

# Effects Of Leadership Development Programmes On The Growth Of The Anglican Church Diocese Of Butere, Kenya

**Benjamin Kibara Wathituni**

Master Arts in Organizational Leadership Student, Africa International University  
benjamin.kibara@gmail.com

**Dr. Caleb Odhiambo Onjure, PhD.**

Lecturer, Africa International University  
NAIROBI, KENYA  
Email: calonjure@yahoo.com, jakanyimbaga@gmail.com

**Dr. Godfrey Mwamba, PhD.**

Lecturer, Africa International University  
NAIROBI, KENYA  
Email: [godfrey.mwamba@aiu.ac.ke](mailto:godfrey.mwamba@aiu.ac.ke).

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**Abstract:** Organizations worldwide have to position themselves strategically to face the dynamic, ambiguous, complex, uncertain, volatile, and unpredictable environment. Effective and efficient leadership is considered as a requirement to ensure motivation, efficient communication, and a favorable work environment cannot be over-emphasized. As an example of a dynamic organization, churches focuses on leadership development aspects as essential strategy to realizing their God-given mission. However, there is evidence that most Anglican churches in Kenya have inadequate or lack leadership development programmes for church leaders serving in different capacities at their local churches. Leadership development programmes is established to ensure innovation, creativity, empowerment, strategic alignment, and higher performance. In that respect, the research was focused on determining the effects of leadership development programmes on the growth of the Anglican Church Diocese of Butere, Kenya. The research findings reveal that leadership development programmes have significant effect on the growth of Anglican Church Diocese of Butere, Kenya. However leadership training programme has insignificant relationship with church growth. Change management strategies and conflict management models has significant effect on church growth. A review of their implementation must be done. The study concluded that change management issues and conflict management models need to be addressed. The study further recommends that training programmes should be harmonized with change and conflict management programmes in order to enhance church growth.

**Key Terms:** Leadership training programmes, Change management strategies, Conflict management models

## 1.1 Background of the Study

Globally, leadership development is a crucial factor in companies, enterprises, corporations, and businesses. Organizations have realized that for them to survive in the current environment that is complex, uncertain, volatile, and ambiguous, "they need leadership skills and organizational capabilities different from those that helped them succeed in the past" (Moldoveanu & Narayandas, 2019). Therefore, organizations must keep developing leaders with appropriate communication, relational and technical skills to succeed in the new environment. According to Valcour (2021), many individuals in an organization end up in the position of leadership based on their functional or technical competencies, which qualify them to perform in their field but do not automatically translate to effective leadership. In instances where the gap of ineffective leadership is not filled at this level through leadership development programs that

transform technical leaders into influential leaders, the people in those leadership positions struggle in inspiring, coaching, building, and leading their teams to achieve the set goals and objectives of an organization.

From the regional perspective, organizations in Africa have grown the continual need for higher-level strategic leadership. According to Nkonge (2013), organizations such as the church in Africa are multiplying in church attendance, but much of her leadership development programmes is not growing at the same speed. Morrison (2011) gives an analogy that compares the church in Africa with a structure of a building. He argues that a feeble foundation in a building cannot withstand the superstructure, resulting in cracking, leading to the collapse of the structure. A feeble foundation is a tragedy in the making. Therefore, "if leadership is the church's foundation, then it seems obvious that if we have weak leaders, our churches will be weak as well" (Morrison, 2011). Consequently, leaders at the church level that are not strong will result in local churches that are very weak. For that reason, Kibara and Hovil (2020) argue that the church's focus should be geared towards leadership development at all levels to grow a mature and healthy church.

Locally in Kenya, there is an essential and urgent need for "sound leadership that can lead in the birthing, realization, and nurture of a vision to deliver an evangelistic ministry that can glorify God, transform, and edify culture" (Galgalo, 2019). Sound leadership can be realized through deliberate effort to develop the local church leaders who are in most cases trained poorly or are untrained entirely. According to Kibara and Hovil (2019), the local church leaders are the ones to provide pastoral care, preach, and offer spiritual guidance & counsel to their members. The leaders are often serving with little or no training. As a result, the churches they are leading suffer, justifying the urgent need for leadership development as an essential aspect of church growth.

This is true of the Anglican Church Diocese of Butere, which comprises 170 local churches that form 50 parishes divided into 13 deaneries and six archdeaconries. The diocese has 83 resident ordained clergy serving as vicars, curates, and chaplains. It also has 201 commissioned evangelists and 530 licensed lay readers. According to Butere Diocese's strategic plan (2014-2019), it was estimated that the diocese has 22,000 registered members. For church leaders to be influential in realizing their God-given mission in serving their members and reaching out to others, they need to develop, train, and equip them to know their roles, duties, and responsibilities to enhance church growth.

## 1.2 Statement of the Problem

The Anglican Church in Kenya is at the crossroad (Nkonge, 2019). The size of the congregation is dwindling, low scale missionary work, financial constraints, low infrastructural development, internal leadership wrangles, among many challenges (Wambunya & Kibara, 2019). Well-trained church leaders are essential and central to the growth and health of the church. The widespread problem facing churches right from the local congregations is inadequate leadership development for leaders serving in different capacities in their local congregation. This study will focus on leaders in the ACK Diocese of Butere. Reports show that many leaders in the position of evangelists, lay readers, church council leaders, departmental heads, choir leaders, estate fellowships coordinators, among other leadership roles, sadly, are untrained, undertrained, or poorly trained. Effective church leadership development programmes are strategically suitable for helping churches to grow wholesomely. And thus, at the heart of this research was the question, what are the effects of leadership development programmes on the growth of the Anglican Church Diocese of Butere?

## 1.3 General Objective of the Study

To determine the effect of leadership development programmes on the growth of the Anglican Church Diocese of Butere, Kenya.

### 1.3.1 Specific Objective of the Study

- i. To assess the effect of leadership training programmes on the growth of the Anglican Church Diocese of Butere, Kenya.
- ii. To determine the effect of change management strategies on the growth of the Anglican Church Diocese of Butere, Kenya.
- iii. To examine the effect of conflict management models on the growth of Anglican Church Diocese of Butere, Kenya.

### 1.3.2 Research Hypotheses of the Study

- i. **H<sub>01</sub>**: There is no significant relationship between leadership training programmes and the growth of the Anglican Church Diocese of Butere, Kenya.
- ii. **H<sub>02</sub>**: There is no significant relationship between change management strategies and the growth of the Anglican Church Diocese of Butere, Kenya.

- iii. **H<sub>03</sub>**: There is no significant relationship between conflict management models and the growth of the Anglican Church Diocese of Butere, Kenya.

### 1.4 Significance of the Study

The study will play a vital role in enlightening churches seeking to develop their local church leaders with skills, knowledge & competence on practical church leadership, change management strategies, and conflict management models. Bishops and clergy will appreciate the critical role of continuous leadership training programmes play in church growth. They will also appreciate the importance of change management strategies and conflict management models in growing the church.

### 1.6 Scope of the Study

The study was conducted in the Anglican Church Diocese of Butere, Kenya. The access population was clergy, evangelists, lay readers, and lay vice-chairpersons. The study's independent variables was leadership training programmes, change management, and conflict management, while the dependent variable was church growth. The budget of KES 104,000 was used during the research period between the months April to August 2021.

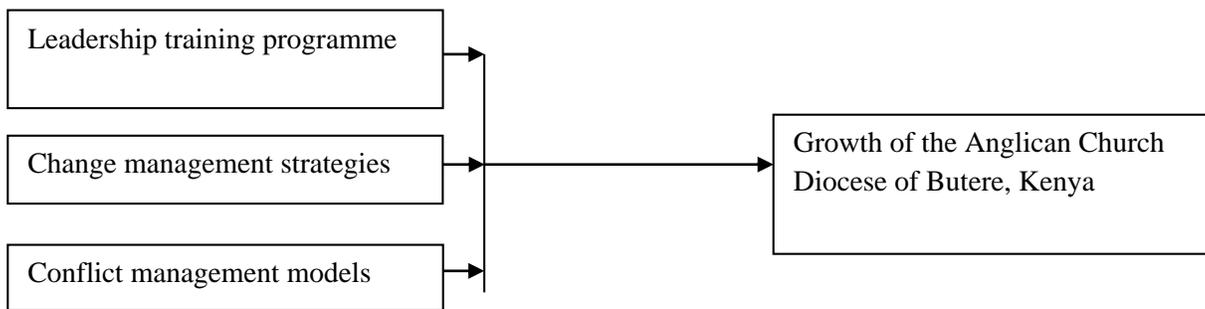
### 1.7 Limitations of the Study

The challenges encountered during the study included financial, given the rising cost of materials in Kenya today, and transportation. Furthermore, the research data collection was sensitive due to Covid 19 pandemic guidelines and procedures of interactions, which required making appointment with some respondents causing some delays. However, the researcher used online and digital platform effectively for better results.

### 2.1 Literature Review

The study was guided by Malcom's (1968) adult learning theory, Kotter's (1996) eight steps of change management and Thomas - Kilmann's (1974) conflict management.

### 2.2 Conceptual Framework



**Independent variables**

**Dependent Variable**

**Figure 2.1: Conceptual Framework**

### 3.1 Research Methodology

### 3.2 Research Design

The research employed a descriptive survey design. According to Chandran (2004), descriptive survey research is suitable for describing features of people, situations, or an event. This process is designed to obtain primary data from respondents through a questionnaire regarding the latest occurrences. It aims to answer the "what" question and not "how, when, or why." This type of design was appropriate for this study because it helped in obtaining both qualitative and quantitative data from church leaders in ACK Butere Diocese, which was appropriate in describing the effects of leadership development programmes on the growth of the church?

### 3.3 Target Population

The research population that was targeted included church leaders serving within the Anglican Church Diocese of Butere, Kenya. These church leaders included clergy, lay readers, evangelists, and lay vice-chairpersons.

**Table 3.1 Population table**

<b>Butere Diocese Leaders Strata</b>	<b>Number</b>
Clergy	50
Evangelists	170
Lay readers	530
Lay Vice-Chairpersons	170
<b>Total Study Population</b>	<b>920</b>

(Source: ACK Diocese of Butere headquarter)

### 3.4 Sample Procedure and Sample Size

The sample size was 272 church leaders. The researcher strived to attain a 5% margin of error and a confidence level of 95% on 50% population proportion to obtain valid and reliable results. Therefore, the study used the formula:

$$\text{Sample size} = \frac{z^2 \times p(1-p)}{e^2} \div \left( 1 + \left( \frac{z^2 \times p(1-p)}{e^2 N} \right) \right)$$

Where:

**z** is the z score

**ε** is the margin of error

**N** is the population size

**p̂** is the population proportion.

**Table 3.2: Study sample Size**

<b>Butere Diocese Leaders strata</b>	<b>Total Number</b>	<b>Sample</b>
Vicar	50	16
Evangelists	170	50
Lay readers	530	156
Lay Vice-Chairpersons	170	50
<b>Total</b>	<b>920</b>	<b>272</b>

A proportionate stratified random sampling technique was used to determine the size of the stratum. According to Chandran (2004), this method is appropriate to a population in which population units are not homogeneous.

### 3.5 Data Collection Procedure

A permission letter to conduct research was obtained from the Africa International University graduate school, Institution Ethical Review Board (IERB) and National Commission for Science and Technology (NACOSTI). Permission was also sort from the Diocesan Bishop of the Anglican Church Diocese of Butere to collect research data in his diocese. The respondents' consent was sort, and they were given enough time to respond to the questionnaire. The researcher collected the filled questionnaires from the respondent.

#### 3.5.1 Research Instruments

Research data was collected using semi-structured questionnaires. The questionnaires were self-administered to clergy, lay readers, evangelists, and lay vice-chairpersons. The choice of the questionnaire was based on the understanding that data can be collected from respondents quickly in a short period without affecting the program of the churches under study.

### 3.5.2 Response Rate

A total of 267 questionnaires, out of the 272 distributed were returned as shown in Table 4.1

**Table 4.1 Church Leaders' Response Rate**

Leadership Strata	Total Number	Sample	Questionnaire Return Rate
Vicar	50	16	16/16 = 100%
Evangelists	170	50	49/50= 98%
Lay vice-chairpersons	170	50	48/50=96%
Lay readers	530	156	154/156=99%
<b>Total</b>	<b>920</b>	<b>272</b>	<b>267/272=98%</b>

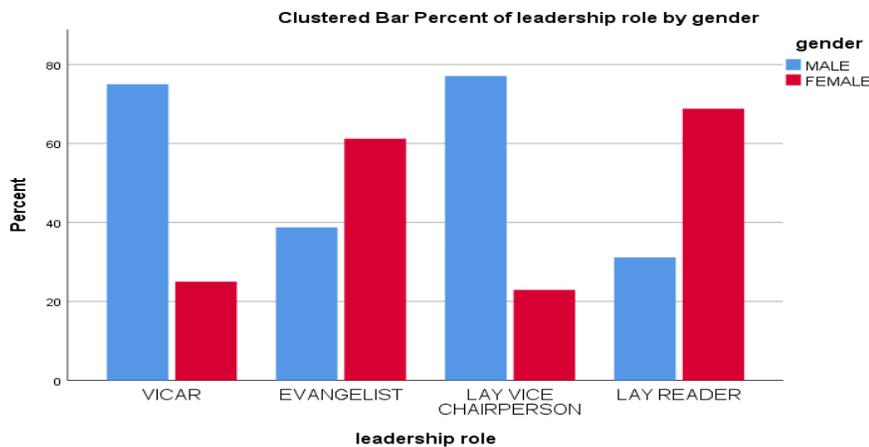
Source: Researcher, (2021)

From Table 4.1 the return rate was 98%. According to Mugenda and Mugenda (2003), a response rate of 70% is adequate. The 2 % that did not return the questionnaires would not have significant negative impact on the findings of the study. Further, categorically the response rate was 100% by vicars, 98% by the evangelists, 96% by the lay vice-chairpersons, and 99% by the lay readers.

## 4.1 Demographic Analysis

### 4.1.1 Leadership Role by Gender

The study established gender distribution of respondents by gender as in Figure 4.1.



**Figure 4.1**

Figure 4.1 shows a preponderating of male to female Vicars while this pattern is reversed in the Evangelists' position. In the leadership roles of lay vice-chairperson males outnumber females by approximately 50%. In the positions of lay readers, women are more than men by almost 40%. This shows a swing imbalance of males and females in the various leadership roles.

### 4.1.2 Highest Level of Education

The study further established the leader's highest level of education as in Table 4.2.

**Table 4.2**

	Primary	Secondary	Certificate	Diploma	Degree	Total
Vicar	0	0	5	8	3	16

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leadership role		0.0%	0.0%	1.9%	3.0%	1.1%	6.0%
	Evangelist	11	23	6	9	0	49
		4.1%	8.6%	2.2%	3.4%	0.0%	18.4%
	Lay Vice-Chairperson	9	22	8	5	4	48
		3.4%	8.2%	3.0%	1.9%	1.5%	18.0%
	Lay Reader	24	79	30	15	6	154
		9.0%	29.6%	11.2%	5.6%	2.2%	57.7%
<b>Total</b>		<b>44</b>	<b>124</b>	<b>49</b>	<b>37</b>	<b>13</b>	<b>267</b>
		<b>16.5%</b>	<b>46.4%</b>	<b>18.4%</b>	<b>13.9%</b>	<b>4.9%</b>	<b>100.0%</b>

From Table 4.2., Overall, church leaders with primary and secondary education account for 62.9% (16.5% and primary and 46.4% secondary) while certificate holders and above are 37.1% (18.4% certificate, 13.9% diploma, and 4.9% degree). 4.1% of the total respondent were Evangelist with primary education. This almost equals the 4.9% of leaders who have a degree yet no Evangelist is a degree holder. This shows a clear non-association between leadership role and education.

#### 4.1.3 Year of Experience in Leadership

The established the age bracket of the church leaders as in Table 4.3.

**Table 4.3**

		0-2 Years	3-5 Years	6-9 Years	Over 10 Years	Total
leadership role	Vicar	8	5	3	0	16
		3.0%	1.9%	1.1%	0.0%	6.0%
	Evangelist	16	27	4	2	49
		6.0%	10.1%	1.5%	0.7%	18.4%
	Lay Vice-Chairperson	18	24	5	1	48
		6.7%	9.0%	1.9%	0.4%	18.0%
	Lay Reader	7	68	70	9	154
		2.6%	25.5%	26.2%	3.4%	57.7%
<b>Total</b>		<b>49</b>	<b>124</b>	<b>82</b>	<b>12</b>	<b>267</b>
		<b>18.4%</b>	<b>46.4%</b>	<b>30.7%</b>	<b>4.5%</b>	<b>100.0%</b>

Table 4.3 shows that, none of the vicars had been in their current leadership role for more than 10 years. Only 4.5% of participants had over 10 years of experience (majority of which are lay readers), 18.4% had 0 to 2 years' experience, 46.4% with 3 to 5 years' experience, and the remaining 30.7% having 6 to 9 years of experience. Lay readers form the least population (of 2.6%) of leaders with 0 -2 years' experience in leadership (Lay vice chair persons and evangelists forms the majority in this category).

#### 4.1.4 Age of the Leaders

The study established the age bracket of the church leaders as in Table 4.4.

**Table 4.4**

		25-40 Years	41-50 Years	Over 50 Years	Total
leadership role	Vicar	4	7	5	16
		1.5%	2.6%	1.9%	6.0%
	Evangelist	10	16	23	49
		3.7%	6.0%	8.6%	18.4%
	Lay Vice-Chairperson	3	16	29	48
		1.1%	6.0%	10.9%	18.0%
	Lay Reader	23	35	96	154
		8.6%	13.1%	36.0%	57.7%
<b>Total</b>		<b>40</b>	<b>74</b>	<b>153</b>	<b>267</b>

**15.0%                  27.7%                  57.3%                  100.0%**

Table 4.4 shows 15.0% of the leaders are aged between 25 and 40 years, 27.7% of ages 41 to 50 years, and 57.3 % above 50 years. 1.9 % of the respondent were vicars aged over 50 years.

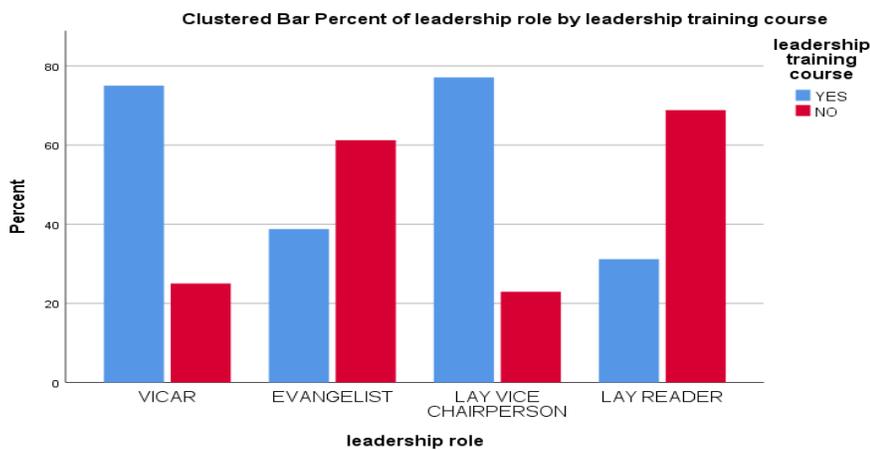
## 4.2 Descriptive Analysis

The descriptive statistics are used to summarize data regarding leadership development programmes and how they affect growth of Anglican Church diocese of Butere, Kenya.

### 4.2.1 Leadership Training Programme Data

The following is a summary of how the various nominal-based questions were answered.

Question 1(i): Have you attended any leadership training courses during your service?



**Figure 4.2**

Figure 4.2 shows that Vicars who attended leadership training courses (75%) were more than those who did not (25%) while Evangelists who attended (38%), outnumbered by those who did not (62%). In the Lay vice-chairperson leadership role, there was a preponderating of those who attended training (77%) to those who did not (23%) while in the lay reader role those who did not attend (68%) training outnumber those who did (32%).

Question 1(ii) if yes in (i) above, how many leaderships training courses have you undertaken?

**Table 4.5**

		<b>0</b>	<b>1-2</b>	<b>3-4</b>	<b>over 5</b>	<b>Total</b>
leadership role	Vicar	0	0	10	6	16
		0.0%	0.0%	3.7%	2.2%	6.0%
	Evangelist	45	4	0	0	49
		16.9%	1.5%	0.0%	0.0%	18.4%
Lay Vice-Chairperson		45	3	0	0	48
		16.9%	1.1%	0.0%	0.0%	18.0%
Lay Reader		133	12	9*	0	154
		49.8%	4.5%	3.4%	0.0%	57.7%
<b>Total</b>		<b>223</b>	<b>19</b>	<b>19</b>	<b>6</b>	<b>267</b>
		<b>83.5%</b>	<b>7.1%</b>	<b>7.1%</b>	<b>2.2%</b>	<b>100.0%</b>

As in the table, 4.5, majority of the leaders have no attended any course (83.5%). Only the vicars have attended more than 5 courses.

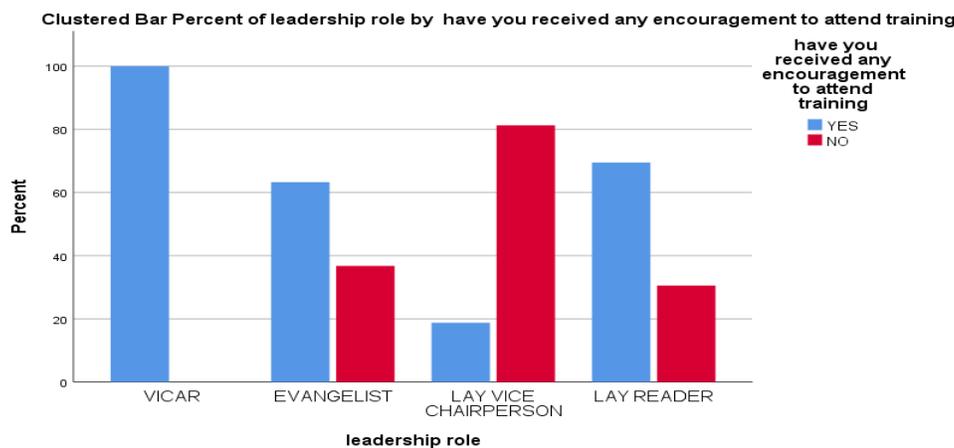
Question 2. If yes in 1(i), what were the criteria of your selection in training?

**Table 4.6**

		voluntary	compulsory	Nominated	Total
leadership	Vicar	6	10	0	16
role		2.2%	3.7%	0.0%	6.0%
	Evangelist	4	37	8	49
		1.5%	13.9%	3.0%	18.4%
	Lay Vice-Chairperson	28	20	0	48
		10.5%	7.5%	0.0%	18.0%
	Lay Reader	15	68	71	154
		5.6%	25.5%	26.6%	57.7%
<b>Total</b>		<b>53</b>	<b>135</b>	<b>79</b>	<b>267</b>
		<b>19.9%</b>	<b>50.6%</b>	<b>29.6%</b>	<b>100.0%</b>

As in Table 4.6, majority of leaders who attended the courses were forced to attend (attended because it was compulsory). None of the vicars were nominated for the courses.

Question 3. Have you received any encouragement from your leadership to attend training?



**Figure 4.3**

All Vicars have received encouragement to attend leadership training. While 62% of the evangelists and 65% of lay readers were encouraged to attend too. Alarming, though only 19% of the lay vice-chairpersons had received such encouragement.

Question 4. How relevant was the training regarding your leadership position?

**Table 4.7**

		very relevant	relevant	fairly relevant	irrelevant	extremely irrelevant	Total
leadership	Vicar	8	3	5	0	0	16
role		3.0%	1.1%	1.9%	0.0%	0.0%	6.0%
	Evangelist	25	10	11	3	0	49
		9.4%	3.7%	4.1%	1.1%	0.0%	18.4%
	Lay Vice-Chairperson	0	18	22	6	2	48
		0.0%	6.7%	8.2%	2.2%	0.7%	18.0%

	Lay Reader	120	22	10	2	0	154
		44.9%	8.2%	3.7%	0.7%	0.0%	57.7%
<b>Total</b>		<b>153</b>	<b>53</b>	<b>48</b>	<b>11</b>	<b>2</b>	<b>267</b>
		<b>57.3%</b>	<b>19.9%</b>	<b>18.0%</b>	<b>4.1%</b>	<b>0.7%</b>	<b>100.0%</b>

From Table 4.7, neither the vicars nor the lay readers rated the courses as being irrelevant to their roles. Further 57.3% of respondents rated the courses as very relevant and 19.9% rated them relevant. However, none of the Evangelists (that is 0%) rated their training courses as extremely relevant and it was also in this category that the courses got a rating of extremely irrelevant by the 0.7% respondents.

Question 5. Did you miss any training courses due to your unavailability?

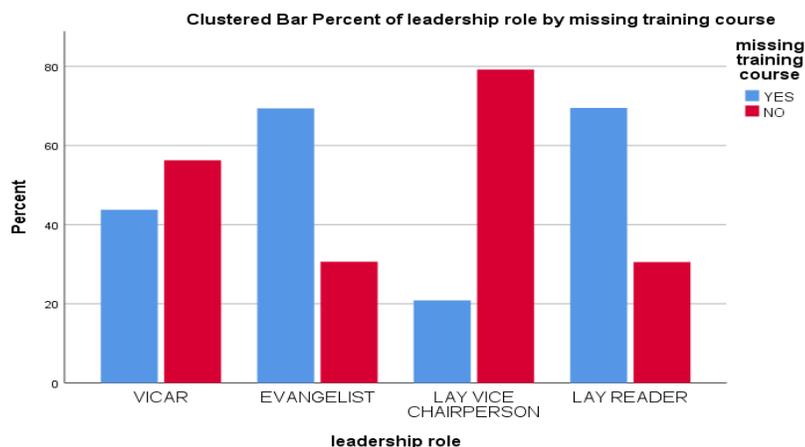


Figure 4.4

The figure shows that 57% of the vicars and 79% of the lay vice-chairpersons missed training due to their unavailability. A modest 30% of the evangelists and the same proportion of lay readers could not avail themselves for training.

Question 5 (b) if yes, due to:

Table 4.8

		family	church work	employment	lack of finances	others	Total
leadership role	Vicar	3	1	0	2	1	7
		1.9%	0.6%	0.0%	1.3%	0.6%	4.4%
	Evangelist	8	12	9	3	2	34
		5.1%	7.6%	5.7%	1.9%	1.3%	21.5%
	Lay Vice-Chairperson	2	1	3	4	0	10
	1.3%	0.6%	1.9%	2.5%	0.0%	6.3%	
	Lay Reader	10	14	42	39	2	107
		6.3%	8.9%	26.6%	24.7%	1.3%	67.7%
<b>Total</b>		<b>23</b>	<b>28</b>	<b>54</b>	<b>48</b>	<b>5</b>	<b>158</b>
		<b>14.6%</b>	<b>17.7%</b>	<b>34.2%</b>	<b>30.4%</b>	<b>3.2%</b>	<b>100.0%</b>

Of those who missed training, 14.6% were due to family reasons, 17.7% because of church work, 34.2% and 30.4% due to employment and lack of finances respectively. Similarly, 2(1.3%) vicars and 3(1.9%) Evangelists missed training for financial reasons. Likewise, 42 lay readers missed because of employment obligations while 39 was due to financial constrain.

Question 6. Who paid for the leadership training course you attended?

**Table 4.9**

		<b>your church</b>	<b>personal</b>	<b>grant</b>	<b>others</b>	<b>Total</b>
leadership role	Vicar	11	3	2	0	16
		4.1%	1.1%	0.7%	0.0%	6.0%
	Evangelist	20	25	3	1	49
		7.5%	9.4%	1.1%	0.4%	18.4%
	Lay Vice- Chairperson	0	46	0	2	48
	0.0%	17.2%	0.0%	0.7%	18.0%	
	Lay Reader	61	78	10	5	154
		22.8%	29.2%	3.7%	1.9%	57.7%
<b>Total</b>		<b>92</b>	<b>152</b>	<b>15</b>	<b>8</b>	<b>267</b>
		<b>34.5%</b>	<b>56.9%</b>	<b>5.6%</b>	<b>3.0%</b>	<b>100.0%</b>

The table shows that most respondents that are 56.9%, paid for the training they underwent while 34.5% were paid for by the church .20 Evangelists and 61 lay readers accounting for 7.5% and 22.8% of respondents respectively were funded by the church and only 2 vicars (that is 0.7%) and 3 Evangelists (1.1%) and 10 lay readers (3.7%) received grants for their leadership course.

Question 7. Rate your church leadership training programme?

**Table 4.10**

<b>Leadership Training Variable</b>	<b>Mean</b>	<b>Std. deviation</b>
(i) Understanding organization vision	2.58	1.158
(ii) Engagement with strategic plan	2.67	1.194
(iii) Development of leadership Skills	2.58	1.119
(iv) Understanding your job description	3.40	1.211
(v) Training on teamwork	3.40	1.154
(vi) Training on organization code of conduct	3.45	1.131
(vii) Training on reporting structures	3.50	1.138
(viii) Training on core values	3.31	1.153
(ix) Training evaluation before, during & after	3.09	1.322
(x) Training funds budgeted	3.44	1.113

The response was within one standard deviations. From Table 4.10, the leaders agree that it is only training on reporting structure is relevant to them. They are undecided on the remaining training programmes.

#### 4.2.2 Change Management Strategies Data

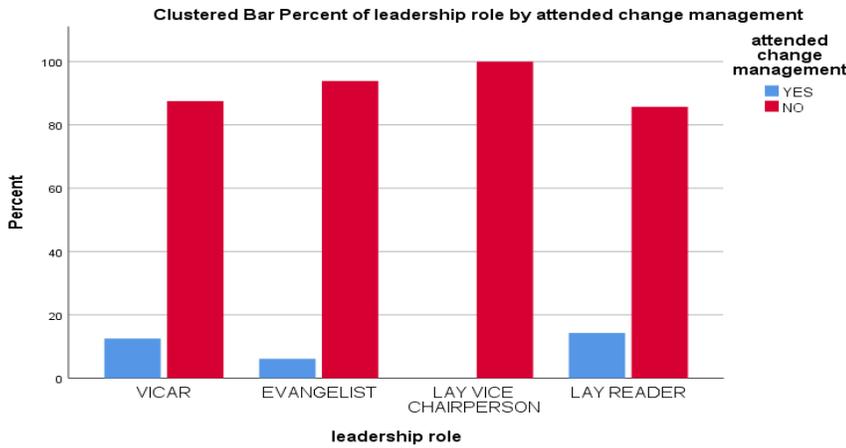
Question 4.11. How would you rate your church's effectiveness on change management?

**Table 4.11**

		<b>Effective</b>	<b>Fairly effective</b>	<b>Ineffective</b>	<b>Extremely ineffective</b>	<b>Total</b>
leadership role	Vicar	1	3	5	7	16
		0.4%	1.1%	1.9%	2.6%	6.0%
	Evangelist	2	9	14	24	49
		0.7%	3.4%	5.2%	9.0%	18.4%
	Lay Vice- Chairperson	18	22	6	2	48
	6.7%	8.2%	2.2%	0.7%	18.0%	
	Lay Reader	2	10	24	118	154
		0.7%	3.7%	9.0%	44.2%	57.7%
<b>Total</b>		<b>23</b>	<b>44</b>	<b>49</b>	<b>151</b>	<b>267</b>
		<b>8.6%</b>	<b>16.5%</b>	<b>18.4%</b>	<b>56.6%</b>	<b>100.0%</b>

From Table 4.11 shows that the lay readers had the lowest ratings of the church's effectiveness on change management .44.2% of lay readers rated the church as extremely infectious while Vicars accounted for 0.4% in rating the church effectively. None of the participants rated the church very effective. Overall, 56.6% rated the church extremely ineffective while 18.4 % felt it was ineffective regarding change management.

**Question 2. Have you attended any change management training?**



**Figure 4.5**

The figure shows that a staggering 87% of the vicars, 92% of the evangelists, 100% of the lay vice chairpersons, and 85% of the lay readers had never attended any change management training. Further findings show that all leaders faced challenges during the change process, and the church do not have a change management policy.

**Question 5. Rate your church change management strategies**

**Table 4.12**

Change Management Variable	Mean	Std. Deviation
(i) Internal communication is done at all levels	3.47	1.049
(ii) External communication for change is clear	3.50	1.049
(iii) Clear strategy to engage opposition	3.73	0.911
(iv) Communication was done at the right time	3.67	0.924
(v) Change objective was explained	3.51	1.005
(vi) Change timelines were well articulated	3.58	0.936
(vii) Change environment was cultivated properly	3.51	1.031
(viii) Training on change management was done	3.89	0.699

All the responses were within one standard deviation. From the findings the leaders pointed out that external communication for change is unclear, there is no clear strategy to engage opposition, communication is not done in the right time, change objective is not explained, change timeline not articulated, change environment not cultivated properly, and training on change management was not done. They are however undecided on whether there is internal communication is done at all levels.

**4.2.3 Conflict Management Models Data**

**Question 4.13. How would you rate church efficiency on conflict management?**

**Table 4.13**

		Efficient	Fairly efficient	Inefficient	Extremely inefficient	Total
leadership	Vicar	2	2	8	4	16
role		0.7%	0.7%	3.0%	1.5%	6.0%

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Evangelist	3	8	26	12	49
	1.1%	3.0%	9.7%	4.5%	18.4%
Lay Vice-Chairperson	9	16	19	4	48
	3.4%	6.0%	7.1%	1.5%	18.0%
Lay Reader	7	14	80	53	154
	2.6%	5.2%	30.0%	19.9%	57.7%
<b>Total</b>	<b>21</b>	<b>40</b>	<b>133</b>	<b>73</b>	<b>267</b>
	<b>7.9%</b>	<b>15.0%</b>	<b>49.8%</b>	<b>27.3%</b>	<b>100.0%</b>

The majority of the respondents rated the church negatively on efficiency in management conflict with 49.8% rating it inefficient and 27.3% extremely efficient while no one gave it a very efficient rating. Further findings disclosed that there is no policy conflict management was in place in churches.

Question 3. Does conflict cause positive change that enhances growth?

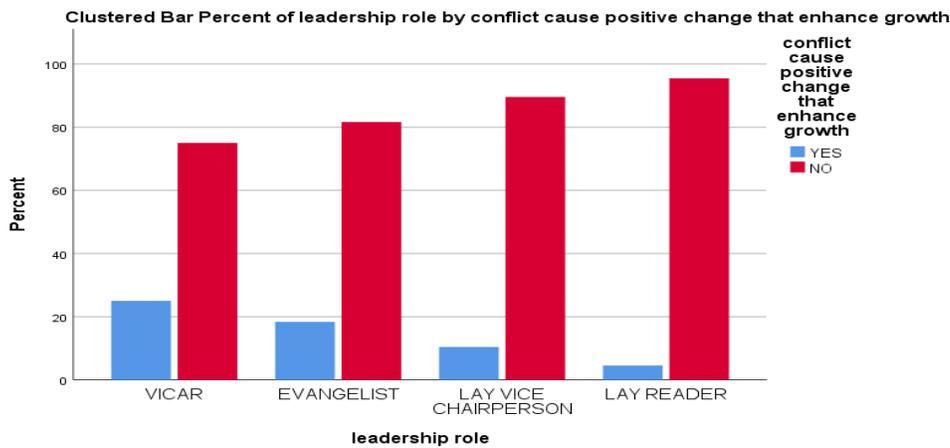


Figure 4.6

Figure 4.6 shows that 77% of the Vicars, 82% of the evangelists, 90% of the lay vice-chairpersons, and 95% of the lay readers feel that conflict is not a positive means through which church growth can be achieved.

Question 4. Conflict causes a negative change that hinders growth

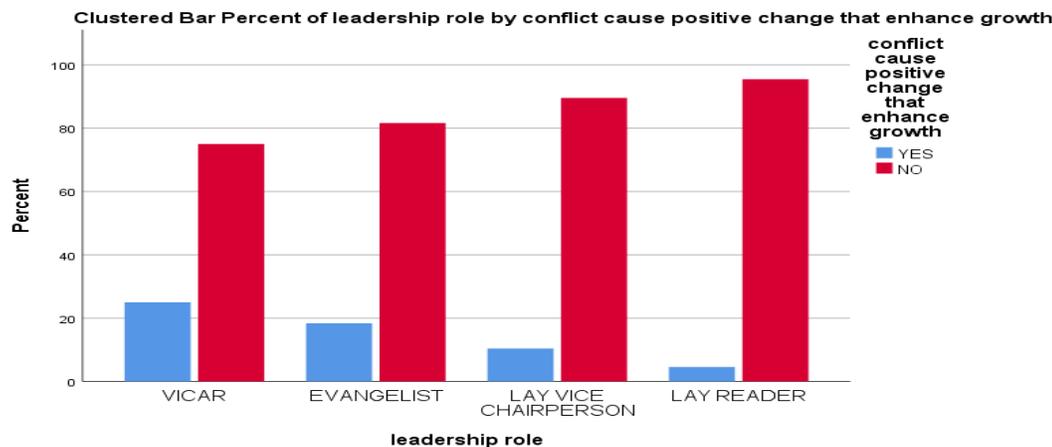


Figure 4.7

Figure 4.7 shows that 74% of the vicars, 82% of the evangelists, 85% of the lay vice-chairperson, and 94% of lay readers felt that conflict does not cause a negative change that hinders growth. This combined with the results of Q (3) above infers that conflict in its "modest" form is good for church growth.

Question 5. Rate your church conflict management model

**Table 4.14**

<b>Conflict Management Variable</b>	<b>Mean</b>	<b>Std. Deviation</b>
Procedure for conflict management in place	3.68	0.818
Planning involved all stakeholders	3.62	0.890
Parties' engagement in conflict resolution	3.76	0.873
Communication was done at the right time	3.56	0.921
Conflict resolution objective was explained	3.51	0.842
Conflict resolutions timelines well-articulated	3.65	0.838
Conflict settlement reasons were stated	3.61	0.866
Training on conflict management	4.07	0.701

On the various issues related to conflict management, ratings averaged from 3.51 to 4.07. Conflict resolution object was explained had the least average rating of 3.51 and training on conflict management 4.07. It is generally agreed that conflict models are relevant in church growth.

#### 4.2.4 Church Growth Data

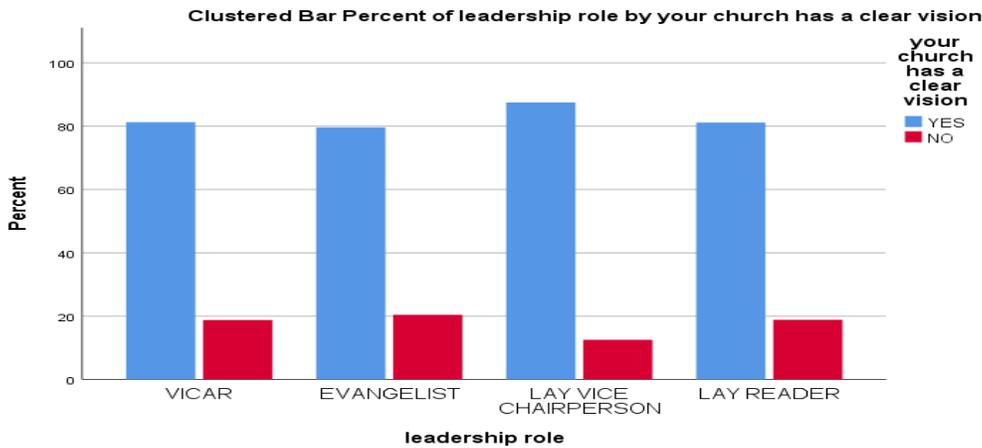
Question 1. How would rate your church's growth?

**Table 4.15**

		<b>Very Good</b>	<b>Good</b>	<b>Neutral</b>	<b>Bad</b>	<b>Very Bad</b>	<b>Total</b>
leadership	Vicar	0	2	3	8	3	16
role		0	0.7%	1.1%	3.0%	1.1%	6.0%
	Evangelist	0	6	9	23	11	49
		0	2.2%	3.4%	8.6%	4.1%	18.4%
	Lay Vice-Chairperson	0	4	13	21	10	48
		0	1.5%	4.9%	7.9%	3.7%	18.0%
	Lay Reader	0	11	40	70	33	154
		0	4.1%	15.0%	26.2%	12.4%	57.7%
<b>Total</b>			<b>23</b>	<b>65</b>	<b>122</b>	<b>57</b>	<b>267</b>
			<b>8.6%</b>	<b>24.3%</b>	<b>45.7%</b>	<b>21.3%</b>	<b>100.0%</b>

Overall, 45.7% of respondents rated the church growth as bad. Further, no one rated the growth very good. Similarly, 70 lay readers representing (26.2%) rated the growth bad while 33 others (representing 12.4%) rated church growth as very bad.

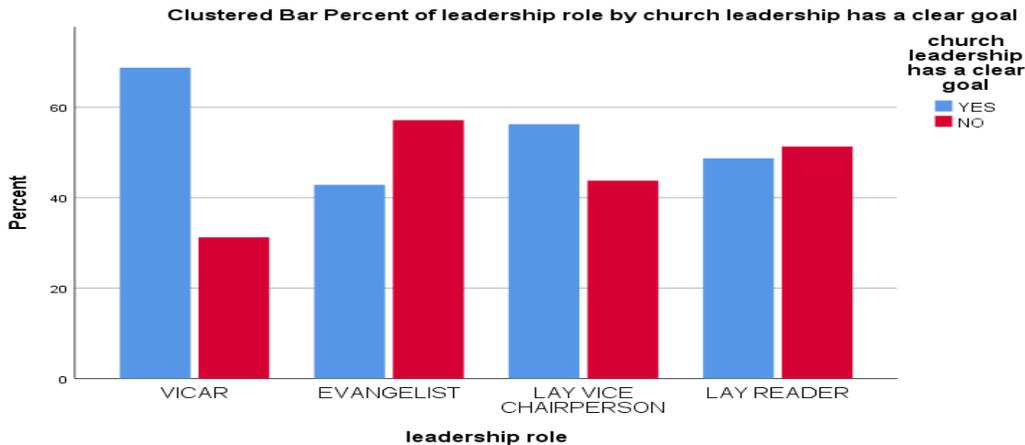
Question 2. Does your church have a clear vision, mission, and values?



**Figure 4.8**

Figure 4.8 shows that 82% of the vicars, 80% of the evangelist, 86% of the lay vice-chairpersons, and 82% of the lay readers were affirmative of the existence of a clear vision, mission, and values of the church.

Question 3. Does church leadership have a clear goal for church growth?



**Figure 4.9**

Fig 4.9 shows that a modest 40% of the evangelists, 55% of the lay vice-chairpersons, and 48% of the lay readers are concurred with the church having a clear goal for growth. For the Vicars, an overwhelming 70% were affirmative about this issue.

Question 4. If yes (in.3), church leadership has a clear implementation plan to realize the goal.

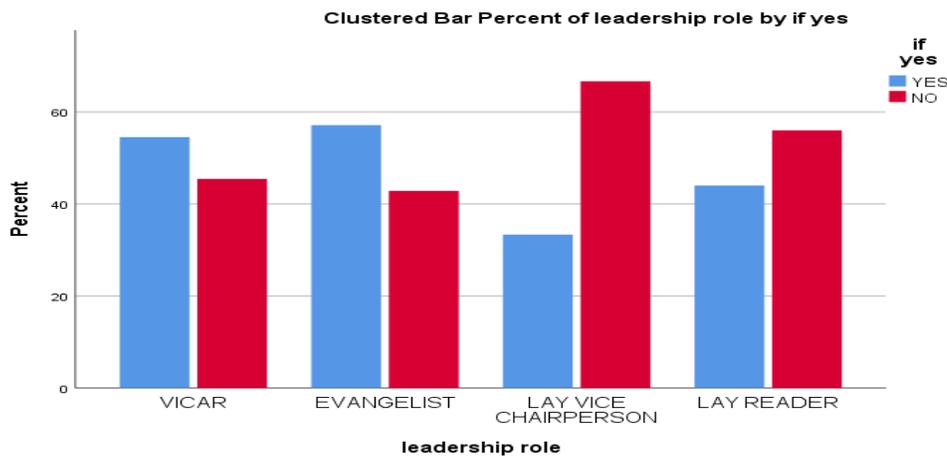


Figure 4.10

A modest 55% of the vicars and 57% of the evangelists felt that the church had a clear plan of how it would implement its growth plan. However, only 32 % of the lay vice-chairpersons and 45% of the lay readers were affirmative of the church being able to implement its growth plan.

**Question 5. Rate your church growth**

Table 4.16

Church Growth Variable	Mean	Std. Deviation
(i) There is a plan to invite new members	3.69	0.838
(ii) New members are warmly welcomed	3.59	0.906
(iii) Members needs are well care for	3.74	0.906
(iv) Members are given opportunities to serve	3.00	1.194
(v) There is always a smooth transition of change	3.47	0.864
(vi) Conflicts are always resolved harmoniously	3.62	0.864
(vii) Good stewardship of church resources	3.58	0.874
(viii) The church has a strategic plan for growth	3.97	0.801

The church leaders’ casted doubt on whether members are given opportunity to serve and as to whether there is always smooth transition of change. However, they disagreed that there is plan to invite new members, that new members are warmly welcomed, that members needs are well cared for, that conflict are resolved harmoniously, that there is good stewardship of church resources, and that the church has a strategic plan for growth.

**4.3 Correlation Analysis**

Table 4.17

Correlations		Leadership training programme	Change management strategies	Conflict management models	Church growth
Leadership training programme	Pearson Correlation	1	.087	-.089	-.030
	Sig. (2-tailed)		.158	.145	.626
	N	267	267	267	267
Change management strategies	Pearson Correlation	.087	1	.459**	.353**
	Sig. (2-tailed)	.158		.000	.000
	N	267	267	267	267
Conflict	Pearson Correlation	-.089	.459**	1	.455**
	Sig. (2-tailed)	.145	.000		.000

management models	N	267	267	267	267
Church growth	Pearson Correlation	-.030	.353**	.455**	1
	Sig. (2-tailed)	.626	.000	.000	
	N	267	267	267	267

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

The pair-wise correlations show no significant correlation between church growth and training programme ( $r=-0.030$ ,  $p=0.626$ ) this is in support of the null hypothesis of no association between the leadership training programme and church growth. However, the correlation  $r=0.353$ ,  $p=0.000$  between change management strategies and church growth was significant. This would be in support of the existence of a relationship between the two variables. Likewise, there is a relationship between church growth and the conflict management model. The value  $r=0.455$ ,  $p=0.000$  was significant at 5% level of significance. The pairwise correlations between the independent variables were all less than 0.8. This is in support of the notion of lack of multicollinearity in the independent variable.

#### 4.4 Regression Analysis

The model to be fitted is  $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$  where;

- Y = church growth (CG)
- $\beta_0$  = value of the intercept
- $\beta_0, \beta_1, \beta_2, \beta_3$  = beta coefficients to be estimated
- $X_1$  = leadership training programmes (TP)
- $X_2$  = change management strategies (MS)
- $X_3$  = conflict management models (MM)
- $\varepsilon$  = error term

**Table 4.18 Model Summary**

Model Summary									
Mode	R	Adjusted R Square	Std. Error of the Estimate	Change in R Square	F	Sig. Change	df1	df2	F
1	.483 <sup>a</sup>	.233	.620	.233	26.677	.000	3	263	

a. Predictors: (Constant), MM, TP, MS

**Table 4.19 ANOVA.**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.728	3	10.243	26.677	.000 <sup>b</sup>
	Residual	100.979	263	.384		
	Total	131.708	266			

a. Dependent Variable: CG  
 b. Predictors: (Constant) TP, MS, MM

**Table 4.20 Coefficient**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.841	.255		7.208	.000

TP	-.012	.049	-.013	-.238	.812
MS	.157	.052	.185	3.014	.003
MM	.325	.054	.369	5.999	.000

a. Dependent Variable: CG

From the ANOVA table, the F test for goodness of fit is significant  $F(3,263) = 26.677, p=0.000$  and hence overall the model fits the data better than when the model without the predictor variables. Nonetheless, the t-test for the coefficients of regressions showed that the test for  $\beta_1$  was not significant ( $t=-0.238, p=0.812$ ), and hence the null hypothesis that  $\beta_1=0$  is not to be rejected. The tests for  $\beta_2$  and  $\beta_3$  were both significant ( $t=3.014, p=0.003$  and  $t=5.999, p=0.000$ ) and hence the null hypothesis that  $\beta_2=0$  and  $\beta_3=0$  are to be rejected. The coefficient of determination  $R^2=0.225$  (adjusted) shows that 22.5% of the total variation is explained by the model. The fitted model is:

$$Y=1.841-0.012X_1+0.157X_2+0.325X_3$$

The model rates the growth of the church positively for lower values of Y due to how the data was coded. For example, the first question in section E on how one would rate the church has 1=very good,...5=very bad.

The regression model  $Y=1.841-0.012X_1+0.157X_2+0.325X_3$  captures the above sentiments overall. If participants rated the church growth positively with a score of 1 in all the three independent variables, the Y score is 2.311 which is still almost halfway between the best positive and worst negative rating of church growth, which means a lot of work need to be done in putting in place leadership training programmes, clearly developing programmes that helps manage change well and establishing structures that facilitate amicable ways of resolving conflicts that hinders church growth.

## 5.1 Summary of Findings

The study established leadership training to be insignificant in determining church growth. This is rather an unexpected result, which calls for a review of the programme. The leadership programme also has a negative correlation with conflict management programmes. Many of the leaders have not attended any leadership course. Many of the leaders are 40 years and above. Vicars are not nominated for courses. The lay vice-chairs are most hit in this since they are self-sponsored and are rarely encouraged to go for training. A few trainings are relevant, and a large population of leaders miss training due to employment issues, but most importantly, lack of finance.

In addition, the study established that external communication for change is unclear, there is no clear strategy to engage the opposition, communication is not done at the right time, change objective is not explained, change timeline not articulated, change environment is not appropriately cultivated, and training on change management was not done.

The study also established that members are not allowed to serve, and there is always no smooth transition of change. There is no plan to invite new members; new members are not warmly welcomed, and neither are their needs well cared for. Similarly, conflicts are not resolved harmoniously, and there is no good stewardship of church resources.

Furthermore, the study established that the church is facing a high level of inefficiency in conflict management. Moreover, there is no policy on conflict management. The study further revealed that conflict is not viewed as a positive means of achieving church growth. However, the conflict management models are rated highly as relevant in general church growth.

The study established that the growth rate is terrible, despite a clear vision, mission, and values. The study further established the lack of clear implementation plans to initiate and support church growth.

## 5.2 Conclusions of the Study

Based on the finding, the study concluded that training among the diocesan leaders does not contribute to achieving growth. The diocese is carrying out training in a manner that does not support identified conflict management models. Many of the leaders have not attended any leadership course, mainly due to a lack of finances. The study also concluded that there are few youths in leadership positions. The vice-chairs are rarely trained, and even those who go for training are self-sponsored and get are rarely encouraged to go for those training. On the same point, most leadership training is irrelevant.

Additionally, the study concluded that the diocese lacks clear external communication for change. There is no clear strategy to engage opposition. There are poor communication and change management strategies. The change preparedness is also way below the expectation.

The study further concluded that members are denied the opportunity to serve by forces that do not appreciate the smooth transition of change. There is no plan for recruiting new members, and even those who have come receive no warm welcome. Care for members is a challenge, and conflicts resolution should be harmonious. The study further concluded that good stewardship of church resources is wanting in the diocese.

### 5.3 Recommendations

From the study conclusions, the studies recommended several approaches. First, the study recommends leaders' retreat where team building activities like games, hiking, and picnics can be intervened with training fundamental topics regarding code of conduct, core values, and reporting structures. Such training will help introduce leaders into the specialized and advanced courses on their role in the church.

Leaders should thus be encouraged to try and get external funding first and depend on the church as the last option. First, however, the church budget quota for the training programme needs to be increased. This calls for the church to engage in sound investments activities. This includes and is not limited to opening schools, hospitals and investing in the financial markets.

Further, group and community projects to help harness leaders' skills in their respective areas of interest in community service should be undertaken. For example, donors can be attracted by offering consulting services like psychiatric help and opening drug rehabilitation centres. These activities will help leaders to earn a small stipend while expanding the church's activities.

The studies also recommend a clear change management policy to be put in place. A policy document, which explains how communication (formal and informal) is relayed to its leaders, should be availed. Training enlightening leaders of its change process, when, how, and what kind of information is passed on to leaders at other levels needs to be explained. This would help iron out negative sentiments from dis-satisfied leaders. A calendar of yearly planned activities should be available to leaders to diarize, and it should be sent on time.

The study further recommends that those holding more prominent slots at the echelons of vicar and evangelists should be encouraged to advance in their education. Due to the swing in gender balance, in various leadership positions, women and men also need to be represented in the various leadership roles on a 50-50 basis. All these though needs to be implemented vis a vis the various leadership training's one has attended.

The diocese must perfect its external communication plan and improve strategies for engaging opposition. Conflict management should also become a priority. Similarly, stakeholder management and engagement should be prioritized, and resources optimally utilized to avoid internal and external wrangles.

Finally, procedures as to how conflicts are addressed need to be outlined. For example, the seriousness of the conflict and the level at which it should be addressed must be clarified. All this will help curb the in-fights and unnecessary jostling for leadership positions.

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