# Omega Graduate School

# Dissertation Research Prospectus (Pre-Proposal)

Erik Christensen

May 25, 2023

# Problem Statement

The problem is it is not known if there is a relationship between church leaders’ spiritual formation and transformational leadership practices. While there has been an abundance of research on Transformational Leadership (TL), further research needs to investigate the relationship between the spiritual formation of a leader and TL practices (Taladay & Panesar-Aguilar, 2021).Though some academic articles have touched upon the spiritual beliefs of leaders and impact upon their decision making, there is a clear evasion within the literature in addressing the role which religion and or a leader’s spiritual beliefs, have upon leadership (Gaitho, 2019).

# Purpose Statement

The purpose of this study is to examine the relationship between church leader’s spiritual formation and transformational leadership practices.

# Background of the Problem (1-2 pages)

The Problem to be researched is whether there is a relationship between Church Leader’s spiritual formation and transformational leadership practices. Leadership research ought to be considered equally important as medical research due to the potential leaders can improve the world and save lives (Spoelstra et al., 2021). Transformational leadership (TL) is one such leadership model which ought to be researched further particularly regarding the spiritual formation of transformational leaders. With this in mind leader’s spiritual formation regarding beliefs such as honesty, integrity, and truthfulness are essential to understand as these characteristics are valued highly by followers (Breevaart & Zacher, 2019). Leaders who exhibit healthy spirituality, do so by leading with virtues such as kindness, patience, and love (Taladay & Panesar-Aguilar, 2021). Those who follow transformational leaders consider the values and beliefs of their leader (Usman, 2020).

The Transformational Leadership model (TL) originated by Burns, was developed further by Bass who highlighted four main leadership categories which are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1985). TL’s develop vision to clarify new directions for organizations while also encouraging employees to grow personally by thinking in new ways and accepting the challenge of beneficial change (Yue et al., 2019). The importance of relationships between TL’s and employees is essential as a foundational TL function is to inspire followers through building trust with them (Ewell, 2018). Followers begin to imitate their leader once trust and confidence is established and therefore relationships between TL’s and their followers become highly significant.

Spirituality as a dimension reflecting emotional characteristics such as love and trust are also found in the literature. Moore (2021) defines spirituality by incorporating multiple aspects of human life including the relationship with a higher power which leads to or influences change within an individual while also shaping their actions towards people and surroundings. What someone believes ultimately shapes their values which subsequently influences how they think about and view life in general (Paul Victor & Treschuk, 2020). Secular writers recognize the need for leaders to lead ethically, though they do not include faith formation in the ethical development of leaders (Krispin, 2020). As such, ethics and morally based values such as forgiveness and personal values such as honesty, are essential to the foundation of TL (Groves & LaRocca, 2011).

Beliefs are shaped significantly by religion and as a result, religious beliefs greatly influence a leader’s style (Gaitho, 2019) which can be recognized in various leadership theories. The influence of core beliefs through a leader can be seen clearly within the spiritual leadership theory which equivocates spiritual values with core beliefs, values, and the behaviors leaders exhibit toward followers (Jufrizen et al., 2019). Authentic leadership theory also emphasizes the centrality of a leader’s moral values to how they conduct themselves (Kozminski et al., 2022). Furthermore, the Servant and Spiritual Leadership models are shaped either directly from a theological context or in the case of TL while not as clear is evident (Spoelstra et al., 2021). Leman (2021) goes so far as to suggest that spiritual, transformational, and transactional leadership theories have been provably derived from the biblical narrative.

While there has been an abundance of research on TL, further research needs to investigate the relationship between the spiritual formation of a leader and TL practices (Taladay & Panesar-Aguilar, 2021). Groves & LaRocca (2011) affirm the literature is deficient in investigating the ethical values and moral foundation of TL. Though some academic articles have touched upon the spiritual beliefs of leaders and impact upon their decision making, there is a clear evasion within the literature in addressing the role which religion and or a leader’s spiritual beliefs, have upon leadership (Gaitho, 2019). Therefore, this research seeks to add to the knowledge of the literature through investigating the relationship between Church Leader’s spiritual formation and transformational leadership practices.

# Significance

This study will contribute to the gap in research of spiritual formation and transformational leadership practices by identifying the relationship between church leaders’ spiritual formation and transformational leadership practices. This will empower current church leaders to equip:

1. the next generation of church leaders to form biblical, Christ-centered spiritual beliefs

and,

2. the next generation of church leaders to develop transformational leadership

practices.

# Research Questions

RQ1: What is the relationship between a church leader’s self-assessed spiritual formation and self-assessed TL practices among Southern Baptist Convention (SBC) and General Assembly of Regular Baptist Convention (GARBC) churches in Southern New Jersey?

# Research Methodology

This study will utilize a quantitative methodology because hypotheses derived from research questions will be tested using statistical analysis.

# Theoretical/Conceptual Framework

The theoretical framework will be composed of two theories. Transformational Leadership and Spirituality theory will be combined to frame the research. Transformational leadership practices and spirituality continue to be topics of consideration regarding the formation of leader’s spiritual formation and practices (Taladay & Panesar-Aguilar, 2021).

# Instrumentation

Validated survey instrument that measures attitudes, knowledge, beliefs, or behaviors… (quantitative)

This study will utilize two instruments to correlate transformational leadership practices and spiritual formation. The first is the Leadership Practices Inventory (LPI) produced by Kouzes and Pozner which measures transformational leadership practices. The five domains of the LPI are model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart (Kouzes & Pozner, 2016).

The second instrument to be used is the Spiritual Transformation Inventory (STI) by Dr. Hall which measures spiritual formation. The five domains of the STI are connecting to self and others, connecting to God, connecting to spiritual community, connecting to spiritual practices, and connecting to God’s Kingdom (Hall, 2015).

# Research Design

Correlational: examine the relationship between two continuous variables within the same group from a validated instrument (quantitative, deductive)

This quantitative study will utilize a correlational research design. The research will examine the relationship between spiritual formation and transformational leadership practices among church leaders from SBC and GARBC churches in South New Jersey.

# 

# Population and Sampling

The target population for this study will be church leaders (Sr. Pastor, Pastors, Elders, Deacons, Bible teachers, and ministry team members) from SBC and GARBC churches in South New Jersey.

**Convenience** sampling will be utilized to ensure eligible participants meet the inclusion/exclusion criteria until a sample size of 31 is attained. Permission to recruit participants will be secured from SBC and GARBC leadership.

# Hypotheses (Quantitative Only)

Correlational:

H0: No statistically significant relationship exists between the spiritual formation and transformational leadership practices among SBC & GARBC church leaders in South New Jersey.

Ha: A statistically significant relationship exists between the spiritual formation and transformational leadership practices among SBC & GARBC church leaders in South New Jersey.

# Data Analysis Plan

Quantitative:

This study will test data for normality and relevant assumptions of appropriate statistical procedures. If data do not meet assumptions for parametric procedures (results apply to the population), nonparametric procedures (results apply only to the sample) will be utilized.

This study will utilize Pearson’s Product Moment of Correlation (parametric) or Spearman’s Rank Correlation (nonparametric) to test the hypotheses for statistically significant relationships.

Descriptive statistics will be analyzed for central tendency, frequency, and standard deviation.

**Works Cited**

Bass, B. M. (1985). *Leadership and performance beyond expectations*. The Free Press: Collier Macmillan Publishers. Breevaart & Zacher, 2019

[Ewell, J. (2018). Revitalizing a Student Organization by Applying Transformational Leadership.   
 *Journal of Leadership Education*, *17*(3), 208–218. https://doi.org/10.12806/V17/I3/A2](file:////Users/erikc/Documents/Documents%20-%20ErikC-MacBook/PhD%20program%20-%20OGS/OGS%20-%20PhD%20Core%20Folders%20/Core%207/7%20A%20/Planning%20and%20Proposal%20Writing/Pre-Proposal%20Versions/1%20-%20Prospectus%20-%20OGS%20Pre-Proposal%20/Ewell,%20J.%20(2018).%20Revitalizing%20a%20Student%20Organization%20by%20Applying%20Transformational%20Leadership.%20Journal%20of%20Leadership%20Education,%2017(3),%20208–218.%20https:/doi.org/10.12806/V17/I3/A2)

Gaitho, P. R. (2019). Influence of religion on leadership styles and leadership roles: A critical literature review. *Microeconomics and Macroeconomics*, *7*(1), 8-11.

Groves, K. S., & LaRocca, M. A. (2011). An empirical study of leader ethical values, transformational and transactional leadership, and follower attitudes toward corporate social responsibility. *Journal of Business Ethics*, *103*(4), 511–528. https://doi.org/10.1007/s10551-011-0877-y

Hall, T. W. (2015). Technical report: Development and validation. Retrieved from SpiritualTransformation.org

Jufrizen, Sari, M., Nasution, M. I., Radiman, & Wahyuni, S. F. (2019). The strategy of spiritual leadership: The role of spiritual survival, workplace spirituality and organizational commitment at private universities. *International Journal of Research in Business and Social Science*, *8*(1), 64-72.

Kouzes, J. M., & Posner, B. Z. (2021). The Leadership Practices Inventory. Retrieved from [www.leadershipchallenge.com](http://www.leadershipchallenge.com)

[Kozminski, A. K., Baczyńska, A. K., Skoczeń, I., & Korzynski, P. (2022). Towards leadership effectiveness: The role of leadership individual competencies and constraints. Introduction of the bounded leadership model. *Leadership & Organization Development Journal*, *43*(4), 596–611. https://doi.org/10.1108/LODJ-04-2020-0157](file:////Users/erikc/Documents/Documents%20-%20ErikC-MacBook/PhD%20program%20-%20OGS/OGS%20-%20PhD%20Core%20Folders%20/Core%207/7%20A%20/SR%20905%20-76%20Planning%20and%20Proposal%20Writing/Pre-Proposal%20Versions/Kozminski,%20A.%20K.,%20Baczyńska,%20A.%20K.,%20Skoczeń,%20I.,%20&%20Korzynski,%20P.%20(2022).%20Towards%20leadership%20effectiveness:%20The%20role%20of%20leadership%20individual%20competencies%20and%20constraints.%20Introduction%20of%20the%20bounded%20leadership%20model.%20Leadership%20&%20Organization%20Development%20Journal,%2043(4),%20596–611.%20https:/doi.org/10.1108/LODJ-04-2020-0157)

Krispin, K. R. (2020). Christian leader development: An outcomes framework. *Christian Education Journal: Research on Educational Ministry*, *17*(1), 18–37. https://doi.org/10.1177/0739891319869697

[Leman, A. B. (2021). Exposition of Nehemiah’s leadership model: A spiritual and transformational leadership approach. Journal Kerugma, 4(2), 50–77. https://doi.org/10.33856/kerugma.v4i2.225](file:////Users/erikc/Documents/Documents%20-%20ErikC-MacBook/PhD%20program%20-%20OGS/OGS%20-%20PhD%20Core%20Folders%20/Core%207/7%20A%20/SR%20905%20-76%20Planning%20and%20Proposal%20Writing/Pre-Proposal%20Versions/Leman,%20A.%20B.%20(2021).%20Exposition%20of%20Nehemiah’s%20leadership%20model:%20A%20spiritual%20and%20transformational%20leadership%20approach.%20Journal Kerugma,%204(2),%2050–77.%20https:/doi.org/10.33856/kerugma.v4i2.225)

Moore, A. L. (2021). *Perceptions of spiritual leadership theory in leadership practices*. [Unpublished doctoral dissertation]. Indiana University of Pennsylvania.

Paul Victor, C. G., & Treschuk, J. V. (2020). Critical literature review on the definition clarity of the concept of faith, religion, and spirituality. *Journal of Holistic Nursing*, *38*(1), 107– 113. <https://doi.org/10.1177/0898010119895368>

Spoelstra, S., Butler, N., & Delaney, H. (2021). Measures of faith: Science and belief in leadership studies. *Journal of Management Inquiry*, *30*(3), 300-311.

Taladay, S., & Panesar-Aguilar, S. (2021). On the relationship between spirituality and transformational leadership practices: A quantitative study. *Journal of Resource Management*, *9*(4), 102-107. https://www.sciencepublishinggroup.com/journal/  
 paperinfo?journalid=176&doi=10.11648/j.jhrm.20210904.12   
[Usman, M. (2020). Transformational leadership and organizational change: In the context of today’s leader. *International Business Education Journal*, *13*(1), 95–107. https://doi.org/10.37134/ibej.vol13.1.8.2020](file:////Users/erikc/Documents/Documents%20-%20ErikC-MacBook/PhD%20program%20-%20OGS/OGS%20-%20PhD%20Core%20Folders%20/Core%207/7%20A%20/SR%20905%20-76%20Planning%20and%20Proposal%20Writing/Pre-Proposal%20Versions/Usman,%20M.%20(2020).%20Transformational%20leadership%20and%20organizational%20change:%20In%20the%20context%20of%20today’s%20leader.%20International%20Business%20Education%20Journal,%2013(1),%2095–107.%20https:/doi.org/10.37134/ibej.vol13.1.8.2020)

Yue, C. A., Men, L. R., & Ferguson, M. A. (2019). Bridging transformational leadership, transparent communication, and employee openness to change: The mediating role of  
 trust. *Public Relations Review*, *45*(3), 101779. https://doi.org/10.1016/j.pubrev.  
 2019.04.012