

## Reconceptualizing Service Profit Chain in Church Management: Scale Development Approach

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**Abstract:** This paper portrays a knowledge-based point of view to acknowledge the relevance of service profit chain in churches, and how it compels a church to be diverse via workers internal service quality such as workers satisfaction and external service quality such as customer satisfaction amongst others. It exploited a multistage growth measure procedures where review questionnaires were shared to 50 participants which includes members and workers of a Faith-based Church. The conclusion of the confirmatory and exploratory factor examination displays the multi-stage type of service profit chain in churches. Eight sections were approved which consists- Internal service quality, workers satisfaction, workers retention, workers productivity, members loyalty, members satisfaction, revenue growth and productivity. This paper proposes an evidence of reliability and validity of the measures used which implies fresh tactics to verify service profit chain in churches. Conclusions show that churches who participate in service profit chain are recognized to be creative and use their information base as a winning platform to stimulate means to increase and achieve their objectives.

**Keywords:** competitive advantage; knowledge-based view; profit and growth; service profit chain

**JEL Classification:** M0

### 1 Introduction

Service-profit chain is a ground-breaking phenomenon that emphasizes the significance of individuals - both workers and customers, and how connecting all links can bring about corporate execution. The service-profit chain is a condition that sets up the connection between productivity and customer loyalty, profitability and employee loyalty, satisfaction. The networks in this chain (that ought to be observed as suggestions) are: Growth and Profit which are invigorated mainly by loyal customers. Loyalty is an abrupt aftermath of satisfied consumer. Satisfaction is to a large extent affected by the value of services given to customers. Worthiness is brought about by productive, contented and loyal employees. The satisfaction of employees, on the other hand results basically from policies and high-quality support services that empower workers to supply results to customers (Pooja, Richa, Yogesh, & Shahid, 2014).

A significant gap exist in the measurement of knowledge on the relevance of service profit chain in church management because most researches carried out has been on other organizations mostly service industries (Sullen, Geoffrey, Janet & Jillian, 2011). For instance the relevance of service profit chain within service industry can be viewed on the ability of both the profitability and growth level of such organization enhanced by satisfied, loyal and productivity employees rendering quality service value to its customers but this have not been studied in the area of church management. Therefore

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with these there is the need for conceptualizing the relevance of service profit chain within this institution (the church).

The church is one frame from diverse members, seen and unseen, because God is unique. The church has been always known to be a place of holiness and worship. Without hesitation, the main characteristic of the church is love as it was described in the bible. It is by which we have the other various characteristics of the church. The characteristics of the church tend to include counseling, worship, spiritual growth, discipline, and leadership development. The church also carries out social responsibility by reaching out to people in the community they find themselves by providing amenities and spreading the word of God.

This study is grounded on Goal setting theory and Michael Porter's value chain theory. According to Grant (2012), goal setting comprises of the expansion of an achievement strategy planned to motivate and direct a person or group of people regarding a goal. Goal setting can be used as a tool for personal development and management objective. Goal setting generates a number of different advantages. The goals we ascertain affect our success; it aids to enlarge inspirational energy concerning a mission. Goal setting bring about a growth in performance level; it helps focus our energy on the things that actually matter. While Value chain on the other hand is a set of actions that a firm operational in a particular industry functions in order to supply a valued product or service for the market. According to Porter, value chain is a collection of actions that are carried out by an organization to create worth for its customers. Value creation generates added value which brings about competitive advantage which will result to an additional profit for an organization. Porter centers on the structures and actions with customers as the dominant principle rather than on departments and accounting expense categories.

This study will extend the knowledge of profit value chain and goal-setting theory to the church in the sense that it would explore the links between several components put in place (in this case growth, profit and others) towards achieving the set goals and objectives of the organization, because in recent times, little or nothing has been said about how profit value chain and goal-setting theory is practiced and with the main focus of improving the spiritual life of workers and members of the church.

The study on reconceptualization of service profit chain in church management will contribute to the Goal setting theory and Michael Porter's value chain theory in ways of validating the dimensions and assumptions of the theory and how it can be applied into the management of the church growth and profit with the view in mind of accomplishing its set objectives as to foster members and workers loyalty and productivity.

The study would be structured into five Chapters: the Chapter 1 talks about the overview and contextual study of the examination. Chapter 2 talks about the review of literature. Chapter 3 deliberates the methodology. Chapter 4 talks about the collection of data and Chapter 5 talks about the findings, conclusion and recommendation.

## **2. Conceptual Development**

### **2.1. Goal-setting Theory and Michael Porter's Value Chain Theory**

#### **GOAL SETTING THEORY**

A goal is the purpose of activities or mission that a person deliberately desires to accomplish (Latham & Locke, 2006; Locke & Latham, 2002). Goal setting includes the cognizant procedure of creating stages of implementation in order to acquire suitable consequences. The goal setting theory

basically establishes that the basis of inspiration is the yearning and intent to achieve a goal. Goal setting theory suggests that an organizations setting of a goal will change the workers behaviour to work in order to achieve such set goals (Redmond & Nathan, 2016). The goal setting theory expresses that the wellspring of inspiration comes from the longing and aim to achieve a goal. On the off chance that an individual or group of people notice that their present performance isn't accomplishing the set goals, they normally turn out to be more motivated to build exertion or modify their approach for better performance (Latham & Locke, 2006).

According to Locke's research, he demonstrated that there is a connection between how difficult and explicit a goal is and the individuals' performance of a job. He found out that difficult and particular goals tend to increase preferred task performance than that of unclear or simple goals (Swezey, Meltzer & Salas, 1994). Goals helps us to direct our resources to things that matters and helps place the job in order of relevance.

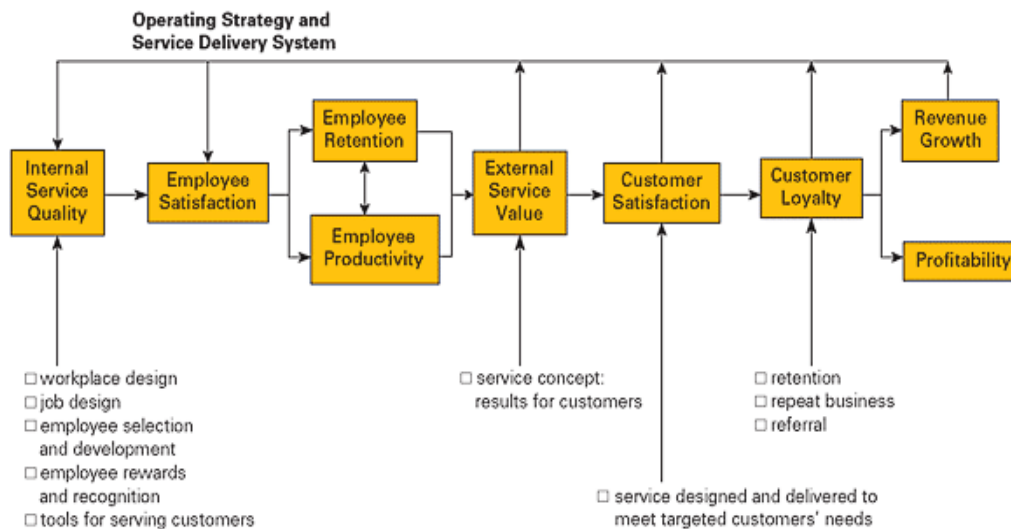
There are specified criteria that a goal setting needs to meet so as to acquire its motivational advantage: goals must be explicit, testing, requires commitment and lastly engage feedback. Goal setting and inspiration are interrelated, they cooperate. In order to accomplish a said goal there must be a main thrust which will empower one to accomplish tasking work. Employees require inspiration in the line of their work, in order to achieve the set goals of the organization.

Goal setting is of the view that there ought to be clear information of the goal been set, goals should be set and coordinated. This theory is of the view that tasking goals will result in higher performance. Organizations that donot set goals or stir up their workers give space for excesses. Workers are relied upon to have earlier learning of their work and appropriate direction so as to do their work in the correct place at the opportune time. Employee's productivity and commitment can be evaluated when applying the goal setting theory. Goals setting impacts workers.

### **Service Profit Chain Theory**

The service profit chain is an amazing fact that emphasizes the significance of individuals - both workers and customers - and how connecting they together can influence corporate execution (Bhat, 2014). The service profit chain is a condition that builds up the connection between customer loyalty, profitability, and productivity, employee satisfaction and loyalty. The correlations in the chain (that must be considered as propositions) are according to the preceding: Profit and expansion are invigorated essentially by loyalty of customers. Loyalty is an abrupt repercussion of satisfied customers. Satisfaction is to a large degree affected by the appraisal of services given to customers. Worthiness is created by fulfilled, steadfast, and advantageous workers. Workers satisfaction results basically from high-quality service and strategies that embolden employees to communicate results to clients (Heskett, 1994 as cited in Bhat, 2014).

### The Links in the Service-Profit Chain



## 3. Methodology

### 3.1. Generation of Items and Validity of Content

This section helps to describe the procedure that was depleted to create the substance for operational efficiency elements and also authenticate the measure used in the study. This study shall apply conventional approach used for the development of constructs.

#### 3.1.1. Study 1

Centered on the explanation of service profit chain and the assessment of the Goal setting theory and Service profit chain theory sources, the essential process of the measure development includes generation of items and validity of content evaluation. Closed ended questionnaires were administered to workers and members of a Faith-based Church, which generated the item pool.

Several workers ranging from pastors, ushers, welfare members, accountants, and many more who are knowledgeable about service profit chain for church growth and profit especially that for the Church were interviewed. Quantitative data were gathered from a Faith-based Church.

The use of primary data such as questionnaire is an exceptional way of gathering perspectives into a section of significance, this is because they give exact and full background knowledge that cannot be obtained from secondary means. After a brief account of the research work, relevant information was gathered collected through the use of questionnaires starting with the getting of bio-data about the church and its members. The respondents were also questioned about the length to which the church applied service profit chain measures towards increasing their performance in both growth and profit. Analytical questions such as the impact of workers satisfaction, workers retention, and workers output, satisfaction of customers, loyalty of customers, growth of income and productivity were asked.

The Statistical Package for Social Sciences was engaged in the examination of the data gathered. All information in the questionnaire were coded into SPSS, conceding approximately 50 copies of questionnaire, and 41 items were coded in each copy using the quantitative analysis tool. Coding was

done with the use of the SPSS package, which is a widely approved and accepted examination tool for quantitative research which gives room for a well detailed descriptive analysis of items.

Participants defined a wide range of service profit chain dimensions and this was restricted to a specific industry which is in terms of location and size. Service profit chain has been viewed as an important element to most firms in other research, but it is also viewed as very crucial for the growth and profit process.

As part of the procedures for getting the item, existing service profit chain dimensions were studied and the established scales were also reviewed at these stage. Based on this, a preliminary collection of 41 elements were produced. As the aim of these is to enlarge the authenticity of the measures.

So as a way to pick the utmost applicable elements and validate their appropriateness, the next phase involves the improvement of item through professional panel consisting of workers and members of the church. These people were inquired to examine and also estimate the importance of each element on the questionnaire by way of relevance to the topic bestowed for each of the indicators on the 5 Likert type scale varying from “strongly disagree” to “strongly agree”. In addition, members of the panel were asked their opinion on whether any of the items reviewed on the questionnaire reflected more than one measures, if the items are perfect enough for the respondents, and also precise and concise. Thus making items on the questionnaire with minimal evaluation scores to be discarded, allotting a totality of 41 items.

Constant with the depths of items in the questionnaire, the professionals identifies the measures that reflects the ability to use service profit chain measures to boost the growth and profit level of church. The first section reflects the internal service qualities of the church. It seeks to determine whether the church embraces the internal service activities, and in all, 3 items were developed for that section. The second section indicates how the management of the church handles their external service quality activities. It seeks to denote how the external service activities are utilized by the church, and it has 4 items in this section.

**Table 1. Dimensions of Service Profit Chain**

Service Profit Chain	Examples drawn from questionnaire
Internal Service Quality	My church provides me with training programs focused on how to provide quality service to other employees. In my church, teamwork exists among individuals and between departments
Workers Satisfaction	The quality of information despatched and received from head of department on what is going on within the department is very satisfactory. I am encouraged to explore growth or advancement opportunities within the institution
Workers Retention	My supervisor provides me with clear direction on what to do and how to go about it. The wage and salary administration system in my church is very rewarding.
Workers Productivity	I believe there is a spirit of cooperation/teamwork within the church. The church enables a culture of diversity leading to group productivity.
External Validity	
Customer Satisfaction	When a member is dissatisfied with any service within the church, the problem can easily be handled. Overall, I believe members are satisfied with the welfare package of the church.
Customer Loyalty	Due to the service policy in my church members are likely to fellowship again. I believe members would tell their families and friends about the church.
Revenue Growth	I believe the revenue the church generates will grow faster with new members The services the church renders will bring about greater revenue
Profitability	There is a profit culture within the church. The church activities impacts the society The church carries out her social responsibilities.

### 3.2. Purification of Item

#### 3.2.1. Study 2

As the populace of significance was on workers and members of the church, the purposefulness of the research was basically on measuring the effectiveness of service profit chain on church growth and profit. The respondents were majorly the workers of the church. Questionnaires were printed out and distributed to respondents which improved the response rate. A type of quantitative method of data collection was used which is Questionnaires. They are administered and are received some days later. Respondents are open to the questions as they are able to relate to the items stated. The whole sample size used was 50 where each item of the construct is refined and endorsed. With the view to have an adequate sample size stratified random sampling was used which lead to an adequate size of high statistical power.

**Table 2. Bio- data Analysis**

Indicators	Gender		Age		Marital Status		Educational qualification			
	Male (N=19)	Female (N=31)	25-35 years (N=39)	35-45years (N=11)	Single (N=39)	Married (N=11)	SSCE/A Level (N=4)	B.Sc. (N=15)	M.Sc/MBA (N=26)	PhD(N=5)
ISQ	4.07	4.10	4.10	4.10	4.04	4.25	4.25	3.72	4.30	4.00
WS	4.04	4.02	4.00	4.13	4.03	4.02	3.90	3.70	4.10	4.84
ER	3.60	3.82	3.64	4.10	3.64	4.10	4.13	3.42	3.92	3.40
WP	4.21	4.34	4.30	4.30	4.31	4.30	4.50	4.12	4.32	4.60
MS	3.58	3.57	3.65	3.30	3.55	3.70	4.00	2.82	4.00	3.27
ML	4.12	4.10	4.11	4.06	4.03	4.40	3.70	4.30	4.10	3.93
RG	4.04	4.00	4.00	4.10	4.01	4.02	4.40	3.60	4.20	4.30
P	3.84	4.01	4.01	3.70	4.00	3.80	4.20	3.72	4.05	3.90
TOTAL- Σf/No. of indicators	3.9375	3.995	3.97875	3.97375	3.95125	4.07375	4.13125	3.675	4.12375	4.03

Indicators	Position held in Church							
	Pastor (N=4)	Admin Worker (N=7)	HR Unit (N=9)	Account/Finance (N=4)	Engineer (N= 6)	Welfare (N= 11)	Others (N= 9)	
ISQ	4.40	3.96	4.20	4.25	3.70	4.25	3.97	
WS	4.20	3.97	3.90	4.20	3.50	4.53	3.82	
ER	3.88	3.90	4.10	3.90	3.33	3.73	3.44	
WP	4.25	3.90	4.42	4.25	4.60	4.50	4.11	
MS	4.50	3.20	3.50	4.33	3.11	3.80	3.30	
ML	3.83	4.30	4.22	4.33	4.00	3.97	4.10	
RG	3.80	3.54	4.40	4.50	4.00	4.27	3.61	
P	3.80	3.51	4.13	4.30	4.30	4.09	3.62	
TOTAL- Σf/No. of indicators	4.0825	3.7475	4.10875	4.2575	3.8175	4.1425	3.74625	

Indicators	Duration of service				
	Less than a Year (N= 8)	1-3 Years (N=16)	4-6 Years (N=)	7-10 Years (N=2)	More than 10 Years (N=10)
ISQ	3.94	4.31	3.84	4.75	4.10
WS	3.85	4.30	3.80	3.80	4.20
ER	3.31	3.63	3.60	4.50	4.40
WP	4.00	4.30	4.20	5.00	4.60
MS	3.10	4.30	2.92	4.00	3.70
ML	3.92	4.23	4.33	3.33	3.70
RG	3.94	4.10	3.60	4.80	4.50
P	4.20	3.88	3.70	5.00	4.04
TOTAL- Σf/No. of indicators	3.7825	4.13125	3.74875	4.3975	4.155

A sample size of 50 was used for this study, with the average age range of respondents been 25-30yrs. The total 19 males which represented 38% and 31 females representing 62% took part in the study. 52% of respondents had master's degree qualification, a combination of MSc and MBA, 10% had a doctorate degree, 30% had a bachelor's degree and 8% had SSCE/A level degree. In the segment of marital status, 78% respondents were single and 22% respondents were married. In the position held in church category, 22% respondents were in the welfare department, 18% respondents were in the HR unit, 14% respondents the Admin department, 12% respondents the Engineering department, 8% respondents the Pastoral department, 8% respondents the Account/Finance department, and 18% respondents other departments.

## **4. Analysis of Data**

### **4.1. Reduction of Item and Exploratory Factor Analysis**

With the aim of authenticating the service profit chain scale as well as its formation, a cycle of exploratory and confirmatory element analysis were done (Bearden, Hardesty & Rose, 2001). Aforementioned to the research study, the data and information collected were evaluated to distinguish differences and to test for violation of the hypothesis of multivariate analysis. The Statistical Package for the Social Sciences (SPSS version 25) was engaged to commence the principal exploratory factor analysis and the preliminary analysis.

A sequence of exploratory factor analysis were primarily done on the analysis with the help of principal component analysis as there were no preceding sign to show that the measures were not related. The KMO (Kaiser-Meyer-Olkin) sampling adequacy was 0.436, signifying that the factor analysis is suitable. A repeat procedure was engaged to eradicate elements with low loadings or high cross loadings (Hair et al., 2006), which stirred the preservation of 31 items revealed in Table 3.

The concluding factor analysis learned eight factors with eigenvalues equals to one that together explained 81.55% of the total variance.

An intensive evaluation of the factor loadings proposes that the first section displays the church internal service quality which seeks to identify the ability of the church to implement the internal qualities towards the achievement of its objectives which includes growth and profit. It additionally seeks to determine if the church monitors the activities of its workers towards growth and profit enhancement, and also decides the time allotted for structured service profit activities within the church. The second section displays the church's external service qualities, which seeks to decide if the church has a clear means of linking these external qualities towards the growth and profit of the church. The Cronbach alphas for the three dimensions were .567, .511, .588, .774, .747, .786, .814 and .762 respectively only innovation infrastructure was above the endorsed lower limit 0.70 (Hair et al., 2006) signifying that all three dimensions are uneven.



**Table 3. Factor Analysis****EXPLORATORY FACTOR ANALYSIS FOR SERVICE PROFIT CHAIN.**

Scale items		Factor loadings
Internal Service Quality (ISQ)		
Item 1	My church provides me with training programs focused on how to provide quality service to other employees.	0.611
Item 2	In my church, teamwork exists among individuals and between departments.	0.571
Item 3	I have confidence in the management of this church.	0.605
Item 5	My service at church gives me a feeling of spiritual accomplishment (WS)	0.422
Item 6	The quality of information dispatched and received from head of department on what is going on within the department is very satisfactory (WS).	0.609
Item 7	I am encouraged to explore growth or advancement opportunities within the institution (WS).	0.555
Item 9	I am satisfied with the compensation plan of the church (WS)	0.584
Item 12	I do not have any plan to leave this organization (ER).	0.648
Item 14	I believe there is a spirit of cooperation/teamwork within the church (WP)	0.672
Item 15	Workers have a sense of what to do and how to do it (WP).	0.558
Item 16	The church enables a culture of diversity leading to group productivity. (WP)	0.580
Item 17	Workers are eager to learn on ways of making themselves more productive (WP)	0.736
Item 18	I believe members are satisfied with the services of workers in the church. (MS)	0.597
Item 19	Overall, I believe members are satisfied with the welfare package of the church. (MS)	0.621
Item 20	When a member is dissatisfied with any service within the church, the problem can easily be handled (MS)	0.526
Item 24	I believe the revenue the church generates will grow faster with new members (RG)	0.507
Item 25	The services the church renders will bring about greater revenue. (RG)	0.753
Item 26	Members play a major role in the revenue growth of the church. (RG)	0.706
Item 27	Our current revenue is higher than that of last year (RG)	0.749
Item 28	The profitability level of the church is very satisfactory (P)	0.380
Item 29	The profitability goals of the church appear realistic and achievable. (P)	0.499
Item 30	There is a profit culture within the church. (P)	0.483
Item 31	The church activities impacts the society (P)	0.637 0.588

Item 32 The church carries out her social responsibilities (P) 0.736

## Workers Satisfaction (WS)

Item 21 Due to the service policy in my church members are likely to fellowship again (ML) 0.706

Item 22 I believe members would tell their families and friends about the church (ML). 0.671

Item 23 Overtime we have increased members loyalty with the quality of service delivered (ML). 0.866

## Employee Retention (ER)

Item 11 My supervisor provides me with constructive feedback on overall performance. 0.510

## Members Satisfaction (MS)

Item 4 My supervisor provides me with constructive feedback on overall performance. 0.510

Item 13 The wage and salary administration system in my church is very rewarding (ER) 0.394

## Profitability (P)

Item 8 Heads of Dept. involve other workers in decision making process & suggestions for leadership programs. 0.510

Note: Initial classification of items: WS= Workers satisfaction; ER= Employee satisfaction; WP= Workers productivity; MS= Members satisfaction; RG= Revenue Growth; P= Profitability; ML= Members loyalty.



In Table 3, the first section is Internal Service Quality which comprises of the church providing training programs that focus on how to provide quality service to other employees, and the existence of teamwork amongst individuals and departments. It also comprises of other sections factors such as Workers Satisfaction which looks at the quality of information dispatched and received from head of departments on what is going on within the department and also encouraging the exploration of growth and advancement opportunities; Employee Retention talks about having plans in place to ensure nobody leaves the organization; Workers Productivity which workers are eager to learn ways of making themselves more productive and the church enabling a culture of diversity leading to group productivity; Members Satisfaction looks at the overall satisfaction of workers in the church and members satisfaction with the welfare package of the church; Revenue Growth which is believing the revenue the church generates will grow faster with the new members and that the services the church renders will bring about greater revenue and then Profitability which is the profitability goals of the church appear realistic and achievable.

The Second section is Workers Satisfaction which comprises of another section which is Members Loyalty and this looks at church policy which would likely make members come again and that members would likely tell their families and friends about the church.

The third section is Employees Retention which is about the supervisors providing constructive feedback on overall performance within the church.

The fourth section is Members Satisfaction which has a singular factor of Employee Retention, which talks about the reward and salary administration system in the church which is very rewarding.

The final section is the Profitability section which is the heads of department involving other workers in decision making process and suggestions for leadership programs.

#### **4.2. Confirmatory Factor Analysis**

In order to evaluate the scale factor arrangement, we commenced a confirmatory factor analysis. Numerous amendments were executed in which an item was eliminated in each of the restatement until the constraint as well as the numerous fit indicators attained endorsed values. Thus certain items were removed, ensuing in the 15 item sectional scale that is shown in Table 4.3

Table 4.3 below displays the different fit measurements for service profit chain scale for both the validation and analysis samples. This is in agreement with accepted standards for the analysis.

**Table 4.3. Reliability and Validity Assessment****VALIDITY AND RELIABILITY TEST**

		Loading > 0.7	Indicator Reliability	Error Variance < 0.5	Composite Reliability > 0.8	Average < 0.5	No. of Indicators
	<b>Variables</b>					0.4492	
INTERNAL SERVICE QUALITY	Item 1	0.611	0.3733	0.6267	0.3733		1
	Item 3	0.605	0.3660	0.6340	0.3660		1
	Item 6	0.609	0.3709	0.6291	0.3709		1
	Item 12	0.648	0.4199	0.5801	0.4199		1
	Item 14	0.672	0.4516	0.5484	0.4516		1
	Item 17	0.736	0.5417	0.4583	0.5417		1
	Item 19	0.621	0.3856	0.6144	0.3856		1
	Item 25	0.753	0.5670	0.4330	0.5670		1
	Item 26	0.706	0.4984	0.5016	0.4984		1
	Item 27	0.749	0.5610	0.4390	0.5610		1
	Item 31	0.637	0.4058	0.5942	0.4058		
						0.5994	
WORKERS SATISFACTION	Item 21	0.706	0.4984	0.5016	0.4984		1
	Item 22	0.671	0.4502	0.5498	0.4502		1
	Item 23	0.866	0.7500	0.2500	0.7500		1
						0.7208	
PROFITABILITY	Item 8	0.849	0.7208	0.2792	0.7208		1

**Result of Validity and Reliability****All loading are significant at  $p < 0.0001$** 

Coefficient alpha estimates were 0.61 for internal service quality dimension, 0.70 for workers satisfaction dimension, and 0.84 for profitability dimension.

**4.4. Replication of the Service Profit Chain Scale**

The outcome of the confirmatory factor analysis which shows the end result of sample data gave additional proof that the service profit chain model was a coherent exemplification of data

The reliability estimates were 0.61 for internal service quality dimension, 0.70 for the workers satisfaction dimension, 0.77 for profitability dimension. All of the factor loadings with the exception of one (Internal service quality 0.44) were statistically significant well beyond the 0.05 level, ranging from 0.59 to 0.7208. The outcomes of the exploratory factor analysis projected for the sample data exemplification showcased additional sign that the recommended that the profitability dimension was an undoubted understanding of the data.

**5. Discussions and Conclusions**

This study creates several relevant benefits to practice and theory following the application of a joined multi-method style and arduous scale development process to empirically substantiate the psychometrically sound and ungenerous revolution capability scale in an expert service setting

This study supports the knowledge-based and service-based competitive advantage literatures in various relevant methods. First of all, the research study seeks to determine approaches in which churches can be innovative in the utilization of their knowledge base on service profit chain as a competitive edge to generate profit and growth. Modern researches have shown the relevance of church to the contribution of productivity and growth. Embarrassing for some churches,

determination to increase growth and profit have not had a satisfactory influence. Contemporary outcomes have shown that several churches are not going around a significant expansion in their follow-up activities.

A recent discovery of this research work agrees to the idea that all church, as a tenacity of its history and triumphs, has different means obtainable, and these combination of resources are discovered to be an important element in describing activities between churches. These discoveries support the claim that the preferences of technology, products, services and general operations are highly coerced by the increasing conclusions of preceding development (Arthur, 1989). Therefore, heads of various units in the church would be advised to enhance their procedures to apply service profit chain qualities for increase in profit and growth (Lüthje & Franke, 2003). Also, the introduction of profit chain as a path in increasing profit and growth for both the church and its workers should be stimulated through launching motivational factors.

## **6. Managerial Implications**

Generally, the outline of results displays the exceptional service profit chain of churches. The service profit chain scale has thirty-two items that evaluate eight sections and, therefore, is a proficient way to evaluate the church's growth and profit. The indicators offers workers with a better perception of ways to improve profit and growth in a more effective approach. For example, the evaluation of church growth and profit should assist the management in evaluating priority service profit scales that require to be adopted, and give them the chance to reply to difficulties created by the forms of service profit chain that require to be expanded. Additionally, recognizing the service profit chain sections that best improve profit and growth ought to support management to recognize and instigate applicable schedules to accelerate useful profit-growth linked interests. Intrinsically, the measures has realistic importance because it can support workers calculate the fiscal importance of diverse profit-growth features. Additionally, measuring profit and growth at a small level offers workers with a better imagination as to where and how their church require to improve its profit and growth level.

## **7. Limitations of the Study**

The discoveries from the study are disclosed to be the foundation for the limitations. First, the indicators used to determine all concepts expended were recovered from one basis and hence is concentrated on the thoughts of target participants. Therefore we attempted to restrain this limitation during the measures enlargement sequence by conveying out evaluations with organized elements in other to regulate a cogent outcome on the focus subject and not what workers or member expected they should be. Secondly, the study was evaluated using one of the Faith based church, and so the outcomes obtained may not be applicable to other churches.

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## RECONCEPTUALIZING CHURCH SERVICE PROFIT CHAIN: SCALE DEVELOPMENT

Dear Respondent,

I am presently carrying out a research on “Service profit chain in church management”

I kindly ask that you disclose all information needed for the completion of this research. The information being solicited is purely for academic purposes. Your response will be treated strictly as confidential.

Thank you for your cooperation

Yours Faithfully,

Obidinma Ogechi Gloria

### SECTION A: BIO DATA

Please tick your choice from the alternative answers provided. Thank you.

1. Gender: Male[  ] Female [  ]
2. Age group: a) 25-35years [  ] b) 35-45years [  ] c) 45-55years [  ]  
d) 55 years above [  ]
3. Marital status: a) Single [  ] b) Married [  ] c) Divorced [  ] d) Others.....
4. Educational Qualification: SSCE/A level [  ] B.Sc. [  ] M.Sc./MBA [  ] PHD [  ]
5. Position held in Church: a) Pastor [  ] b) Admin Worker [  ] c) HR Unit [  ] d) Account/Finance [  ] e) Engineer [  ] f) Welfare [  ] g) Others please specify  
.....

6. How long have you worked at any of the church's department? a) Less than a year [ ]  
 b) 1 - 3 years [ ] c) 4 - 6 years [ ] d) 7-10 years [ ] e) More than 10 years [ ]

## SECTION B:

Please tick the appropriate answer from the alternative given.

*Strongly Agree (5) Agree (4) Undecided (3) Disagree (2) Strongly Disagree (1)*

### Internal Service Quality

Items	SA	A	U	SD	D
My church provides me with training programs focused on how to provide quality service to other employees.					
In my church, teamwork exists among individuals and between departments.					
I have confidence in the management of this church.					
I receive recognition when I do a good job in providing good service.					

### Workers Satisfaction

Items	SA	A	U	SD	D
My service at church gives me a feeling of spiritual accomplishment.					
The quality of information despatched and received from head of department on what is going on within the department is very satisfactory.					
I am encouraged to explore growth or advancement opportunities within the institution					
Heads of Department involve other workers in decision making process and suggestions for leadership programs.					
I am satisfied with the compensation plan of the church.					

### Employee Retention

Items	SA	A	U	SD	D
My supervisor provides me with clear direction on what to do and how to go about it.					
My supervisor provides me with constructive feedback on overall performance.					
I do not have any plan to leave this organization.					
The wage and salary administration system in my church is very rewarding.					

### Workers Productivity

Items	SA	A	U	SD	D
I believe there is a spirit of cooperation/teamwork within the church.					
Workers have a sense of what to do and how to do it.					
The church enables a culture of diversity leading to group productivity.					
Workers are eager to learn on ways of making themselves more productive					

**Members Satisfaction**

Items	SA	A	U	SD	D
I believe members are satisfied with the services of workers in the church.					
Overall, I believe members are satisfied with the welfare package of the church.					
When a member is dissatisfied with any service within the church, the problem can easily be handled.					

**Members Loyalty**

Items	SA	A	U	SD	D
Due to the service policy in my church members are likely to fellowship again.					
I believe members would tell their families and friends about the church.					
Overtime we have increased members loyalty with the quality of service delivered					

**Revenue Growth**

Items	SA	A	U	SD	D
I believe the revenue the church generates will grow faster with new members					
The services the church renders will bring about greater revenue					
Members play a major role in the revenue growth of the church.					
Our current revenue is higher than that of last year					

**Profitability (financial and social)**

Items	SA	A	U	SD	D
The profitability level of the church is very satisfactory					
The profitability goals of the church appear realistic and achievable.					
There is a profit culture within the church.					
The church activities impacts the society					
The church carries out her social responsibilities.					