**APPENDIX A**

**INTRUMENT**

**CHURCH PERFORMANCE QUESTIONNAIRE**

**RESEARCH TEAM**

**Montemorelos University**

**Avenida Libertad 1300, Poniente, Matamoros, 67530**

**Montemorelos, N.L., Mexico**

Dear Participant,

My name is Donald Paul, a PhD student in the Business department at **Montemorelos University of the Seventh-day Adventist.** Currently, I am writing my doctoral dissertation entitled, “FACTORS THAT CONTRIBUITE TO GREATER CHURCH PERFORMANCE FOR THE SEVENTH-DAY ADVENTIST CHURCH IN THE SOUTHEASTERN CONFERENCE.” This questionnaire seeks to explore the relationship of causality between the variables of authentic Leadership, church spirituality, church culture, and financial performance, on church performance at Southeastern Conference in South Florida, USA.

In order to collect data for my research study, I have selected some churches from Southeastern conference in Florida. Your opinion is very important and valuable. Therefore, I kindly request your sincere participation and taking time to respond the questions below. It is important that you answer each question as honestly as possible. Please do not sign your name. Your responses to this survey will be kept completely anonymous and confidential and will only be presented as part of the overall of the organizational profile to the survey participants. Please, after expressing your evaluation to all the statements of this instrumental survey, return it to the person who gave it to you.

Thank you for your input. It will contribute tremendously to the success of this study.

Sincerely,

Donald Paul

Email: [dondieg@yahoo.com](mailto:dondieg@yahoo.com), Phone: 954-803-9556

Blessings!

If you agree to take part in this research, please answer the following honestly. THANK YOU!

**DEMOGRAPHIC DATA**

INSTRUCTIONS: Please place an **“X”** in the box of the response that applies to you

|  |  |
| --- | --- |
| **Age** | **Select the information that applies to you**  [ ] Under 25 [ ] 26-30 [ ] 31-35 [ ] 36-40 [ ] 41-45 [ ] 46-+ |
| **Gender** | [ ] Male [ ] Female |
| **Education** | [ ] Associate [ ] Bachelor [ ] Master  [ ] Doctorate [ ] Other |
| **Line of Work** | [ ] Healthcare [ ] Financial [ ] Education [ ] Transportation [ ] Construction [ ] Law [ ] Others |
| **Ethnicity** | [ ] American [ ] African American [ ] Caribbean [ ] Haitian American [ ] Asian American [ ] Others |
|  |  |

**\*\*\*Please be sure to respond to all items\*\*\***

**Important Information to Remember**

**Pastor:** Pastor of your local church

**Leadership:** Pastor and Church Board Member

**Local leaders:** Church Board Members only

**Church or Congregation:** Local church you are attending

**Please use the Following Scale Instructions**

**1. Strongly Disagree (SD)**

**2. Disagree (D)**

**3. Not Sure (NS)**

**4. Agree (A)**

**5. Strongly Agree (SA)**

**AUTHENTIC LEADERSHIP**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strongly Disagree** | **Disagree** | **Not Sure** | **Agree** | | | **Strongly Agree** | | | |
| **1** | **2** | **3** | **4** | | | **5** | | | |
| **In your church environment, how much do you agree with the**  **following statements?** | | | | **1** | **2** | | **3** | **4** | **5** |
| **1.** The pastor seeks feedback and copes with reactions to improve communications with others. | | | |  |  | |  |  |  |
| 2, The pastor can describe accurately how others view his or her aptitudes. | | | |  |  | |  |  |  |
| **3.** The pastor seeks comments as a way of understanding who you  really are as a person. | | | |  |  | |  |  |  |
| **4.**The pastor letsothers know who he or she truly is as a person. | | | |  |  | |  |  |  |
| **5.** The pastor is **f**ully aware of his or her greatest weakness. | | | |  |  | |  |  |  |
| **6**. The pastor is fully aware of his or her greatest Strength. | | | |  |  | |  |  |  |
| **7.** The pastor accepts the feelings he she has about himself or herself | | | |  |  | |  |  |  |
| **8.** The Leaders Make choices and decisions based on their core beliefs and principles. | | | |  |  | |  |  |  |
| **9.** The leaders use authority in accordance with the regulations of the organization | | | |  |  | |  |  |  |
| **10.** The leaders demonstrate beliefs that are consistent with actions. | | | |  |  | |  |  |  |
| **11.** The pastor does not permit group pressure to control him or her. | | | |  |  | |  |  |  |
| **12.** Other people know the pastor’s stance on divisive matters. | | | |  |  | |  |  |  |
| **13.** Your morals guide what you do as a leader. | | | |  |  | |  |  |  |
| **14.** Your actions reflect your central values. | | | |  |  | |  |  |  |
| **15.** The pastor listens judiciously to different points of view before coming to conclusions. | | | |  |  | |  |  |  |
| **16.**The pastor listens meticulously to the ideas of those who disagree with him or her. | | | |  |  | |  |  |  |
| **17.**The pastor does not accentuate his or her own point of view at the expense of others. | | | |  |  | |  |  |  |
| **18.**The pastor asks for opinions that challenge his or her deeply held positions. | | | |  |  | |  |  |  |
| **19.**The pastor seeks others’ thoughts before making up his or her own mind. | | | |  |  | |  |  |  |
| **20.**The pastor takes seriously others’ views that differ from his or hers. | | | |  |  | |  |  |  |
| **21.**The pastor admit errors when they are made. | | | |  |  | |  |  |  |
| **22.**The pastor Infrequently demonstrates a false front to others. | | | |  |  | |  |  |  |
| **23.**The pastor lets others know who he or she truly is as an individual. | | | |  |  | |  |  |  |
| **24.** The leaders openly share their feelings to others. | | | |  |  | |  |  |  |
| **25.** The actions the leaders performed can easily be seen by others. | | | |  |  | |  |  |  |
| **26.** There is a perceived quality of intentionally in the information leaders share with others. | | | |  |  | |  |  |  |
| **27.**The pastor says precisely what he or she means. | | | |  |  | |  |  |  |

**CHURCH SPIRITUALITY**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strongly Disagree** | **Disagree** | **Not Sure** | **Agree** | | | **Strongly Agree** | | | |
| **1** | **2** | **3** | **4** | | | **5** | | | |
| **Within your church environment, how much do you agree with the**  **following statements?** | | | | **1** | **2** | | **3** | **4** | **5** |
| **1.**This congregation lives in intimate relationship and marked by  obedience to God. | | | |  |  | |  |  |  |
| **2.**Fruitfulness represents the consequences of human choices and acts. | | | |  |  | |  |  |  |
| **3.**I believe that God places his people in good ground and tends them  carefully. | | | |  |  | |  |  |  |
| **4.**Only intimacy is maintained by obedience to the commandments of  God. | | | |  |  | |  |  |  |
| **5.**The wellspring that vitalizes and characterizes the true Christian life is  fruitfulness. | | | |  |  | |  |  |  |
| **6.**Fruitfulness is a fruit of Holy Spirit in human lives. | | | |  |  | |  |  |  |
| **7.**Church members grow in faith of God. | | | |  |  | |  |  |  |
| **8.**Church members grow in knowledge of God. | | | |  |  | |  |  |  |
| **9.**Church members grow in grace. | | | |  |  | |  |  |  |
| **10.**Church members are responsible to stand in the will of God. | | | |  |  | |  |  |  |
| **11.**Church members are rooted deeply in relationship with others. | | | |  |  | |  |  |  |
| **12.**Church members attain maturity as they bond with other believers. | | | |  |  | |  |  |  |
| **13.**This congregation perseveres in their trial by using God’s word. | | | |  |  | |  |  |  |
| **14.**The more we do for God; the more God does for us. | | | |  |  | |  |  |  |
| **15.**We love God even when we are suffering. | | | |  |  | |  |  |  |
| **16.**We serve people even when they do not like us. | | | |  |  | |  |  |  |
| **17.**We want to do well, so God will get the glory. | | | |  |  | |  |  |  |
| **18.**Faithful members develop always direct relationship with the divine. | | | |  |  | |  |  |  |
| **19.**Church members understand that the Holy Spirit is the agent of  sanctification. | | | |  |  | |  |  |  |
| **20.**Church members realize that holiness is a reality and a process. | | | |  |  | |  |  |  |
| **21.**This congregation continues to empower and to grow in holiness. | | | |  |  | |  |  |  |
| **22.**Sanctification as a work of grace is a complete sanctification. | | | |  |  | |  |  |  |
| **23.**This congregation understands that holiness remains essential to  their calling. | | | |  |  | |  |  |  |
| **24.**This congregation considers themselves as God’s chosen people. | | | |  |  | |  |  |  |
| **25.**Church members embrace commitment to kindness. | | | |  |  | |  |  |  |
| **26.**Church members embrace commitment to humility. | | | |  |  | |  |  |  |
| **27.**Church members embrace commitment to gentleness. | | | |  |  | |  |  |  |
| **28.**Church members embrace commitment to patience. | | | |  |  | |  |  |  |
| **29.**Church members understand that love is the answer of true  spirituality. | | | |  |  | |  |  |  |
| **30.**Church members love and care for each other. | | | |  |  | |  |  |  |
| **31.**Church members believe that love creates community. | | | |  |  | |  |  |  |
| **32.**Church members believe that love prompts obedience. | | | |  |  | |  |  |  |
| **33.**Church members believe that love provides motivation. | | | |  |  | |  |  |  |
| **34.**Church members believe that love transforms character. | | | |  |  | |  |  |  |
| **35.**Church members believe that love provides purpose. | | | |  |  | |  |  |  |
| **36.**Church members believe that love stabilizes relationships. | | | |  |  | |  |  |  |
| **37.**Church members believe that love compels concern. | | | |  |  | |  |  |  |
| **38.**Our love is a response to God’s love. | | | |  |  | |  |  |  |

**CHURCH CULTURE**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strongly Disagree** | **Disagree** | **Not Sure** | **Agree** | | | **Strongly Agree** | | | |
| **1** | **2** | **3** | **4** | | | **5** | | | |
| **In your church environment, how much do you agree with the**  **following statements?** | | | | **1** | **2** | | **3** | **4** | **5** |
| **1.**The church culture lines up with the stated values. | | | |  |  | |  |  |  |
| **2.**This church treats men and women in the same way. | | | |  |  | |  |  |  |
| **3.** Church members take direction from the leaders. | | | |  |  | |  |  |  |
| **4.** Church members have the freedom to challenge the opinion of  those in power. | | | |  |  | |  |  |  |
| **5.**Church members show respect for those who are in power because  of the status of their position. | | | |  |  | |  |  |  |
| **6.**Church leadership enforces regulations and guidelines. | | | |  |  | |  |  |  |
| **7.**Church members have flexibility in the roles they play. | | | |  |  | |  |  |  |
| **8.**Church members have strong limitations about appropriate behavior  for certain roles. | | | |  |  | |  |  |  |
| **9.**The leadership focus just on what is said. | | | |  |  | |  |  |  |
| **10.**Church leaders discreetly avoid difficult or contentious issues. | | | |  |  | |  |  |  |
| **11.**Church leaders express concerns tactfully. | | | |  |  | |  |  |  |
| **12.**The leadership counts on the listener to interpret meaning. | | | |  |  | |  |  |  |
| **13.**Church leaders avoid conflict at all possible. | | | |  |  | |  |  |  |
| **14.**Church members communicate concerns straightforwardly. | | | |  |  | |  |  |  |
| **15.**Church leaders say things clearly, not living much open to  interpretation. | | | |  |  | |  |  |  |
| **16.**The pastor makes decisions individually. | | | |  |  | |  |  |  |
| **17.**The pastor moves in and out of groups as needed or desired. | | | |  |  | |  |  |  |
| **18.**The pastor makes loyalty to friends a high priority. | | | |  |  | |  |  |  |
| **19.**The pastor puts individual before team. | | | |  |  | |  |  |  |
| **20.**The pastor conforms to social norms. | | | |  |  | |  |  |  |
| **21.**The pastor takes individual initiative. | | | |  |  | |  |  |  |
| **22.**The pastor uses personal guidelines in personal situations. | | | |  |  | |  |  |  |
| **23.**The pastor moves straight to business, relationships come later. | | | |  |  | |  |  |  |
| **24.**The pastor sacrifices leisure time and time with family in favor of  work. | | | |  |  | |  |  |  |
| **25.**The pastor defines people on who they are. | | | |  |  | |  |  |  |
| **26.**The pastor establishes comfortable relationships in a sense of  mutual trust before getting down to business. | | | |  |  | |  |  |  |
| **27.**The pastor has personal relationship with church members. | | | |  |  | |  |  |  |
| **28.**The pastor doesn’t allow his work to impact his personal life. | | | |  |  | |  |  |  |
| **29.**Many church leaders define people based on what they do. | | | |  |  | |  |  |  |
| **30.**Church leaders use new methods for solving problems. | | | |  |  | |  |  |  |
| **31.**Some church members are cautious, they love their church and  avoid conflict. | | | |  |  | |  |  |  |
| **32.**Church leaders focus on present. | | | |  |  | |  |  |  |
| **33.**Some leaders take risk to make the church productive. | | | |  |  | |  |  |  |
| **34.**Some church leaders make decisions quickly with little information. | | | |  |  | |  |  |  |
| **35.**Some leaders change quickly without fear of risks. | | | |  |  | |  |  |  |
| **36.**Some church leaders change slowly and avoid risk. | | | |  |  | |  |  |  |
| **37.**Some church leaders refer to past precedent of what works and  what doesn’t. | | | |  |  | |  |  |  |

**FINANCIAL PERFORMANCE**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strongly Disagree** | **Disagree** | **Not Sure** | **Agree** | | | **Strongly Agree** | | |
| **1** | **2** | **3** | **4** | | | **5** | | |
| **Within your church environment, how much do you agree**  **with the following statements?** | | | | **1** | **2** | **3** | **4** | **5** |
| **1.**The church treasurer ensures efficiency in resource  mobilization. | | | |  |  |  |  |  |
| **2.**The church treasurer ensures efficiency in resource use. | | | |  |  |  |  |  |
| **3.**The church treasurer builds positive cash flows. | | | |  |  |  |  |  |
| **4.**The church treasurer reduces debt accumulation. | | | |  |  |  |  |  |
| **5.**The church allows core functions to be executed without delay. | | | |  |  |  |  |  |
| **6.**The church leadership organizes stewardship seminars from time to time to help members to stay faithful. | | | |  |  |  |  |  |
| **7.**The church leadership makes sure that the church members  pay tithes. | | | |  |  |  |  |  |
| **8.**God is concerned about how church members manage all that  have been given to them. | | | |  |  |  |  |  |
| **9.**The church leadership ensures that the members use their gifts  and talents for the advancement of God’s cause. | | | |  |  |  |  |  |
| **10.**The church leadership prioritizes the goals of the church in  relation to the expenditure items. | | | |  |  |  |  |  |
| **11.**Faithfulness is an expression of trusting God. | | | |  |  |  |  |  |
| **12.**The church board authorizes only qualified people to handle  the church’s finances. | | | |  |  |  |  |  |
| **13.**The church board monitors the flow of the revenue stream. | | | |  |  |  |  |  |
| **14.**The church board makes plan by investing financially. | | | |  |  |  |  |  |
| **15.**The church board creates a contingency account to prevent  emergencies. | | | |  |  |  |  |  |
| **16.**The treasurer presents a periodic report to the auditors. | | | |  |  |  |  |  |
| **17.**Church members are permitted to bring their inputs and their  concerns and to ask questions. | | | |  |  |  |  |  |
| **18.**The treasurer gives all details to the church board. | | | |  |  |  |  |  |
| **19.**The church annual budget is fair. | | | |  |  |  |  |  |
| **20.**The church annual budget is challenging. | | | |  |  |  |  |  |
| **21.**The church annual budget is inclusive. | | | |  |  |  |  |  |
| **22.**The church leadership makes sure that the church is debt free  and that all the bills are paid on time. | | | |  |  |  |  |  |

**CHURCH PERFORMANCE**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strongly Disagree** | **Disagree** | **Not Sure** | **Agree** | | | **Strongly Agree** | | | |
| **1** | **2** | **3** | **4** | | | **5** | | | |
| **Within your church environment, how much do you agree with the**  **following statements?** | | | | **1** | **2** | | **3** | **4** | **5** |
| **1.**The leadership is a key element that ensures the connection among the  success factors of the church. | | | |  |  | |  |  |  |
| **2.**The church leaders support the pastor in his plans and objectives. | | | |  |  | |  |  |  |
| **3.**The church brings new methods to improve in performance. | | | |  |  | |  |  |  |
| **4.**The church leaders can transform the goals of quality into continuous  improvement process. | | | |  |  | |  |  |  |
| **5.**The church leadership encourages quality work for better performance. | | | |  |  | |  |  |  |
| **6.**Good strategies significantly influence performance in the church. | | | |  |  | |  |  |  |
| **7.**The involvement of all departments within the church help identify ways  to attract members. | | | |  |  | |  |  |  |
| **8.**The applied strategies gain competitive advantage to modify and to  differentiate the church programs. | | | |  |  | |  |  |  |
| **9.**The church delegates and coordinates new strategies for better results. | | | |  |  | |  |  |  |
| **10.**The implementation of the information technology has a positive effect  on church performance. | | | |  |  | |  |  |  |
| **11.**Communication technology might be impacted by the increasing of  new membership. | | | |  |  | |  |  |  |
| **12.**Church leaders’ decisions may generate feeling of angry and  frustration among church members. | | | |  |  | |  |  |  |
| **13.**Membership retention is well managed by the pastor. | | | |  |  | |  |  |  |
| **14.**The church values every member and shows respect. | | | |  |  | |  |  |  |
| **15.**The congregation’s satisfaction is measured during administrative  meeting. | | | |  |  | |  |  |  |
| **16.**The church does a good job in keeping up-to-date with the needs of  the members. | | | |  |  | |  |  |  |
| **17.**The church does a good job by taking care of the needs of the people  in the community. | | | |  |  | |  |  |  |
| **18.**Innovative style should be a requirement for improving church  performance. | | | |  |  | |  |  |  |
| **19.**The church fills out assessment form every year to obtain better results. | | | |  |  | |  |  |  |
| **20.**My church increases in the number of new members. | | | |  |  | |  |  |  |
| **21.**My church increases in the attendance of sabbath morning service. | | | |  |  | |  |  |  |
| **22.**My church decreases in the attendance of Sabbath school. | | | |  |  | |  |  |  |
| **23.**My church increases in the attendance of mid-week services. | | | |  |  | |  |  |  |
| **24.**My church increases in the amount of money donated. | | | |  |  | |  |  |  |
| **25.**My church increases in the number of people volunteering to help. | | | |  |  | |  |  |  |
| **26.**My church is open to altering the style of music in response to our  member’s desires. | | | |  |  | |  |  |  |
| **27.** The church is open to altering the order of worship in response to  our member’s desires. | | | |  |  | |  |  |  |
| **28.**The church has inter-ministry area meetings to discuss trends and  developments. | | | |  |  | |  |  |  |
| **29.**The church does a good job of integrating the activities of all the  departmental leaders of the church. | | | |  |  | |  |  |  |