (Jiang & Chen, 2018). This mediation process has proven to be significant even after controlling for independence over the work employees do within an organization (Jiang & Chen, 2018). Team leaders play a critical role in enhancing organizations' capabilities in cooperation, and they must attend to the types of leadership that are beneficial to team collaboration. According to Cha et al. (2015), transformational leaders encouraged team collaboration by actively influencing team members to transcend their interests and contribute to the creation of collaborative cultures. Collaborative cultures provide the foundation for establishing meaningful and sustainable organizational changes (Cha et al., 2015).

Change agents. Change agents are individuals who lead the transformational efforts (Lumbers, 2018). Even with active change agents, change initiatives can sometimes fail. However, Mitchell (2017) asserted that with a structured approach to change, accompanied by a suitable leadership style, the difference would be achievable. For example, Velmurugan (2017) explained that nurses are ideally suited to implement changes that benefit patients because of the numerous roles they hold in both the reactive and proactive delivery of care. Furthermore, Velmurugan determined that nursing role expansions require a higher level of leadership, critical thinking, clinical judgment skills, and practical experiences. As a result, TL behaviors are being adopted at all levels of nursing leadership to prepare nurses to meet the needs of increasingly complex healthcare systems, such as improving medication and patient mismanagement for healthcare professionals (Vaismoradi et al., 2016).

According to Asif, Jameel, Hussain, Hwang, and Sahito (2019), IIA and IIB enable the educator to lead nursing students to reach their educational goals through the provision of opportunities to practice safe care. In addition, IC encourages nurse leaders to adopt a philosophy of change management when developing safe medication disbursement practices (Asif et al). Furthermore, IM enables nurse educators to develop competent and committed nurses who are optimistic about the future, aspire to excellence and embrace continuous learning for safe practice (Vaismoradi et al., 2016). Moreover, IS enables nurse educators to influence the students' innovative and creative behavior via the mediation of the climate of safe practice teaching (Weng et al., 2015).

Change management. Change is a critical factor for development in any field of life, whereas it minimizes the risks to diminish and optimizes the opportunities to survive. It is inevitable in a progressive society and, as such, includes new competitors, technological innovations, new leadership, and evolving attitude toward work (Kaur, 2018). Change management is an approach to arrive at desired states from existing situations. Moreover, change management is more than developed, staffed, delivered, and disbanded initiative (Hodges, 2017). Employees undergoing the change management process need to feel secure through joint involvement in the unknown change process. Attaining a complete change management process is not only expensive and complicated but is faced with contradictory viewpoints from academicians and practitioners (Shams, Sharif, & Kermanshah, 2017).

Individuals with positive characteristics are sometimes negatively influenced and demotivated by difficult colleagues who eventually affect the overall outcome of the change process (Tummers, Kruyer, Vijverberg, & Voeseneck, 2015). Nevertheless, the change management process involves continuously managing a portfolio of multiple, overlapping change initiatives (Hodges, 2017). According to Wong and Berntzen (2019), approximately 30% of change initiatives are successful; therefore, academic and practitioner audiences must continue to search for ways to improve this statistic. Leaders must also anticipate some of the challenges that may arise and monitor the progress to ensure changes stay on track. Using a model of change, and a leadership style that complements one another, includes team dynamics, assesses current vulnerabilities, and involves decision-making (Dehmlow, 2016).

Rather than providing managers with very specialized leadership instruments, changing organizational conditions suggest a need for leadership training and development. According to Vashdi, Levitats, and Grimland (2019), leadership training and development provided managers with meta-skills in employee engagement, goal-attainment, vision translation, and communication. In response to changing organizational conditions, leadership strategies, such as TL, emphasize the importance of company visions and become of central importance (Holten & Brenner, 2015). Moreover, unambiguous, and transparent communication enables employees to understand how the change management process fits within their organization (Jones & Van de Ven, 2016). Transformational leaders are successful change agents because of their ability to identify employee strengths and weaknesses, increase employee awareness of management's needs, and empower and train employees (Alqatawenah, 2018). Coupled with an appropriate model of change, TL allows for delivery of high-quality leadership and management required for the implementation of organizational change projects (Masood, & Afsar, 2017). Prepared and informed business leaders manage the complexities of change management, business sustainability, and business profitability. In turn, leaders contribute to the prosperity of their employees, families, community, and the local economy (Gandhi, T., & Raina, 2018).

Resistance to change. Resistance to change is an attitude that incorporates uncertainty of the future in employees and fear of the unknown (Peng et al., 2015). Fear of the unknown is a direct result of doubt in management, disregard for employee feedback, low tolerance due to uncertainties such as the loss of a job, power, authority, or freedom, as well as resistance from groups formed within the organization (Jones & Van de Ven, 2016). Overcoming resistance to change requires leaders to address disagreements about the problem, solution, and implementation for the employees to become engaged in the implementation process (Breitkopf, 2018). Strategies that can be implemented to reduce resistance to change include preparing a favorable climate for change and fostering the communication process before, during, and after the change is initiated (Peng et al., 2015).

Best practices. Active leadership behavior, characterized by trust, confidence, recognition, and feedback, has been known to enhance workplace safety, and the well-being of employees (Mullen, Kelloway, & Teed, 2017). For example, researchers have addressed the significance of the relationship between TL and job satisfaction in the nursing profession (Wong & Berntzen, 2019). According to Wong and Bentzen, nurse leaders who exhibited TL behaviors had a positive impact on employee empowerment, employee job satisfaction, and employee general health and well-being. This leadership behavior resulted in increased job satisfaction, decreased adverse events, and a positive outcome on the delivery of care in hospitals. With increasing reliance on teams to accomplish complex and creative work in organizations, scholars and practitioners have focused their attention on cultivating team bonding (Mathieu, Hollenbeck, van Knippenberg, & Ilgen, 2017). Two recognized practices for effectively cultivating team bonding are the formation of distributed and structured teams.

Distributed teams. Distributed teams are comprised of employees arranged across temporal, geographical, and organizational boundaries and are assumed to benefit employees and organizations through increased flexibility, work-life balance, job satisfaction, and performance (Gilson, Maynard, Young, Vartiainen, & Hakonen, 2015; Liao, 2017). In recent decades, organizations have increasingly employed distributed teams with digital solutions as a means to improve organizational efficiency and effectiveness (Colbert, Yee, & George, 2016). However, individuals working in distributed teams, including leaders, may seldom meet their fellow team members in person. This practice makes the team dynamics and leadership challenges different from those of co-located teams (Dulebohn & Hoch, 2017).

The role of leadership has been considered essential to better facilitate effective distributed teams (Eubanks, Palanski, Olabisi, Joinson, & Dove, 2016; Gilson et al., 2015). Leaders of distributed teams need to be able to build trust and relationships with their distributed team members without physical proximity (Dulebohn & Hoch, 2017). TL is beneficial for distributed teams because of its active, relationship-oriented approach with leader behaviors (Wong & Berntzen, 2019). Moreover, previous research on distributed teams has demonstrated that TL is positively associated with follower motivation, performance, work satisfaction, and a cooperative team climate (Muterera, Hemsworth, Baregheh, & Garcia-Rivera, 2018).

Structured teams. The organizational structure represents a set of expectations regarding who reports to whom, what rules and procedures to follow, how to make decisions, and what control systems to use (Neubert, Hunter, & Tolentino, 2016). Team scholars have recommended representation of structural characteristics along a continuum anchored by a mechanistic system at one end and an organic system at the other end (Burton & Obel, 2018). The role of organizational structures in citizenship behaviors and coworker support climate has been largely unnoticed. Coworker relationships are the least studied of the three exchange relationships, but their importance is increasing given the use of teams and the change in organizational structures (Dijkstra, 2015). Work teams embedded in organizational structures affect organizational support team performance (Tremblay & Simard, 2018).

The reconstruction of TL has occurred on individual and group levels. At the individual level, perceptions of TL referred to leadership behavior experienced and perceived as *discretionary stimuli* that result from the development of different relationships between leaders and followers. Through the use of *discretionary stimuli*, groups influence individuals to display behavior consistent with group goals (Cai, Jia, & Li, 2017). Transformational leadership, at the group level, conceptualizes as shared organizational values and represents an ambient stimulus affecting the entire team (Cai et al., 2017).

Supporting Theories

By definition, theories must have four basic criteria: conceptual definitions, domain limitations, relationship-building, and predictions (Shepherd & Suddaby, 2016). Good theories must include the criteria of uniqueness, parsimony, conservation, fecundity, generalizability, internal consistency, empirical riskiness, and abstraction, which apply to all research methods (Shepherd & Suddaby, 2016). Theory-building is important because it provides a framework for analysis, facilitates the efficient development of the field, and requires applicability to practical real word problems (Shepherd & Suddaby, 2016). Supporting theories seek to find similarities across many different domains to increase its abstraction level and its relative importance (Shepherd & Suddaby, 2016). Two theories satisfying the criteria mentioned above include empowering leadership and leader-member exchange.

Empowering leadership theory. Empowering leadership involves delegating authority to a subordinate who can make decisions and enact task-work without direct oversight or interference (Xenikou, 2017). According to Amundsen and Martinsen (2015), empowering leadership encompassed five different empowering leader behaviors: leading by example, informing, coaching, showing concern, and making decisions. Moreover, participative decision-making manifests in leaders who genuinely explore and recognize vital input and suggestions arising from their followers (Amundsen & Martinsen, 2015).

Researcher conducted by Schilpzand, Houston, and Cho (2018) provided valuable insight into the role that empowering leadership plays in providing employees with the decision-making authority and autonomy needed to engage in self-initiated, anticipatory actions that benefit themselves or their work environments. Muchiri, McMurray, Nkhoma, and Pham (2019) proposed that empowering leadership enhanced the impact of TL on employees' safety behaviors. Leader informing behaviors enables followers to be fully aware of the workplace state of affairs and organizational working environment (Amundsen & Martinsen, 2015).

Leader-member exchange theory. Leader-member exchange (LMX) remains one of the most prominent and useful approaches for advancing scientific and practical understanding of how leader-follower relationships influence workplace phenomena (Yu, Matta, & Cornfield, 2018). The distinguishing feature of LMX research is its focus on the relationships between leaders and their followers as opposed to the general traits or behaviors of leaders (Gutermann, Lehmann, Boer, Born, & Voelpel, 2017).

Researchers have recently suggested that building positive interpersonal relations are an important way through which transformational leaders affect employees' organizational outcomes (Boer, Deinert, Homan, & Voelpel, 2016). Given that LMX deals with the quality of the relationship between leader and follower, Boer et al. has posited that LMX should also play an important role in shaping TL's influence on leader outcomes. Furthermore, they suggested that LMX facilitates the process by which transformational leaders influence their followers' work outcomes.

Alternative Theories

To sufficiently cover the literature related to TL, I introduced several alternative TL theories. According to Ongaro (2019), alternative theories provide contrasting philosophical perspectives which outline inherent limitations, thereby reducing the level of assurance for the primary theory. The two alternative TL theories introduced in this study are laissez-faire leadership and transactional leadership.

Laissez-faire leadership theory. Laissez-faire leadership describes a passive leadership style in which leaders avoid interacting with their followers and confronting problems by ignoring followers' needs. Avoiding legitimate responsibilities is a central tenet of this leadership style (Kark, Van Dijk, & Vashdi, 2018). Moreover, laissez-faire leadership can thus be manifested in a lack of presence or being avoidant of intervention, resulting in lower perceived leader effectiveness (Agnotes, Einarsen, Hetland, & Skogstad, 2018).

In laissez-faire leadership, autonomy-supportive leaders cultivate the sense of self-determination among team members (Krause, North, & Davidson, 2019). While micromanaging or monitoring behaviors by controlling supervisors could be perceived as violations of autonomy, the non-involvement of a leader allows subordinates to be free from controlled motivation or a sense of external pressure (Krause et al., 2019). Non-involvement of a leader may leave subordinates to have some control and to enhance efficacy beliefs for handling challenges (Jiang, Wang, & Li, 2019). In contrast to transformational leadership, laissez-faire leadership is generally seen as ineffective and even detrimental to follower performance (Agnotes et al., 2018).

The destructive nature of laissez-faire leadership includes increased role stress, interpersonal conflicts, emotional exhaustion, reduced job satisfaction, and health problems, and interpersonal conflicts (Reknes, Einarsen, Gjerstad, & Nielsen, 2019).

In a study conducted by Agnotes et al. (2018), researchers examined whether co-worker conflict predicted new cases of self-reported workplace bullying over two years and whether laissez-faire leadership moderated this relationship. Researchers found a significant relationship exists between co-worker conflict and bullying for respondents who perceived their immediate supervisor as portraying a laissez-faire leadership style (Agnotes et al., 2018). Furthermore, study results indicate that by reducing, and optimally removing this passive-avoidant leadership style, organizations may effectively prevent interpersonal conflicts from escalating into more serious conflicts over time (Reknes et al., 2019).

Transactional leadership theory. Transactional leadership is characterized by *management by exception* and *contingent reward*. *Management by exception* (MBE) is the degree to which the leader takes corrective action based on the results of leader-follower transactions. However, *contingent reward* refers to the degree to which a leader sets up constructive exchanges with his followers (Xenikou, 2017). In other words, transactional leadership is a motivation-based system that is used to reward followers who meet the goals of the leaders (Zaech & Baldegger, 2017). For example, leaders clarify and communicate to followers what to expect and what will be received if expectations are met (Xenikou, 2017).

According to Van Jaarsveld et al. (2017), the transactional leadership style focuses on mistakes and lowers performance expectations: rewards are exchanged for submission, efforts, productivity, and loyalty. Furthermore, a wide range of negative consequences has been associated with this kind of leadership among subordinates, including increased role stress, interpersonal conflicts, emotional exhaustion, reduced job satisfaction, and health problems (Agnotes et al., 2018). Typical of the transactional leadership style is *management for results*. A characteristic of this style is the leader's responsibility, especially regarding important issues. Other characteristics are avoidance, indifference, absence, and hesitance when his or her response is required in urgent issues (Van Jaarsveld et al., 2017).

Findings show that transactional leaders behave in a controlling and rewarding manner; thus, restraining an employee's intrinsic motivation to behave creatively (Deci & Ryan, 1980). Further research has shown that individuals will be most creative when they are motivated by the interest, curiosity, and challenge of the work itself, not by external forces (Deci & Ryan, 1980). Therefore, managers should be trained to limit their transactional-monitoring behaviors in contexts where creativity is necessary, or to at least maintain a balance between monitoring and empowering their employees (Vashdi et al., 2019).

In organizations, transactional leaders establish clear performance targets, observe employee attainment towards those targets, and reward or punish employees based on their progress towards attaining those objectives (Mattson Molnar, Von Thiele Schwarz, Hellgren, Hasson, & Tafvelin, 2019). Because rewards are used to entice employees to raise their performance, employees are motivated extrinsically. The corollary from transactional leadership is the emphasis placed upon individual goals (Xenikou, 2017). Additional dimensions of transactional leadership include monitoring employee deviances and mistakes, attempting to correct them as soon as possible, and waiting for errors before taking corrective action (Xenikou, 2017).

Transformational leadership is different from transactional leadership in that it involves changing the values, goals, and aspirations of followers (Saravo et al., 2017). Followers' performance is expected to be consistent with their values, as opposed to expecting a reward for their efforts (Leal Filho & Consorte McCrea, 2019). Transformational leaders achieve this objective by providing followers with a clear vision, being a positive role model, creating group goals, providing individual support and intellectual stimulation, and expecting followers to perform at high levels (Leal Filho & Consorte McCrea, 2019). In contrast, transactional leadership entails the use of contingent rewards and sanctions to make individual employees pursue their self-interest while contributing to organizational goal attainment (Jensen, 2017).

As predicted by social-cognitive principles of self-schemas, observers' moral reasoning positively related to the perception and positive evaluation of TL behavior, but not to positive affective reactions towards that behavior. These same relationships did not occur for the perception and evaluation of transactional leadership behavior (Naber & Moffett, 2017). Transformational leaders are more likely to engage in proactive activities. They will work hard to change the organizational culture by engaging in proactive activities and implementing new ideas (Leal Filho & Consorte McCrea, 2019).

African American Churches and Fiscal Sustainability

African American churches have become the cornerstone of African American communities in the United States, standing against societal injustices during challenging times of upheaval and becoming a place of refuge and worship (Story, Gross, Harvey, & Whitt-Glover, 2017). The African American church serves as an advocate, providing resources that help parishioners and community members succeed despite troubling times (Dempsey et al., 2015). Furthermore, many view the African American church as the sole resource for dealing with psychological issues and have never sought services from mental health professionals (Dempsey et al., 2015).

According to Sejeli and Mansor (2015), African American churches must develop the right leaders and identify skills, knowledge, and abilities that fit the future leadership competencies framework. By linking the competencies of effective leaders with leadership failure factors, African American churches will have a more thorough understanding of effective leadership. To thrive in a church context, African American pastors need to understand how to lead volunteers in a manner that achieves fiscal sustainability. Fiscal sustainability for African American churches has been redefined to emphasize their ability to navigate an unstable financial landscape (Jensen, 2017). Beldad, Seijdel, and de Jong (2019). emphasized that there is an increased amount of interest in the abilities that nonprofit organizational sustainability may positively impact FS strategies (Galpin, Whittington, & Bell, 2015). According to Baradaran (2017), African American churches should establish FS strategies as one of their main priorities because a fiscally sustained organization is ultimately a well-connected organization.

Independent Variables

Transformational Leadership has emerged as an entire construct, revealing its influence on psychological authorization, job satisfaction, organizational citizenship behavior, group creativity, performance, and organizational commitment (Zhu & Boa, 2017). Tanwar and Prasad (2016) clarified that organizational commitment has three categories: normative (loyalty), continuance (involvement), and affective (identification). Normative commitment consists of feelings of obligation and duty of employees to their organization. Continuance commitment consists of an employee's willingness to exceed expectation, even if required to do extra work (Tanwar & Prasad, 2016). Affective commitment consists of emotional feelings and the attachment of the employees toward their organization. These organizational commitment attributes are deeply ingrained in the TLT, whereas transformational leaders stimulate, motivate, and invigorate followers to exceed normal levels of performance.

Idealized influence attributed (IIA). Idealized influence attributed describes followers' perception of the leader's power, confidence, and inspirational ideals and is also referred to as attributed charisma (Raffo & Williams, 2018). Charisma exhibited by transformational leaders is a predominant, powerful quality that is an essential attribute used to inspire others and transform their organizations (Raffo & Williams, 2018). Charismatic leaders conquer their listeners through a passionate speech filled with symbolism and emotional connotations guided by the moral orientation of their subordinates (Abelha, da Costa Carneiro, & de Souza Costa Neves Cavazotte, 2018). Transformational leaders reflect their charismatic influence on followers. However, leadership ultimately occurs through the perceptual and attribution processes within followers (Naber & Moffett, 2017).

Idealized influence behavior (IIB). Idealized influence behavior incorporates leader behaviors that highlight the leader’s values and beliefs, vision, ethical, and moral values (Savovic, 2017). Followers identify with these leaders and want to emulate them. These leaders usually have high standards of moral and ethics and are deeply trusted and respected by followers, whom they provide with a sense of vision and mission (Weng et al., 2015). Research and theory support the idea that leaders who display IIB indeed heighten the accessibility of follower collective identity (Zdaniuk & Bobocel, 2015). Theoretically, followers should be more likely to engage in behaviors that contribute to the collective good and less likely to engage in behaviors that threaten it. Empirical evidence bears out this prediction (Zdaniuk & Bobocel, 2015).

Individualized consideration (IC). Individualized consideration is the degree to which a leader pays personal attention and encourages employees (Savovic, 2017). Cetin and Kinik (2015) assert that the behavioral component of IC focuses not only on the greater good of the organization but also the attention given to the specific needs of individuals. Steinmann et al. (2018) further explained that, as an antecedent to cultivating a learning culture, IC develops a supportive climate that fosters trust and learning within the organization. The leader’s behavior demonstrates acceptance of individual differences and implies that leaders pay attention to their followers’ individual needs and concerns to develop their strengths (Avolio, Bass, & Zhu, 2004).

Inspirational motivation (IM). Inspirational motivation is the leaders’ ability to formulate and express a vision that works for teams, or the entire organization can identify with both the commercial and personal perspectives (Savovic, 2017). This vision is operationalized at the individual level and takes into consideration the capabilities of the individuals by considering the way they can contribute to the vision and simultaneously fulfill their ambitions (Weng et al., 2015). Transformational leaders behave in ways that motivate those around them, providing meaning and challenges for their followers. Such leaders arouse individual and team spirit and encourage followers to envision attractive future states by making use of persuasive language and actions, building confidence, and stimulating enthusiasm (Weng et al., 2015).

Transformational leaders create communicated expectations that followers want to meet and demonstrate a commitment to goals and the shared vision. A leaders' IM behavior can also give followers a strong sense of group identity and inspire them to put a great deal of effort into their work (Weng et al., 2015). By working to achieve a thorough understanding of issues in their workplace, employees come to believe that they can express their ideas, which inspires them to challenge the existing state of affairs and voice their thoughts (Jiang, Gao, & Yang, 2018).

Intellectual stimulation (IS). Intellectual stimulation is the degree to which a leader faces assumption, takes risks, and offers employees ideas (Savovic, 2017). Leaders with this feature stimulate and encourage creativity among employees. Creative thinking is of importance since there is a need to reject the routines and norms of the behavior that existed in the previous organization and adopt new habits (Savovic, 2017). Intellectual stimulaton occurs when the leader stimulates their followers' effort to approach old situations in new ways (Sandvik, Croucher, Espedal, & Selart, 2018). Bass (1985) considered IS to be a specific dimension used to influence creativity. Thus, IS encourages creativity and stimulates problem-solving. By providing IS, transformational leaders encourage employees to adopt the research process of thinking and to also think about old problems in a new way. By expressing high expectations and showing confidence in the ability of their employees, transformational leaders influence the development of the employees’ commitment to achieving long-term goals (Savovic, 2017).

Intellectually stimulating leaders often use language tools, such as metaphors and stories, to frame the way organizational members think of the purposes of their work. For example, employees may be encouraged to consider how their tasks directly benefit the organization or humankind (Peng et al., 2015). In theory, when the espousals or actions of chief executives encourage members to consider how their actions contribute to important organizational outcomes, such as product innovation, this creates meaning for these members (Lai, Tang, Lu, Lee, & Lin, 2020). Leaders who are seen intellectually stimulating also seek to encourage employees to reflect on how they do their work and to think of new approaches that may help them perform it more effectively (Peng et al., 2015). Exploring different approaches and practices enables employees to discover new elements and challenges and recognize that they can apply a broader range of skills and knowledge to fulfill their work roles (Peng et al., 2015).

Dependent Variable: Fiscal Sustainability

Sustainability is the continuous use of program activities and components for the unabating achievement of prudent program and population outcomes. Other terms used by prior researchers include continuation, confirmation, maintenance, durability, continuance, and institutionalization (Scheirer et al., 2017, p. 2). Despite its practical importance, the literature on the sustainability of organizations is quite fragmented in how sustainability is defined (Ranerup, Henriksen, & Hedman, 2016). A common thread, however, is that the concept of FS is often used interchangeably with the term *institutional survival*. *Institutional survival* defines an organizations' ability to withstand immediate pressures (Miragaia, Brito, & Ferreira, 2016).

Sustainability in its genesis provides for an integrated and articulated vision among the economic, social, and environmental dimensions. However, the integrative view assumes that companies need to accept tensions in corporate sustainability (Hahn, Preuss, Pinkse, & Figge, 2015). Corporate tensions of sustainability occur among different levels in the processes of change and within a spatial context (Hahn et al., 2015). When it comes to sustainability, there are several stakeholders involved. Pressure can thus come from multiple directions, and the financial market will not always reconcile these conflicts. Globally, corporate sustainability refers to interdependent social, economic, and environmental concerns at different levels (Hahn et al., 2015).

Various researchers hold the view that most efforts at sustainability have several fundamentals in common concerning the physical environment, society, and the economy at large (Bhattacharya & Kaursar, 2016). Biswas, Raj, and Srivastava (2018) referred to this as a triple bottom line approach, which emphasizes the significance of attaining equilibrium between the physical environment, society, and the economy. According to Wall (2018), sustainability is associated with a sense of well-being that embraces change over the long run, instead of focusing on only short-term efforts and results. Sustainability is, therefore, a long-term objective for companies.

Despite this notion, it is often the case that companies focus on sustainability to reap shorter-term rewards instead of making a long-term commitment (Unsal & Rayfield, 2020). Most recently, definitions of sustainability through the lens of environmental justice have called for a shift away from sustainability as a one-size-fits-all paradigm that works for all communities (George & Reed, 2017). The argument is that achieving sustainability requires protecting the environment, promoting equity, and preserving economic growth and development (Smardon, 2015).

According to Borland and Coelli (2016), the things we want to sustain have only the values we assign to them, which are transient, variable, and mutable. Developing and integrating a detailed sustainability vision into long-term strategic planning, in a way that creates lasting value while also building public trust, is a common challenge for all types of organizations (Borland & Coelli, 2016). During the past two decades, the notion of sustainable development, which recognizes that economic considerations are inextricably related to social and environmental issues, has been rapidly gaining ground (Zilberman, Gordon, Hochman, & Wesseler, 2018). For businesses, this includes issues of corporate, social responsibility, and citizenship, along with improved management of corporate, social, and environmental impacts and improved stakeholder engagement (Beldad et al., 2019).

Gazzola, Ratti, and Amelio (2017) found that organizational sustainability consists of the ability to communicate mission and vision to stakeholders effectively. Many parties make up the stakeholders of a company, and therefore, there will be a variety of opinions and interests when developing the sustainability strategy. According to Weber (2017), a positive relationship existed between sustainability performance and financial performance. Moreover, organizations can sustain in financially challenged environments if they can rely on a high degree of social connectedness (Moldavanova & Goerdel, 2017). Organizational social connectedness is comprised of three pillars which work together to enhance organizational sustainability: (a) quality of participation and audience diversity, (b) inter-organizational relationships, and (c) institutions established by organizations to enhance their social connectedness, such as public outreach departments (Moldavanova & Goerdel, 2017).

Furthermore, Beldad et al. (2019) emphasized that there is an increased amount of interest in the abilities that business have in developing sustainability needs. Therefore, bringing sustainability issues into the boardroom of companies is a central and important issue for the successful development of organizations. Organizational sustainability strategies involve the company, society, and the environment (Beldad et al.).

True FS involves solving sustainability issues incidentally or opportunistically. Such initiatives are typically canceled as soon as the prospects for economic gain diminish. Instead, achieving FS requires nonprofits to start cannot thinking and acting from the outside-in and remain focused on contributing to solving sustainability challenges, even if there are more economically attractive, but unsustainable alternatives available (Dyllick & Muff, 2015).

Opportunities, risks, and obligations exist in terms of sustainability, and strategies need to be developed for organizations to be successful at the implementation phase (Galpin et al., 2015). Today’s fast-changing business environment challenges organizations to become dynamic and innovative in order to ensure their organizational survival. The key to organizational survival is acquiring and maintaining resources. Financial resources are among the most critical resources that nonprofit organizations depend on for organizational survival and growth (Lin & Wang, 2016). Sustainable strategies are extremely important tools for securing these most critical resources.

Sustainability strategies. The emphasis on survival in many organizational sustainability studies is arguably a result of the dominance of a survival orientation in several major theoretical frameworks. Based on data analysis, researchers concluded that there was a wide variety of sustainability strategies that organizations could utilize to achieve financial sustainability. According to Chen, Lee, and Chen (2016), the appropriate sustainability strategies for an organization are a function of the organization's characteristics and circumstances. Sustainability can create a financial advantage by using resources more efficiently (Beldad et al., 2019). Therefore, organizations that aspire to survive and achieve viability and effectiveness are urged to develop sustainability strategies that satisfy the interests of their stakeholders (Shvindina, 2017).

Managing stakeholder relationships is an important predictor of financial sustainability, especially for organizations that rely on multiple funding streams (Szymaniec-Mlicka, 2016). Prepared and informed small business leaders will be able to manage the complexities of change management, business sustainability, and business profitability, and in turn, contribute to the prosperity of their employees, their families, their community, and the local economy (Gandhi & Raina, 2018). Organizational theorists, for example, tend to adopt either a population ecology model, which explains survival as a function of environmental forces, or a resource-based view that recognizes the value of strategy and strategic management (Shvindina, 2017). In addition to ecological models, some organizations are focusing on creativity and innovation to achieve FS (Khalili, 2017). According to Jiang and Chen (2018), committing to engage in innovative business practices is necessary for many organizations desiring to operate in a fiscally constrained environment.

An increasing number of firms around the world are also showing increased interest in corporate sustainability management (CSM). Corporate sustainability management represents managerial objectives to pursue organizational fiscal policies in harmony with the economic, environmental, and societal circumstances that can affect the corporate business. Moreover, CSM focuses on sustainable firm value in the long run, rather than merely short-term profit maximization (Kim, Kim, & Jung, 2018). It is important for firms that have embraced sustainability in their mission and values to also incorporate sustainability in the goals they are pursuing (Galpin et al., 2015).

Methodology

A culture focused on sustainability may impact employee organizational sustainability performance strategies (Galpin et al., 2015). Because these strategies are not a one size fits all proposition, organizations need to experiment to see which leadership behaviors works best for their vision (Green & Dalton, 2015). Muttur Ranganathan (2017) conducted a quantitative study on the relationship between FS and the viability of universal social pension plans for elderly citizens in India. The economic dependency of India's elderly had traditionally been the responsibility of family members, as well as the individual's labor, asset, incomes, and savings.

Muttur Ranganathan (2017) conducted a thorough economic analysis and determined that emphasis on India's FS had a direct impact on its fiscal stability. Moreover, focusing on FS enabled the government of India to engage in strategic forecasting of future revenues and liabilities to address their current economic situation. Quantitative research conducted by Draksaite, Snieska, Valodkiene, and Daunoriene (2015) revealed a lack of FS and failed stabilization efforts in Latin America during the 1970s and 1980s. As a result, officials were unable to pay for essential imports or service its external debt repayments, several stabilization programs came to a crashing halt, and the financial crisis resulted in currency devaluations throughout the Asian markets. Furthermore, a lack of FS hindered the success of potential reform programs.

Transition

In Chapter 1, the theoretical framework of transformation leadership and its five constructs of IIA, IIB, IC, IM, and IS was summarized. Supporting and alternative theories were also introduced to validate the framework selected for this study. The primary research question of this study examined the relationship between TL and FS in African American churches in South Carolina, Pennsylvania, Delaware, New Jersey, Texas, North Carolina, Virginia, California, and the District of Columbia. A review of the professional and academic literature established context for the general problem of nonprofit FS and enabled the identification of strategies that could mitigate the problem.

Additionally, the literature review supported an examination of economic and sociological threats posed by a lack of FS. The identified theoretical framework for the study supported the conduct of an integrated and thorough examination of possible impediments to nonprofit FS. Study findings contributed to the identification of leadership models that might be able to support the development of effective FS strategies. Research conducted by Reams-Johnson and Delker (2016) showed that maintaining effective FS is often visualized as a precursor to success and good citizenship (Reams-Johnson & Delker, 2016). Furthermore, Witmer and Mellinger (2016) concluded that incorporating TL into any organizational system equips it to adapt to funding changes and other disruptive challenges systematically.

Despite increased scholarly attention on spiritual leadership, studies examining such leadership behaviors in a religious context are scant (Aga, Noorderhaven, & Vallejo, 2016). Although literature closely aligning TL and nonprofit religious organizations is lacking, research has shown that using TL has a positive impact on fiscal performance. Moreover, an integrated examination of the TL framework may provide African American church leaders with the capacity to respond to fiscal challenges and provide uninterrupted and valuable services to society (Witmer & Mellinger, 2016). Section 2 includes a discussion of the research design used to conduct this study.

Section 2: The Project

Section 2 of this research study includes an examination of the TLT's five constructs and their potential impact on the ability of 92 African American church leaders to create effective strategies for establishing and maintaining FS. In this section, I provide an overview of the role of the researcher, as well as descriptions of the participant selection process, research methodology, and research design. This section also includes a discussion of the study population and sampling protocol used, data collection instruments, and data analysis methods used for the study. Finally, I provide descriptions of the strategies and techniques employed to ensure study reliability and validity.

Purpose Statement

The purpose of this predictive quantitative correlational study was to determine the relationship between IIA, IIB, IC, IM, IS, and FS. The independent variables were (a) IIA, (b) IIB, (c) IC, (d) IM, and (e) IS. The dependent variable was FS. Participants for this study consisted of 92 African American church leaders who resided in South Carolina, Pennsylvania, Delaware, New Jersey, Texas, North Carolina, Virginia, California, and the District of Columbia. Church leaders for this study included associate ministers, evangelists,, church board members, choir members, deacons, trustees, treasurers, and administrative secretaries. The implications for positive social change could come to residents of underserved communities when African American churches can extend their community outreach due to fiscal stability.

Role of the Researcher

According to McKenzie and van der Mars (2015), the primary role of the researcher is to oversee all aspects of the research process. The role of the researcher in the data collection process is to design the research instrument to prevent data violations and bias from occurring. Furthermore, Karagiozis (2018) posited that researchers must also maintain awareness of potential biases that could exist due to knowledge of the topic, participants, or research area. Moreover, researchers must conduct unbiased studies and avoid their objective view or disposition to interpret events in the observed setting (Yin, 2018).

I have worked with nonprofit organizations for more than 27 years, specifically as a church leader for various African American churches throughout the United States. As a result, I have extensive knowledge of leadership's impact on a nonprofit organization's ability to maintain FS. I also possess an Executive Certification in Transformational Nonprofit Leadership from the University of Notre Dame in South Bend, Indiana. My personal experience as a church leader led me to believe that TL is the most effective leadership style for African American church leaders. McKenzie and van der Mars (2015) asserted that any relationship the researcher may have had with the study participants, or research topic, could lead to observer error. My role as the researcher was only to collect data, analyze data, interpret data, and document results. I utilized *The Belmont Report* as a guide to ensure that my study would be conducted in an ethical manner.

In 1979, *The Belmont Report* was implemented to prevent researchers from putting participants in danger and outlined a principled analytical framework to guide the resolution of ethical problems arising from research involving human subjects (Adashi, Walters, & Menikoff, 2018). The report consisted of three principles: beneficence, respect, and justice. Beneficence incorporates the principle of doing good; respect entails increasing potential benefits and decreasing possible adverse events or harm; and justice demands equal treatment and fairness for all people (Miracle, 2016). According to Graber (2016), *The Belmont Report* encouraged structural changes in the institutions of human subject research, whereby performing this research required meeting the exacting ethical standards of an IRB. Researchers are obligated to conduct unbiased studies and avoid the influence of their subjective view or disposition when interpreting events in the observed setting (Yin, 2018).

According to Karagiozis (2018), researchers must maintain awareness of potential biases that could exist due to knowledge of the topic, participants, or research area. To prevent data violation, the researcher must ensure that the interpreted study findings represent the participants' point of view rather than their own. Therefore, I utilized bias mitigation to ensure that the interpreted study findings represented the participants' point of view rather than my own. Bias mitigation for this study was satisfied via de-identification during the data collection process. During the data collection process, identifying information was extracted upon submission of the completed online survey. Moreover, aggregated data and file scores were automatically updated upon receipt of each survey (Mind Garden, 2014). This process ensured that no links were evident between the respondents and their responses. Therefore, my familiarity with the topic became effectively neutralized. According to McKenzie and van der Mars (2015), any relationship that the researcher may have had with the topic, participants, or research can lead to unintentional misinterpretations.

Participants

The target population for this study was 92 individuals who have served as leaders in African American churches for their respective communities in South Carolina, Pennsylvania, Delaware, New Jersey, Texas, North Carolina, Virginia, California, and the District of Columbia. The target population represented male and female church leaders with diverse backgrounds, educational levels, and varying levels of ministry experience. For the past 27 years, I have been an active leader within African American church communities throughout the United States. As a result, I had access to a diverse and vast network of church leaders who could serve as viable participants for this study. I also had a professional relationship with the potential study participants and personally contacted these church leaders, via email, for participation in this study upon receiving IRB approval.

I used several strategies to establish a working relationship with participants. The first strategy included creating a good first impression on the survey email invitation by clearly explaining my role as a researcher for the study. Furthermore, the online survey had a clear title and simple instructions on how to properly enter responses. Moreover, I placed nonthreatening and interesting survey questions first with the expectation of encouraging respondents to continue reading and complete the entire online survey. For the purpose of this research study, a church leader was an adult, at least 23 years of age, who played an active leadership role in ministry as associate ministers, church board members, choir members, deacons, trustees, treasurers, or administrative secretaries with a minimum of 5 years' experience.

Each participant possessed direct knowledge and experience related to the overarching research question and had a vested interest in the study's findings (Hinson, Agbleze, & Kuada, 2018). Using a minimum age of 23 ensured that all participants were legal adults and that their 5 years of church leadership experience occurred as an adult. Within the African American church, leaders serving in certain capacities, such as associate ministers, may include teenagers who receive a *calling* on their life. A *calling* is a divine summons from God to preach the Gospel (Mohler, 2019).

Research Method and Design

There is a fundamental relationship between theory and research that influences the approach the researcher undertakes in pursuit of knowledge advancement (Johnstone, 2017). I chose a quantitative method and correlational design for this study. The quantitative method enabled me to examine the relationship between the independent and dependent variables. A correlational design was used to examine relationships between the independent variables to explain the impact concerning FS failure.

Research Method

The purpose of this predictive quantitative correlational study was to determine whether the five TL constructs of IIA, IIB, IC, IM, and IS, predicted FS in African American churches in South Carolina, Pennsylvania, Delaware, New Jersey, Texas, North Carolina, Virginia, California, and the District of Columbia. Thoroughly investigating the relationship between these variables required the selection of a research methodology that would not significantly affect the findings of this study.

Researchers use quantitative studies to determine the relationship between independent and dependent variables, within a population, that is preselected by the researcher as measurable constructs (Taguchi, 2018). The basic function of quantitative research is to understand human behavior, which implies empathy with human participants (House, 2018). Specific parts of a research object are isolated and controlled. Moreover, data in quantitative research is considered reliable and replicable. The research object is reduced and explained regarding precisely specifiable conditions. Hypotheses must be verified or falsified based on empirical research (House, 2018).

Qualitative research strives to explore, capture, and describe variables of the lived experience of individuals or groups in the context of a respective culture. Such understanding results from data saturation, theoretical saturation, and informational redundancy. Yet, as samples are often small and not randomized, the findings are not generalizable beyond immediate contexts (Taguchi, 2018). Qualitative researchers often argue that their smaller samples yield *better mental facts* (Barnham, 2015). These mental facts are thought to remain at a subconscious level that is only accessible through prolonged discussion and analysis (Barnham, 2015).

Mixed methods research is the combination and integration of qualitative and quantitative methods in the same study (Molina-Azorin, 2016). According to Taguchi (2018), researchers use quantitative and qualitative methods systematically in a way that reinforces each other's results and interpretations. Through data integration, mixed methods can respond to research questions in a more meaningful manner than quantitative or qualitative methods alone can do individually (Taguchi, 2018). A key aspect of mixed methods research is the integration issue (Fetters & Freshwater, 2015). Authors of mixed methods studies should consider whether the additional work of using both qualitative and quantitative methods is worth the gain. This perspective encourages researchers to produce a whole through integration that is greater than the sum of the individual qualitative and quantitative parts (Molina-Azorin & Cameron, 2015). The contrast between quantitative research and qualitative research runs along familiar lines.

According to Barnham (2015), quantitative research is nearly always based on large sample sizes, and researchers can point to statistically valid data to support their conclusions. Contrarily, qualitative research is nearly always based on smaller sample sizes, and inferences result from observations and nonstructured techniques. (Barnham, 2015). Molina-Azorin (2016) reported that the use of mixed methods could potentially enrich understanding of business problems and questions, as well as advanced research topics in the business field (Molina-Azorin, 2016). Furthermore, Molina-Azorin, Tari, Pereira-Moliner, Lopez-Gamero, and Pertusa-Ortega (2015) asserted that combining quantitative and qualitative methods contributes to the improvement of competitive advantage in terms of both costs and differentiation. The purpose of this study was to examine the relationship between IIA, IIB, IC, IM, IS, and FS by using statistical processes. According to Leppink (2017), issues related to variables and independence of observations are only a concern for quantitative research. Therefore, the qualitative and mixed-method research methodologies did not satisfy the research requirements for this study.

Research Design

A research design is a specific method a researcher uses to collect, analyze, and interpret data. Psychologists use three major types of research designs in their research including (a) correlational, (b) descriptive, and (c) experimental. Each of these research designs provides an essential avenue for scientific investigation (Karnalim & Ayub, 2018). For this study, I used a correlational, quantitative research design. Correlational research is concerned with establishing relationships between multiple variables and allowing the prediction of future events from the present (Leedy & Ormrod, 2016). A correlation occurs if one variable (*x*) increases, and another variable (*y*) increases or decreases. A study that produces a correlation coefficient of zero signifies that there is no association between the variables investigated (Curtis et al., 2016).

All correlational studies require a conceptual framework or a description of why the variables might be related to one another. It is important that the researcher accurately determines the variables that exist in the area of study (Burse, Rahn, Bock, & Mulhauser, 2018). The correlational analysis may indicate there is a relationship between two variables; however, using correlation to make inferences about the general population is not always possible. Researchers frequently assume a correlation of zero implies independence; however, this outcome merely indicates there is no linear relationship between the two variables (Nieminen, Virtanen, & Vahanikkila, 2017). Although correlation implies a relationship between independent and dependent variables, there is no guarantee that a change in one variable will lead to a change in the other (Nieminen et al., 2017).

Descriptive research is conducted by researchers to study and describe the distribution of one or more variables, without regard to any causal or other hypotheses. Descriptive studies are classified as case reports, case series, cross-sectional, and ecological. Case reports refer to the scientific identification of a single observation (Aggarwal & Ranganathan, 2019). A case series is similar, with the exception that it has an accumulation of similar cases. Cross-section studies involve the collection of information on variables as they exist in a defined population at one time. Ecological studies involve looking for an association between an exposure and an outcome across populations rather than in individuals (Aggarwal & Ranganathan, 2019). The basic goal of experimental research designs is to determine the causal relationships between independent and dependent variables.

Although there is some debate about what constitutes a causal relationship, most organizational and behavioral scientists subscribe to the idea that cause-effect relationships result from covariations between the independent and dependent variables. Abel and Roediger (2017) concluded that experimental design did not affect the testing manipulation, and further argued that this factor overwhelmed any differences in processing that might be induced by changes in experimental design. The issue of whether experimental design similarly moderates the testing and generation effects is critical for evaluating potential commonalities between the testing effect and the set of other effects so moderated (Mulligan, Smith, & Buchin, 2018).

Population and Sampling

The sample population consisted of 92 African American church leaders in South Carolina, Pennsylvania, Delaware, New Jersey, Texas, North Carolina, Virginia, California, and the District of Columbia who were responsible for the daily administration of their church's duties and responsibilities. The objective of this study was to collect data from documents and participants with specific knowledge on maintaining FS in African American churches for periods greater than five years.

For this study I utilized non-probability convenience sampling to select participants from the population in a non-random manner. In nonprobability sampling, researchers use subjective methods to determine sample plan elements. Hence, all participants, or units of participation, have an equal chance of being included in the study (Etikan, 2016). Nonprobability sampling has limitations due to the subjective nature in choosing the sample and therefore is not a good representation of the population. Also, the researcher cannot calculate confidence intervals and margins of error (Etikan, 2016). Additional limitations of nonprobability sampling include a lower level of generalization of research findings compared to probability sampling, as well as difficulty in estimating sampling variability and identifying possible bias (Dudovskiy, 2018).

Convenience sampling allows researchers to obtain basic data and trends without the complication of using randomized samples. The main objective of convenience sampling is collecting information from participants who are easily accessible to the researcher, like recruiting providers attending a staff meeting for study participation. A frequently used method for collecting information is contacting people by email (Tyrer & Heyman, 2016). Tyrer and Heyman (2016). identified bias as disadvantage of convenience sampling. What makes convenience samples so unpredictable is the vulnerability to severe hidden biases (El-Gabbas & Dormann, 2018). In a convenience sample, quantification does not apply to biases or probabilities (Khany & Tazik, 2018). Another issue related to convenience sampling is the problem of outliers. Outliers are cases who consider as not belonging to the data (Tyrer & Heyman, 2016).

Researchers can use G*Power analysis to determine the minimum sample size necessary to detect significant differences for various levels of statistical power (Lapresa, Alvarez, Anguera, Arana, & Garzon, 2016). G*Power is a stand-alone power analysis program for many statistical tests commonly used in the social, behavioral, and biomedical sciences (Utley, 2019). I used G*Power to estimate the sample size using a fixed effect multiple regression model with five predictors. Effect size is the significant difference between the two groups in a study. Moreover, common measurements of effect size in quantitative studies include Pearson's correlation coefficient and coefficient of determination, designated as R and $R^{2,}$ respectively (Gignac & Szodorai, 2016).

The medium effect size of R =.30 is appropriate due to the analysis of correlation values for studies describing the relationship between TL and well-being in sports was between .16 and .3364, with values between .27 and .58 labeled as significant (Alvarez, Castillo, Molina-Garcia, & Tomas, 2019). In studies describing the relationship between

TL and well-being in sports, R^2 was between .16 and .3364, with values between .27 and .58 labeled as significant (Alvarez et al., 2019). Similarly, in a study describing the relationship between TL and team effectiveness, R^2 was between .22 and .54 (Paolucci et al., 2018). Based on the analysis of effect sizes in these studies, the use of a medium effect size of R = .30 is appropriate for this study.

G*Power 3.1.9.4 was used to conduct a two-tailed a priori power test analysis for multiple linear regression (Utley., 2019). The parameters used for sample size determination were a medium effect size (R = .30), a = .05, and a power of .80. Based on these parameters, the recommended sample size was 92. As power increases, the chances of a Type I error (false positive) also decreases. Studies that are highly powered are more likely to buffer against false positives, detect valid effects, and produce findings that other researchers can replicate (Kossmeier et al., 2019). Increasing the power level to .99 yielded a recommended sample size of 184. For the study, I sought between 92 and 104 participants to reduce the possibility of Type I error (Table 2).

Table 2

*Sample Size Calculation Based on G*Power 3.1.9.4*

	Input/Output	Power level .80	Power level .99
Input:	Effect size *f*	0.30	.30
	α err prob	0.05	0.05
	Power (1- ß err prob)	0.80	0.99
	Number of predictors	5	5
Output:	Noncentrality parameter λ	13.8000000	27.6000000
	Critical *F*	2.3205293	2.2648804
	Numerator df	5	5
	Denominator df	86	178
	Total sample size	92	184
	Actual power	0.8041921	0.9900686

Ethical Research

Researchers are responsible for applying ethical standards in research; thus, ethics needs to become an integral part of the researcher's mindset (Cumyn, Ouellet, Cote, Francoeur, & St-Onge, 2018). During the research process, it is important to adhere to ethical principles to protect the dignity, rights, and welfare of research participants. As such, all research involving human beings should be reviewed by an ethics committee to ensure that the appropriate ethical standards are upheld (Cumyn et al., 2018). According to McKenzie and van der Mars (2015), protecting participants and data during the research process is paramount. IRBs approve all human subject research and provide oversight of all federal, institutional, and ethical guidelines (Graber, 2016). Walden University provided the necessary guidance to structure the study and conduct data collection. Data collection occurred following IRB approval. Furthermore, I completed training related to protecting human research participants which ensured ethical standards were considered (see Appendix A).

Before data collection, each potential participant was emailed a letter of invitation. This document informed participants (a) of the study's purpose; (b) that no offer of compensation, or incentives, would be made; (c) that participation was strictly voluntary, (d) that consent could be withdrawn at any time by discontinuing the survey, e) that risks involved by participating were minimal, and f) that each participant's identity and information would remain anonymous and confidential. Each participant who agreed to participate in the study acknowledged their consent by clicking on the link to the combined online survey, provided by from Mind Garden, which was included at the end of the invitation letter. The combined survey consisted of the *Multifactor Leadership Questionnaire* (MLQ), and the *Indicators of Fiscal Sustainability* (IFS).

De-identification was used to preserve the privacy of every participant and their church affiliation during data analysis. De-identification occurs upon the deletion of the participant's names from their provided responses during data collection. Furthermore, participants were asked not to provide any information that would make them feel uncomfortable or jeopardize their professional status. All data collected will be stored in a safe and secure location for five years for the express purpose of protecting the rights and privacy of participants. A password-protected computer will be used to store all electronic copies of collected data and analysis files. Finally, a locked filing cabinet will be used to store hard copies of all the data and analytical materials.

Data Collection Instruments

The research question for this study examined the relationship between idealized influence attributes, idealized influence behavior, individualized consideration, inspirational motivation, intellectual stimulation, and fiscal sustainability. According to Taber (2017), data collection instruments can come in various forms and be used to measure concepts, psychomotor skills, or affective values. For this study, the MLQ and IFS were used to measure the independent and dependent variables.

Multifactor Leadership Questionnaire (MLQ)

The MLQ is a psychological inventory consisting of 36 items about leadership styles and nine items about leadership outcomes. Participants were asked to respond to 45 items on the MLQ, each measured with four items on a 5-point Likert response scale ranging from 0 (*Not at all*) to 4 (*Frequently, if not always*). Additionally, the MLQ was used to measure the following three success criteria: *Extra effort*, *Effectiveness*, and *Satisfaction*. The *Extra effort* scale measured willingness to do more work than expected to achieve success. The remaining two scales referred to satisfaction with, and the effectiveness of, the leader (Asnar-ul-Haq, & Kuchinke, 2016).

Bass (1985) designed the MLQ as a multi-rater instrument that considers the leader's self-assessment alongside the assessments of their leadership from superiors, peers, and subordinates. According to researchers, the MLQ identifies TL characteristics and helps leaders discover how they measure up in their own eyes and in the eyes of those they supervise (Mind Garden, 2014). Participants will be asked to rate their pastor’s leadership behaviors using the MLQ rater form

Bass and Avolio established MLQ reliability in 1990 and subsequently validated its reliability in 1994 (Bycio, Hackett, & Allen, 1995). Because of strong reliability and strong external validity, thousands of research programs, doctoral dissertations, and master's theses have incorporated the MLQ (Mind Garden, 2014). Initially designed to be a reliable test of relevant leadership traits and characteristics that influence followers' actions and behaviors, the MLQ was validated and normed on 3,786 respondents using conformational factor analysis and hierarchical regression techniques (Bycio et al., 1995). The reliabilities for each MLQ subscale ranged from .63 to .92 in the initial sample set, and from .64 to .92 upon replication (Avolio & Bass, 1999). These high reliabilities from the normative group indicate an acceptable statistical testing level and that the MLQ scales of interest are reliable enough to proceed with the formal use of this instrument (Vitoraton & Pickles, 2017). An acceptable measurement instrument for survey reliability and validity is a Cronbach's alpha score of .70. The Cronbach's alpha score is a measure used to assess the reliability, or internal consistency, of a set of scale or test items (Taber, 2017).

The MLQ is a well-established instrument in the measure of TL as well as being extensively researched and validated (Fenwick, Brimhall, Hurlburt, & Aarons, 2019). Furthermore, Fenwick et al. determined the MLQ to be a very comprehensive TL assessment instrument. Avolio et al. (2004) used the MLQ to demonstrate that US military platoon leaders higher in garrison TL more effectively led their platoons in near-combat mission readiness. Moreover, the MLQ has been externally validated by repeatedly demonstrating significantly higher TL scores for project managers in

Ethiopian Non-Government Organization Sectors (Aga et al., 2016), occupational health and safety management practitioners in Italian municipal waste companies (Battaglia, Passetti, & Frey, 2015), substance abuse treatment program coordinators (Fenwick et al., 2019), and South Korean businesses owners (Kim et al., 2018).

The MLQ utilizes a Likert rating scale, requiring participants to answer closed-ended questions from a fixed set of 62 alternative responses. (Amundsen & Martinsen, 2015). The Likert survey format consists of closed-ended questions. Closed-ended questions provide researchers with an easy process for collecting and analyzing information (Bojanic & Reid, 2016). The respondent's answers are consistent, and the data are in a form that is simple to record. Closed-ended questions can come in the form of a) scaled-responses, which involves questions or statements followed by a rating scale, b) multiple category questions, which contains more than two responses, and c) dichotomous questions, which contains two possible options (Bojanic & Reid).

This study was conducted using six subscales from the MLQ rater form. Scores for each question ranged from (1) to (5), with four items summed for each subscale. According to Chammas and Hernandez (2019), the TL style comprises five subdimensions: (a) IIA (Items 10, 18, 21, 25); (b) IIB (Items 6, 14, 23, 34); (c) IC (Items 15, 19, 29. 31); (d) IM (Items 9, 13, 26, 36); and (e) IS (Items. 2, 8, 30, 32). Generated scale scores for statistical analysis for each scale were summed, dividing the number of items in that scale. This practice is consistent with the scoring protocol outlined in the MLQ manual (Avolio & Bass, 1999).

The MLQ rater form was used by participants to rate their immediate supervisor. Statistical Package for Social Sciences (SPSS), Version 25, and Microsoft Excel were used to enter, manage, analyze, and present the findings of this study. The combined survey was completed by respondents who logged onto a website, via computer technology, to key in their answers. Examples of available computer technology platforms included desktops, laptops, tablets, and cell phones. Participants were not required to utilize writing instruments while participating in this study. The time to complete the survey did not exceed 30 minutes. Participants were asked to complete the survey within 14 days.

Indicators of Fiscal Sustainability (IFS)

According to Leon (2001), the IFS is a psychometric inventory consisting of 12 items about FS. The purpose of the IFS is to identify a comprehensive set of measures of institutional development that are relevant to organizational financial sustainability. Researchers use several other questionnaires to measure FS in various environments. These questionnaires include (a) Fiscal Capability Scale, (b) CFPB Financial Well-Being Scale, and (c) RTF Financial Capability Survey. The IFS is a well-known and established multidimensional instrument that provides a comprehensive set of measures of institutional development (Leon, 2001). For this study, the IFS was the instrument chosen to measure FS. Participants were asked to respond to 12 items on the IFS, on a 5-point multiple-choice response scale (1 to 5), that measures key financial attitudes and behaviors.

The IFS was validated and normed by the Nature Conservancy in Arlington, Virginia. The Nature Conservancy has successfully assisted countries in building the capability and commitment to conserve biological diversity and the natural systems necessary to sustain life since 1988 (Leon, 2001). The Nature Conservancy also collected data from additional sources, which allowed sets of questions to be compared to external sources of information, acting as a test of validity. Various organizations tested the IFS over time and completed the questionnaire at different periods. The respondents were consistent in their answers, serving as a test of reliability. As a result, Nature Conservancy officials validated the IFS to be a valid metric for FS (Leon, 2001).

Data Collection Technique

Participants were required to possess direct knowledge and experience related to the overarching research question and have a vested interest in the study’s findings (Hinson et al., 2018). Potential participants provided valid email addresses and were subsequently sent an invitation to participate in the study. Those choosing to participate in the study were provided with a link to complete the online survey. Online survey platforms offer convenient and reliable data management. By design, online survey formats protect against the loss of data and facilitate data transfer into a database (e.g., Microsoft Excel or SPSS) for analysis (Regmi, Waithaka, Paudyal, Simkhada, & Van Teijlingen, 2017). This approach provided the ability to export responses into a compatible database, eliminated transcription errors, and prevented survey modification by participants (Ebert, Huibers, Christensen, & Christensen, 2018).

Tella (2015) conducted a study to examine comparative analysis of online and paper-based data collection methods. A total of 500 library and information science professionals, from seven states in Nigeria, were randomly selected to complete a self-designed questionnaire. The main objectives of the study were to compare the electronic and paper-based data collection methods based on response rates, response time, and dependability. Researchers found that respondents preferred paper-based over electronic-based data collection methods. Similarly, respondents indicated they could not use any other data collection methods other than paper-based.

The paper-based method also enables the researcher to control access to the survey, as well as provides an opportunity to monitor the progress of the research (Tella, 2015). However, the paper-based method has disadvantages, such as (a) time constraints, (b) cost of making copies of questionnaires, (c) participants' awareness that an individual will review each paper-based survey, which may lead some participants to complete the survey falsely, and (d) the inability to use extensive skip logic, which enables future questions to be automatically answered based on a previous response (Tella, 2015). Therefore, paper surveys may limit survey efficiency and depth of questions asked, as well as incur exorbitant expenses to reach larger populations (Guo, Kopec, Cibere, Li, & Goldsmith, 2016; Tangmanee & Niruttinanon, 2015).

The electronic-based data collection method is beneficial in terms of gathering a representative sample within a short period. Additional benefits of this data collection method include the tendency and possibility of having higher response rates, faster collection of a random sampling of users' perception on issues, and larger data collection in a shorter period (Tella, 2015). Most online surveys can be programmed to input data directly into statistical packages, saving time and money. According to Barth, de Jong, Junger, Hartel, and Roppelt (2019), savings realized by using electronic data collection are valuable because they promote a broadening of research and allow researchers to allocate resources to other projects or areas of interest. This method saves the researcher time as well as eliminates errors associated with data entry (Liu, Chau, & Tang). Furthermore, a general pattern was found, suggesting participants perceived their anonymity was better protected when completing online questionnaires (Barth et al., 2019). In contrast to the findings of Barth et al. (2019), Dwyer, LeCrom, and Greenhalgh (2016) determined that online surveys could potentially impose privacy and security risks. These issues may reduce the sample size, therefore biasing the sample and lowering response rates For example, some participants may have multiple e-mail addresses or use e-mail filters to sort junk and unwanted email (Dwyer et al., 2016).

The examination of data collection techniques' advantages and disadvantages enables researchers to secure the best method to collect data. For example, longitudinal and cross-sectional research methods use different periods for data collection. Longitudinal methods examine sample populations at different time intervals, whereas cross-sectional methods examine a sample population at one time (Aggarwal & Ranganathan, 2019). Although Ebert et al. (2018) defended the cross-sectional method as being a quick, inexpensive, and efficient nature of accessing information about the population, Caruana, Roman, Hernandez-Sanchez, and Solli (2015) posited that longitudinal methods offer more conclusive findings. Limited time and resources warranted using the combination of a cross-sectional method and online survey distribution for this study. The online survey consisted of two sections: the MLQ and IFS.

Data Analysis

The focus of this quantitative correlational study was to determine the relationship between idealized influence attributed, idealized influence behavior, individualized consideration, inspirational motivation, intellectual stimulation, and fiscal sustainability. Thus, examining the relationship between the five TL constructs and FS helped to identify some strategies that African American church leaders could use to maintain FS beyond five years. Based on the research question, the null and alternative hypothesis were as follows:

H_0: There is no statistically significant predictive relationship between idealized influence attributed, idealized influence behavior, individualized consideration, inspirational motivation, intellectual stimulation, and fiscal sustainability.

H_a: There is a statistically significant predictive relationship between idealized influence attributed, idealized influence behavior, individualized consideration, inspirational motivation, intellectual stimulation, and fiscal sustainability.

For this research study, multiple linear regression was used to analyze the data. According to Rensink (2016), multiple linear regression analysis is a technique that allows additional factors to enter the analysis separately so that the effect of each can be estimated. Tang, Huang, and Pan (2019) used multiple linear regression to study the effects of radial artery pulse waves on vascular aging. A total of 228 healthy adults participated in routine health examinations. Tang et al. examined the relationship between male age predictors, female age predictors, the independent variables, and chronological age, the dependent variable.

In multiple linear regression, *R*, R^2, and adjusted R^2 represents the correlation coefficient, the coefficient determination, and adjusted R^2, respectively (Rogers, 2017). The correlation coefficients describe the strength and direction of an association between variables. Coefficient scales range from –1 to +1, where 0 indicates a nonexistent linear association, and the relationship gets stronger and ultimately approaches a straight line, or a constantly increasing or decreasing curve, as the coefficient approaches an absolute value of 1 (Schober, Boer, & Schwarte, 2018). The correlation coefficient has no obvious intrinsic interpretation, and researchers sometimes report the square of the correlation coefficient (*R*). The squared correlation coefficient (R^2) is termed the *coefficient of determination* is the squared correlation coefficient (Schober, Bossers, Dong, Boer, & Schwarte, 2017). The coefficient (R^2) is used to evaluate the appropriate fit of variables based on the values of each variable (Amirat, Ziani, & Messadi, 2016). Large R^2 values indicate a strong relationship with prediction sufficiency, whereas small values reflect a weak relationship and the inability to make predictions (Hamilton, Ghert, & Simpson, 2015).

The adjusted R^2 is a modified version of R^2 based on the number of predictors in the model. Adjusted R^2 is always less than or equal to R^2. A value of 1 indicates a model that perfectly predicts values in the target field. A value less than or equal to 0 indicates a model that has no predictive value (Nimon, Zientek, & Thompson, 2015). The adjusted R^2 regulates the proper fit of the variables to generalize the results of the model to the population. Adjusted R^2 is a corrected goodness-of-fit measure for linear models and always increases as the number of effects is included in the model. Furthermore, adjusted R^2 might decrease if a specific effect does not improve the model. Multiple linear regression has a unique advantage over other data analysis techniques because it can predict an outcome for the dependent variable (Huang et al., 2017). Multiple linear regression is useful when studying large populations and examining relationships between variables (Khalili, 2017).

The purpose of this study was to examine the relationship between the predictor and dependent variables. Therefore, other statistical tests did not meet the requirements for conducting this study. Two types of statistical inferences are parametric and nonparametric methods. Parametric methods are statistical techniques that define the probability distribution of variables and make inferences about the parameters of the distribution. Nonparametric methods are statistical techniques utilized where the probability distribution cannot be defined (Kim, 2015). The *t*-test is one type of parametric method that can be employed in cases when the samples satisfy the conditions of normality, equal variance, and independence. Moreover, *t*-tests are statistical tests used to compare the means of two groups. Independent and paired are the two *t*-test types. Independent groups under comparison use independent *t*-tests in experiments (Kim, 2015). Paired *t*-tests can be categorized as a type of *t*-test for a single sample because they test the difference between two paired results (Kim, 2015).

The analysis of variance (ANOVA) represents another linear statistical model, which is used to assesses the relative size of between-group variance compared to the within-group variance (Fraiman & Fraiman, 2018). When the between-group variances are the same, mean differences among groups seem more distinct in the distributions with smaller within-group variances. Therefore, the ratio of between-group variance to within-group variance is of the main interest in the ANOVA (Fraiman & Fraiman, 2018). After analyzing various quantitative options, I concluded that multiple linear regression was the appropriate method to address the research question for this study. According to Tang et al. (2019), multiple linear regression has the advantage of examining the correlation between independent variables and a dependent variable. Although various statistical tests possess similarities or differences, in relationships between variables, multiple linear regression best supports the preferred statistical analysis technique (Tang et al., 2019).

For this study, I collected data from one survey that combined the MLQ rater form and IFS. Initial data analysis (IDA) was used to exclude incomplete surveys from the analysis. (Huebner, Vach, & le Cessie, 2016). The purposes of IDA are to perform efficient statistical analysis and minimize the risk of incorrect or misleading results. Data cleaning and data screening are two main categories of IDA. Data cleaning involves identifying inconsistencies in the data, preventing errors, and improving the quality of research findings (Huebner et al., 2016). IDA is conducted independently of the analysis needed to address the research questions and does not include analyses that directly support the research aims; this restriction prevents hypothesis generation leading to false-positive results (Huebner et al., 2016). False-positive results incorrectly indicate that a condition or attribute is present (Theron et al., 2018).

Data screening is a description of the data properties (Vitharana & Chinda, 2017). The purpose of data screening is to improve the availability of collected and stored data, reduce the impact of marginal data on the conclusion, and facilitate later data processing and analysis (Liu, Du, & Guo, 2016). According to Kozak, Seeliger, and Gedrange (2017), screening data for completeness improves accuracy and minimizes potential errors. Therefore, researchers are encouraged to consider data screening when designing surveys, selecting screening techniques based on theoretical considerations, and reporting the results of analysis both before and after employing data screening techniques (Vitharana & Chinda, 2017).

Vitharana and Chinda (2017) surveyed 252 workers from a large-sized construction company in Sri Lanka. Utilizing computer software allows the researcher to discover hidden errors that might otherwise go undetected. Examining missing data is very crucial as it might reduce the sample size available for analysis. Mishandling missing data can lead to misleading results, ultimately affecting the decision of whether an intervention is prudent due to increased time and money required to complete the process (Stavseth, Clausen, & Røislien, 2019). Furthermore, studies have shown that missing data is an issue that must be curtailed by researchers. Vitharana and Chinda (2017) determined that missing data are a frequent problem in cost-effectiveness analysis within a randomized controlled trial.

After capturing the data in SPSS, a preliminary descriptive statistic was run to identify the prevalence of missing data. Handling the missing data required mean substitution. Mean substitution is the replacement of a missing observation with the average of the non-missing observations for that variable, which is accepted as a proven method because it is easy to execute and time effective (Vitharana & Chinda, 2017).

When designing an online survey, researchers should consider several principles such as simplicity in items included, feasibility, appropriateness of online surveys for the target participants, cultural and ethnic sensitivity, completeness, and neutrality. Moreover, as online surveys are generally self-administered, answering instructions must also be extremely clear. Adhering to these principles will ensure that online surveys are methodologically sound (Regmi et al., 2017). Furthermore, screening techniques may help researchers improve the quality of data, leading to accurate and useful results. According to Hamilton et al. (2015), some of the most common multiple linear regression assumptions included linearity, multicollinearity, outliers, and homoscedasticity. Linearity assumes a linear relationship between the dependent and independent variables. Validating linear relationship enables researchers to avoid misinterpretations about the relationship between variables.

Scatter plots are most effective for linearity assumption testing (Fernandez-Martinez, Bogdziewicz, Espelta, & Penuelas, 2017). The use of scatter plots could confirm whether a linear relationship exists between independent and dependent variables (Rensink, 2016). Scatter plots also determine whether variables meet or violate assumptions (Hall, 2015). Multiple linear regression assumes that there is no multicollinearity in the data. Multicollinearity occurs during a high correlation between independent variables (Vatcheva & Lee, 2016). A correlation matrix, or a variance inflation factor (VIF) is used to check for multicollinearity. When computing a matrix of

Pearson’s bivariate correlations among all independent variables, the magnitude of the correlation coefficients should be less than .80.

Linear regression VIFs indicate the increased degree of variances in regression estimates due to multicollinearity. VIF values greater than 10 indicate a problem with multicollinearity. If multicollinearity appears in the data, one possible solution is to subtract the mean score from each observation for each independent variable. However, the simplest solution is to identify the variables causing multicollinearity issues (Vatcheva & Lee, 2016). There exist numerous assumptions available to the researcher to analyze the relationship between variables. Outliers refer to extreme values that abnormally lie outside the overall pattern of a distribution of variables (Kwak & Kim, 2017). One method used to identify outliers in a normal distribution includes measuring the distance between a data point and the center of all data points to determine an outlier. Treating outliers in a data set requires removing outliers as a means of trimming the data set, replacing the values of outliers or reducing the influence of outliers through outlier weight adjustments, or estimating the values of outliers using robust regression analysis techniques (Kwak & Kim, 2017).

Outliers are the values far from the main group. Missing values are the values attributed to the blank spaces (Tian, Yin, & Huang, 2018). Missing data can arise from information loss as well as dropouts and non-responses of the study participants. The presence of missing data leads to smaller sample sizes than intended and eventually compromises the reliability of the study results. Missing data can ultimately produce biased results when inferences about a population are drawn based on such a sample, undermining the reliability of the data. As a part of the pretreatment process, missing data are either ignored in favor of simplicity or replaced with substituted values estimated with a statistical method (Tian et al., 2018). In general, the analysis of missing values involves the consideration of efficiency, handling of missing data and the resulting complexity in analysis, and the bias between missing and observed values (Tian et al., 2018). In instances of outliers, or missing data, I contacted my advisor to discuss how to handle this discrepancy. Seeking advice from an expert methodologist enables less experienced researchers to address statistical-related issues. Mishandling outliers and missing data can skew research results (Tian et al., 2018). All outliers appearing in the raw data were handled on an individual basis.

Homoscedasticity provides another assumption for data analysis and proposes the existence of values between the variance of residuals consistent between independent and dependent variables (Ernst & Albers, 2017). An equal or constant variance represents homoscedasticity. The assumption of homoscedasticity occurs when, at each level of the predictor variable, the residuals have similar variances. One way to test this assumption in regression analysis is via a residuals scatter plot, which depicts the vertical distance from the actual plotted point to the point on the regression line (Ernst & Albers, 2017). Researchers use various assumptions when examining the relationships between variables. With each examination, a potential for violation of assumptions exists. Violations of assumptions occur when data fails to meet assumption requirements (Nidsunkid, Borkowski, & Budsaba, 2017). Therefore, any violation of assumptions will result in the nullification of the validity of confidence levels and significance tests (Utley, 2019). Hence, selecting an appropriate statistical technique to analyze data can improve conclusive findings of research studies.

Quantitative researchers analyze data using both descriptive and inferential statistics. Descriptive statistics give a summary of the sample being studied without drawing any inferences based on probability theory (Gupta et al., 2019). Furthermore, descriptive statistics can help in summarizing data in the form of simple quantitative measures such as percentages or means or the form of visual summaries such as histograms and box plots (Gupta et al., 2019). Inferential statistics use statistical tests such as the *t*-tests and ANOVA to test the relationships between the hypotheses to make conclusions about the population (Trafinow & MacDonald, 2016).

Pearson's correlation coefficient was used to determine the relationships between IIA, IIB, IC, IM, IS, and FS. According to Hassan, Nawaz, Lashari, and Zafar (2015), Pearson's correlation coefficient measures the strength and direction of association that exists between independent and dependent variables on at least an interval scale. Akoglu (2018) calculated the relationship between the independent and dependent variables, noting that values closer to zero represented a weak effect on the relationship between variables, whereas values closer to one represented a stronger relationship between variables.

Scatter plots were used to visually depict linear relationships and outliers (Rensink, 2016). Motulsky (2015) noted that the presence of outliers and assumed correlations might distort statistical calculations. For this study, SPSS (Version 25) was used to conduct data analysis. SPSS is a powerful, user-friendly statistical tool used for interactive descriptive statistical analysis (Ozgur, Kleckner, & Li, 2015). Descriptive statistics included the measures of central tendency and measures of variability (mean, median, mode, standard deviation, skewness, and kurtosis). SPSS allowed me to generate a single table with descriptive statistics for one or many variables (Reuben, Chiba, & Scheepers, 2017).

Study Validity

Validity

Validity is the extent to which a concept is measured accurately in a study. For example, a survey designed to explore depression, but measures anxiety, would be considered invalid. Validity in research refers to how accurately a study answers the study question or the strength of the study conclusions. For outcome measures such as surveys or tests, validity refers to the accuracy of measurement (Demirsoy & Sayligil, 2016). Validity is not a property of the tool itself, but rather of the interpretation or specific purpose of the assessment tool with particular settings and learners (Demirsoy & Sayligil, 2016). Attaining validity assists in determining the proper measurement and accuracy of the instrument, in addition to the data measured (Taherdoost, 2016).

Validity establishes the framework for existing and future research studies to ensure the use of valid instruments. Determining validity can be viewed as constructing an evidence-based argument regarding how well a tool performs according to specifications (Demirsoy & Sayligil, 2016). Two performance tools that exist to support the credibility of a research study are internal and external validity. Internal validity is the approximate truth about inferences regarding cause-effect or causal relationships.

External validity refers to the extent to which the results of a study are generalizable to the population that the sample is thought to represent (Patino & Ferreira, 2018). My study is a correlational design and relied on an external validity, which is applicable because the study was conducted utilizing samples obtained from a large population. Utley (2019) asserted that assessment validity instruments require several sources of evidence to build the case that the instrument measures what it is supposed to measure. Heale and Twycross (2015) recommend using these dimensions of validity to facilitate the accuracy of the following instruments: content validity, criterion validity, and construct validity.

Content validity includes an evaluation of an instrument's items to determine whether it covers all aspects of the study to be measured. (Jasti & Kodali, 2015). Criterion validity provides evidence about surveys, and questionnaires supported by the data collection instrument. Generally, the criterion validity is used to compare the well-established measurement procedure with new generated measurement procedures (Jasti & Kodali, 2015). Construct validity provides the information and complete evidence of whether a particular operationalization of a construct effectively signifies what is anticipated by a theoretical account of the measured construct (Jasti & Kodali, 2015). Subcategories of construct validity include discriminant and convergent validity. Convergent validity refers to how closely the new scale is related to and other measures of the sa3me construct. Not only should the construct correlate with related variables, but it should not correlate with dissimilar, unrelated ones (Jasti & Kodali, 2015). Correlational research designs pose a threat to validity due to their inability to reveal causal relationships (Heale & Twycross, 2015). Therefore, statistical analysis was used to assess the relationship between the independent and dependent variables (Jacobucci, Brandmaier, & Kievit, 2019). Validity is concerned with the extent to which an instrument measures what it is intended to measure, whereas reliability is concerned with the ability of an instrument to measure consistently (Taber, 2017).

Transition and Summary

The purpose of this predictive quantitative correlation study was to examine the relationship between TL and FS of African American churches in South Carolina, Pennsylvania, Delaware, New Jersey, Texas, North Carolina, Virginia, California, and the District of Columbia. The MLQ rater form and IFS were used to measure this relationship. Section 2 provided an overview of the rationale and research design used for this study. Also discussed were the methodology, population sampling procedures, ethical considerations, participant selection process, and data collection procedures. This section concluded with a discussion of threats to validity, as well as data analysis techniques. Section 3 provides a summary of the research questions, an overview of the data collection process, an analysis of the results, suggestions for future research, and the conclusion.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this predictive quantitative correlational study was to determine the potential relationships, if any, between IIA, IIB, IC, IM, IS, and FS. Analysis of the present study was based on a dataset comprised of 92 participants who evaluated pastors from 21 African American congregations in South Carolina, Pennsylvania, Delaware, New Jersey, Texas, North Carolina, Virginia, California, and the District of Columbia. The independent variables for this study included IIA, IIB, IC, IM, and IS. The dependent variable for this study was FS. The overall model showed that IIA, IIB, IC, IM, and IS significantly predicted FS, $F(5,86) = 4.889$, $p < .001$. *P* values less than or equal to 0.05 were considered statistically significant; therefore, the null hypothesis was rejected, and the alternative hypothesis was accepted.

Presentation of Findings

The research question, and hypotheses, examined the implications of African American pastors utilizing TL to establish strategies for maintaining FS during times of financial crises. I used two published instruments to evaluate the impact of the research variables (see Appendices B & C). The MLQ Rater Form was used to evaluate the TL constructs in the study. The data from this form was used in aggregate to measure the impact of TL on 92 African American church leaders. The IFS was used to identify any relationships between the TL attributes and FS.

Test of Assumptions

I assessed multicollinearity, outliers, normality, linearity, homoscedasticity, and residual independence assumptions. Assumptions of multiple linear regression showed that there was no serious violation of ordinary least squares regression assumptions. Minimal heteroscedasticity is observed in residual versus fitted values plot. The regression model showed only IS as a significant predictor of FS.

Multicollinearity

Multicollinearity values of the study variables were evaluated as the predictor variables. Independent variables with VIFs greater than 5 are considered to be highly correlated (Johnston, Jones, & Manley, 2017). The VIF values for bivariate correlation coefficients in this study were all less than 3; therefore, violations of multicollinearity assumptions were not apparent. Correlation coefficients and VIF collinearity statistics are shown in Tables 3 and 4, respectively.

Table 3

Correlation Coefficients Among Study Predictor Variables

Variables	IIA	IIB	IC	IM	IS	FS
IIA	1	.494	.592	.747	.703	.240
IIB	.494	1	.473	..496	.474	.080
IC	.592	.473	1	.622	.735	.212
IM	.747	.496	.622	1	.662	.157
IS	.703	.474	.735	.662	1	.435
FS	.240	.075	.274	.188	.435	1

Note. *N* = 92.

Table 4

Collinearity Statistics

	Collinearity statistics	
Variable	Tolerance	VIF
IIA	.358	2.794
IIB	.668	1.453
IC	.418	2.394
IM	.378	2.649
IS	.342	2.924

Note. *N* = 92.

Evaluation of outliers, normality, linearity, homoscedasticity, and independence of residuals were conducted by examining box plots, the normal probability plot (P-P) of the regression standardized residuals, and the scatterplot of the standardized residuals. When calculating the 2,000 bootstrap samples, a 95% CI was used. The normal P-P plots (see Figure 2) indicated that the distribution of standardized residuals was close to the regression line. Therefore, the assumption of normally distributed residuals was not violated. The standard residual of a scatterplot displayed the standardized predicted values versus standardized residuals (see Figure 3). All the scatter plot ordered pairs were above or below the zero points of both axes, which showed random behavior. However, the values were more clustered on the positive sides of both axes. This indicated that the assumption of equal variances was violated. A violation of the homoscedasticity assumption suggests a decrease in residual variations. Therefore, the run of 2,000 bootstrap samples was appropriate to minimize any impact on the statistical result.

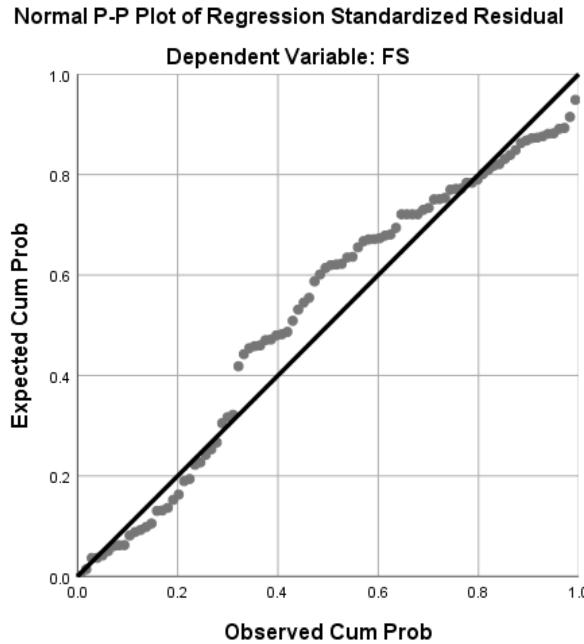


Figure 2. Normal probability plot of the standardized residuals. P-P = probability plot.

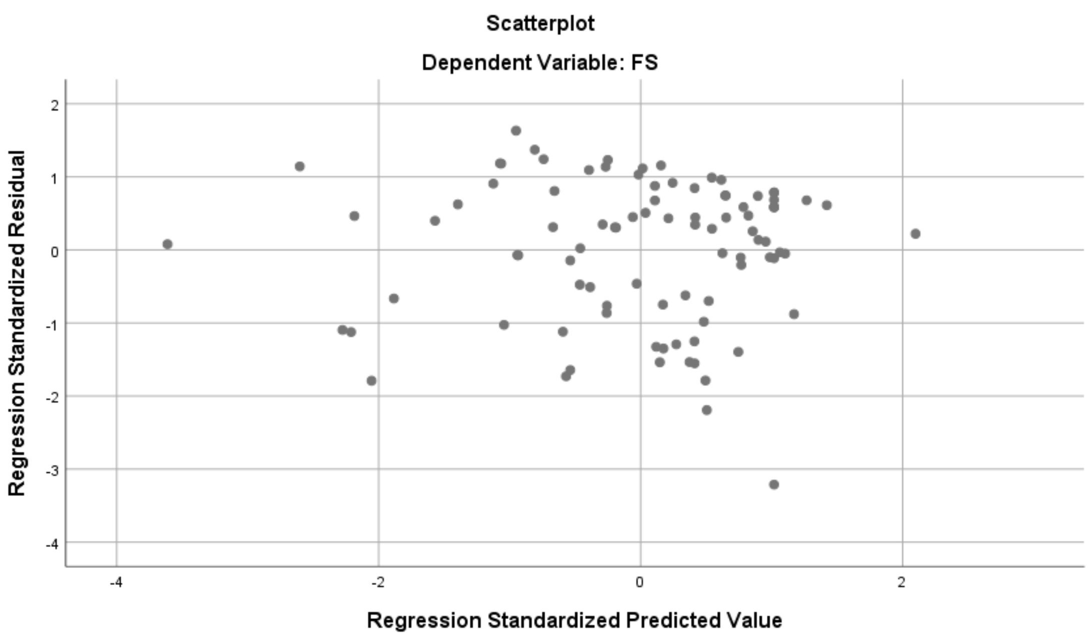


Figure 3. Scatterplot of the standard residuals.

Descriptive Statistics

After reviewing the MLQ Rater Form and IFS, I selected 92 African American church leaders and zero outliers were eliminated. Table 5 shows the study variables' descriptive statistical values.

Table 5

Mean and Standard Deviations for Quantitative Study Variables

			Bootstrap 95% CIs	
	M	*SD*	*M*	*SD*
IIA	3.48	.658	[3.34, 3.61]	[.052, .079]
IIB	2.83	.544	[2.58, 3.08]	[.970, 1.47]
IC	3.24	.711	[3.10, 3.39]	[.570, .860]
IM	3.61	.586	[3.49, 3.73]	[.470. .700]
IS	3.03	.887	[3.06, 3.42]	[.710, 1.07]
FS	3.78	1.064	[3.56, 4.00]	[2.12, 5.44]

Note. *N* = 92.

Inferential Results

Using multiple linear regression, I determined that a significant relationship existed between the independent variables and FS. The independent variables included IIA, IIB, IC, IM, and IS. The dependent variable was FS. The null hypothesis was that no significant statistical relationship existed between IIA, IIB, IC, IM, IS, and FS. The alternative hypothesis was that a significant statistical relationship existed between IIA, IIB, IC, IM, IS, and FS. Preliminary analyses were conducted to assess whether assumption of multicollinearity, outliers, normality, linearity, homoscedasticity, and independence of residuals were met; violations of the assumptions were observed.

The positive slope of IS suggests a 69.5.% direct relationship between IS and FS, which indicated that IS was a predictor of FS. Therefore, a 69.5% increase in IS resulted in the exact same percentage increase in FS. This predictor significantly affects FS, whereas $p < .001$ and the 95% bootstrap confidence interval (0.241, 1.044) does not include a zero value. The semi partial coefficient of determination for IS was 0.186, which indicated that 18.6% variability in FS is due to IS and 81.4% is due to other factors. Table 6 shows the summary of regression for the predictor variables.

Table 6

Regression Analysis Summary for Predicting FS

Variables	*B*	*SE*	ß	*t*	*P*	95% CI bootstrapping
Constant	3.289	.684		4.806	< 0.001	[1.888, 4.847]
IIA	-.026	.245	-.017	-.107	.915	[-.475, .585]
IIB	-.248	.214	-.133	-1.163	.248	[-.635, .289]
IC	-.038	.210	-.026	-.180	.858	[-.574, .333]
IM	-.207	.268	-.120	-.773	.442	[-.815, .345]
IS	.695	.186	.609	3.744	.000	[0.241, 1.044]

Note. *N* = 92. Bootstrap results are based on 2,000 bootstrap samples.

Analysis summary. The purpose of this predictive quantitative correlational study was to determine the relationship between IIA, IIB, IC, IM, IS, and FS. Assumptions surrounding multiple regressions were evaluated without observing any serious violations. All five independent variables provided useful predictive information pertaining to FS. The regression analysis between TL and FS shows $R^2 = .221$, indicating only 22.1% variability in FS is due to TL and the remaining 77.9% is due to other factors. The positive slope of TL indicates that an increase in TL tends to increase FS by 56.8% and the coefficient is significant, $p < 0.05$ (see Table 7). The overall model (Table 8) with TL as a predictor of FS is significant, $F(5,86) = 4.889$, $p < .001$, and $R^2 = 0.221$. In the final model, IS (ß= .695, $t = 3.744$, $p < .001$) was the only significant predictor of FS. The final predictive equation is as follows: FS = 3.289 + .695 (IS).

Table 7

Relationship between TL and FS

Variable	Coefficients	Standard error	*p* value	95% confidence interval	
				Lower	Higher
Intercept	1.894	0.591	.002	.720	3.067
TL	0.568	0.180	.002	.211	0.925

Note. *N* = 92. Predictor variables = TL; Dependent variable = FS.

Table 8

Overall Model Summary

r	R^2	*Adjusted r*	*Standard error*	*d.f*	*F value*
0.470	0.221	0.176	.92004	5,86	4.889

Note. *N* = 92. Predictor variables = TL (IIA, IIB, IC, IM, IS); Dependent variable = FS.

Theoretical discussion of findings. The traditional role of African American pastors is that of spiritual leader and advisor. African American pastors also have a tremendous amount of influence in their local communities and are expected to coordinate outreach services and initiatives designed to significantly improve the quality of life for the residents. These obligations require resources, such as facilities, materials, equipment, and personnel. Unfortunately, the availability of resources has been on the decline as a result of the 2008-2010 U.S. economic recession. The majority of nonprofit organizations continue to indicate that financial sustainability is one of their greatest challenges (Amadeo, 2018). As a result, African American church leaders are aggressively exploring strategies for establishing and maintaining FS. The findings of this study indicated a significant relationship between IS and FS. Furthermore, this finding suggested that African American church leaders who facilitated IS have a higher propensity for ensuring their organizations remain solvent during periods of fiscal crises. Intellectual stimulation is the extent to which transformational leaders challenge assumptions, take risks, and solicit followers' ideas (Peng et al., 2015).

Findings of Steinmann et al. (2018) indicated that transformational leaders influence the extent to which followers evaluate organizational goals as important and perceive them as attainable. TL has been linked to contexts of turmoil and to accelerating levels of change and crisis (Bass, 1985). Research conducted by Reams-Johnson and Delker (2016) showed that maintaining effective FS is often visualized as a precursor to success and good citizenship (Reams-Johnson & Delker, 2016). Recent studies have investigated various catalysts for sustainability and determined that one primary driver of corporate sustainability is an organization’s sustainability strategy (Lartrey et al., 2019).

Study findings contributed to the identification of leadership models capable of supporting the development and maintenance of effective FS strategies. Research has also shown that sustainability strategies are more likely to create better economic performance and value for shareholders if sustainability is integrated into the overall business strategy (Galpin et al., 2015). Wesselink, Blok, and Ringersma (2017) showed that a firm's sustainability initiative can be predicted by individual differences in management, including motivation and leadership styles. Aydogmus, Metin Camgoz, Ergeneli, and Tayfur Ekmekci (2016) investigated the relationship between personal motivation and leadership style. These studies subsequently revealed a positive link between autonomous motivation and TL (Aydogmus et al., 2016). Witmer and Mellinger (2016) found that organizations which incorporated TL into their organizational system were well equipped to systematically adapt to funding changes and other disruptive challenges. According to Eide, Saether, and Aspelund (2020), leaders who considered their contributions to be valuable and important were likely to exhibit IS for sustainability.

Applications to Professional Practice

Research indicates that nonprofit organizations are under pressure to adopt more businesslike management practices in order to be more effective organizational administrators and business leaders (Chenhall et al., 2016). This study focused on the relationship between an African American pastor's leadership style and ability to maintain FS during financial crises. The idea of leadership is the same across the private, public, and nonprofit sectors. Good leadership skills are rooted in the ability to achieve growing and sustaining the engagement of people to accomplish something extraordinary together (Giubilini & Levy, 2018). These basic skills include problem solving, decision making, planning, meeting management, delegating, and communicating. Those skills are also the foundation for developing more advanced practices in management and leadership. It does not matter in which sector leadership is taking place, whereas each sector requires people who have been engaged and want to remain engaged for personal and group accomplishment (Giubilini & Levy, 2018).

While perceptions of the TL style of African American pastors in this study were assessed at a high level, one statement received relatively low ratings. The lowest rating among all of the TL statements assessed by the MLQ was given in response to the statement "Emphasizes the importance of having a collective sense of mission." According to Giubilini and Levy (2018), employees have a fundamental right to know what direction their organization is going in so that they can play an active role in helping to make the achievement of that direction possible. Without a clear sense of direction, employees typically form their own opinions of where the organization is going and let those interpretations misguide their well-intentioned behaviors. This action usually results in high levels of chaos and confusion as individuals and groups work at cross purposes to one another (Giubilini & Levy, 2018).

Leadership in nonprofit organizations presents a specific set of challenges and therefore requires a unique set of skills. Executive mentoring and leadership development training can be key to growing nonprofit core competencies among board members and volunteers alike. At the end of the day, this leadership training can create a team that will better serve an organization and help them meet their goals (Giubilini & Levy, 2018,). TL is a theory of leadership which enables a leader to work with teams to identify needed change, create a vision to guide the change through inspiration, and execute the change in tandem with committed members of a group (Steinmann et al., 2018). African American pastors may find TL of value, considering the evolving role of the African American church and the impact that such leadership has regarding the establishment, and maintenance, of FS.

Implications for Social Change

Transformational leadership is an important factor that affects the enhancement of organizational and employee's job performance, and the objectives that should be pursued in order for individuals to make social and economic contributions to society (Manzoor et al., 2019). Transformational leaders engage in social issues in ways that fulfill social responsibilities and embrace opportunities to create positive change within themselves and in their surrounding communities. The implication for social change is that TL skills can provide African American pastors with a framework conducive to the development of strategies resulting in the establishment of FS.

Fiscal sustainability is essential for African American churches, whereas it enables this institution to continue offering much-needed community outreach programs. Upholding strategies that intricately incorporate sustainability creates increased values for organizations, environment, and society. Consequently, many organizations are neglecting to take advantage of business opportunities created by increased stakeholder focus on sustainability. This line of reasoning indicates that practitioners would benefit tremendously from knowledge of how sustainability efforts could be developed and integrated into core business strategies (Engert, Rauter, & Baumgartner, 2016).

Recommendations for Action

The findings from this doctoral study indicated the validity of fiscal sustainability as a key indicator of success for African American pastors and church leaders, and also recommended transformational leadership when reviewing strategies related to fiscal sustainability. Also, the findings indicated that intellectual stimulation was statistically significant in increasing overall fiscal sustainability. Based on the findings from this doctoral study, the recommendation is for African American pastors and church leaders to participate in leadership and financial management training programs and investigate leadership strategies available for effectively governing finances to ensure viability and sustainability.

Recommendations for Further Research

This study provides insights about the perceptions of TL that may further develop through future research. The results of this study are limited to African American church leaders' perceptions of their pastor based on specific statements identified on the Multifactor Leadership Questionnaire. The results were based on a limited population of African American pastors in South Carolina, Pennsylvania, Delaware, New Jersey, Texas, North Carolina, Virginia, California, and the District of Columbia. Research based on a larger population of African American pastors and church leaders may further enhance the understanding of effective TL style within these organizations. Second, the results are a specifically reflective of the 45 statements included on the MLQ, which not only assessed transformational leadership, but transactional and laissez-faire leadership styles as well (Avolio & Bass, 1999). Finally, a qualitative study may broaden the understanding of perspectives on transformational leadership, whereas participants would be able to discuss the perceptions held of their African American pastor's TL behaviors and financial knowledge.

Future studies may use an experimental design which may reveal evidence of causal relationships between TL and FS. Further researchers could also investigate whether the TL framework has a positive effect on the organizational culture, the African American pastor's overall leadership style, or both.

Reflections

Based on past leadership experiences within the African American church, I believed that embracing the transformational leadership framework is what enabled some African American churches to succeed while others were failing. Although this study validated my beliefs, I ensured that my views did not create bias. Throughout this process, I remained mindful of personal biases while conducting this study and retained focus on capturing and representing the opinions and perspectives of participants in an unbiased manner. In order to neutralize my familiarity with this study, I allowed the data to be collected, and aggregated, by an independent entity. I initially understood TL to be a one-dimensional construct. However, further research revealed that TL is comprised of 5 individual constructs. Within the African American church, pastors are known for their charismatic preaching (idealized influence attributed), which is what I thought others would consider to be the most significant. In addition, I felt confident that the valuing the pastor's behavior (idealized influence behavior), being treated as an individual (individualized consideration), and feeling inspired (inspirational motivation) would also be significant. However, the only significant predictor of FS was intellectual stimulation, which occurs when leaders challenge followers to engage in higher-level and creative thinking. Therefore, the overall model accurately predicted FS and I was able to reject the null hypothesis.

Conclusion

This study focused on the TL qualities of African American church pastors in South Carolina, Pennsylvania, Delaware, New Jersey, Texas, North Carolina, Virginia, California, and the District of Columbia. Perceptions of TL outcomes, to include effectiveness, extra effort and satisfaction were also examined. In this study I sought to examine the relationship between TL and FS. The results of this study provided insight into the behaviors and priorities of African American pastors as perceived by African American church leaders. Within the African American church, pastors visualize themselves as an authority with responsibility for encouraging behaviors for their congregation, realizing that parishioners have a high level of respect for their leaders. Pastoral influence extends into the local community. The African American pastor is often the spokesperson for the church within the community at large, ensuring that community issues affecting his/her parishioners are considered. African American pastors, in their historical roles as change agents and social leaders, translate well into champions of congregational health (Story et al., 2017).

Transformational leadership is one of the most comprehensively researched organizational variables that has a potential effect on employee performance, and the decision which the leader makes can lead to the success of failure of the organization. Leading a change initiative is one of the most difficult tasks a leader can face. For most leaders, managing a change initiative is a crucial role. It is a two-edged sword with many risks and opportunities, but the responsibilities can widely vary depending on the type of change being pursued (Choi, Goh, Adam, & Tan, 2016). By becoming familiar with the TL framework, African American pastors could potentially become more effective leaders in their respective communities.

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Appendix A: Protecting Human Research Participants Training Certificate

CERTIFICATE

OF COMPLETION

PHRP Online Training, LLC certifies that

James Munford

has successfully completed the web-based course
"Protecting Human Research Participants Online Training."

Date Completed: **09/22/2019**
Certification Number: **2839841**

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