Empowering Nonprofits: The Role of Sustainable Spiritual Leadership in Driving Performance

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ABSTRACT

This study investigates the impact of sustainable spiritual leadership on the performance of nonprofit organizations, specifically focusing on 64 churches within the East Java Christian Church (GKJW) Synod from 2021 to 2023. The research uses quantitative data and a multiple regression model to assess spiritual leadership across three dimensions: Pastoral Ministry, Church Ministry, and Leadership. The findings reveal that Church Ministry has a positive and significant effect on organizational performance, while Pastoral Ministry and Leadership have negative yet significant impacts. These results suggest that improving Pastoral Ministry and Leadership may temporarily reduce performance but is essential for fostering long-term sustainable spiritual leadership. On the other hand, Church Ministry produces immediate performance benefits. The study emphasizes the complexity of promoting sustainable spiritual leadership, as all three dimensions need to be harmonized for long-term organizational success and societal impact. The research offers empirical evidence, highlighting the need for balancing short-term performance outcomes with the development of sustainable leadership practices in nonprofit organizations.

Keywords: Sustainable Spiritual Leaders, Pastoral Ministry, Church Ministry, Leadership, Organizational Performance

INTRODUCTION

Sustainable development is a global agenda that aims to create a balance between economic progress, social welfare, and environmental sustainability. Growing global challenges, such as environmental degradation, social inequality, and suboptimal organizational governance, are driving significant reforms in various sectors. The Environmental, Social, and Governance (ESG) approach is emerging as one important solution in supporting this sustainability. ESG is not only a benchmark for companies and financial institutions, but also a holistic approach to improve the performance of non-profit organizations in relation to sustainable development (Akinloye, 2018; Cunha et al., 2020). Non-profit organizations, in this case churches, have a significant role in educating and mobilizing congregation to participate in achieving the Sustainable Development Goals (SDGs). Churches not only function as spiritual institutions, but also as social entities that have the potential to

contribute to environmental, social, and governance sustainability. It is the utilization of these ESG principles that can make a real contribution in creating sustainable development that is relevant to the needs of the community (Zehir & Aybars, 2020).

Furthermore, the application of ESG in achieving SDGs when associated with the Volatility, Uncertainty, Complexity, and Agility (VUCA) era is an interesting part to explore. The volatility of rapid environmental change requires organizations to adapt to dynamic ESG policies. Uncertainty related to regulatory changes and consumer demands further drives the need to implement a responsive and sustainable ESG strategy. Complexity in governance demands a holistic ESG approach, while agility is key in responding to social, environmental and policy changes. Effective ESG implementation helps companies to stay relevant, supports the achievement of SDGs by driving sustainability and social responsibility, and enhances

contestability amidst uncertainty and rapid change.

From this perspective, church organizations have an important role to play in encouraging sustainable governance reform, especially in terms of spiritual leadership. Spiritual leadership itself aims to motivate and inspire followers through a vision that involves higher meaning and purpose, which will ultimately improve organizational performance (Allen & Fry, 2023). This kind of leadership is not only about good management of the church organization, but also about how the church can be a role model in promoting sustainability that encompasses broader dimensions. Simply put, the ESG approach is becoming relevant, where sustainability, environmental care, and social responsibility serve as key cornerstone of improved organizational governance. (Harymawan et al., 2021; Scarozza et al., 2023).

The context of the of church organizations dynamics associated with the challenges of the VUCA era, raises significant issues related to spiritual leadership dysfunction! This is one of the main factors of the difficulties faced by many church's organizations in responding to these challenges, and of course also in fulfilling their efforts as non-profit organizations that support the SDGs. Church organizations often experience a gap between church leadership styles and the context of an increasingly complex and dynamic external environment. The research that has been conducted highlights the need for updates in performance management to achieve sustainable development goals in the public and non-profit sectors (Allegrini & Monteduro, 2023; Scarozza et al., 2023). This suggests that many organizations, including churches, have not fully implemented the principles of sustainable and innovative performance management. The influence of spiritual leadership on the church's ability to adapt and contribute to the SDGs is crucial. Akinloye (2018) explains how religious leaders can maximize their influence to support the implementation of the SDGs in Nigeria, and this is relevant for the global context, but there is a lack of research on how effective spiritual leadership can increase church engagement in sustainable development efforts in various contexts.

Stemming from this, it is essential to bridge the gap by examining how spiritual leadership can be integrated in ESG strategies to enhance the performance of church organizations in supporting the SDGs. This becomes clearer when looking at the presentation of Barentsen (2023) and Kretzschmar (2023) which emphasize the need for reimagination of religious leadership through social identity and prophetic leadership models. This supports the argument that a more adaptive and visionary leadership approach can enable church organizations to effectively address VUCA challenges and contribute to sustainable development. Thus, the church has the opportunity to increase its influence in sustainability issues and become a role-model for doing ESG starting from preparing spiritual leaders who are finally able to make people truly live ESG values.

This research aims to empirically examine the influence of sustainable spiritual leadership on the performance of non-profit organizations, particularly in supporting the achievement of sustainable development goals. The focus of this research lies on church organizations as non-profit entities that bear social responsibility in supporting the SDGs through a spiritual leadership approach. In the course of this research, assessment tools were developed to evaluate sustainable spiritual leadership within church organizations.

The assessment tool includes three main dimensions, namely: Pastoral (Pstrl), which refers to the leader's role in fostering the spirituality of church members through a pastoral approach, Church Ministry (ChMin), which focuses on how spiritual leaders color church services both in terms of ritual worship and teaching that is coaching, and Leadership (Lead), which includes the leader's ability to direct and manage the organization effectively in order to achieve common goals. These three dimensions are believed to have a significant influence on the performance of church organizations.

This research seeks to see that sustainable spiritual leadership, manifested in the three dimensions above, has a positive influence on the performance of church organizations. This performance can be measured by the organization's achievements in supporting the SDGs. Therefore, the results of this research are expected to provide both theoretical and practical contributions to the development of spiritual leadership models in non-profit organizations, particularly churches, and to enrich the literature on values-based spiritual leadership in the context of sustainability.

The Social Identity Model (SIM) and Prophetic Leadership Model (PLM) were utilized in this research to establish a framework for determining research design, developing assessment instruments and hypotheses, and providing empirical evidence. SIM is an instrument in developing and analyzing many issues related to religious leadership. (Barentsen, 2023). The Social Identity Theory has been widely adopted to investigate religious leadership in the context of social change. (Haslam et al., 2020; Hogg & Knippenberg, 2003). In stable social conditions, social identities are stable, group boundaries are clear, and formal leadership is generally considered legitimate. However, in the VUCA era, the pace and degree of social change increases rapidly – social identities are volatile and group boundaries shift. Recognized leadership resides with authentic leaders or influencers with whom individuals identifies, rather than with formally appointed leaders within institutional structures. With the current trend of deinstitutionalization and the loss of trust in formal leadership, identity dynamics are becoming increasingly visible, yet they have always supported group and leadership dynamics. In other words, social identities can be used as an analytical framework for leadership in group contexts, applicable to ancient, modern, and postmodern leadership settings. The SIM offers a deeper perspective on leadership dynamics in this VUCA era, moving beyond a normative model of how leadership should be structured and practiced. Instead, SIM can be a heuristic lens to reveal leadership dynamics within various group settings, where a leader is embedded and often obscured by institutional frameworks.

The literature on leadership and management continues to evolve, covering areas such as leadership in politics, business, organizations, civil society, labor, and the church. Various leadership theories can be categorized into three leadership models (Kretzschmar, 2023): task competence leadership – leadership that performs leadership duties in a role in the organization well; transactional leadership – leadership that influences others through a bargaining process; transformational leadership – leadership that leads an organization through a process of profound change related to its identity, mission, culture, and operating procedures. The latter definition is closest to prophetic leadership. PLM is based on the example of prophets who were called by God to lead ethical lives and inspire others to remain faithful to God's covenant. They are messengers of truth in the context of denial, both in religious settings and society as a whole; advocates of social justice, who deliver a message of judgment for sin, and extend an invitation for redemption. PLM can therefore be defined as a leadership model that promotes personal integrity and truth, so that a leader's behavior does not invalidate their message or leadership. Therefore, by definition, PLM is an ethical leadership model integrated with prophetic traits that include forecasting and predicting the future. PLM is thus a leadership model that is responsive to current events and possesses the sensitivity to take anticipatory action moving forward.

Referring to SIM and PLM, this research developed an appropriate assessment model to assess the aspects that should be present in spiritual leaders, who fulfill their leadership calling in the VUCA era. Spiritual leaders must be actively involved in providing human capital. In this case, qualified human resources in implementing sustainable development, which is a global agenda that aims to create a balance between economic progress, social welfare and environmental sustainability. Thus, the leadership model that integrates SIM and PLM

can be categorized as a sustainable spiritual leadership model. There are at least three main aspects of sustainable spiritual leadership in the church context that can be developed based on SIM and PLM: Pastoral Ministry, Church Ministry, and Leadership Ministry.

In the context of spiritual leadership, pastoral care plays a key role in influencing the growth of congregations and communities. Effective pastoral leaders not only focus on managing congregations spiritually, but also act as drivers of social and environmental change that support the achievement of the SDGs. Wollschleger (2018) explains the role of pastoral care in enhancing community solidarity and congregational growth in the United States with an emphasis on the social influence of church leaders. Effective spiritual leadership is able to balance pastoral duties with meeting the social and emotional needs of the congregation. Spiritual leaders grounded in a holistic pastoral theology can inspire congregants to live according to Christian values, build strong communities, and mobilize them for service. Thus, congregational growth is not only measured quantitatively, but also in the quality of a deeper and more sustainable life of faith. Gregory (2023) emphasizes that transformative pastoral leadership is needed in the church to assist people in experiencing renewal of mind that will lead them into transformational experiences. This makes it necessary for spiritual leaders to have the skills to accompany congregants through life crises, by providing comprehensive support, covering psychological, emotional, and spiritual aspects. An effective pastoral approach will strengthen the congregation's bond with the church and motivate them to grow in faith and service.

In the context of modernity and postmodernity, spiritual leaders face complex challenges. Leaders who are adaptive and able to navigate social and cultural changes will be more effective in facilitating congregational growth (Hernández-Santiago, 2023). Reflective spiritual leadership, not only as a teacher but also a living example of faith, plays a crucial role in inspiring the congregation to grow. By presenting a relevant and inspiring theological

vision, pastoral leaders are able to encourage the spiritual growth of the congregation amidst the challenges of modern times. Overall, the pastoral aspect of spiritual leadership plays a central role in congregational growth. Spiritual leadership that is integrate relevant pastoral values is a major factor that promotes congregational growth, both spiritually and socially. From these arguments, the following hypothesis can be developed, Pastoral Ministry has a positive effect on organizational performance (H1).

Church ministry plays a central role in the life of the church and the success of the organization. In this context, church ministry encompasses worship, teaching, spiritual formation, testimony, and service. A well-organized church ministry directly impacts congregational engagement, community cohesion, and the achievement of the church vision. The performance of the church organization can be influenced by how effectively church ministry empowers the congregation and meets their spiritual and social needs.

Worship, which is part of church ministry, is the centre of church life that brings congregants together with God to pray, hear God's word, and celebrate the sacraments. Research shows that the quality of dynamic and culturally relevant worship can increase congregational participation, strengthen relationships among members, and strengthen commitment to the church's mission (Widianto et al., 2019). Successful worship increases the congregation's sense of spiritual connection with God, which in turn strengthens the congregation's dedication in various service activities, ultimately improving the overall performance of the church organization. The next aspect of church ministry is teaching. Teaching in the church, whether through sermons, or small groups, serves to deepen congregants' theological understanding and prepare them to be leaders and servants in various capacities. Effective teaching provides a deep understanding of Christian values, enabling the congregation to engage more actively in ministry and helping the church

organization to develop spiritually and organizationally (Cracknell, 2018). When congregants are empowered through teaching, they are better equipped to contribute more in achieving the goals of the church organization. Another important aspect of church ministry is formation, which serves as a foundational element of organizational performance. Spiritual formation, encompassing spiritual disciplines such as prayer, Bible reading, and mentoring, is a critical aspect in developing congregants' personal commitment to spiritual growth and the vision of the church. Spiritual formation also cultivates resilient leaders and committed congregants. According to Kres Ari Kawalo & Adriana Madya Marampa (2022) sustainable spiritual formation strengthens social capital within the church, ultimately enhancing organizational cohesion and performance. Churches that focus on spiritual formation create congregations that are more service-oriented and actively involved in various church activities. Finally, testimony and service are key expressions of faith within church ministry. Testimony and service are concrete manifestations of faith expressed through action. Personal testimony and service to others not only strengthen internal congregational relationships but also influence how the church is perceived by the wider community. Research shows that churches with strong and effective social service programs are often more highly regarded by the wider community and experience significant growth, both in congregation numbers and in financial and social contributions (Widianto et al., 2019). Churches that actively engage in social service also see improved organizational performance as congregants become more involved in fulfilling the church's social mission.

The integration of church ministry into the improvement organizational performance is reflected in the interrelated roles of worship, teaching, spiritual formation, testimony, and service in creating a dynamic and growing church. All these aspects of church ministry contribute to the achievement of the church's vision and the enhancement of organizational performance. Widianto et al. (2019)

emphasizes that churches that are balanced in the development of these ministry dimensions tend to be more successful in meeting the spiritual and social needs of the congregation, which leads to an increase in overall organizational performance. Church ministry that encompasses worship, teaching, spiritual formation, witnessing, and service has a significant influence on the performance of church organizations. When the church effectively implements these aspects, it will experience growth, both in terms of congregational spirituality and organizational performance. From the presented arguments, the following hypothesis can be developed, Church Ministry has a positive effect on organizational performance (H2).

Leadership in church organizations plays an important role in influencing organizational performance and growth. Visionary and adaptive leadership is important in the context of VUCA challenges, where churches need to respond quickly and effectively to social and environmental changes (Barentsen, 2023). Spiritual leadership in congregational ministry is not just about administrative or managerial skills, but about moral and ethical integrity that reflects Christian values. (Sapta et al., 2021) explains that a church leader must have visionary leadership that focuses on the spiritual transformation of his congregation. Leaders who are able to fulfil their ethical responsibilities well will inspire the congregation to grow in faith, character, and service. Ethical leadership not only affects individual spiritual growth, but also the growth of the church community as a whole. M. Taylor et al., (2014) emphasizes that there is a strong relationship between visionary leadership and perceptions of organizational effectiveness in nonprofit organizations. Leaders with high levels of transformational leadership have more effective organizations. The success of congregational leadership is often measured by how much impact it has in deepening the spiritual appreciation of the congregation, and this cannot be separated from the ethical responsibility of a leader who has high morality. (Chaisson, 2023) underlines that leadership rooted in Christian spirituality

and ethics will bring growth not only in the spiritual aspects of the congregation, but also in interpersonal relationships and life. They emphasized the importance of leadership based on spiritual and ethical values to influence the growth of the congregation. Ethical leadership will build a foundation for the growth of the wider community, where each individual feels involved in the spiritual journey and ministry of the church. Leadership has a profound effect on the growth of the church, both in the spiritual, social, and operational dimensions. Leaders who have strong moral and ethical integrity, and are focused on congregational growth, will create a favourable environment for sustainable growth in the church community. Based on these arguments, the following hypothesis is developed, Church Leadership has a positive effect on organizational performance (H3).

METHOD

This research method will discuss the research framework, variable definitions, and statistical models used to test the research hypotheses. This research framework is shown in Figure 1.
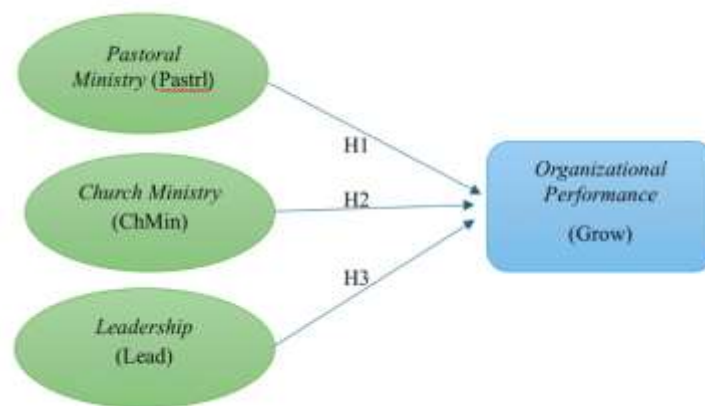

Figure 1. Component and Link

The independent variables - Pastoral Ministry, Church Ministry, and Leadership were obtained from assessments through questionnaires developed according to the SIM and PLM models. The questionnaire was then distributed to churches within the scope of the East Java Christian Church Synod (GKJW). The churches included as samples are churches that meet the criteria, having a leader (pastor) who has served since 2021 consecutively until 2023, when the questionnaire was distributed.

This is required so that the assessments include continuity of leadership for 3 consecutive years and by the same leadership.

The results of the three assessments were then tested for their influence on the dependent variable - Organizational Performance. Control variables are specific characteristics of the organization that are thought to influence the dependent variable that are added to the model, so that the three influences of the independent variables which are the research variables become clear. The dependent and control variables were obtained from quantitative data that has been collected by GKJW congregations periodically. Table 2 presents the details and definitions of all variables used in this research, including dependent, independent, and control variables.

The statistical model used to test the 3 research hypotheses is as follows:

$$\begin{aligned} Grow = \alpha + \ &\beta_1 Pastrl + \ \beta_2 ChMin \\ &+ \beta_3 Lead + \gamma_1 Bdgt \\ &+ \gamma_2 Prog \\ &+ \gamma_3 Convt + \gamma_4 Attd \\ &+ \gamma_5 Off_{Tot} + \gamma_6 Off_{Indv} \\ &+ \varepsilon \end{aligned}$$

Hypothesis 1 is supported if $\beta_1 > 0$ and is significant.
Hypothesis 2 is supported if $\beta_2 > 0$ and is significant.
Hypothesis 3 is supported if $\beta_3 > 0$ and is significant.
Coefficient of the control variables $\gamma_1, \gamma_2, \gamma_4, \gamma_5, \gamma_6$ is expected to be positive and significant, while γ_3 is expected to be negative and significant.

Ordinary-least squares (OLS) regression is used to test statistical hypotheses. Weighted-least squares is adopted when there is a violation of the classical assumption test of heteroscedasticity, and two-stage least squares is performed when there is multicollinearity between independent variables.

Table 1. Definition of Research Variables

VARIABLES	ACRONYM	DESCRIPTION	UNIT
Dependent Variable			
Organizational performance	**Grow**	Average percentage growth in attendance of adults, children, youth, women in worship, both Sunday and categorical worship in a given period (three years)	Percent
Independent Variables			
Pastoral ministry	**Pastrl**	The measurement of these assessments is derived from the SIM. The assessments cover: Pastor's personal life; Pastor's life with family; Pastor as communicator; and Pastor as counselor. Likert scale measurements were converted to a score of 0-1, representing worst to best scores.	Scores 0-1
Church ministry	**ChMin**	These assessments are traditional models that have been commonly used in the church. The assessments include: patterns of worship; teaching; faith formation; witness; and service. Likert scale measurements are converted to a score of 0-1, representing the worst to best scores.	Scores 0-1
Leadership	**Lead**	The measurement of these assessments is derived from the PLM. The assessments include: vision and mission realization; church leadership; organizational management; financial stewardship; and church administration. Measurement is on a Likert scale converted to a score of 0-1, representing worst to best scores.	Scores 0-1
Control Variables			
Budget realization	**Bdgt**	Average percentage growth of budget realization in a certain period (three years)	Percent
Total program realization	**Prog**	The average percentage of program realization from four commissions, namely the Commission for Theological Development (KPT), the Commission for Child Development (KPAR), the Commission for Youth and Student Development (KPPM), and the Commission for Women's Role Development (KPPW).	Percent
Convert/ mutation	**Convt**	Percentage of church member mutations due to conversion in a certain period (three years)	Percent
Average of total church member attendance	**Attd**	Average total church attendance in a given period (three years) in units of individuals.	Person
Average of total offerings of church members	$\mathbf{Off_{Tot}}$	The average total offering of church members in a certain period (three years) with units of rupiah (Rp)	Rupiah
Average of offerings per-church member	$\mathbf{Off_{Indv}}$	Average per-resident offering in a certain period (three years) in rupiah (Rp)	Rupiah

RESULT and DICUSSION

The population and sample used in this research are presented in Table 2. The population of this research is churches within the scope of the GKJW Synod in the 2021-2023 period. The sample used was purposive

sampling, with the criteria as described in Table 2. Of the total 180 churches available, 64 churches met the criteria to be sampled in this research.

Table 2. Sample Selection

Description	Number of Churches
Total population that includes churches under the scope of the GKJW Synod in the period 2021-2023.	180
The number of churches that did not meet the criteria to be taken as a research sample, due to pastor mutations in the period 2021-2023.	(97)
Number of churches that do not have complete quantitative data in their database (including: financial data, program realization, worship attendance).	(19)
Number of churches included in the research sample	64

Table 3 presents the descriptive statistics of each research variable required for hypothesis testing. The mean of the variables Pastrl, ChMin, and Lead indicate almost the same average, which is 0.86; 0.85; and 0.84, respectively. With a minimum value that is still above 0.5 and with a standard deviation between 0.08 and 0.10. The distribution of this data indicates a tendency for the congregation's assessment to lean towards the maximum value. This is in accordance with the culture that does exist in the GKJW congregation, they are reluctant to give too low a value to the pastors. Grow as the dependent variable indicates a considerable variation from the 64 churches included in the sample of this research, which is between -44% to 300% of average annual congregational growth. The distribution of Grow in this sample is quite good as it has represented churches that have both negative and positive growth.

Likewise for the control variables used such as Attd. The variable has a large enough range and variation, so it is useful to explain the variation of Grow. Unlike the Bdgt and Prog variables, these two variables do not have a large variation. This suggests that the level of accuracy in the planned Bdgt and Prog is quite high. The Convt variable shows a small percentage of only 0.17% on average per year. The spread of data for OffTot is bigger than OffIndv.

Table 3. Descriptive Statistics

Variable Names	N	Minimum	Maximum	Mean	Standard Deviation
Pastrl	64	0.56	1.00	0.86	0.10
ChMin	64	0.61	1.00	0.85	0.08
Lead	64	0.53	1.00	0.84	0.09
Grow	64	-44.11	300.30	16.49	59.70
Bdgt	64	71.77	123.36	94.83	9.09
Prog	64	40.17	100.00	74.52	12.28
Convt	64	0.00	1.44	0.17	0.31
Attd	64	18.33	240.17	86.00	50.70
Off_{Tot}	64	18.24	21.04	19.31	0.74
Off_{Indv}	64	12.05	14.51	13.37	0.56

Source: Data processed, 2024

Table 4 presents the results of the cross-sectional OLS regression test. The coefficients of the variables Pastrl, ChMin, and Lead are -0.525; 0.444; and -0.383 respectively and are significant at the α = 1%, 1%, and 5% levels respectively. Thus, only ChMin indicates a positive and significant direction in accordance with the research hypothesis (H2) that ChMin can improve organizational performance. While Pastrl and Lead although having statistically significant coefficients, but give a negative direction to Grow. Thus, the better Pastrl and

Lead services actually reduce organizational performance. H1 and H3 are not supported by empirical evidence generated by this research.

Table 4. Multiple Regression Testing

Independent Variables	Dependent Variable - Grow	
	Coefficient	T Value
Pastrl	-0.525***	-2.903
ChMin	0.444***	2.790
Lead	-0.383**	-2.514
Bdgt	0.331***	3.047
Prog	-0.085	-0.844
Convt	-0.051	-0.487
Attd	-0.051	-0.277
Off_{Tot}	0.852***	3.548
Off_{Indv}	-0.186	-1.126
Constant	-1814.225***	-4.127
Number of Observation	N= 64	
R-squared	R^2= 0.587	

***, **, * significant at level α of 1%, 5%, and 10%, respectively.

Source: Data processed, 2024

For control variables, only two variables have a positive and significant influence on Grow, namely Bdgt and OffTot. Other variables such as Prog, Convt, Attd, and OffIndv do not have significant influence on Grow. This result is interesting because to improve organizational performance, Bdgt and OffTot average have a significant contribution to support the growth of the congregation.

For the record, before conducting hypothesis testing, validity and reliability tests were conducted for the questionnaires used as assessments. Table 5 presents the results of these tests, and all items in the questionnaire were declared valid and each component of the assessment used was also declared reliable.

Table 5. Validity and Reliability Testing

No	*Pastoral Ministry*	rxy count	rxy table	Remarks
Pastor's Personal Life				
1	Commitment of faith	0.477	0.163	Valid
2	Faith in practice	0.797	0.163	Valid
3	Source of ministerial strength	0.682	0.163	Valid
4	Openness to guidance	0.759	0.163	Valid
5	Vertical connection	0.758	0.163	Valid
Pastor's Life at Home				
1	Reflection of one's relationship with God	0.622	0.163	Valid
2	Support in ministry	0.665	0.163	Valid
3	Role within the family	0.776	0.163	Valid
4	Awareness of personal fragility	0.643	0.163	Valid
5	Physical self-care	0.448	0.163	Valid
Pastor as a Communicator				
1	Embodying Christ	0.671	0.163	Valid
2	Concrete examples of prayer	0.773	0.163	Valid
3	Encouragement in fellowship	0.738	0.163	Valid
4	Relevant and biblical	0.524	0.163	Valid
5	Biblical mentoring and implementation	0.711	0.163	Valid
6	Divine Authority	0.620	0.163	Valid
Pastor as Counselor				

1	Receptive and modest	0.628	0.163	Valid
2	Good listener.	0.720	0.163	Valid
3	Empathy	0.688	0.163	Valid
4	Solution in partnership with God	0.835	0.163	Valid
5	Pastoral Ethics	0.664	0.163	Valid

No	Church Ministry	rxy count	rxy table	Remarks
Worship				
1	Intimate relationship	0.568	0.163	Valid
2	Experience of joy	0.661	0.163	Valid
3	Contextualization to needs	0.613	0.163	Valid
4	Hymn as reflection.	0.604	0.163	Valid
5	Prayer interpretation.	0.514	0.163	Valid
Teaching				
1	Biblically oriented.	0.547	0.163	Valid
2	Comprehensible teaching.	0.613	0.163	Valid
3	Spiritual instruction.	0.644	0.163	Valid
4	Contextually relevant and practical	0.716	0.163	Valid
Coaching				
1	Conformed to Christ	0.624	0.163	Valid
2	Personal faith approach	0.793	0.163	Valid
3	Goals of faith development	0.668	0.163	Valid
4	Small group	0.513	0.163	Valid
5	Equipping for ministry	0.663	0.163	Valid
6	Congregational engagement	0.404	0.163	Valid
Testimony and Ministry				
1	Goals and direction of ministry	0.561	0.163	Valid
2	Reflection of Christ	0.354	0.163	Valid
3	Church identity	0.550	0.163	Valid
4	Commitment to testimony and ministry	0.685	0.163	Valid
5	Budget priorities	0.432	0.163	Valid

No	Leadership	rxy count	rxy table	Remarks
Vision and Mission				
1	Well-defined vision and mission	0.648	0.163	Valid
2	Organizational atmosphere	0.742	0.163	Valid
3	Considerate leaders	0.756	0.163	Valid
4	Leadership cadre development	0.624	0.163	Valid
5	Support for leader	0.494	0.163	Valid
6	Contextual leadership	0.660	0.163	Valid
Church leadership				
1	Directed by Christ	0.656	0.163	Valid
2	Responsive and wise	0.698	0.163	Valid
3	Proportional support for ministry	0.575	0.163	Valid
4	Delegation and empowerment	0.517	0.163	Valid
5	Consider to community needs	0.579	0.163	Valid
Organization Management				
1	Job description	0.710	0.163	Valid
2	Organization management	0.798	0.163	Valid
3	Collective collegiality.	0.401	0.163	Valid
4	Ministry efficiency	0.496	0.163	Valid
Financial Stewardship				

1	Budget allocation	0.647	0.163	Valid
2	Theological foundations of stewardship	0.716	0.163	Valid
3	The fundamental essence of stewardship	0.609	0.163	Valid
4	Stewardship commitment	0.585	0.163	Valid
Administration				
1	Organizational structure	0.656	0.163	Valid
2	Organization management	0.653	0.163	Valid
3	Church administration ministry	0.673	0.163	Valid

No	Variables	CA Count	CA Minimum	Remarks
1	*Pastoral Ministry* (Pastrl)	0.948	0.600	Reliable
2	*Church Ministry* (ChMin)	0.921	0.600	Reliable
3	*Leadership* (Lead)	0.940	0.600	Reliable

Source: Data processed, 2024

Of the three main aspects of sustainable spiritual leadership in the church context, namely Pastoral Ministry, Church Ministry, and Leadership Ministry, only the second aspect has a positive effect, while the first and third aspects have a negative and significant impact on organizational performance. The explanation related to the Church Ministry, based on assessment conducted over a three-year research period, shows that its impact on improving organizational performance has become evident. The components of Church Ministry are indeed the fundamental services that must exist within church organizations serving the congregation. These components include: worship, teaching, formation, and witness and service. Therefore, a thorough assessment of Church Ministry can be directly experienced by the congregation. It can be stated that enhancing the quality of this aspect of Church Ministry will likely lead to growth within a period of at least there years.

In contrast, for Pastoral Ministry and Leadership, an increase in their assessments over the first 3 years will actually reduce organizational performance as measured by congregational growth. This result seems to contradict the hypothesis built on SIM and PLM. However, when examined more deeply, this result provides an insight that sustainable spiritual leadership cannot be built in the short term, 3 years is still too short a time to in still transformative leadership. Aspects included in Pastoral Ministry, such as the pastor's life as a person, communicator, and advisor who provides a living example require a longer time

to have a transformative impact on the organization. In contrast to Church Ministry, which can reach many congregations in every activity, Pastoral Ministry is a personal, one-on-one, and small group ministry. Likewise, Leadership, which contains aspects of internalizing the vision, mission, and core values of the organization until the formation of the expected and sustainable organizational culture, certainly cannot be achieved in a short period of time. Thus, although the direction of influence of the Pastoral Ministry and Leadership variables is opposite to what is expected, it still has a significant influence on organizational performance, it is just that the direction of influence must be observed over a longer period of time. However, the available empirical evidence can still strengthen the findings of previous research which states that there is a need to reimagine religious leadership through the social identity model and prophetic leadership (Barentsen, 2023 dan Kretzschmar, 2023).

The implication of this empirical evidence is that increasing assessments on Pastoral Ministry and Leadership requires sacrifices that have a temporary impact on slowing performance growth. However, this does not mean that these two aspects can be sidelined or even not given priority because they do not directly impact on improving organizational performance. Neglecting these two aspects will hinder the creation of sustainable spiritual leadership that is indispensable in facing VUCA challenges. Short-term sacrifices are necessary in order for churches to build congregations that

can become role-models that support sustainable development.

CONCLUSION

The purpose of this research is to provide empirical evidence related to the influence of sustainable spiritual leadership on the performance of non-profit organizations, specifically churches. Among the three aspects of leadership that were empirically tested, assessments of Church Ministry have a positive and significant effect on organizational performance. In contrast, assessments conducted on Pastoral Ministry and Leadership have a negative and significant effect on organizational performance. The practical implication of this research indicates that ministries that are fundamental and can be directly experienced by the congregation will have an impact on organizational performance within a short period of time. However, aspects of ministry that require the establishment of identity, integrity, and trust, as well as fostering sustainable changes in organizational culture require a longer period of time to produce positive changes in organizational performance especially in relation to congregational growth. Therefore, the aspects of Pastoral Ministry and Leadership as part of Sustainable Spiritual Leadership, initially require sacrifice in the form of a temporary decline in congregational growth. Thus, the empirical evidence generated in this research aligns with the Social Identity Model and Prophetic Leadership Model which emphasize the dimensions of social change and transformative leadership, which cannot be achieved instantly.

This research only includes cross-sectional empirical testing within a single short-term time frame. To understand the impact of sustainable spiritual leadership, longitudinal research is necessary. A specific assessment of the elements within each aspect of Pastoral Ministry, Church Ministry, and Leadership is essential for the implementation of improvements in congregational development through action research linked to impactful sustainable spiritual leadership.

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