

VISIONARY PASTORAL LEADERSHIP AS A DRIVING FACTOR FOR CHURCH GROWTH: Empirical Evidence from Gereja Kristen Sangkalakala Indonesia Jemaat Siloam

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Abstract:

Leadership is a reflection of how a leader directs, convinces, organizes, and empowers the people he leads to understand and have a shared vision and mission. In the context of the church, a pastor is required to have a clear vision, because without a vision, ministry growth will not be achieved in real terms. This study aims to explore how the implementation of a pastor's visionary leadership affects the growth of the congregation at the Indonesian Sangkakala Christian Church (GKSI) Siloam Congregation. A visionary pastor is understood as a leader who is able to capture divine vision, inspire the congregation, make decisions based on values and wisdom, and be adaptive to the dynamics of the times. This study uses a quantitative approach through a survey method of 52 congregation respondents. The results of the study show that all indicators of visionary leadership have a significant and high correlation with church growth, both quantitatively and qualitatively. The highest correlation was found in decision making based on values and wisdom ($r=0.793$), followed by inspiring and motivating the congregation ($r=0.700$), having a clear vision from God ($r=0.679$), and adaptive and responsive to changing times ($r=0.660$). The overall correlation between visionary pastoral leadership and church growth was $r=0.769$, indicating a very strong positive relationship. This finding confirms the importance of the character of visionary leadership in building a healthy, growing, and impactful church. This study also provides a practical contribution to local churches in developing leadership patterns that are in line with God's will and relevant to the needs of the times.

Keywords: visionary pastoral leadership; church growth; congregational spirituality; inspirational leadership; adaptive ministry.

INTRODUCTION

Leadership in the church context does not only involve administrative or liturgical aspects, but also concerns the ability of a pastor to formulate and direct a ministry vision that leads to growth. Vision becomes a fundamental element of spiritual leadership because it greatly determines the direction and purpose of all ministry

activities. Without a clear vision, the church will lose direction, experience stagnation, and thus be unable to answer the needs of the times and the mission it carries.¹

Vision in church leadership functions as a strategic guide that directs all components of ministry toward the achievement of divine goals. Barna emphasizes that the success of a church leader is not solely determined by hard work or intellectual ability, but by the vision implanted by God.² This view aligns with Locke and Kirkpatrick, who state that the primary function of a leader is to set the direction of the organization through a vision formula capable of inspiring followers.³ In other words, vision is not only the personal property of the leader but must become the shared property of the community members being led to achieve established goals.

A growing and impactful church is one built upon a strong and structured vision. Warren asserts that a healthy church has a theologically and operationally defined direction and purpose of ministry.⁴ In this perspective, the role of a visionary leader becomes very important in guiding the church to achieve spiritual maturity and significant ministry expansion. Therefore, without a well-communicated vision, church ministry can become trapped in routine without direction and lose its transformative power.⁵

From the author's observation, there is still a lack of research that specifically highlights the relationship between a pastor's visionary leadership and the dynamics of congregational growth, particularly in local churches. Most studies still focus on managerial aspects or pastoral functions in general. In this context, the author finds relevance and contribution, namely filling the gap in the study of church leadership by focusing attention on the role of visionary pastors in supporting holistic congregational growth.⁶

¹ Rick Warren, *The Purpose Driven Church: Growth without Compromising Your Message & Mission* (Zondervan, 1996), 45.

² G. Barna, *The Power of Vision: Discover and Apply God's Plan for Your Life and Ministry* (Raleigh, NC: Regal Books, 2003), 32.

³ Edwin A. Locke, *The Essence of Leadership: The Four Keys to Leading Successfully* (Amerika Serikat: Lexington Books, 1991), 15.

⁴ Rick Warren, *The Purpose Driven Church: Growth without Compromising Your Message & Mission*, 78.

⁵ Will Mancini and Warren Bird, *God Dreams: 12 Vision Templates for Finding and Focusing Your Church's Future* (B&H Publishing Group, 2016), 23.

⁶ Paulus Eppang, "Pendeta Sebagai Pemimpin Di Era Revolusi Industri 4.0: Perspektif Transformatif Dan Adaptif Kepemimpinan Kristen," *Journal of Religious and Socio-Cultural* 3, no. 1 (2022): 31-46.

This research is focused on the Gereja Kristen Sangkakala Indonesia Jemaat Siloam (GKSI, Indonesian Sangkakala Christian Church, Siloam Congregation), which in its ministry reality reflects the importance of leadership based on vision. This research aims to explore in depth how visionary pastoral leadership can become a catalyst for church growth in the local context, both quantitatively and qualitatively. Thus, this research not only contributes to the development of church leadership literature but also provides practical implications for local churches in building ministry that is relevant, impactful, and oriented toward God-given vision.⁷

LITERATURE REVIEW

Understanding Leadership

Leadership can be understood as the process of influencing others to achieve common goals. Northouse states that leadership is a dynamic relationship that influences individuals or groups to work together in achieving certain objectives.⁸ Bennis explains that true leadership is the ability to turn vision into reality, not merely designing big ideas.⁹ Meanwhile, Maxwell simplifies leadership as a form of influence that moves others toward goals and helps them reach their best potential.¹⁰ Thus, leadership can be understood as an active and strategic process involving influence, vision, and action to guide others toward the achievement of collective goals.¹¹

Christian Leadership

Christian leadership refers to the practice of influencing others based on the values and example of Jesus Christ, with the aim of fulfilling God's will. Nicolas and colleagues emphasize that effective Christian leadership stems from living faith and vision that comes from God.¹² Wright states that Christian leadership should be

⁷ Djone Georges Nicolas et al., "Kepemimpinan Kristen Yang Efektif Berdasarkan Iman Dan Visi Ilahi," *Jurnal Impresi Indonesia* 1, no. 5 (2022): 461-67.

⁸ Peter G. Northouse, *Leadership: Theory and Practice (5th Ed.)* (Sage Publications, 2010), 5.

⁹ St John Crean. "Leadership is the capacity to translate vision into reality". *Faculty Dental Journal* 14, no. 2 (2023): 40-81. <https://doi.org/10.1308/rcsfjdj.2023.9>.

¹⁰ John C. Maxwell, *The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You (Revised & Updated Ed.)* (HarperCollins Leadership, 2021), 12.

¹¹ Warren Bennis, *On Becoming a Leader (4th Ed.)* (New York, NY: Basic Books, 2018), 45.

¹² Nicolas et al., "Kepemimpinan Kristen Yang Efektif," 463.

exercised through relationships that build up, not merely formal authority.¹³ Clinton views that Christian leaders are tasked with bringing God's people to carry out His will, with full awareness of the divine calling.¹⁴ The synthesis of these three opinions states that Christian leadership is the act of influencing others based on faith, God-given vision, strong relationships, and commitment to the calling of ministry.¹⁵

Visionary Pastoral Leadership

Visionary pastoral leadership in the pastoral context becomes the key to church growth and progress today. Bennis emphasizes the importance of a leader's ability to attract the congregation to unite in a greater vision and move them to realize it.¹⁶ Maxwell affirms that vision serves as the main driving force that can inspire the congregation to act and grow together.¹⁷ Meanwhile, Wright emphasizes the importance of a relational approach in leadership, which prioritizes emotional and spiritual engagement between the pastor and the congregation.¹⁸ Thus, visionary pastoral leadership includes the ability to establish vision, build inspirational communication, and foster close relationships with the congregation to realize the church's calling.¹⁹

Characteristics of a Visionary Pastor

Having a Clear Vision from God. As a visionary pastor has the ability to formulate a vision that comes from God, which becomes the main guide in ministry and church direction. Barna states that vision is "a clear mental picture of a better future given by God to His chosen servants."²⁰ This is also expressed by Mancini and Bird, who say that church vision is a specific divine expression about the church's future that must be achieved, which helps unite strategic and spiritual steps in ministry.²¹

¹³ W. Wright, *Relational Leadership: A Biblical Model for Influence and Service* (IVP Academic, 2020), 67.

¹⁴ R.J. Clinton, *The Making of a Leader: Recognizing the Lessons and Stages of Leadership Development* (Carol Stream, IL: NavPress, 2005), 89.

¹⁵ Imron Widjaja, "Kepemimpinan Karismatik Menuju Kepemimpinan Transformatif Sebagai Misi Gereja Di Indonesia," *Indonesian Journal of Religious* 6, no. 2 (2024): 77-96.

¹⁶ Warren Bennis, *On Becoming a Leader*, 112.

¹⁷ J. C. Maxwell, *The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You*, 45.

¹⁸ W. Wright, *Relational Leadership: A Biblical Model for Influence and Service*, 89.

¹⁹ Yusak Tanasyah, Iswahyudi, and Steven Phang, "Membangun kepemimpinan kristen entrepreneurial sebagai landasan keberhasilan upaya memimpin," *QUAERENS: Journal of Theology and Christianity Studies* 2, no. 2 (2020): 127-146.

²⁰ G. Barna, *The Power of Vision: Discover and Apply God's Plan for Your Life and Ministry*

²¹ Mancini and Bird, *God Dreams*, 34.

Inspiring and Motivating the Congregation. A visionary pastor plays a crucial role in the spiritual and quantitative growth of the congregation. Leadership based on a clear vision and exemplary living can inspire and motivate the congregation to be actively involved in church life. According to Hermanto, the pastor's attitude that aligns with biblical principles, as written in 1 Peter 5:2-3, can increase church growth.²² Pastors who serve with joy, dedication, and example will create a conducive atmosphere for congregational growth. Visionary and inspirational leadership will encourage the congregation to actively participate in church life.²³

Decision Making Based on Values and Wisdom. A visionary pastor not only thinks strategically but is also able to make decisions by considering Christian ethical principles and the spiritual needs of the congregation. This aligns with the opinion of Yulk and Gardner, who say that ethical decision-making based on values becomes the hallmark of a credible and trustworthy leader, especially in the context of religious organizations.²⁴ Ciulla et al. affirm that in the context of spiritual leadership, integrity and value orientation are not just supporting aspects but the core of leadership practice itself.²⁵

Adaptive and Responsive to Changing Times. A visionary leader in church ministry is required to be responsive to social developments and technological advances, without neglecting the values of faith. He must have a commitment to continue learning, adapting, and being open to innovation in ministry methods and approaches. Barna Group states that today's church leaders need to have cultural sensitivity and agility in action, in order to maintain the relevance of ministry amidst rapid societal change.²⁶ Sweet emphasizes that 21st-century church leaders are required to combine strong spirituality with technological and cultural literacy in order

²² Yanto Paulus Hermanto, "Peningkatan Pertumbuhan Gereja Melalui Sikap Gembala Jemaat Berdasarkan 1 Petrus 5: 2-3," *Jurnal Teologi Berita Hidup* 3, no. 2 (2021): 205-215.

²³ Annon Palulun and Ester Agustini Tandana, "Gereja sebagai Komunitas Profetis dalam Ruang Politik: Implementasi Konsep Politik Gereja Toraja," *KINAA: Jurnal Teologi* 9, no. 1 (2024): 38-52; Karl Inge Tangen. "S-E-R-V-E a Theoretical Framework for Christian Leadership". *Scandinavian Journal for Leadership and Theology* 10 (2024): 605–631. <https://doi.org/10.53311/sjlt.v10.106>.

²⁴ Gary A. Yulk and William L. Gardner, *Leadership in Organizations (9th Ed.)* (Pearson Education, 2020), 156.

²⁵ Robert M. McManus, Stanley J. Ward, and Alexandra K. Perry, *Ethical Leadership: A Primer* (Edward Elgar Publishing, 2023), 78.

²⁶ G. Barna, *The State of Pastors: How Today's Faith Leaders Are Navigating Life and Leadership in an Age of Complexity* (Barna Group, 2018), 45.

to reach the digital generation.²⁷ Meanwhile, Roxburgh and Romanuk state that church leadership must be adaptive, namely able to lead the congregation through changing times without losing spiritual identity and theological direction.²⁸

Understanding Church Growth

Church growth involves increasing the maturity of the congregation, spiritual depth, and the active role of the church in society, based on biblical principles. Warren explains that a growing church is seen not only in terms of quantity but also in terms of the quality of faith, teaching, service, and sending.²⁹ Wagner calls church growth a strategic process focused on the implementation of the Great Commission through congregational development and church expansion.³⁰ Harper and Thomas add that the dimensions of church growth include the depth of teaching, spiritual maturity, and healthy relationships among the congregation.³¹

Characteristics of a Growing Congregation

Spiritual Maturity Evidenced in Character and Faith. A spiritually growing congregation demonstrates maturity of faith through character that reflects Christ. Christianity is not just about being diligent in attending church services but experiencing life transformation that grows in divine character. Baskoro and Hutapea argue that spiritual maturity includes growth in virtue, self-control, perseverance, godliness, brotherly love, and agape love, as explained in 2 Peter 1:3-11. These qualities become important indicators in the spiritual life of the congregation.³²

Active Involvement in Service and Evangelism. The spiritual growth of the congregation is reflected through their active involvement in ministry, both in evangelism and various activities in the local church. One effective means to support this

²⁷ Albert L. Reyes, "RINGS OF FIRE: WALKING IN FAITH THROUGH A VOLCANIC FUTURE," *The Journal of Applied Christian Leadership* 17, no. 2 (2023): 122-123.

²⁸ Alan Roxburgh and Fred Romanuk, *The Missional Leader: Equipping Your Church to Reach a Changing World* (John Wiley & Sons, 2006), 89.

²⁹ Warren, *The Purpose Driven Church*, 102.

³⁰ C. Peter Wagner, *Your Church Can Grow: Seven Vital Signs of a Healthy Church* (Wipf and Stock Publishers, 2001), 34.

³¹ Georges Nicolas Djone, Suwandi D, Toni Hutasoit, Lasino J.W. Putro, and Abdon A. Amtiran. "Analysis of the Concept of a Healthy Church Based on Acts 4:32". *East Asian Journal of Multidisciplinary Research* 1, no. 6 (2022): 973-978. <https://doi.org/10.55927/eajmr.v1i6.721>.

³² Paulus Kunto Baskoro and Orlando Hutapea, "Kualitas Kedewasaan Rohani Serta Implementasinya Bagi Jemaat Di Abad Ke 21: Kajian 2 Petrus 1:3-11," *TELEIOS: Jurnal Teologi Dan Pendidikan Agama Kristen* 4, no. 1 (2024): 102-112.

growth is the cell group community (Konsel), which provides space for faith development, mutual edification, and service training. According to Wowor and Baitanu, Konsel is not only a fellowship forum but also a medium for spiritual learning that allows the congregation to grow holistically in faith and their ministry roles.³³ Putra and Sianipar explain that small groups in the church have a significant impact on spiritual maturity and the involvement of congregation members in the church's mission. Banks and Ledbetter emphasize that such small communities become strategic places to form spiritual discipline, strengthen congregational bonds, and facilitate sustainable growth.³⁴

Congregational Participation in Corporate Spiritual Life. A spiritually growing congregation cannot be separated from the quality of church leadership that is carried out effectively and consistently. A church leader who is able to be a motivator, facilitator, and role model will create an atmosphere that builds and awakens the faith life of the congregation. Zebua, Suparyadi, and Hariyanto affirm that leadership with integrity and the ability to empower the congregation greatly influences the growth of spiritual maturity and the spirit of service toward the church community.³⁵ Mohan and Mohan state that church leaders who demonstrate servant leadership and consistently accompany the congregation also accelerate the spiritual transformation of the congregation.³⁶ Scazzero emphasizes the importance of a leader's emotional and spiritual integrity as the main foundation for building a healthy and spiritually growing church.³⁷

Close Fellowship and Growing in Love. A congregation that has achieved spiritual maturity will be reflected through healthy relationships, mutual support, and building one another up in the faith community. Close relationships among congregation

³³ Clara Euodia Wowor and Simon Stevanus Baitanu, "Upaya Membangun Spiritual Jemaat melalui Konsel di GPKAI Sidang Tigaraksa". *Nirwasita: Jurnal Pendidikan dan Pembelajaran* 3, no.4 (2023): 97-106. <https://widyasari-press.com/wp-content/uploads/2024/01/10.-Clara-Euodia-Wowor-Upaya-Membangun-Spiritual-Jemaat-melalui-Konsel-.pdf>.

³⁴ R. Banks B. Ledbetter, *Reviewing Leadership: A Christian Evaluation of Current Approaches (Engaging Culture)*, 2nd ed. (Grand Rapids, MI: Baker Academic, 2016), 123.

³⁵ Yaterorogo Zebua, Zakharia Suparyadi, and Hariyanto. "Integrating Technology and Spirituality: Church Leadership in the 5.0 Era: Mengintegrasikan Teknologi Dan Spiritualitas: Kepemimpinan Gereja Di Era 5.0". *Indonesian Journal of Religious* 7, no. 2 (2024): 114-130. <https://doi.org/10.46362/ijr.v8i2.37>.

³⁶ S. Mohan and D. Mohan, *Empowered: Powerful Transformations. Mohanji Chronicles* (Mohanji Chronicles, 2019), 89.

³⁷ Peter Scazzero, *Emotionally Healthy Discipleship: Moving from Shallow Christianity to Deep Transformation* (Zondervan, 2021), 45.

members become an important foundation in the process of faith development and growth, as exemplified by the early church in the Book of Acts. The quality of relationships among congregation members is a primary indicator of the effectiveness of faith learning and spiritual strengthening for the local church.³⁸ Hellerman states that a healthy church life depends on the depth of community relationships, not merely worship participation. Relational closeness creates a sense of belonging and shared responsibility, which is key to the formation of Christian character.³⁹ Aguas emphasize that mutually edifying communities provide significant emotional and spiritual support in the spiritual growth of individuals and groups.⁴⁰

RESEARCH METHODOLOGY

This research uses a quantitative descriptive approach with a survey technique. The research population is all members of GKSI Siloam, totaling 312 people. According to Sugiyono in his book *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*, it is stated that: "If the population is more than 100, then the sample taken can be between 10% to 25% of the population, depending on the homogeneity and heterogeneity of the population."⁴¹ This population has uniform characteristics in terms of beliefs, spiritual values, and involvement in ministry activities under the leadership of the same pastor. Based on this, the population is categorized as a homogeneous population, so sampling does not have to be done in large numbers. In this study, the sample taken was 52 people or about 16.6% of the total population. The sampling technique used was simple random sampling, which is a simple random sampling technique that provides equal opportunity for each member of the population to become a respondent. The independent variable (X) is visionary pastoral leadership, while the dependent variable (Y) is congregational growth. The data collection instrument was a questionnaire with a

³⁸ Antonius Missa and Rajiman Andrianus Sirait. "Misi Bagi Pertumbuhan Gereja: Suatu Perspektif Teologi Praktika". *Journal of Religious and Socio-Cultural* 3, no. 1 (2022): 61-80. <https://doi.org/10.46362/jrsc.v3i1.106>; Djone Georges Nicolas, Timothy Amien Rk, Soneta Sang S. Siahaan, Lasino J.W. Putro, and Abdon A. Amtiran. "Kepemimpinan Kristen Yang Efektif Berdasarkan Iman Dan Visi Ilahi": 461-467.

³⁹ Joseph H. Hellerman, *When the Church Was a Family: Recapturing Jesus' Vision for Authentic Christian Community* (Nashville, TN: B&H Academic, 2017), 78.

⁴⁰ Jake Aguas. "Emotional Intelligence in the Discourse of the Johannine Account". *Journal of Biblical Perspectives in Leadership* 8, no.1 (2018): 51-70. https://www.regent.edu/acad/global/publications/jbpl/vol8no1/Vol8Iss1_JBPL_Full_Issue.pdf

⁴¹ Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, Dan R&D*, Edisi ke-2 (Bandung: Alfabeta, 2017), 87.

four-point Likert scale: Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD). The statements in the questionnaire were arranged in favorable and unfavorable forms to measure each variable indicator objectively.⁴²

After the author conducted the research, the collected data were analyzed using quantitative description, and the research results will be presented in percentage table form. To determine the frequency of respondent answers and their percentages based on those frequencies, the author used the formula:

$$\text{Percentage (P)} = \frac{\text{Number of Respondent Answers (R)}}{\text{Number of Valid Answers (V)}}$$

Where:

- P = Percentage
- R = Number of respondent answers
- V = Number of valid answers

To obtain results from the data for each variable, the author used a rating scale, with the following formula:

$$\text{Rating Scale} = \frac{\text{Total Score of Data Calculation Results}}{\text{Total Criterion Score}}$$

For the correlation calculation of variables X and Y, the author used the Pearson Product Moment correlation test with the formula:

$$r_{xy} = \frac{N \sum XY - (\sum X) (\sum Y)}{\sqrt{[N \sum X^2 - (\sum X)^2][N \sum Y^2 - (\sum Y)^2]}}$$

Where:

- r = Correlation coefficient
- n = Number of data
- $\sum x$ = Total Score of Variable X
- $\sum y$ = Total Score of Variable Y⁴³

RESULTS

Value Calculation of Research Variables

The value of each research variable is calculated by dividing the total score of data calculation results on each instrument item for each research variable by the total criterion score multiplied by 100%. The criterion score is 4 x number of questions x

⁴² Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, Dan R&D*, 92.

number of respondents. The score for characteristics of a visionary pastor = $4 \times 16 \times 52 = 3,328$ (4 = highest score; 16 number of questions; 52 = number of respondents). The score for characteristics of a growing church = $4 \times 16 \times 52 = 3,328$ (4 = highest score; 16 number of questions; 52 = number of respondents).

Respondent Demographics

In this study, the author distributed questionnaires to 52 members of GKSI SILOAM (100%). The demographic data showed that 27 respondents (51.9%) were male and 25 respondents (48.1%) were female. This balanced distribution indicates good representation from both genders in the research sample.

Table 1. Respondent Demographics.

Gender	Total	Percentage
Male	27	51,9%
Female	25	48,1%
Summary	52	100%

Characteristics of a Visionary Pastor (X)

Based on the data obtained, the calculated score for characteristics of a visionary pastor = 2,898 and the criterion score = 3,328. Thus, the value of characteristics of a visionary pastor is $2,898 : 3,328 \times 100\% = 87.07\%$ of what was expected. If made on a scale of 10, then the value for characteristics of a visionary pastor = 8.707. Based on the rating scale table, it can be explained that the rating scale indicator of characteristics of a visionary pastor is in the Very Good scale with a score of 2,898. Therefore, it can be concluded that the indicator of characteristics of a visionary pastor is in the Very Good category.

Table 2. Characteristics of a Visionary Pastor.

Category	Interval
Very Good	2.497-3.328
Good	1.665-2.496
Fair	833-1.664
Poor	0-832

Indicator Having a Clear Vision from God (X₁)

Based on the data obtained, the calculated score for Having a Clear Vision from God = 729 and the criterion score = 832. Thus, the value of Having a Clear Vision from God is $729 : 832 \times 100\% = 87.62\%$ of what was expected. If made on a scale of 10, then the value for Having a Clear Vision from God = 87.62. Based on the rating scale table, it can be explained that the rating scale indicator of Having a Clear Vision from God is in the Very Good scale with a score of 729. Therefore, it can be concluded that Having a Clear Vision from God is in the Very Good category. This indicator reached 87.62%.

Table 3. Having a Clear Vision from God.

Category	Interval
Very Good	625-832
Good	417-624
Fair	209-416
Poor	0-208

Indicator Inspiring and Motivating the Congregation (X₂)

Based on the data obtained, the calculated score for Inspiring and Motivating the Congregation = 717 and the criterion score = 832. Thus, the value of Inspiring and Motivating the Congregation is $717 : 832 \times 100\% = 86.17\%$ of what was expected. If made on a scale of 10, then the value for Inspiring and Motivating the Congregation = 86.17. Based on the rating scale table, it can be explained that the rating scale indicator of Inspiring and Motivating the Congregation is in the Very Good scale with a score of 717. Therefore, it can be concluded that Inspiring and Motivating the Congregation is in the Very Good category. This indicator reached 86.17%.

Table 4. Inspiring and Motivating the Congregation.

Category	Interval
Very Good	625-832
Good	417-624
Fair	209-416
Poor	0-208

Indicator Decision Making Based on Values and Wisdom (X₃)

Based on the data obtained, the calculated score for Decision Making Based on Values and Wisdom = 727 and the criterion score = 832. Thus, the value of Decision Making Based on Values and Wisdom is $727 : 832 \times 100\% = 87.37\%$ of what was expected. If made on a scale of 10, then the value for Decision Making Based on Values and Wisdom = 87.37. Based on the rating scale table, it can be explained that the rating scale indicator of Decision Making Based on Values and Wisdom is in the Very Good scale with a score of 727. Therefore, it can be concluded that Decision Making Based on Values and Wisdom is in the Very Good category. This indicator reached 87.37%.

Table 5. Decision Making Based on Values and Wisdom.

Category	Interval
Very Good	625-832
Good	417-624
Fair	209-416
Poor	0-208

Indicator Adaptive and Responsive to Changing Times (X_4)

Based on the data obtained, the calculated score for Adaptive and Responsive to Changing Times = 725 and the criterion score = 832. Thus, the value of Adaptive and Responsive to Changing Times is $725 : 832 \times 100\% = 87.13\%$ of what was expected. If made on a scale of 10, then the value for Adaptive and Responsive to Changing Times = 87.13. Based on the rating scale table, it can be explained that the rating scale indicator of Adaptive and Responsive to Changing Times is in the Very Good scale with a score of 725. Therefore, it can be concluded that Adaptive and Responsive to Changing Times is in the Very Good category. This indicator reached 87.13%.

Table 6. Adaptive and Responsive to Changing Times.

Category	Interval
Very Good	625-832
Good	417-624
Fair	209-416
Poor	0-208

Characteristics of a Growing Church (Y)

Based on the data obtained, the calculated score for characteristics of a growing church = 2,814 and the criterion score = 3,328. Thus, the value of characteristics of a

growing church is $2,814 : 3,328 \times 100\% = 84.55\%$ of what was expected. If made on a scale of 10, then the value for characteristics of a growing church = 8.455. Based on the rating scale table, it can be explained that the rating scale indicator of characteristics of a growing church is in the Very Good scale with a score of 2,814. Therefore, it can be concluded that the indicator of characteristics of a growing church is in the Very Good category.

Table 7. Growing Church.

Category	Interval
Very Good	2.497-3.328
Good	1.665-2.496
Fair	833-1.664
Poor	0-832

Indicator Spiritual Maturity Evidenced in Character and Faith (Y₁)

Based on the data obtained, the calculated score for Spiritual Maturity Evidenced in Character and Faith = 740 and the criterion score = 832. Thus, the value of Spiritual Maturity Evidenced in Character and Faith is $740 : 832 \times 100\% = 88.94\%$ of what was expected. If made on a scale of 10, then the value for Spiritual Maturity Evidenced in Character and Faith = 88.94. Based on the rating scale table, it can be explained that the rating scale indicator of Spiritual Maturity Evidenced in Character and Faith is in the Very Good scale with a score of 740. Therefore, it can be concluded that Spiritual Maturity Evidenced in Character and Faith is in the Very Good category. This indicator reached 88.94%.

Table 8. Spiritual Maturity Evidenced in Character and Faith.

Category	Interval
Very Good	625-832
Good	417-624
Fair	209-416
Poor	0-208

Indicator Active Involvement in Service and Evangelism (Y₂)

Based on the data obtained, the calculated score for Active Involvement in Service and Evangelism = 695 and the criterion score = 832. Thus, the value of Active Involvement in Service and Evangelism is $695 : 832 \times 100\% = 83.53\%$ of what was

expected. If made on a scale of 10, then the value for Active Involvement in Service and Evangelism = 83.53. Based on the rating scale table, it can be explained that the rating scale indicator of Active Involvement in Service and Evangelism is in the Very Good scale with a score of 695. Therefore, it can be concluded that Active Involvement in Service and Evangelism is in the Very Good category. This indicator reached 83.53%.

Table 9. Active Involvement in Service and Evangelism.

Category	Interval
Very Good	625-832
Good	417-624
Fair	209-416
Poor	0-208

Indicator Congregational Participation in Corporate Spiritual Life (Y₃)

Based on the data obtained, the calculated score for Congregational Participation in Corporate Spiritual Life = 692 and the criterion score = 832. Thus, the value of Congregational Participation in Corporate Spiritual Life is $692 : 832 \times 100\% = 83.17\%$ of what was expected. If made on a scale of 10, then the value for Congregational Participation in Corporate Spiritual Life = 83.17. Based on the rating scale table, it can be explained that the rating scale indicator of Congregational Participation in Corporate Spiritual Life is in the Very Good scale with a score of 692. Therefore, it can be concluded that Congregational Participation in Corporate Spiritual Life is in the Very Good category. This indicator reached 83.17%.

Table 10. Congregational Participation in Corporate Spiritual Life.

Category	Interval
Very Good	625-832
Good	417-624
Fair	209-416
Poor	0-208

Indicator Close Fellowship and Growing in Love (Y₄)

Based on the data obtained, the calculated score for Close Fellowship and Growing in Love = 687 and the criterion score = 832. Thus, the value of Close Fellowship and Growing in Love is $687 : 832 \times 100\% = 82.57\%$ of what was expected. If made on a scale of 10, then the value for Close Fellowship and Growing in Love = 82.57. Based on the

rating scale table, it can be explained that the rating scale indicator of Close Fellowship and Growing in Love is in the Very Good scale with a score of 687. Therefore, it can be concluded that Close Fellowship and Growing in Love is in the Very Good category. This indicator reached 82.57%.

Table 11. Close Fellowship and Growing in Love.

Category	Interval
Very Good	625-832
Good	417-624
Fair	209-416
Poor	0-208

Summary of Indicator Results

The indicators of visionary pastoral characteristics (variable X) consist of four indicators: having a clear vision from God, inspiring and motivating the congregation, decision making based on values and wisdom, and adaptive and responsive to changing times. The indicator having a clear vision from God has a percentage result of 87.62%, with a rating scale value of 729. The indicator inspiring and motivating the congregation has a percentage result of 86.17%, with a rating scale value of 717. The indicator decision making based on values and wisdom has a percentage result of 87.37%, with a rating scale value of 727. The indicator adaptive and responsive to changing times has a percentage result of 87.13%, with a rating scale value of 725. All four indicators in visionary pastoral characteristics are in the Very Good scale.

The indicators of growing church characteristics (variable Y) consist of four indicators: spiritual maturity evidenced in character and faith, active involvement in service and evangelism, congregational participation in corporate spiritual life, and close fellowship and growing in love. The indicator spiritual maturity evidenced in character and faith has a percentage result of 88.94%, with a rating scale value of 740. The indicator active involvement in service and evangelism has a percentage result of 83.53%, with a rating scale value of 695. The indicator congregational participation in corporate spiritual life has a percentage result of 83.17%, with a rating scale value of 692. The indicator close fellowship and growing in love has a percentage result of 82.57%, with a rating scale value of 687. All four indicators in growing church characteristics are in the Very Good scale.

Pearson Correlation Test Results

The Pearson correlation test shows the strength of the correlation between the two variables, either positive or negative, by looking at the correlation coefficient value (r) which ranges from -1 to +1. The interpretation of the coefficient values is as follows: 0.0 to 0.1 indicates no correlation, 0.1 to 0.3 indicates low correlation, 0.3 to 0.5 indicates moderate correlation, 0.5 to 0.7 indicates high correlation, and 0.7 to 1 indicates very strong correlation.

Correlation between Variable X (Visionary Pastor) and Variable Y (Growing Church)

The significance value for the relationship between visionary pastor (Variable X) and growing church (Variable Y) is 0.000. Since the value is less than 0.05, it can be said that there is a relationship between the components of visionary pastor (Variable X) and growing church (Variable Y). Based on the degree of relationship, viewed from the Pearson correlation value of 0.769, the level of relationship between visionary pastor (Variable X) and growing church (Variable Y) is in the very strong correlation category. Therefore, it can be concluded that visionary pastor (Variable X) is positively related to growing church (Variable Y) with a very strong correlation.

Table 12. Summary of the Percentage of Visionary Pastoral Characteristics on Church Growth.

No	Description	Percentage
1	Characteristics of a Visionary Pastor (X)	87,07%
2	Having a Clear Vision from God (X ₁)	87,62%
3	Inspiring and Motivating the Congregation (X ₂)	86,17%
4	Decision Making Based on Values and Wisdom (X ₃)	87,37%
5	Adaptive and Responsive to Changing Times (X ₄)	87,13%
6	Characteristics of a Growing Church (Y)	84,55%
7	Spiritual Maturity Evidenced in Character and Faith (Y ₁)	88,94%
8	Active Involvement in Service and Evangelism (Y ₂)	83,53%
9	Congregational Participation in Corporate Spiritual Life (Y ₃)	83,17%
10	Close Fellowship and Growing in Love (Y ₄)	82,57%

Correlation between Variable X₁ (Having a Clear Vision from God) and Variable Y (Growing Church)

The significance value for the relationship between having a clear vision from God (Variable X₁) and growing church (Variable Y) is 0.000. Since the value is less than 0.05, it can be said that there is a relationship between having a clear vision from God (Variable X₁) and growing church (Variable Y). Based on the Pearson correlation value of 0.679, the level of relationship is in the high correlation category. Therefore, it can be concluded that having a clear vision from God (Variable X₁) is positively related to growing church (Variable Y) with a high correlation.

Table 13. Correlation Coefficient Values

Correlation Coefficient Value	Correlation Strength
0,0 > 0,1	No correlation
0,1 > 0,3	Low correlation
0,3 > 0,5	Moderate correlation
0,5 > 0,7	High correlation
0,7 > 1	Perfect correlation

Correlation between Variable X₂ (Inspiring and Motivating the Congregation) and Variable Y (Growing Church)

The significance value is 0.000, which is less than 0.05, indicating a relationship between inspiring and motivating the congregation (Variable X₂) and growing church (Variable Y). Based on the Pearson correlation value of 0.700, the level of relationship is in the high correlation category. Therefore, it can be concluded that inspiring and motivating the congregation (Variable X₂) is positively related to growing church (Variable Y) with a high correlation.

Table 14. Correlations

	X1	X2	X3	X4	X	Y1	Y2	Y3	Y4	Y
X1 Pearson Correlation	1	.811**	.812**	.831**	.943**	.414**	.613**	.656**	.728**	.679**
Sig. (2-tailed)		.000	.000	.000	.000	.002	.000	.000	.000	.000
N	52	52	52	52	52	52	52	52	52	52
X2 Pearson Correlation	.811**	1	.786**	.735**	.909**	.422**	.697**	.682**	.687**	.700**
Sig. (2-tailed)	.000		.000	.000	.000	.002	.000	.000	.000	.000
N	52	52	52	52	52	52	52	52	52	52
X3 Pearson Correlation	.812**	.786**	1	.768**	.913**	.599**	.760**	.736**	.752**	.793**
Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000
N	52	52	52	52	52	52	52	52	52	52
X4 Pearson Correlation	.831**	.735**	.768**	1	.908**	.495**	.573**	.639**	.658**	.660**
Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000
N	52	52	52	52	52	52	52	52	52	52
X Pearson Correlation	.943**	.909**	.913**	.908**	1	.522**	.718**	.737**	.769**	.769**
Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000

	N	52	52	52	52	52	52	52	52	52	52
Y1	Pearson Correlation	.414**	.422**	.599**	.495**	.522**	1	.603**	.652**	.640**	.781**
	Sig. (2-tailed)	.002	.002	.000	.000	.000		.000	.000	.000	.000
	N	52	52	52	52	52	52	52	52	52	52
Y2	Pearson Correlation	.613**	.697**	.760**	.573**	.718**	.603**	1	.885**	.815**	.924**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000
	N	52	52	52	52	52	52	52	52	52	52
Y3	Pearson Correlation	.656**	.682**	.736**	.639**	.737**	.652**	.885**	1	.873**	.955**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000	.000
	N	52	52	52	52	52	52	52	52	52	52
Y4	Pearson Correlation	.728**	.687**	.752**	.658**	.769**	.640**	.815**	.873**	1	.934**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000
	N	52	52	52	52	52	52	52	52	52	52
Y	Pearson Correlation	.679**	.700**	.793**	.660**	.769**	.781**	.924**	.955**	.934**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	52	52	52	52	52	52	52	52	52	52

** . Correlation is significant at the 0.01 level (2-tailed).

Correlation between Variable X₃ (Decision Making Based on Values and Wisdom) and Variable Y (Growing Church)

The significance value is 0.000, indicating a relationship between decision making based on values and wisdom (Variable X₃) and growing church (Variable Y). Based on the Pearson correlation value of 0.793, the level of relationship is in the very strong correlation category. Therefore, it can be concluded that decision making based on values and wisdom (Variable X₃) is positively related to growing church (Variable Y) with a very strong correlation.

Correlation between Variable X₄ (Adaptive and Responsive to Changing Times) and Variable Y (Growing Church)

The significance value is 0.000, indicating a relationship between adaptive and responsive to changing times (Variable X₄) and growing church (Variable Y). Based on the Pearson correlation value of 0.660, the level of relationship is in the high correlation category. Therefore, it can be concluded that adaptive and responsive to changing times (Variable X₄) is positively related to growing church (Variable Y) with a high correlation.

DISCUSSION

Interpretation of Findings

The results of this study demonstrate that visionary pastoral leadership has a very strong and significant relationship with church growth at GKSI Siloam Congregation.

The overall correlation coefficient of 0.769 between visionary pastoral leadership (Variable X) and church growth (Variable Y) indicates that the two variables share a very strong positive relationship. This finding confirms that when pastors demonstrate visionary leadership characteristics, the church experiences significant growth both quantitatively and qualitatively.⁴³

Among the four indicators of visionary pastoral leadership, decision making based on values and wisdom (X_3) showed the highest correlation with church growth at 0.793, falling into the very strong correlation category. This suggests that ethical decision-making and wisdom-based leadership are particularly crucial for fostering church growth. Pastors who make decisions grounded in biblical values and spiritual wisdom earn the trust of their congregation and create an environment conducive to spiritual development and ministry effectiveness.⁴⁴

The indicator of inspiring and motivating the congregation (X_2) showed a correlation of 0.700 with church growth, indicating a high positive relationship. This finding emphasizes that pastors who can inspire and motivate their congregation play a significant role in encouraging active participation in ministry and spiritual growth. When congregation members feel inspired and motivated by their pastor's leadership, they are more likely to engage in church activities, develop their spiritual gifts, and contribute to the overall growth of the church.

Having a clear vision from God (X_1) demonstrated a correlation of 0.679 with church growth, indicating a high positive relationship. While this is the lowest among the four indicators, it still represents a substantial correlation. This finding suggests that while having a clear divine vision is important for church growth, it must be accompanied by other leadership characteristics such as inspiration, wise decision-making, and adaptability to be most effective. A pastor may have a clear vision, but without the ability to inspire others or make wise decisions, the vision may not translate into tangible growth.

The indicator of adaptive and responsive to changing times (X_4) showed a correlation of 0.660 with church growth, indicating a high positive relationship. This finding confirms the importance of pastoral adaptability in the contemporary context. As Eppang emphasizes, pastors in the era of the industrial revolution 4.0 must be willing

⁴³ SPSS Correlation Output, 2024.

⁴⁴ SPSS Correlation Output, 2024.

to embrace technological advances and cultural changes while maintaining their spiritual integrity.⁴⁵ Pastors who are adaptive and responsive to change are better positioned to reach contemporary generations and maintain the relevance of their ministry.⁴⁶

Comparison with Previous Research

The findings of this study align with previous research on visionary pastoral leadership. Research by Zebua, Zebua, and Panggabean on the Implementation of Visionary Pastoral Leadership for the Growth of GKSI Siloam Congregation similarly found that visionary leadership has a significant contribution in encouraging the progress and growth of the local church. Their research emphasized that a visionary pastor not only has a picture of the church's future but is also able to build effective ministry strategies, inspire the congregation for service and spiritual growth, and make wise decisions in accordance with God's will.²⁷

This study also supports the findings of Widjaja on charismatic and transformative leadership in the church context. Widjaja argues that biblical-based charismatic leadership can serve as the foundation for transformative leadership that brings significant renewal and change to the church and Indonesian society.⁴⁷ The visionary pastor in this study demonstrates characteristics of both charismatic and transformational leadership, as they are able to inspire and motivate the congregation while also focusing on long-term goals and sustainable change. This integration of charismatic and transformative elements is essential for effective church leadership in the contemporary context.⁴⁸

Furthermore, this research confirms the findings of Eppang regarding pastoral leadership in the era of the industrial revolution 4.0. Eppang emphasizes that pastoral leadership in the industrial revolution era must be leadership based on Christ's

⁴⁵ Paulus Eppang, "Pendeta Sebagai Pemimpin di Era Revolusi Industri 4.0: Perspektif Transformatif Dan Adaptif Kepemimpinan Kristen": 31-46.

⁴⁶ Paulus Eppang, "Pendeta Sebagai Pemimpin di Era Revolusi Industri 4.0: Perspektif Transformatif Dan Adaptif Kepemimpinan Kristen": 40.

⁴⁷ Imron Widjaja, "Kepemimpinan Karismatik Menuju Kepemimpinan Transformatif sebagai Misi Gereja di Indonesia," *Indonesian Journal of Religious* 6, no. 2 (2024): 77-96.

⁴⁸ Imron Widjaja, "Kepemimpinan Karismatik Menuju Kepemimpinan Transformatif sebagai Misi Gereja di Indonesia": 89.

character, transformational, and adaptive.⁴⁹ The high correlation between adaptive and responsive leadership (X_4) and church growth in this study supports Eppang's assertion that pastors must be willing to adapt to changing times while maintaining their spiritual foundation.⁵⁰

The importance of visionary leadership for church growth also resonates with the work of Tanasyah, Iswahyudi, and Phang on entrepreneurial Christian leadership. They argue that building entrepreneurial Christian leadership requires vision, flexibility, authenticity, and self-awareness.⁵¹ A visionary pastor, like an entrepreneurial leader, must be able to see possibilities where others see obstacles and mobilize resources to achieve God-given visions. This entrepreneurial dimension of pastoral leadership is increasingly important in a rapidly changing religious landscape.⁵²

This research also contributes to the broader discussion of the church's role in society as a prophetic community, as explored by Palulun and Tandana.⁵³ A visionary pastor leads the congregation not only in spiritual matters but also in engaging with social and political realities in a way that reflects God's justice and compassion. The church that grows under visionary leadership is one that is actively involved in its community, addressing social needs and being a voice for the marginalized.⁵⁴

Implications of the Research

The results of this study provide important implications for church leadership, particularly in the context of local churches such as GKSI Siloam. This research shows that visionary pastoral leadership has a strong influence on church growth. Therefore, the church needs to encourage the development of leadership that has God's vision, is able to inspire the congregation, makes decisions based on wisdom, and is responsive to

⁴⁹ Paulus Eppang, "Pendeta Sebagai Pemimpin di Era Revolusi Industri 4.0: Perspektif Transformatif Dan Adaptif Kepemimpinan Kristen": 31.

⁵⁰ Paulus Eppang, "Pendeta Sebagai Pemimpin di Era Revolusi Industri 4.0: Perspektif Transformatif Dan Adaptif Kepemimpinan Kristen": 40.

⁵¹ Yusak Tanasyah, Iswahyudi, and Steven Phang, "Membangun kepemimpinan kristen entrepreneurial sebagai landasan keberhasilan upaya memimpin," *QUAERENS: Journal of Theology and Christianity Studies* 2, no. 2 (2020): 127-146.

⁵² Yusak Tanasyah, Iswahyudi, and Steven Phang, "Membangun kepemimpinan kristen entrepreneurial sebagai landasan keberhasilan upaya memimpin": 135.

⁵³ Annon Palulun and Ester Agustini Tandana, "Gereja sebagai Komunitas Profetis dalam Ruang Politik: Implementasi Konsep Politik Gereja Toraja," *KINAA: Jurnal Teologi* 9, no. 1 (2024): 38-52.

⁵⁴ Annon Palulun and Ester Agustini Tandana, "Gereja sebagai Komunitas Profetis dalam Ruang Politik: Implementasi Konsep Politik Gereja Toraja": 45.

changing times. Local churches must pay attention to how they lead the church to focus on forming visionary character to support spiritual growth and relevant ministry.

First, the practical implication is the need for intentional development of visionary pastoral leadership through training, mentoring, and ongoing education. Churches should invest in leadership development programs that help pastors cultivate the characteristics of visionary leadership identified in this study. This includes training in vision casting, inspirational communication, ethical decision-making, and adaptive leadership skills.³⁷

Second, the theological implication is that visionary leadership is not merely a management strategy but a spiritual calling rooted in biblical principles. This understanding should shape how churches select, train, and support their pastoral leaders. The high correlation between decision making based on values and wisdom and church growth underscores the importance of spiritual formation and ethical development in pastoral leadership preparation.⁵⁵

Third, the social implication is that visionary pastoral leadership contributes to the church's witness and impact in society. A growing church under visionary leadership is better positioned to address social needs, build community, and demonstrate the love of Christ in tangible ways. This aligns with the prophetic role of the church in society as discussed by Palulun and Tandana.

Fourth, the methodological implication is that this study provides a model for assessing visionary leadership and church growth that can be replicated in other church contexts. The instruments and analytical approaches used can inform further research and practical assessment in local churches. This contributes to the development of empirical research on church leadership in the Indonesian context.

Limitations and Suggestions for Future Research

While this study provides valuable insights into the relationship between visionary pastoral leadership and church growth, several limitations should be acknowledged. First, this study was conducted in a single church congregation (GKSI Siloam) with a relatively small sample size (52 respondents). Future research could expand to multiple

⁵⁵ Barrett W. McRay, Laura Barwegen, Daniel T. Haase, Muhia Karianjahi, Mimi L. Larson, Rob Ribbe, Tom Schwanda, David P. Setran, and James C. Wilhoit. "Spiritual Formation and Soul Care in the Department of Christian Formation and Ministry at Wheaton College". *Journal of Spiritual Formation and Soul Care* 11, no. 2 (2018): 271-295. <https://doi.org/10.1177/1939790918795629>.

congregations and include larger sample sizes to enhance the generalizability of the findings.

Second, this study relied on self-reported survey data from congregation members. Future research could incorporate multiple sources of data, including interviews with pastors, observation of church activities, and objective measures of church growth such as attendance records and ministry participation statistics.

Third, this study focused on the indicators of visionary leadership as defined by the literature. Future research could explore additional indicators or contextual factors that may influence the relationship between visionary leadership and church growth in different cultural and denominational contexts.

Fourth, this study used a quantitative approach. Future research could employ qualitative or mixed-methods approaches to gain deeper insights into the mechanisms through which visionary pastoral leadership influences church growth. In-depth interviews with pastors and congregation members could reveal the nuanced ways in which visionary leadership is enacted and experienced in local church contexts.

CONCLUSION

Based on the research conducted on the members of GKSI Siloam, it can be concluded that visionary pastoral leadership has a very strong and significant relationship with church growth. All indicators of variable X (visionary pastor), whether concerning divine vision, ability to inspire, wisdom in decision making, or adaptability to changing times, show a high correlation with variable Y (growing church). The characteristics of a visionary pastor such as having a clear vision from God, inspiring the congregation, making wise decisions based on values, and being able to adapt to change are proven to have a positive impact on the spiritual maturity of the congregation, active involvement in ministry, and participation in corporate spiritual life.

Thus, this research emphasizes that a visionary pastor is not only an administrative leader but also an agent of spiritual transformation that drives church growth holistically—both quantitatively (number of congregants) and qualitatively (quality of faith and character of the congregation). The findings confirm that visionary leadership is essential for building a healthy, growing, and impactful church that fulfills its mission in the contemporary world.

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