STRATEGIC LEADERSHIP, INNOVATION, AND FINANCIAL PERFORMANCE IN FAITH-BASED ORGANIZATIONS

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ABSTRACT

Faith-based organizations (FBOs) exist in a growingly competitive and limited-resources setting that requires strategic management. A review of available literature has shown that strategic management has a fundamental role in shaping a change-minded organizational culture that promotes efficiency and innovation-driven expansion in FBOs. Innovation, internal capabilities, and technology management further complement FBOs' endeavors to enhance financial performance in FBOs. This study examines the relationship between innovation practices and financial performance for the Diocese of Mt. Kenya South of the Anglican Church of Kenya using a census design involving 417 synod delegates. The data were collected using structured questionnaires, which were analyzed using descriptive analysis in SPSS version 24.0. The results show that there is a certain level of agreement that new income-generating projects, new financial technology, new strategies in financial management, and increasing into members to improve financial performance have been implemented. Innovation also plays a part in generating additional income for the institution. These findings are in line with other research that prioritize innovation, technology, and sound financial management to move the sustainability of FBOs forward. The conclusion reached in this study is that innovation, technology, sound finance, and an increase in members are important drivers of enhanced financial performance.

Keywords: Strategic Leadership; Innovation; Financial Performance; Faith-Based Organizations; Digital Transformation; Income-Generating Activities; Church Management.

INTRODUCTION

Faith-Based Organizations (FBOs), or organizations that are faith-based, are important within societies for various functions ranging from spiritual to economic. Especially in developing countries, FBOs act as supplements within the service delivery frameworks. However, apart from the religious objectives, the environments within which FBOs are increasingly being operated are ones characterized by uncertainties in matters of finances, increased overhead costs, changing membership, and growing demands on accountability and impact. This has culminated in the adoption being faced by the faith-based organizations from being strictly religious leadership models to those that are innovative, sustainable, and financially effective (Andrews, 2023; Atkinson, 2025). Strategic leadership has since assumed the role of an important factor that determines the growth within such environments.

Faith-based organizations strategic leadership requires the integration of vision, mission, and values with long-term organizational planning, resource development, and capabilities. From existing literature, leadership styles and strategic decision-making are significantly crucial in organizational performance outcomes for churches and religious organizations (Benedicte etal., 2022; Ouma & Muthimi, 2024). Based on the organizational life cycle concept, successful church leadership practices are linked to developments that include resilience, organizational maturity, particularly through the strategic integration of governance, human capital, and financial management approaches by Jenssen (2020). Crumroy et alcohol., 2023). On the basis of the organizational context in Kenya and other settings, internal organizational resources such as the competency profile and strategic profile of organizations have been documented to play critical roles in creating sustainable competitive advantages for faith-based nonprofits (Iswan & Kihara, 2022).

Innovation is being welcomed as an important tool used in strategic leadership to improve organizational and financial performances in religious contexts. Although resistance to change in churches and other religious bodies has long been observed to be very strong, there is a gradual acceptance of innovation in management, service delivery, technology, and income generation practices (Dunaetz, 2021; Riley, 2025). Innovation in areas like digitization, unconventional sources of income, and income-generating projects has been observed to improve financial sustainability and withstand dependence on donations and tithes (Mulusa et al., 2021; Stein, 2024). There is empirical evidence in other nonprofit and relating organizations to show that strategic networking, diversification efforts, and innovative actions can improve financial performances and organizational factors favorably (Jin & Nembhard, 2022; Van Rijn, 2023).

Financial performance is also a salient criterion for assessing the efficiency of faith-based organizations. This performance exerts direct influences upon the ability of faith-based organizations to finance ministries, personnel, outreach, and social missions. Best practices of financial management, including the preparation of budgets, cost controls, diversification of sources, and accountability procedures, have proven integral for the development of sustainability and viability (Hillman & Reece, 2020; Basiru et al., 2023; Salamah, 2023). But the performance of faith-based organizations regarding finance cannot be viewed independently of the actions of the leadership and innovation potential. A growing body of scholarly work currently indicates the development of a culture of innovation and responsible finance management, hence improving the performance of faith-based organizations in value-oriented and mission-focused organizations (Andrews, 2023; Atkinson, 2025). Despite an emerging literature on leadership, innovation, and financial management, a significant amount of integrative research that focuses on studying the role of strategic leadership on innovation and ultimately influencing financial performance in faith-based organizations is still lacking. The literature that is emerging focuses on these issues individually or even secular organizations. Thus, it is believed that this study, as it focuses on a literature synthesis regarding strategic leadership, innovation, and financial performance within faith-based organizations, could add to emerging literature practicing leadership and management, recognizing that faith-based organizations offer a different challenge due to their value-oriented character, while at the same time focusing on their important operational realities as well.

Problem Statement

Faith-based Organizations (FBOs) are now operating in a setting that is increasingly characterized by competitiveness, scarcity, and technological dynamism, yet most FBOs continue using traditional approaches in administration and finance, which limit their potential for sustainable performance. From current literature, it has been established that Strategic Leadership, Innovation, and Organizational Capabilities play a major role in influencing the impact of performance in Nonprofit Organizations, Churches, and FBOs in general, in terms of their long-term sustainability (Andrews, 2023; Ouma and Muthimi, 2024; Iswan and Kihara, 2022). Nonetheless, despite this theoretical understanding, most FBOs, including those from the Anglican Church of Kenya, are struggling to make a tangible outcome of their strategies, technology, and innovations in terms of their direct impact on finance. Suggested evidence shows that though churches are able to establish projects that are income-generating, use technology, and develop environments that are innovation-driven, their actual efficiency of these strategies aimed at enhancing finance performance is unknown, erratic, and even unchecked. This challenge has been enhanced by a lack of direct studies from empirical observations of how Strategic Leadership and Innovation processes are related in influencing finance performance in FBOs in Kenya. This means that the Anglican Church of Kenya's Diocese of Mt. Kenya South lacks proper evidence-based knowledge for informed decision-making. Thus, this research question seeks to address this lack of comprehension.

General Objective

To examine the influence of strategic leadership and innovation on the financial performance of faith-based organizations, with a focus on the Anglican Church of Kenya's Diocese of Mt. Kenya South.

LITERATURE REVIEW

Strategic Leadership in Faith-Based Organizations

Strategic leadership is now a dominant discourse for the reading of faith-based organization (FBO) sustainability, growth, and effectiveness, especially within the challenging and increasingly competitive context. FBOs, different and distinct from for-profit businesses, are ensconced in spiritual missions and values. According to Andrews (2023), a discussion of strategic leadership within not-for-profit and membership organizations, such as FBOs, which are founded upon spiritual and moral values, requires a discourse of strategic vision, cultural identity, and change management that is consistent with such spiritual and moral principles. Strategic leaders in FBOs also have moral and spiritual authenticity and accountability for authority.

Based on existing knowledge, leadership competencies are essential in ensuring the efficiency of faith-based institutions. Dada et al. (2020) proved that leadership competencies related to strategic leadership have become vital in ensuring the efficiency of faith-based institutions in Nigeria. The study argued that strategic thinking, efficient resource utilization, and flexibility in decision-making processes are vital leadership competencies that administrators must employ to achieve maximum efficiency in institutions. Significantly, it emphasized that values and accountabilities form the foundation of all leadership competencies.

Integration of Faith and Leadership Strategy. Faith and leadership strategy are seen as specific resources that contribute to competitive advantage in faith-based organizations. According to Susilowati et al. (2025), faith should be seen as a strength rather than a potential deficiency, specifically within the Christian hospital environment, because value-based leadership creates loyalty towards organizational behavior and service delivery. This is supported by Atkinson (2025), who submits that faith-based strategic leadership helps organizations overcome difficult times. According to Atkinson (2025), strategic leaders within faith-based organizations rely on the values of the organization, strong relationships with their stakeholders, and the shared organizational vision to improve the resilience of the organizations. Moreover, the role of strategic leadership in managing change and innovation in faith-based organizations also appears critical. Andrews (2023) asserts that value-based organizations are faced with the demands of tradition conformity, with strategic leadership being the critical drivers in the manner in which the new dynamic must be managed. The leaders are major sense-makers who have to facilitate strategic change while ensuring conformity to the organization's tradition and vision or mission. Atkinson (2025) argues that adaptability in the context of spiritual vision and mission must be critical in providing an underlying foundation for strategic discourse in terms of adaptive leadership. There has been a recent trend to include technological considerations within the concept of strategic leadership in FBOs. Technologies are considered from the perspective of strategic leadership in FBOs by Maluchnik (2025). The underlying assumption appears to be the fact that strategic leadership must be critical in providing governance in the use of emerging technologies while ensuring conformity to theological considerations in their subsequent implementation. Available literature suggests that strategic leadership appears to be one of the critical defining factors in terms of being successful and effective as faith-based organizations. Consideration of value leadership, leadership qualities, and adaptability strategies appear as an all-encompassing set-in improving efficiency and effectiveness in terms of providing a sustained competitive advantage (Andrews, 2023; Dada et al., 2020; Susilowati et al., 2025). However, the literature also appears to suggest an existing gap in terms of providing a new understanding in attempting to blend traditional models of strategic leadership in FBOs while ensuring conformity to new technological governance paradigms.

Innovation in Faith-Based Organizations

Innovation has been identified as a critical factor that can influence the effectiveness and viability of faith-based organizations (FBOs) and, by extension, the outcomes that these institutions are likely to achieve, especially as a result of increasing changes to social need, resource constraints, and ever-complexive governance structures. While FBOs were previously regarded as conservative and less adaptable to innovation, there is an increasing acceptance that these organizations are playing a critical role as actors involved in social innovation, largely owing to their roots, legitimacy, and ability to leverage social capital. Within a scope-restricted literature synthesis, it has been progressively argued by Eriksen and Leis-Peters

(2022) that faith-based organizations are important contributors to social innovation efforts that relate to justice and inclusion. Within this scope, innovation has been primarily defined as a principle that transcends technological development to incorporate service models, collaborations, and advocacy that reflect faith-based missions.

Additionally, the recent literature emphasizes the importance of innovation in the area of social services delivery in faith-based organizations. Jahani & Parayandeh (2024) argue that faith-based organizations make a notable contribution to welfare delivery by embracing innovation to fill the existing gap created by the state and the market. It is evident from the study by Jahani & Parayandeh (2024) that faith-based organizations make a remarkable contribution to the adaptation and implementation of innovative approaches to social services delivery, especially in the fields of healthcare services, education, and relief services. Moreover, innovation in FBOs is closely aligned with the efficiency of social services delivery (Jahani & Parayandeh, 2024).

In relation to strategic management theory and practices, innovation is gradually developing into an important inner capacity of faith-based NPOs that contributes to achieving competitive advantage and sustainability within FBOs. According to Iswan and Kihara (2022), faith-based NPOs require certain inner capacities such as leadership competence and knowledge management systems that facilitate innovation and sustainability in FBOs. In this regard, the authors state through a literature review that innovation capacity helps faith-based organizations diversify financial resources and improve service delivery performance based on adapting to environmental changes and evolution of FBOs to achieve improved performance and sustainability through strategic management of innovations and resources in FBOs.

Atkinson (2025) also emphasizes the significance of innovation for FBOs by directly relating it to efficiency and financial sustainability. According to Atkinson (2025), innovation-related activities such as embracing information and communication technology, designing income-generating projects, and improving administrative practices give FBOs a competitive advantage and make them financially sustainable. It is emphasized in the study that innovation in faith-based settings must serve a greater purpose and ensure that the spiritual ideals of the organization are in no way affected by innovation and the associated new approaches and actions.

Innovation in FBOs is equally influenced by their partnerships and governance structuring, particularly through partnerships with government agencies. Greenberg (2021) examines the involvement of FBOs in social welfare projects supported by the government and discusses how such partnerships promote innovations while creating forces for accountability and compliance. Such partnerships may force FBOs to innovate their governance structuring, accounting systems, and service delivery methods in order to comply with government standards. However, Greenberg (2021) argues that innovations that arise from partnerships with government agencies could lead to faith and government accountability tensions that must be carefully mediated by the FBO's leadership. In conclusion, the literature suggests innovation in faith-based organizations is viewed as being multifaceted, including aspects such as the social, organizational, and strategic aspects. Academics have clearly shown that FBOs rely on faith-based values, internal capacities, and external collaborations to produce innovative solutions to address both the societal and practical problems encountered by such organizations (Eriksen and Leis-Peters, 2022; Iswan and Kihara, 2022; Jahani and Parayandeh, 2024). However, the existing literature has similarly pointed out the presence of various obstacles such as the lack of resources, government regulations, and the possibility of mission drift.

Financial Performance in Faith-Based Organizations

Financial performance is an essential aspect of organizational effectiveness in faith-based organizations, as it plays a pivotal role in determining whether the organizational entity will be able to sustain itself or not. As organizational imperatives differ significantly between profit-driven and faith-based concerns, the purpose of financial performances in FBOs is to assure stewardship and viability and is different in essence. As emphasized by Atkinson (2025), faith-based organizations are facing a rising challenge with regards to financial viability and sustainability due to lower fund contributions, escalating operating expenditures, and a competitive struggle to secure resources.

Factors associated with the governance system and mechanisms of accountability have been widely cited as playing a major part in influencing the financial outcomes of religious-based institutions. For example, Odhiambo (2019), through a research study carried out among religious-based health facilities located in the Nyanza Province of Kenya, established a significant linkage between the governance system and financial performance outcomes. Factors of good governance that encompass financial openness, board governance, and compliance are fundamental and very important for improving financial sustainability and performance outcomes of religious-based institutions. This research study clearly reveals that the mechanism of a good governance system prevents any misuse of finances and resource allocation in religious-based institutions.

The literature also indicates the importance of internal resources in financial performance for FBOs. Iswan and Kihara (2022) state the importance of internal resources such as the competencies of leadership, human resource capital, and organizational systems in the accomplishment of a competitive advantage for financial success in FBOs. The authors show the importance of harnessing internal capabilities in enhancing the ability of FBOs to diversify sources of income and be able to cope with financial changes for greater financial success. This aligns with the resource-based view of the organization, showing the importance of the alignment of internal resources with the goals of the organization for financial success.

Human capital considerations, such as diversity in the workplace, have also been identified in relation to organizational and financial performance in FBOs. Ochieng and Kamau (2024) reveal that diversity in the workplace has a significant positive impact on overall organizational performance in FBOs in Nairobi City County. While this study focuses on overall performance, it can be interpreted to mean that financial performance in FBOs can be ensured not only through proper financial management but also through consideration of social relations, which includes human capital

Involvement with the provision of social services further influences the financial management of faith-based organizations. Jahani and Parayandeh (2024) highlight that faith-based organizations are often found at the nexus of social service provision and community development activities, and this assumes significance because such organizations face financial opportunities and challenges at the same time. Although the provision of social services enhances the legitimacy of faith-based organizations and helps build donors' confidence in them, they are simultaneously constrained by financial pressures based on considerable demand and limited financial resources. Tarpeh and Hustedde (2021) indicate that faith-based organizations regard financial sustainability as a key aspect of community development activities because of the importance of aligning faith-related service provision with appropriate financial management. Collectively, the literature indicates that the performance of faith-based organizations has a number of dimensions, some of which are determined by the quality of governance, available human capital, and the broader mission of the organizations. Many authors have noted the imperatives of effective strategic management and financial accountability if faith-based organizations are to survive in turbulent economic conditions (Atkinson, 2025; Odhiambo, 2019). Nonetheless, the existing literature tends to measure the performance of these organizations indirectly or measure related outcomes, thereby highlighting the need for research that directly relates the performance of faith-based organizations to their management, innovations, and strategic management. The reason why the research gap should be filled pertains to the need to develop frameworks that are contextually appropriate, thereby improving the financial sustainability of faith-based organizations while taking the essence of their missions intact.

Theoretical Framework

The research is based on the Entrepreneurial Leadership Theory, which provides a comprehensive tool for analyzing the relationship between strategic leadership and financial performance, innovation, and faith-based organizations. The Entrepreneurial Leadership Theory covers the principles of entrepreneurship and leadership, focusing on innovation, risk-taking, and value creation in organizational settings. Although the beliefs and ideas of entrepreneurs and leadership were first conceptualized by leadership theorists such as Schumpeter and others, the Entrepreneurial Leadership Theory has been adapted for contemporary applications in faith-based and non-profit institutions, which focus on spiritual, economic, and other types of value creation by leaders of faith-based institutions (Buszka, 2022; Davis, 2019).

The Entrepreneurial Leadership Theory argues that a good leader acts as a change agent who is able to visualize opportunities, gather resources, and mobilize followers to create innovations in order to achieve organizational goals. The major concept here is that the leader is able to combine strategic thinking with actual entrepreneurial behavior, which includes being proactive, creative, and risk-taking. However, in religious institutions, these practices are practiced in a moral and spiritual context, whereby the leader is able to reconcile innovation with financial viability in relation to their religious obligations (Bolling-Cooper, 2018). The result is that entrepreneurial leaders not only focus on profit-making but also on stewardship.

An important aspect of entrepreneurial leadership theory is innovation as a motivator of business or organizational performance. The leadership is seen as a catalyst that promotes an innovation culture through employee empowerment, experimentation, and different approaches to delivering services. Munir et al. (2023) build on this theme using the theme of faith-based and social entrepreneurial orientation, which borrows from the biblical example of Abraham as an entrepreneurial individual with faith. The framework puts emphasis on opportunity seeking, risk-taking with faith, and creating values for society in matters of entrepreneurial leadership in FBOs. This understanding deepens the connection between innovation in FBOs and their technical and economic capabilities, which has been overemphasized, and roots it in their spirituality and social mission.

Entrepreneurial Leadership Theory also emphasizes the role of motivation and human capital in the accomplishment of outcomes within organizations. According to Bolling-Cooper (2018), the strategies involved in the motivation of employees are of paramount significance to the achievement of entrepreneurial/strategic leadership within faith-based organizations. Through the linking of the vision of the organization and the values of the faith-based structure, employees can be motivated towards commitment, creativity, and voluntary labor. It is because of this that the motivational element is significant within the framework of the development of the financial performance of the organization.

In addition, entrepreneurial leadership theory can be utilized to explain how faith-based organizations (FBOs) achieve financial sustainability by taking advantage of opportunities. According to Davis (2019), FBOs involved in community economic development use entrepreneurial leadership approaches to improve financial viability and achieve financial sustainability. FBOs make use of the legitimacy accrued by the faith sector to create value in the economy while striving to achieve their spiritual mission, thus financial sustainability in the process of achieving their mission. The implication here aligns with the assertion that entrepreneurial leaders manage their mission by taking appropriate action and using resources to achieve the mission and financial sustainability objectives.

When connecting the theory of entrepreneurial leadership to the proposed research, it helps to provide a coherent interpretation of how faith-based organizations are influenced by strategic leadership, which then affects innovation processes and, consequently, financial outcomes. Strategic leadership is a demonstration of a leadership ability to set an organizational vision, which is then integrated with organizational missions, and then organizational behaviors influenced by entrepreneurship are an interpretation of a leadership role that encourages innovation and an opportunity-seeking approach. Innovation is a mechanism through which a positive impact on financial performance is achieved, and it is influenced by faith-derived organizational values and moral factors. In brief, the Entrepreneurial Leadership Theory is a strong theoretical framework that enables a discussion on leadership strategy, creativity, as well as financial performance, particularly in faith-based organizations. The theoretical emphasis on recognizing opportunities, creating innovations, motivating, and generating values that stem from a faith perspective is highly consistent with key constructs that have been used in the study. The theoretical framework enables a comprehensive discussion, particularly on interlocking processes that relate to leadership behavior, creativity, and financial sustainability that occur in faith-based organizations.

RESEARCH METHODOLOGY

The study employed a census design that enabled the collection of data at a single point in time from the entire population of interest, making it suitable for examining the relationship between entrepreneurial leadership styles and financial performance without considering time-based variations. A descriptive research design was also applied to facilitate the rapid collection of data from a large number of respondents and to reveal patterns and relationships among variables Lindsay, Young, Smyth, Brown, and Creswell (2018). The study focused on 417 delegates of the synod from the Diocese of Mt. Kenya South in the Anglican Church of Kenya, comprising 210 members of the clergy and 207 elected delegates of their parishes. These types of leaders were assumed to provide valuable information on issues of strategic management and financial performance in a set of various parishes. A structured questionnaire with closed-ended questions using a 5-item Likert scale was used for data gathering, providing a suitable means for gaining precise, standardized, and quantifiable information with regards to innovation and performance, as well as many other constructs, including demographic (Humble, 2020).

A pilot test involving 10 leaders of different churches in a diocese was used to test the instrument for ease of understanding, validity, and reliability, with Cronbach's alpha above 0.7 shown to be internally consistent, establishing that it can be used as an instrument for this research study. Data analysis software SPSS version 24.0 was used. Descriptive analysis, using frequencies, means, and standard deviations, aided in summarizing demographic and research variables.

The ethical clearance was also obtained from ISERC and NACOSTI, with all respondents granting their informed consent, which was assured to be anonymous, voluntary, and secure.

RESEARCH RESULTS AND DISCUSSION

The demographic variables of respondents in this study provide valuable information on how demographics affect the financial performance of the Anglican Church of Kenya, Diocese of Mount Kenya South. Factors taken into consideration in this study are gender representation, age groupings, role, and years of service.

The group of participants consisted of a relatively equal proportion of males and females, with 24 refraining from providing their gender. This data also shows improvement in leadership and decision-making for both male and female representation (Lindsey, 2020). The willingness of respondents to withhold their gender data shows a gradual understanding of and tolerance for inclusive research in a learning institution setting (Pinho-Gomes et al., 2020). To make fairness in leadership a reality, it takes into account contributions from all individuals regardless of their gender identities (Buckingham, 2020).

A major proportion of leaders belonged to the 36-55 years of age group, emphasizing the significance of their role as a leader and their related financial security of their institutions (Dickin et al., 2021). Persons above 56 years of age in the community brought experience related to the institution, while those between 18-25 years of age were not involved in this gathering (Amaris et al., 2021).

In the church, management is dominated by spiritual leaders (199), elders (171), with fewer in administration (21), finance personnel (6), and other management positions (9). This composition reflects that spiritual leaders are primarily influencing finance management, placing them at a critical point in shaping how finances in the church are managed and maintained for sustainability (Jenssen, 2020). A low representation of finance experts in management might pose a challenge in understanding finances, which would otherwise influence entrepreneurial management (Avis, 2020). An improvement in finance management practices among senior managers would improve the sustainability of this nonprofit institution (Benedicte et al., 2022). The data shows that most of the leaders in churches are those who served for over 20 years (129 respondents), followed by those who served for 11-15 years (88 respondents). This reflects a tendency to rely on experienced leaders in order to secure stability as well as economic management in churches (Avis, 2020). On the other hand, there are relatively fewer young leaders in emerging church streams who are hampered from developing new skills as leaders, as evident in 49 respondents with four years of experience or less. Young leaders in entrepreneurial endeavors can bring innovation as well as responsiveness to leaders in an organizational setting (Benedicte et al., 2022).

Table 1: Leadership, innovation, and financial performance in faith-based organizations

Statement	**SA**	**A**	**N**	**D**	**SD**	**Mean**	**Std. Dev.**
The church has launched additional projects to generate income.	90	190	52	55	19	3.85	1.00
The church uses up-to-date technology to manage its finances.	79	200	62	40	25	3.72	1.01
Innovation has led to an increase in the church's revenue.	71	194	73	58	10	3.74	0.95
Financial management strategies are put into practice effectively.	68	209	69	57	3	3.79	0.93
Growth in membership has supported improvements in financial outcomes.	86	191	69	43	17	3.77	0.99

From the findings shown in the table, it is evident that respondents concur with the church having adopted new approaches to income generation, as evidenced by a high mean of 3.85, with predominant response options of "agree" and "strongly agree." This finding supports Stein (2024) and Mulusa, Kiganane, and Asienga (2021), who argue that new approaches also involve involvement in business ventures for better sustainability and development. Respondents also concur with approaches being used in income management being technology-based in order to suit contemporary approaches in income generation in the church, as evidenced by a moderate mean of 3.72, showing support for Riley (2025), who shows that technology has increased approaches to income generation and improved income management in churches. This finding supports Crumroy et al. (2023) and Hillman and Reece (2020), who advocate that technology has improved budgeting performance. Further, respondents believe that a positive outcome of innovation in organizations has been increased income for the church, as evidenced by a moderate mean of 3.74, showing support for Dunaetz (2021), who argues that value-creating approaches in innovation through developing projects, networks, and using technology are important. Lastly, respondents concur with approaches in income management being effective, as evidenced by a high mean of 3.79, showing support for Salamah (2023) and Basiru, Senu, and Bawa (2023) in supporting effective income management and budgeting for better performance. Lastly, there also seems to be agreement that an increase in members has impacted income management in a positive way, as shown in a moderate mean of 3.77, supporting van Rijn (2023) and Jin and Nembhard (2022) in their argument that an increase in members has helped in developing income management.

Conclusion

The findings suggest that innovation in a strategic manner, adoption of technology, effective management of finances, and increasing the number of members are important for better financial performance in churches. The respondents firmly agreed that the adoption of new income-generating projects, use of modern technological tools in finance management, and positive effects of innovation on finances, as suggested by various studies, are important and support revenue diversity and use of updated management approaches in finance (Stein, 2024; Riley, 2025; Dunaetz, 2021). The overwhelming agreement that strategies in finance management are effectively implemented also supports a previous notion that proper budget management, internal control, and finance management strategies enhance organizational sustainability and performance in churches and other faith-based organizations when role models, as highlighted by various studies, are used as a means of providing lasting finance management performance among members (Salamah, 2023; Basiru et al., 2023). Finally, agreement that members lead to increasing finance performance also suggests that, as per previous studies, increasing members in an organizational setting, as in this study, has a positive impact on finance performance as it enhances constant income flow and finance performance in various faith-based structures, as suggested by various studies that highlight van Rijn, 2023; and Jin & Nembhard, 2022.

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