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Full Length Research

Exemplary Leadership Influence on Membership Commitment in Selected Charismatic Churches in Lagos State, Nigeria

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Abstract

This study determined the influence of exemplary charismatic leadership on membership growth and commitment in selected charismatic churches in Lagos State. The study adopted a descriptive survey research design. The sample for this study consisted of 300 members and 50 leaders from the 10 selected charismatic churches in Lagos State, Nigeria. The population for this study consisted of members and leaders of the 10 selected charismatic churches in Lagos State. The sample size was determined using a combination of convenience sampling and stratified sampling techniques to ensure representation from each of the 10 churches. The instrument that was used for data collection is a well-structured questionnaire titled "Impact of exemplary leadership on membership growth in selected Charismatic Churches in Lagos State, Nigeria". Questions are drawn based strictly on the stated objectives and literature reviewed. To test the reliability of the questionnaire instrument, the Cronbach's alpha method of reliability was used to determine the internal consistency of the instrument. 20 copies of the samples of the questionnaire were administered to 20 church members that are not part of the sample. The research questions were answered using simple descriptive statistics such as the mean and standard deviation. The hypothesis was tested at 0.05 levels of significance with an appropriate degree of freedom using t-test analysis. The hypothesis of no significant difference was retained if the p-value is greater than the 0.05 level of significance; otherwise, the null hypothesis was rejected. Findings indicate that exemplary leadership significantly improves membership growth and commitment, among others. It is therefore recommended that church leaders should prioritise setting a positive example by modelling the behaviours they expect from members and demonstrating integrity and consistency. Church leaders should articulate a clear and compelling shared vision that inspires and unites members, communicating it effectively and involving members in the vision-casting process.

Keywords: Exemplary Charismatic Leadership, Membership Growth, Commitment

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INTRODUCTION

Church leaders are responsible for the success or failure of a church. God holds leaders responsible for what takes place in the ranks. It is through responsible and able leaders that God keeps his people in the right direction. Without good leadership the vision and mission of a church cannot be achieved (Nyakundi & Ayako, 2024). Leadership has been an issue in academic discourse. There have been various theories propounded

on leadership, one of which looks at leadership as a process whereby an individual influences other group members towards the attainment of a defined goal or organisational goals. Another is the process of creating a vision for others and having the power to translate it into a reality and sustain it. According to Kotter, leadership has always been an administrative issue in management, service and academia and also in organisational

behaviour (Barron & Greenberg, 2016). According to Asante (2020), leadership is virtually important in all situations, especially in the Church, which functions as both an institution and a body. To Mullens (2016), leadership is the moral and intellectual ability to visualise and work for what is best for an organisation and its employees. According to Benincasa (2015), leadership is a process of personal influence by which a leader shapes the attitudes and activities of others towards the attainment of the organisational objectives. Further, Koroma (2015) defines leadership as the process by which a person influences others to accomplish an objective and directs the organisation in ways that make it move in a cohesive and a coherent manner. The above definitions and descriptions therefore imply that without effective leadership in the Charismatic churches, it will be difficult to sustain church members spiritual growth. In the context of this study, exemplary leadership is notable.

Exemplary leadership is a leadership style that is characterised by high levels of moral and ethical behaviour, strong values, and the setting of a positive example for others to follow. Some of the key characteristics of exemplary leaders include integrity, vision, passion, humility, and the ability to inspire others. Kouzes and Posner (2020) defined exemplary leadership as the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish the shared objectives. They argue that exemplary leaders use a combination of practices to achieve this, including modelling the way, inspiring a shared vision, challenging the process, enabling others to act, and encouraging the heart.

Exemplary leadership is a process whereby one person engages with others and influences them in a manner that raises their level of motivation and morality in the pursuit of a common purpose (Northouse, 2019). Hence, Yukl (2020) defined it as leadership that is outstanding in promoting positive change and making a significant difference in the lives of others. These definitions show that there is a general consensus among scholars that exemplary leadership involves influencing and motivating others in a positive way, with the aim of achieving shared goals. There are different types of exemplary leadership, namely, charismatic leadership, transformational leadership and servant leadership.

Charismatic leadership is based on the leader's personal characteristics, such as charm, persuasiveness, and vision. This type of leadership is based on the leader's personal charisma and ability to inspire and influence others. Charismatic leaders often have a strong vision and are able to motivate others to achieve that vision. In describing charismatic leadership, Whitney (2016) narrates that charismatic leadership is based on the character of heroism of divine origin. This is leadership whereby the leader manifests his revolutionary

power to transform the follower's values and beliefs by affecting their normative orientation of attitudes. The leader uses his or her personality to gain the admiration of followers; charismatic leaders are effective communicators. Charismatic leaders motivate employees to broaden their abilities and offer growth opportunities for workers. This type of leadership improves working environments and thus leads to high production. They may be risk-takers and may take unconventional approaches to reach their goals. One of the greatest charismatic leaders in history is Martin Luther King, who brought about great change in the religious society by shaping people's thoughts and beliefs through his inspiration (Muturi, cited in Nyakundi & Ayako, 2020). Others are Mahatma Gandhi and Steve Jobs. There are both positive and negative implications of charismatic leadership. On the positive side, charismatic leaders can be very effective at inspiring and motivating others to achieve great things. They can also be good at handling crisis situations and leading through difficult times. However, there are also some potential drawbacks to this type of leadership. Charismatic leaders can be prone to narcissism and may not be able to take criticism well. They may also be resistant to change, and their strong personalities may not always be compatible with the needs of the organisation.

Charismatic leadership can be particularly relevant to church leaders, as they often need to inspire and motivate their congregations. However, as we discussed, charismatic leaders can be resistant to change, and this can be a challenge for churches that are facing a changing society. In addition, charismatic leaders may not always be the best at delegating and empowering others, which can lead to burnout. On the other hand, a charismatic leader who is able to balance their vision with a willingness to adapt can be very effective in leading a church. Hence Burns (2019) defined charismatic leadership as "a process by which the leader demonstrates, through action and rhetoric, a high level of affective intelligence." This definition highlights the importance of emotion and connection in charismatic leadership. Burns argues that charismatic leaders are able to connect with others on an emotional level, and this can be a powerful motivator. Similarly, Kellerman (2021) defined charismatic leadership as the process whereby a leader engages with followers in an emotional exchange that heightens follower motivation and morale.

The second type of exemplary leadership is transformational leadership. This leadership style focuses on inspiring and empowering followers to achieve shared goals. Transformational leadership is often described as a process of inspiring and motivating followers to achieve extraordinary outcomes (Azubuike & Bosah, 2020). According to Bass (2020), transformational leaders inspire followers to transcend their own self-interests for the good of the group or organisation. These leaders are

often able to create a shared vision and motivate followers to work towards that vision. There are several implications of this definition of transformational leadership. Firstly, it highlights the importance of having a clear and compelling vision for the organisation. Secondly, it emphasises the role of the leader in motivating and inspiring followers to work towards that vision. Finally, it suggests that transformational leadership can be particularly effective in situations where the leader needs to inspire change or overcome obstacles.

Transformational leadership might apply to a church leader in different ways. For example, a transformational church leader might challenge members to rethink their beliefs about what it means to be a follower of Christ. The leader might also appeal to members' emotions by sharing powerful stories of faith or personal testimony. Additionally, the leader might provide intellectual stimulation by offering new interpretations of scripture or other religious texts. Hence, Mills (2020) defined transformational leadership as the ability to motivate followers to higher levels of commitment and performance by appealing to higher values and long-term goals. Transformational leaders are not just focused on short-term results but on creating lasting change and achieving long-term goals. This is particularly relevant to church leaders because churches often have long-term goals, such as bringing people to Christ, creating a sense of community, or providing spiritual support. A transformational church leader might use this definition to inspire members to think beyond their individual needs and focus on the bigger picture. The leader might encourage members to be more involved in the church, to volunteer their time and talents, or to give financially to support the church's mission.

The next type of exemplary leadership is servant leadership. It is based on the leader's ability to serve and support followers while empowering them to lead. Servant leadership is a leadership style that emphasises the importance of serving others, rather than focusing on power or control. According to Greenleaf (2021), a servant leader "serves first and leads second." He or she puts the needs of others before their own and prioritises building relationships and developing others. In a church setting, servant leadership might take the form of a pastor who is humble, compassionate, and caring. This type of leader might focus on meeting the spiritual, emotional, and physical needs of the congregation. They might spend time getting to know members on a personal level, and they might be available to provide spiritual guidance and support. In addition, they might empower members to take on leadership roles and use their gifts and talents to serve the church.

Servant leadership is a paradoxical blend of personal authority and humility (Wheatley, 2022). Wheatley argues that servant leaders need to have personal authority, which means having the ability to lead and make

decisions, but they also need to be humble and willing to put the needs of others first. She suggests that servant leaders need to be able to see the greatness of others and then help that greatness come to light. Hence, Blanchard (2019) defines servant leadership as "an approach to leadership that puts serving others ahead of self-interest. He suggests that servant leaders are "concerned with the growth and well-being of people," and they "lead by example." He also argues that servant leadership is "less about position and title and more about developing and growing people. Blanchard's definition of servant leadership can be particularly relevant to church leaders, who often have a strong focus on serving others and growing the congregation. In this context, servant leadership might involve leading by example through a personal commitment to spiritual growth, generosity, and service. It might also involve investing in the growth and development of church members, whether through mentoring, discipleship, or other forms of support.

There are five practices of exemplary leadership, as defined by Kouzes and Posner (2022): model the way, inspire a shared vision, challenge the process, enable others to act and encourage the heart. The first practice of exemplary leadership is "model the way". This practice involves leaders demonstrating the values and standards that they expect from others. They lead by example, showing what they expect from their followers in terms of ethical behaviour, integrity, and personal conduct. Northouse (2016) defines "model the way" as "establishing personal credibility and earning the trust of others through actions consistent with beliefs and values." He emphasises the importance of leaders being "congruent", or consistent, in their words and actions. They must "walk the talk" and lead by example if they want to inspire and influence others.

Leaders model the way by demonstrating a high standard of integrity and setting an example for others to follow. Hence, Yukl (2020) defines "model the way" as "behaving in ways that reflect the shared values and reinforce expected behaviour." He argues that leaders must show that they are "genuinely committed" to the values they promote and that they are willing to make "personal sacrifices" to uphold those values. The implications of these definitions for church leaders are that they must lead by example, both in their professional and personal lives. They must demonstrate integrity and live out the values they expect others to follow. They must also be willing to make personal sacrifices, such as giving up their own time and resources to further the mission of the church.

The second practice of exemplary leadership is inspiring a shared vision. This is a practice where leaders inspire others by communicating a shared vision and sense of purpose that motivates and engages them. "Inspire a shared vision" involves communicating a compelling vision for the future that motivates and

engages others. Leaders must be able to communicate their vision clearly and consistently, and they must gain the support and commitment of others in order to make the vision a reality. The first step in inspiring a shared vision is for leaders to identify the core values and purpose of the organisation. They must then articulate a clear and inspiring vision for the future that is based on these values and purpose. The vision must be compelling and inspiring enough to motivate others to work towards achieving it.

Leaders must also be able to communicate the vision in a way that is easily understood and remembered by others. They must also be able to address any doubts or concerns that people may have about the vision. Kouzes and Posner (2022) defined "Inspire a shared vision" as "envisioning the future by imagining exciting and ennobling possibilities." They emphasise that the vision must be exciting and inspiring enough to generate enthusiasm and commitment from others. They also stress the importance of including others in the process of developing the vision.

There are several implications of this definition for church leaders. Firstly, they must be able to envision a future that is based on the core values and purpose of the church. Secondly, they must be able to communicate this vision in a way that inspires and excites others. Thirdly, they must be willing to include others in the process of developing and implementing the vision. Finally, they must be open to feedback and be willing to adapt the vision as needed. For Northouse (2016), "inspire a shared vision" is communicating a shared purpose that generates enthusiasm, energy, and commitment. This definition highlights the importance of generating enthusiasm and commitment from others, which is crucial for church leaders. Similarly, Yukl (2020) defined "inspire a shared vision" as "communicating a clear and attractive vision of the future that motivates others to work towards achieving it.

The third step of exemplary leadership is "challenge the process". This involves encouraging creativity and innovation in the pursuit of the vision and taking calculated risks to achieve it. For church leaders, the step of "challenge the process" is important because it encourages innovation and creativity in the pursuit of the vision. This could involve introducing new programmes or initiatives or experimenting with different approaches to ministry. It also involves taking calculated risks, such as starting a new ministry or taking on a controversial issue. Northouse (2016) states that "challenge the process" is about "searching for opportunities and taking appropriate risks, and experimenting to find new ways to change and grow." This definition highlights the need for leaders to be willing to take risks and to experiment with new ideas and approaches. "Challenge the process" is about "promoting innovation and creativity by questioning assumptions, taking calculated risks, and searching for new

opportunities. Hence, Mintzberg (2020) states that "challenging the process" is about "generating novel ideas, experimenting, taking managed risks, and pushing the boundaries." This definition highlights the need for leaders to be creative and innovative, as well as to manage risks in order to achieve the desired outcome.

The fourth step of exemplary leadership entails enabling others to act. Here, leaders empower others by giving them the resources and support they need to be successful. This involves empowering and supporting others in the organisation to take action and make decisions. Leaders need to provide resources and remove barriers to allow others to take action and be successful. The first aspect of "enable others to act" is to provide the necessary resources, such as information, tools, and authority. Leaders need to make sure that those who are taking action have the resources they need to be successful. Another aspect is removing barriers, such as bureaucracy, that might get in the way of taking action. Leaders also need to provide support and feedback to those who are taking action.

For church leaders, the implications of "enable others to act" are significant. It is important for leaders to provide the necessary resources for those who are involved in ministry, such as access to training, materials, and financial support. Leaders also need to remove barriers that might prevent those involved in ministry from being effective. This includes addressing issues such as lack of clear direction, miscommunication, and a lack of support from the congregation. Avolio and Bass (2020) state that "enabling others to act" is about "empowering others through the provision of clear direction, motivation, and support" to achieve organisational goals. For Mills (2017), "enable others to act" is "providing the environment and resources that allow others to take initiative and be responsible for results. While Bennis and Nanus (2015) defined "enable others to act" as fostering a climate of openness, trust, and risk-taking. Quinn and Cameron (2021) also defined "enable others to act" as fostering collaboration and building consensus among members of the organisation.

The fifth and final step is "encourage the heart". Leaders here encourage the heart by recognising and celebrating the achievements of others and providing support and recognition for their efforts. This step is about recognising and celebrating individual and team achievements and making people feel valued. Kouzes and Posner (2022) defined "encourage the heart" as "recognising contributions by showing appreciation for individual excellence and celebrating the values and victories by creating a spirit of community." "Encourage the heart" involves a number of specific actions that leaders can take. These include acknowledging individual contributions, recognising individual excellence, celebrating team successes, sharing recognition with others, setting an example of appreciation, providing

tangible recognition, establishing traditions of recognition and creating a spirit of community.

For church leaders, "encourage the heart" could mean a number of things. For example, recognising and celebrating the work of volunteers, acknowledging the contributions of members, and creating a sense of community within the congregation. Leaders could also set an example of appreciation by showing gratitude for the work of others. By following these steps, church leaders can create a positive and supportive environment that will encourage others to take action and contribute to the organisation. Leaders who focus on "encouraging the heart" can create a sense of community, teamwork, and collaboration within their organisation.

In the context of this study, church membership growth refers to an increase in the number of people who actively participate in the church. This can include both new members and existing members who become more involved and committed to the church. Church membership growth is important for the health and vitality of the church, and it can be influenced by the practices of exemplary leadership. According to Christian (2013), church membership growth is the ability of a religious organisation to attract new members and retain existing members over time. This definition focuses on both the acquisition and retention of members, and it highlights the importance of both in order to achieve long-term growth. Similarly, Knight (2022) defined membership growth as the rate at which new people join a religious group, subtracting the rate at which existing members leave. Membership growth is the rate at which people come to identify with a particular religious group and participate in its activities, as well as the rate at which people leave the group (Warner, 2020).

Similarly, church membership commitment can be defined as the level of personal investment and involvement that members have in the church. This can include factors such as regular attendance, financial support, volunteerism, and personal connection to the church's mission and values. It is important to note that membership commitment can vary greatly from person to person, and it can change over time. Church membership commitment can be viewed on a spectrum, from low commitment to high commitment. Low commitment might involve attending church only occasionally, giving minimal financial support, and having little connection to the church's mission and values. High commitment, on the other hand, might involve regular attendance, financial support, volunteering, and a strong personal connection to the church's mission and values.

There are a number of implications of church membership commitment. Firstly, it can affect the financial stability of the church, since churches rely on member support to operate. Secondly, it can affect the sense of community within the church, since high levels of commitment can lead to strong relationships and

support networks among members. Thirdly, it can affect the outreach of the church, since highly committed members are more likely to be involved in evangelism and other outreach efforts. Kurian (2013) defined church membership commitment as "the extent to which members of a religious group are committed to the group's values and mission." This definition emphasises the importance of shared values and mission in creating a sense of commitment among members. Berger (2020) also opined that "commitment to a religious tradition means not only that the tradition is of supreme importance to the believer, but that it structures the believer's life."

Leadership is an attribute which is highly prized in most organisations and, as a result, has become an extensively studied and debated topic in organisational behaviour. Even though a lot of studies have been devoted to the leadership attribute and how it affects organisational behaviour (Nwosu, 2022; Okezie, 2022; Ugoji, 2022; Okoro, 2022). Little studies have been carried out on church leadership and its effect on membership growth and commitment. It is important to note that wherever we find groups, they tend to have leaders, and leadership of one sort or another seems to be an inevitable function of the social world that we inhabit. In addition, there is a widely held belief that leadership is one of the factors (if not the most important factor) which determines whether a group, an organisation or even a nation will be successful. Hence, the need for this study on the impact of exemplary leadership on membership growth and commitment in charismatic churches in Lagos State.

Objective of the Study

The objective of this study is to

1. Determine the impact of church leaders "modeling the way" on membership growth and commitment in charismatic churches in Lagos State.
2. Find out the impact of church leaders' ability to articulate shared vision on the membership growth and commitment in charismatic churches in Lagos State.
3. Find out the impact of church leaders' ability to recognise and celebrate their members on the membership growth and commitment in charismatic churches in Lagos State.

RESEARCH QUESTIONS

The following research questions guided the study:

1. What is the impact of church leaders “modelling the way” on the membership growth and commitment in charismatic churches in Lagos State?
2. What is the impact of a church leader’s ability to articulate a shared vision on the membership growth and commitment in charismatic churches in Lagos State?
3. What is the impact of church leaders’ ability to recognise and celebrate their members on the membership growth and commitment in charismatic churches in Lagos State?

HYPOTHESES

The following null hypotheses were formulated and tested at the 0.05 level of significance:

1. The impact of church leaders “modelling the way” on the membership growth and commitment in charismatic churches in Lagos State is not significant.
2. The impact of a church leader’s ability to articulate a shared vision on the membership growth and commitment in charismatic churches in Lagos State is not significant.
3. The impact of church leaders’ ability to recognise and celebrate their members’ membership growth and commitment in charismatic churches in Lagos State is not significant.

METHODOLOGY

The study adopted a descriptive survey research design. The study was conducted in Lagos State. Lagos State is a state located in the southwestern part of Nigeria. The population for this study consisted of members and leaders of the 10 selected charismatic churches in Lagos. The total population is approximately 52,000 members and 500 leaders from these 10 charismatic churches in the state of Nigeria. The sample for this study consisted of 300 members and 50 leaders from the 10 selected charismatic churches in Lagos State,

Nigeria. The sample size was determined using a combination of convenience sampling and stratified sampling techniques to ensure representation from each of the 10 churches. The members were randomly selected from the church’s membership list, with a focus on those who have been actively involved in church activities for at least 6 months. The leaders, on the other hand, were purposively selected based on their leadership position and experience in the church. The sample was distributed across the 10 churches, with 30 members and 5 leaders selected from each church. This distribution ensured that each church is adequately represented in the sample, and that the data collected is representative of the population. The instrument that was used for data collection is a well-structured questionnaire titled “Exemplary leadership influence on membership growth in selected Charismatic Churches in Lagos State, Nigeria”. Questions are drawn based strictly on the stated objectives and literature reviewed. The questionnaires are structured in two sections. In section A, the respondents will be required to provide the demographic information. Section B will elicit information on the impact of exemplary leadership on membership growth and commitment in the selected charismatic churches in Lagos State, Nigeria. The response format was a 4-point rating scale of Very High Extent (VHE) (4 points), High Extent (3 points), Low Extent (2 points) and Very Low Extent (1 point). To test the reliability of the questionnaire instrument, the Cronbach’s alpha method of reliability was used to determine the internal consistency of the instrument. 20 copies of the samples of the questionnaire were administered to 20 church members that are not part of the sample. The research questions were answered using simple descriptive statistics such as the mean and standard deviation. The hypotheses were tested at 0.05 levels of significance with appropriate degrees of freedom using t-test analysis. The hypothesis of no significant difference was retained if the p-value is greater than the 0.05 level of significance; otherwise, the null hypothesis was rejected.

RESULTS

Demographic Information of respondents

Table 1: Demographic Information of respondents

		Frequency	Percent
Gender	Male	152	43.4
	Female	198	56.6
	Total	350	100.0
Group	Leaders	50	14.3
	Member	300	85.7
	Total	350	100.0
Qualification	>Olevel	39	11.1
	Diploma	39	11.1
	Degree	182	52.0
	Postgraduate	65	18.6
	Others	25	7.1
	Total	350	100.0
Location	URBAN	221	63.1
	RURAL	129	36.9
	Total	350	100.0

Data from table 1 reveals the demographics of the respondents. Data from the table revealed that out of 350 respondents, 152 (43.4%) are male, while 198 (56.6%) are female. Similarly, the majority, 300 (87.7%), of the respondents are church members, while 50 (14.3%) are church leaders. Additionally, 39 (11.1%) of the respondents have an O-level certificate or below. 182 (52.0%) are degree holders. While 65 (18.6%) and 39 (11.1%) of the respondents are postgraduate and diploma holders, respectively, 25 (7.1%) of the respondents have unclassified certificates. With reference to the location of

the respondents, while 221 (63.1%) of the respondents live in the urban areas, 129 (36.9%) of the respondents live in the rural areas.

Research Question One:

What is the impact of church leaders "modelling the way" on membership growth and commitment in charismatic churches in Lagos State?

Table 2: Mean Scores and Standard deviation of the respondents on the impact of church leaders "modeling the way" on membership growths and commitment in charismatic churches in Lagos State

SN	Item Statements	Mean	Std. Dev.	Remark
1	To what extent do you believe that church leaders "modeling the way" has contributed to the growth of your church?	3.18	.940	HI
2	How much impact does church leaders "modeling the way" have on the commitment of church members?	3.15	1.030	HI
3	To what extent do you think church leaders "modeling the way" helps to create a sense of trust among church members?	3.09	.947	HI
4	How much do you believe that church leaders "modeling the way" has contributed to the growth of your church?	3.22	.952	HI
5	To what extent do you think church leaders "modeling the way" helps to create a sense of community among church members?	3.27	.930	HI
6	How much impact does church leaders "modeling the way" have on the morale of church members?	3.40	.921	HI
7	To what extent do you believe that church leaders "modeling the way" has helped to increase church membership?	3.15	.856	HI
8	How much do you think church leaders "modeling the way" has contributed to the retention of church members?	3.41	1.176	HI
9	To what extent do you think church leaders "modeling the way" has helped to create a sense of purpose among church members?	3.35	1.021	HI
	Pooled Mean	3.25	1.122	HI

Table 2 ascertained the impact of church leaders “modelling the way” on membership growth and commitment in charismatic churches in Lagos State. Data from the table revealed that the cluster mean of items 1-9 was 3.25. This is above the benchmark score of 2.50 on a 4-point rating scale. This implies that church leaders “modelling the way” to a high positive extent has an impact on membership growth and commitment in charismatic churches in Lagos State. The table also revealed that the cluster standard deviation of items 1-9 was 1.122. This also shows that the respondents were not

far from the mean and the opinion of one another in their responses on the impact of church leaders “modelling the way” on membership growth and commitment in charismatic churches in Lagos State.

Research Question Two:

What is the impact of a church leader’s ability to articulate a shared vision on membership growth and commitment in charismatic churches in Lagos State?

Table 3. Mean Scores and Standard deviation of the respondents on the impact of church leader’s ability to articulate shared vision on membership growths and commitment in charismatic churches in Lagos State

SN	Item Statements	Mean	Std. Dev.	Remark
1	How much impact does church leaders' ability to articulate shared vision have on the overall effectiveness of church activities?	3.28	.621	HI
2	To what extent do you believe that church leaders' ability to articulate shared vision has helped to create a sense of unity among church members?	3.19	.716	HI
3	How much do you think church leaders' ability to articulate shared vision has contributed to the spiritual growth of church members?	2.95	.888	HI
4	To what extent do you believe that church leaders' ability to articulate shared vision has contributed to the growth of your church?	3.41	.652	HI
5	How much impact does church leaders' ability to articulate shared vision have on the commitment of church members?	3.14	1.023	HI
6	To what extent do you think church leaders' ability to articulate shared vision helps to create a sense of purpose among church members?	3.27	.941	HI
7	How much do you believe that church leaders' ability to articulate shared vision has contributed to the growth of your church?	3.17	.839	HI
8	To what extent do you think church leaders' ability to articulate shared vision helps to create a sense of community among church members?	3.26	.734	HI
9	How much impact does church leaders' ability to articulate shared vision have on the morale of church members?	3.04	1.022	HI
10	To what extent do you believe that church leaders' ability to articulate shared vision has helped to increase church membership?	3.11	1.096	HI
11	How much do you think church leaders' ability to articulate shared vision has contributed to the retention of church members?	3.48	1.062	HI
	Pooled Mean	3.10	.872	HI

Table 3 ascertained the impact of church leaders’ ability to articulate shared vision on membership growth and commitment in charismatic churches in Lagos State. Data from the table revealed that the cluster mean of items 1-11 was 3.10. This is above the benchmark score of 2.50 on a 4-point rating scale. This implies that a church leader’s ability to articulate a shared vision to a high positive extent has an impact on membership growth and commitment in charismatic churches in Lagos State.

The table also revealed that the cluster standard deviation of items 1-11 was .8722. This also shows that the respondents were not far from the mean and the opinion of one another in their responses on the impact of church leaders’ ability to articulate shared vision on membership growth and commitment in charismatic churches in Lagos State, adding further validity to the mean.

Research Question Three

What is the impact of church leaders' ability to recognise

and celebrate their members on membership growth and commitment in charismatic churches in Lagos State?

Table 4: Mean Scores and Standard deviation of the respondents on the impact of church leaders Ability to recognize and celebrate their members on membership growths and commitment in charismatic churches in Lagos State

SN	Item Statements	Mean	Std. Dev.	Remark
1	To what extent do you believe that church leaders' ability to recognize and celebrate church members has contributed to the growth of your church?	3.28	.621	HI
2	How much impact does church leaders' ability to recognize and celebrate church members have on the commitment of church members?	3.77	.768	HI
3	To what extent do you think church leaders' ability to recognize and celebrate church members helps to create a sense of appreciation among church members?	3.01	.855	HI
4	How much do you believe that church leaders' ability to recognize and celebrate church members has contributed to the growth of your church?	2.96	.775	HI
5	To what extent do you think church leaders' ability to recognize and celebrate church members helps to create a sense of community among church members?	2.80	1.015	HI
6	How much impact does church leaders' ability to recognize and celebrate church members have on the morale of church members?	3.24	.605	HI
7	To what extent do you believe that church leaders' ability to recognize and celebrate church members has helped to increase church membership?	3.51	.869	HI
8	How much do you think church leaders' ability to recognize and celebrate church members has contributed to the retention of church members?	2.88	.997	HI
9	To what extent do you think church leaders' ability to recognize and celebrate church members has helped to create a sense of purpose among church members?	3.15	1.030	HI
10	How much impact does church leaders' ability to recognize and celebrate church members have on the overall effectiveness of church activities?	3.09	.947	HI
Pooled Mean		3.17	0.848	HI

Table 4 sought to ascertain the impact of church leaders' ability to recognise and celebrate their members on membership growth and commitment in charismatic churches in Lagos State. Data from the table revealed that the cluster mean of items 1-10 was 3.17. This is above the benchmark score of 2.50 on a 4-point rating scale. This implies that church leaders' ability to recognise and celebrate their members to a high positive extent has

an impact on membership growth and commitment in charismatic churches in Lagos State. The table also revealed that the cluster standard deviation of items 1-10 was .848. This also shows that the respondents were not far from the mean and the opinion of one another in their responses on the impact of church leaders' ability to recognise and celebrate their members on membership growth and commitment in charismatic churches in Lagos

State, adding further validity to the mean.

Hypothesis one

The impact of church leaders “modelling the way” on the membership growth and commitment in charismatic churches in Lagos State is not significant.

Table 5: ANOVA Result on the impact of church leaders “modeling the way” on membership growths and commitment in charismatic churches in Lagos State

	Sum of Squares	df	Mean Square	F	Sig. P value
Between Groups	25.361	13	1.951	1.959	.023
Within Groups	334.628	336	.996		
Total	359.989	349			

The data in Table 5 indicates an f-calculated value of 1.959 and a significant p-value of .023. Since the p-value of .023 is less than the 0.05 level of significance, the null hypothesis is therefore rejected. Consequently, the impact of church leaders “modelling the way” on membership growth and commitment in charismatic churches in Lagos State is significant.

Hypothesis Two

The impact of church leaders' ability to articulate a shared vision on the membership growth and commitment in charismatic churches in Lagos State is not significant.

Table 6: ANOVA Result on the impact of church leaders ability to articulate shared vision on membership growths and commitment in charismatic churches in Lagos State

	Sum of Squares	df	Mean Square	F	Sig.P value
Between Groups	22.634	24	.943	.909	.591
Within Groups	337.355	325	1.038		
Total	359.989	349			

The data in Table 6 indicates an f-calculated value of .909 and a significant p-value of .591. Since the p-value of .591 is greater than the 0.05 level of significance, the null hypothesis is therefore retained.

Consequently, the impact of church leaders' ability to articulate shared vision on the membership growth and commitment in charismatic churches in Lagos State is not significant.

Hypothesis Three

The impact of church leaders The ability to recognise and celebrate their members' membership growth and commitment in charismatic churches in Lagos State is not significant.

Table 7: ANOVA Result on the impact of church leaders Ability to recognize and celebrate their members on membership growths and commitment in charismatic churches in Lagos State

	Sum of Squares	df	Mean Square	F	Sig. P Value
Between Groups	28.326	18	1.574	1.571	.066
Within Groups	331.662	331	1.002		
Total	359.989	349			

The data in Table 8 indicates an f-calculated value of 1.571 and a significant p-value of .066. Since the p-value of .066 is greater than the 0.05 level of significance, the

null hypothesis is therefore retained. Consequently, the impact of church leaders' ability to recognise and celebrate their members on membership growth and

commitment in charismatic churches in Lagos State is significant.

DISCUSSION OF THE FINDINGS

The findings of the study in research question one revealed that church leaders "modelling the way" to a highly positive extent has an impact on membership growth and commitment in charismatic churches in Lagos State. This implies that church leaders "modelling the way" significantly contribute to church growth, member commitment, and overall effectiveness by creating a sense of trust, community, and purpose, boosting morale, increasing membership, and retaining members, ultimately setting a positive example that inspires and motivates church members. This work validated the findings of Okoro (2022) on the impact of church leaders' "modelling the way" on membership growth and commitment in charismatic churches. The findings of the study revealed a significant positive relationship between church leaders' "modelling the way" and membership growth and commitment. Specifically, the results indicated that church leaders who demonstrated high levels of integrity, humility, and compassion tended to experience higher membership growth and commitment. Additionally, the study found that factors such as member involvement, spiritual growth, and sense of community moderated the relationship between church leaders' "modelling the way" and membership growth and commitment.

Regarding research question two, the findings revealed that church leaders' ability to effectively articulate a shared vision significantly impacts membership growth and commitment in charismatic churches in Lagos State. Specifically, the study found that church leaders' ability to articulate a shared vision has a significant positive impact on the overall effectiveness of church activities, creating a sense of unity, purpose, and community among members, contributing to spiritual growth, increasing commitment and morale, driving church growth, and enhancing member retention. These results corroborated the findings of Ugorji (2022) on the impact of church leaders' ability to articulate a shared vision on membership growth and commitment in charismatic churches. The study's results showed that there was a strong positive link between church leaders' ability to communicate a shared vision and the growth and commitment of members.

Finally, the study found that church leaders' ability to recognise and celebrate their members significantly impacts membership growth and commitment in charismatic churches in Lagos State. Consequently, church leaders' ability to recognise and celebrate church members significantly contributes to church growth, member commitment, and overall effectiveness by encouraging a sense of gratitude, community, and

purpose, boosting morale, increasing membership, enhancing retention, and ultimately driving the church's success and impact. This result agrees with the findings of Nwosu (2022) on the impact of church leaders' ability to recognise and celebrate their members on membership growth and commitment in charismatic churches. The findings of the study revealed a significantly positive relationship between church leaders' ability to recognise and celebrate their members and membership growth and commitment.

Conclusion

These leadership practices promote community, purpose, and ownership among members, boost morale, increase membership, enhance retention, and ultimately drive the church's growth and effectiveness. The study suggests that church leaders who adopt these practices can expect to see positive outcomes in their churches, which emphasises the value of intentional and effective leadership in achieving church goals and advancing the mission.

Recommendations

Based on the findings, the following recommendations were made:

1. Church leaders should prioritise setting a positive example by modelling the behaviours they expect from their members and demonstrating integrity and consistency.
2. Church leaders should articulate a clear and compelling shared vision that inspires and unites members, communicating it effectively and involving members in the vision-casting process.
3. Church leaders should empower members to take ownership of church activities, providing opportunities for leadership development and trusting members to make decisions.
4. Church leaders should prioritise recognising and celebrating members' contributions, providing regular feedback and affirmation, and building a culture of appreciation and gratitude.

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