

THE INTERNATIONAL JOURNAL OF HUMANITIES & SOCIAL STUDIES

Team Leadership Practice, Challenges and Mitigation: A Case Study of Christian Church International, Diocese of Murang'a

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Abstract:

The purpose of this research was to assess the issue of Team leadership practice, challenges and mitigation: The case of Christian Church International, Diocese of Murang'a. Many organizations face challenges associated with leadership styles. Leadership styles may lead to organization's inefficiency or efficiency. The many leadership challenges found in many churches today is as a result of lack of teamwork. Many leaders favor the old one-man style of leadership as opposed to team leadership. The ultimate outcome of that is inefficiency and mediocrity when it comes to performance. The aim of this study was to assessteam leadership practice, challenges and mitigation: A case study of Christian Church International, Diocese of Murang'a. This study was anchored on shared leadership theory (Conger & Pearce, 2003). The theory advances a need for a leadership approach where power, authority, influence and decision making is not a responsibility of one individual, but rather the whole team within organization. The method of research used in this study is quantitative research. Through purposive sampling, the researcher sampled 25 pastors, 16 church elders and 10 church members. Instruments for data collection were questionnaires. The reason for this tool was to allow freedom in answering the questions. Data from the field were analyzed using two computer soft wares: Microsoft Word and Excel. The results showed that team leadership was practiced in Christian Church international, Diocese of Murang'a. It was being evidenced in the sharing of responsibilities, decision-making and working relationships. It was also clear from the study that team leadership might have been influenced by some factors such as maturity, education, and environment. Concerning team leadership challenges the respondents cited competition, selfishness, pride, disloyalty and others. In mitigating the challenges dialogue, joint activities, praying, and fasting were employed.

Keywords: Team leadership practice, challenges, mitigation, pastor, church elder, church member

1. Background of the Study

In undertaking a study touching on Christian Church, it is imperative to be acquainted with how Christianity found its way into Africa. Right before His ascension, Jesus spoke these words to His disciples: 'But you will receive power when the Holy Spirit comes on you; and you will be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth.' (Acts 1:8 New International Version). The disciples obeyed His instructions and waited in Jerusalem until the Day of Pentecost when the Holy Ghost was sent from above and they began to witness in Jerusalem.

In his survey of the History of the church in Africa, Hildebrandt (1996) postulates that after Jerusalem, Judea and Samaria, the next place that this witness went in the world was not to Europe or Asia. God wanted the gospel to go next to Africa, and therefore He arranged for Philip to witness to an African (Acts 8: 26 -38).The church continued to grow under the power of the Holy Spirit and came to East Africa. Harper (1986) writing about the New Dawn in East Africa: the East Africa revival observed that conversions began to take place, and Christians started to confess faults and resentments to one another. As a result, broken relationships were restored due to experienced forgiveness. That notwithstanding, the effects of that revival asHarper agrees have been more long-lasting than almost any other revival in history, so that today almost every protestant or Pentecostal leader in East Africa is a direct or indirect fruit of the revival.

Christian Church International (C.C.I) is one of the churches that were born out of the great revival. Although the founder leaders were hesitant to venture into pastoral work, they had no option than to do it due to the growing need. Christian Church International has since experienced significant numerically growth evidenced by the number of dioceses and churches. Diocese of Murang'a is one of these dioceses. Administratively the diocese covers some parts of Nairobi, Kiambu, Murang'a and Nyeri counties in Kenya. An elected bishop who works with a Diocese Council leads Christian Church International Diocese of Murang'a. The Diocese has about fifty-two congregations. For ease of administration, the Diocese is divided into regions and sub regions under the leadership of Overseers and Assistant overseers or Sub-regional overseers.

Although the Christian Church International Diocese of Murang'a has experienced significant numerical and spiritual growth, it seems like there is untapped potential that needs to be explored in order to propel the diocese to a higher level of performance.

1.1. Statement of Problem

One of the major challenges that face many organizations is leadership structures that are born out of leadership style. The church as an organization is not exempt from this kind of problem. The way leadership is executed matters a lot. It may lead to organization's inefficiency or efficiency. It may lead to internal competition or internal cooperation, which has a lot of bearing on service delivery. Today, there seems to be numerous leadership hitches in many churches because majority of leaders prefer individualistic approach to ministry as opposed to team leadership. The ultimate outcome is inefficiency and mediocrity when it comes to performance. This study aims at assessing the issue of team leadership practice, challenges and mitigation: a case study of Christian Church International, Diocese of Murang'a.

1.2. Research Objectives

- To assess the extent of team leadership practice in Christian Church International, Diocese of Murang'a.
- To investigate the challenges associated with team leadership in Christian Church International, Diocese of Murang'a.
- To evaluate the mitigating measure taken by the Christian Church International, Diocese of Murang'a in addressing the challenges of team leadership.

1.3. Research Questions

- To what extent does Christian church International, Diocese of Murang'a practice team leadership?
- What team leadership challenges does Christian church International, Diocese of Murang'a experience?
- How does Christian church International, Diocese of Murang'a address the challenges of Team leadership?

1.4. Significance of the Study

This study is significant to the stakeholders particularly, Christian church International leadership, other church leaders and related ministries who will use the findings and recommendations of this study to improve on the team leadership and proactively deal with challenges associated with it.

2. Literature Review

The main purpose of literature review in any research is to determine what has been done at present associated to the research problem under study (Mugenda & Mugenda, 2003). It reviews the strategies, procedures and measuring instruments that studies have identified as being useful in investigating the problem under study. In addition, it also makes the researcher familiar with previous studies and thus assists interpretation of the results of the study. The literature review covered introduction, bible and team leadership, the early church and the practice of team leadership, challenges of team leadership and ways of mitigation.

2.1. Bible and Team Leadership

A team is described as a collection of individuals who are united in a view of undertaking a common project or goal, every so often having to do away with individual interests for the sake of their common achievement (Sohman, 2013). As Sohman suggests, every group or team consist of individuals from varied experiences, and is characterized by a common interest, a sense of achieving the team's objective. Today's work environment calls for teamwork, an essential leadership style for raising a growing, resourceful and competitive organization. Without doubt, teamwork or team leadership is needed in an organizational structure in order to stimulate organizations for growth and functional competitiveness. In order for a church to experience any significant growth there is need for an organizational structure that allows for team leadership (Owusu, 2016).

In order to understand team leadership it may be prudent for to consider the Trinity in the Bible. Scripture records that the Triune God was involved in the creation of the universe (See Genesis 1:1-2; John 1:1-3; Colossians 1:15-17). The scriptures advocate the spirit of team leadership. In Genesis 41:33-36 Joseph as an effective manager requested Pharaoh to appoint commissioners over the land and he spelled out their job description. Joseph recognized that he could not manage the whole nation alone (Tokunboh, 2009). That suggests that team spirit is a scriptural concept that can be practiced in every leadership, uphold and sustain harmony in every organization and enhance effectiveness. In 2 Samuel 23:8-12 it records how David, a man after God's heart valued team leadership. He had a team of mighty men who stood by his side. These were Josheb-Baishebeth, Eleazar and Shammah.

Jesus Christ too practiced a lot of team leadership. As seen in Luke chapter 10:1, He seemed to discourage individualistic approach in church ministry: 'After this the Lord appointed seventy-two others and sent them two by two ahead of him to every town and place where he was about to go.' Christian leaders should emulate the leadership style of Jesus. Kadalie (2006, p.33) refers to Jesus as a team-builder and says the following: 'He built a team around Himself which He was able to send into the world to preach the good news to all nations.

Nehemiah understood the power of team leadership when he assembled teams of Hebrews to do the work of reconstructing the wall around Jerusalem. In Chapter 4 verses 13 to 21 it is clear that Nehemiah did not work in isolation, rather he engaged others into the vision that God had given him. Nehemiah was indeed a team leader who knew how to delegate (2:7-18; 12:31; 3:1-4:6). Delegation and team leadership is an appreciation of the fact that two people have a better return than an individual does. Further, if one works alone, who will raise him up in case he falls? No wonder Solomon, the wisest man who ever lived observed that this in Ecclesiastes 4:9-12 when he postulated that a cord of three strands could not be quickly broken.

Abishai and Joab appreciated the power of team leadership as recorded in 2 Samuel 10:9-12.

'Joab saw that there were battle lines in front of him and behind him; so he selected some of the best troops in Israel and deployed them against the Arameans. He put the rest of the men under the command of Abishai his brother and deployed them against the Ammonites. Joab said, 'If the Arameans are too strong for me, then you are to come to my rescue; but if the Ammonites are too strong for you, then I will come to rescue you. Be strong and let us fight bravely for our people and the cities of our God. The Lord will do what is good in His sight.'

According to Tokunboh (2009), Joseph recognized that he could not manage the whole nation alone. Therefore, he requested Pharaoh to appoint commissioners over the land and he spelled out their job description (Genesis 41:33-36).

2.2. The Early Church and Practice of Team Leadership

The early church valued team leadership. In Acts 2:42-47 it is very clear that early Christians, like their master and teacher, were devoted to one another and encouraged the spirit of team leadership. In Acts 13: 1-3 it is clear that Paul alone undertook no single missionary journey. He always had someone along. In Acts 15, we read that a dispute arose when some Judeans taught that Gentile believers had to undergo circumcision in order to be regarded as saved. Paul and Barnabas went to Jerusalem to discuss the issue with the leaders there. After the Jerusalem Council made its decision, Paul and Barnabas returned to Antioch with the news. The elders in Jerusalem sent Judas and Silas to confirm by word and mouth what they had written. It would have been more economical and convenient for the elders in Jerusalem to send just one person, but they opted to follow the principle, which all along their savior and Master, Jesus Christ applied. They sent two. That is team leadership.

The words, 'we' and 'us', are regular in the book of Acts. For example, in chapter 15 verse 36, Paul tells Barnabas 'Let us go back and visit the brothers in all the towns where we preached the word of the Lord and see how they are doing.' In Acts 15:24 it reads, 'We have heard...', and in Acts 15:25 it reads, 'So we all agreed to choose some men and send them to you with our dear friends Barnabas and Paul'. The strength of the early church rested on their unity and team leadership. That suggests that team leadership is both scriptural and the best way to go.

2.3. Challenges of Team Leadership

Ideally, every leadership is bound to encounter challenges. This includes team leadership. When asked what his greatest challenge in his teamwork at Microsoft, McHenry (1996) observed that dealing with highly achievement oriented people who often just want to do something on their own was a challenge. That meant that team leadership is process that takes time. Herrera (2001) looking at challenges of team leadership from a different perspective observes that in this new dispensation of innovation and change, one of the principal management challenges is to design more flexible managerial structures. The observation is that in this dispensation characterized by knowledge revolution, organizations are substituting their old vertical hierarchical structures with new horizontal or matrix-based structures.

Team leadership works well in an environment where there is community building. Kadalie (2006) observes that one of the major challenges organizational leaders have is to alter their organizations into communities where the employees or followers have roots, a sense of belonging and identify, appreciation of each other, increase in knowledge and embrace shared values.

3. Research Methodology

Research methodology is the detailed procedure that the researcher intends to follow in order to realize the research objectives. The research methodology components include a description of the type of research, sampling method, instrumentation and data analysis techniques (Oso and Onen, 2008). This chapter is about the procedures the researcher followed in order to achieve the research objectives. It describes the research design, sampling method, data collection and data analysis techniques.

3.1. Type of Research

A research design is the overall plan or strategy for conducting the research. The two main research strategies are qualitative and quantitative. Within these are various research designs such as survey, case study, ethnography and correlation (Oso and Onen, 2008). The study was quantitative survey design. A survey research seeks to obtain information that describes existing phenomena by enquiring from respondents about their perceptions, attitudes, behavior or values (Mugenda & Mugenda, 2003). The researcher chose surveys because it is relatively inexpensive (especially in a case of self-administered surveys).

3.2. Sampling Techniques

The Christian Church International (C.C.I.) Diocese of Murang'a has 50 (Fifty) congregations. According to Mugenda and Mugenda (2003), 10% of a large population is acceptable for the study. Since the population was not large as suggested by Mugenda and Mugenda, the researcher through simple random and purposive sampling sampled 50% of pastors (25), 16 church elders and 10 church members.

3.3. Data Collection

Since this was a survey research, the researcher used questionnaires. The reason for this tool was to allow freedom in answering the questions. It also provided the respondents with enough time to think of the answers.

3.4. Data Analysis

In data analysis, the study used two computer soft wares: Microsoft Word and Excel to analyze data collected from the field.

4. Summary of Findings

In this chapter, the data collected from the field was organized, summarized, analyzed and interpreted. The results are hence given here under the following sub headings: The practice of team leadership in Christian church International, Diocese of Murang'a, challenges of team leadership in Christian Church International, Diocese of Murang'a, and the mitigating measure taken by the Christian Church International, Diocese of Murang'a to address the challenges of team leadership.

4.1. Profile of the Respondents

The researcher sought to assess the age bracket of the respondents in order to establish whether there was any relationship between it and the practice of team leadership in the Christian church International, Diocese of Murang'a. The data from the field were analyzed and the results presented in figure no.1

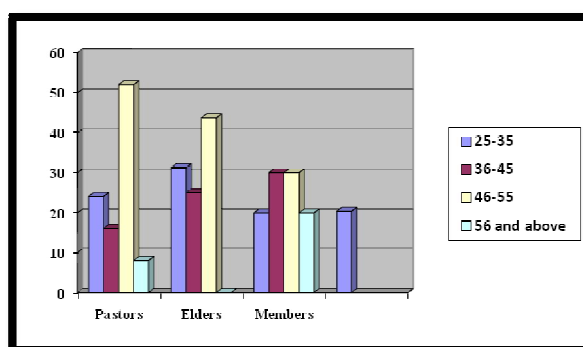


Figure 1: Age Brackets for Respondents

The results revealed that team leadership may have been made possible by the maturity of the Pastors, Elders and church Members. It was worthy to note that 52% of pastors were within the age bracket of 46-55 years. In case of elders, there was still a good percentage (43.75%), who were within the age bracket of 46-55 years. That increased the number of mature people in the church. In case of church members, 30% of members who were within the age bracket of 46-55 years thus raising the number of mature people.

The researcher sought further to assess the Education level of the respondents in order to assess whether there was any relationship between it and the practice of team leadership, in Christian Church International, Diocese of Murang'a. The data from the field were analyzed and results presented in the figure no.2

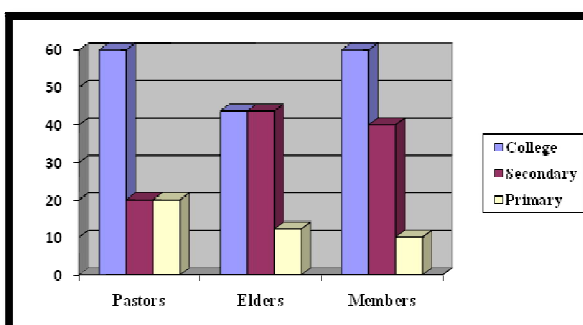


Figure 2: Formal Education

According to the analysis, 60% of pastors had attained college and university levels of education, 20% had attained Secondary level of education and 20% had attained Primary level. In case of elders, 43.75% had attained college and university level, 43.75% had attained Secondary level while 12.5percentage had attained Primary level. In case of members, 60% had attained College and University levels, 40% had attained Secondary level, while 10% had attained Primary level. Team leadership seemed to have been made possible by the fact that majority of people in church were educated. Grasping the importance of team leadership was made possible due to the education level of all parties involved. The findings agreed with a study by Ng and Feldman (2009) that revealed education is positively related to citizen behaviors.

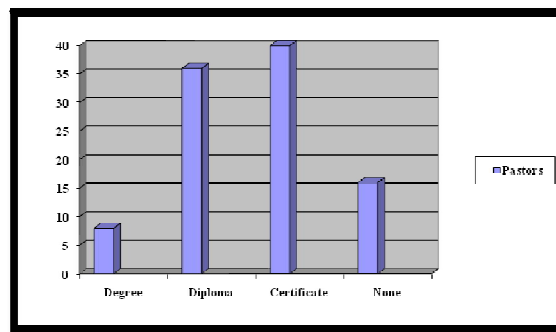


Figure 3: Ministerial Education of Pastors

Concerning ministerial qualification, 8% had attained degree level, 36% had attained diploma level, and 40% had attained certificate level, while 16% did not have any ministerial qualification. The ministerial training could have played role in enabling team leadership. The study by Ng and Feldman (2009) also revealed that biblical education affects pastors' lives, thus enabling them to work smoothly and in partnership with both elders and church members.

4.2. Distribution of Respondents By Locality

The researcher sought to know the locality of the respondents in order to establish whether there was any relationship between it and the application of team leadership. Data from the field were analyzed and the results presented in figure no.4.

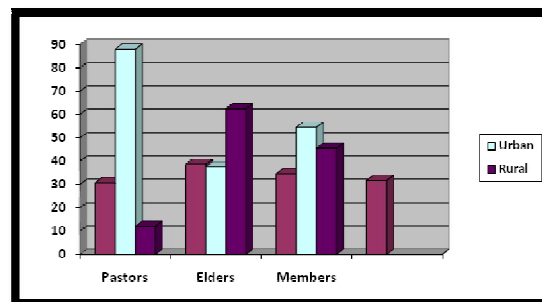


Figure 4: Distribution of the Respondents by Locality

According to the analysis, 88% of Pastors live in rural areas, while 12% live in urban areas. In case of Elders, 62.5% live in rural areas while 37.5% live in urban areas. In case of church members, 54.5% live in urban areas while 45.5% live in rural areas. It is worthy to note that the urban areas indicated above are very close to rural areas where social culture of sharing could have been emphasized, thus encouraging team leadership.

4.3. Distribution of Respondents by Marital Status

The researcher sought to know the marital status of the respondents. Data from the field were analyzed and the results presented in figure no. 5.

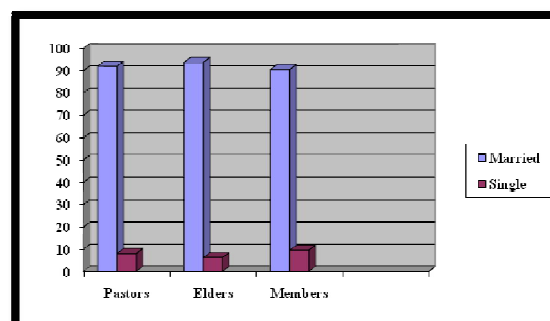


Figure 5: Distribution of Respondents by Marital Status

According to the analysis 92% of Pastors were married while 8% were single, in case of Elders, 93.75 were married, while 6.25% were single. In case of church members, 90.5% were married, while 9.5% were single. Definitely, these mature people may have learnt through experience the value of team leadership.

4.4. Team Leadership in Christian Church International, Diocese of Murang'a

The researcher to establish whether there was team leadership practice in Christian Church International, Diocese of Murang'a. Data from the field were analyzed and resulted presented in figure no.6.

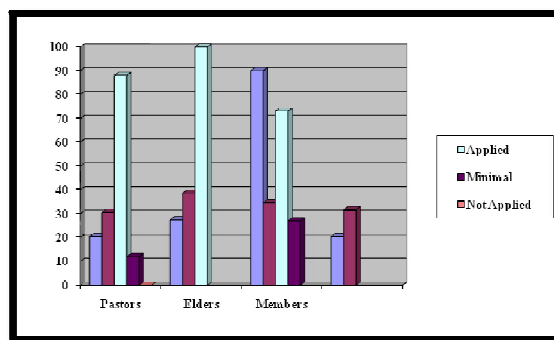


Figure 6: Distribution of Respondents Concerning Presence of Team Leadership

The summary of the responses about team leadership indicated that team leadership was practiced, with the sharing of responsibilities, involvement of church members in decision-making and good working relationship being cited as indicators. Results indicated that 88% of the pastors were of the view that team leadership was practiced, while 12% said team leadership practice was minimal. In case of church elders, 100% felt team leadership was practiced, in case of church members, 73% of said there was team leadership, while 27% felt said the practice of team leadership was minimal. The percentage of those who felt that there was little team leadership was minimal. Concerning the sharing of responsibilities, which was cited as an indicator of team leadership, in case of pastors and elders, all respondents felt that there was sharing of responsibilities. Majority of church members were of the same view. The researcher sought to assess how responsibilities were shared. Data from the field were analyzed and the results presented in figure no.7.

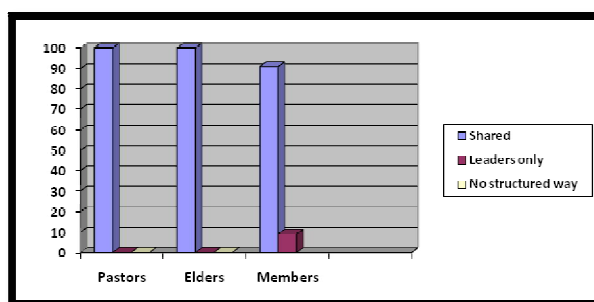


Figure 7: Distribution of Respondents Concerning the Sharing of Responsibilities

According to the analysis 100% of pastors felt there was sharing of responsibilities, 100% Elders felt the members are involved in the activities of the church, while 91% of church members felt that there was sharing of responsibilities. Only 9% of church members felt that it was only leaders who were being involved. The researcher sought to establish the decision making process in Christian Church International, Diocese of Murang'a. Data from the field were analyzed and the results presented in figure no. 8.

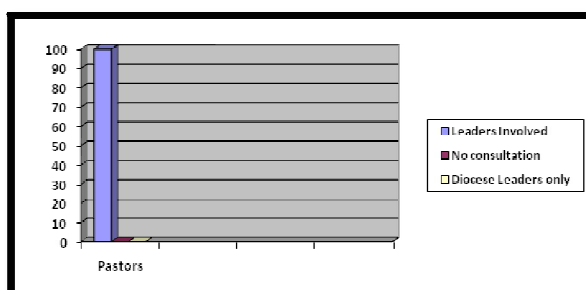


Figure 8: Decision Making Process in C.C.I. Diocese of Murang'a

The results showed that 100% of all respondents were of the view that the Diocese leaders involves other leaders in decision-making. In other words, they felt there was consultation.

The researcher sought to establish the working relationship between pastors, leaders and church members. Data from the field were analyzed and the results presented in figure no. 9.

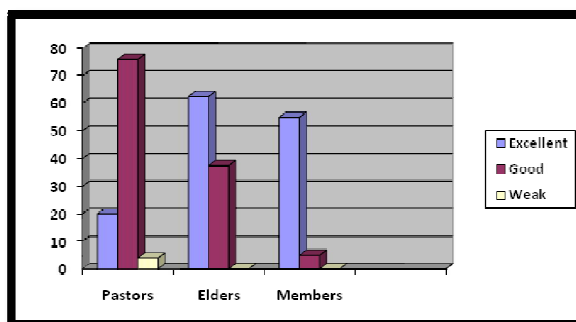


Figure 9: The Working Relationship between Pastors, Elders and Church Members

Results showed the relationship was good. This was another indicator that there was team leadership practice in Christian Church international, Diocese of Murang'a. In case of Pastors, 76% felt it was good, 20% felt it was excellent, while 4% felt it was weak. In case of the elders, 62.5% felt it was excellent while 37.5% felt it was good. In case of church members, 55% felt it was excellent, 45% felt it was good.

4.5. Challenges of Team Leadership

The study sought to establish the challenges of team leadership in Christian Church International, Diocese of Murang'a. The summary of the responses indicated that there were some challenges although not many. Of all the respondents, Pastors topped the list of those who felt that the challenges were not many. The figure below shows that just like in any other form of leadership, Team Leadership faces some challenges. However, the journey to victory begins when one identifies those challenges.

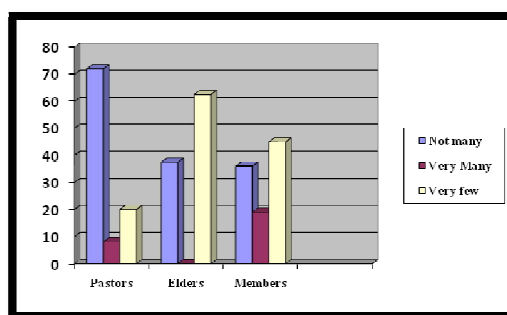


Figure 10: Distribution of Respondents Concerning Challenges of Team Leadership

According to the analysis in case of pastors, 72% felt the challenges were not many, 20% felt they were very few, while 8% felt they were very many. In case of elders, 62.5% felt that there were very few challenges, 37.5% felt the challenges were not many. In case of church members, 45% felt the challenges were very few, 36% felt the challenges were not many, while 19% felt the challenges were very many.

The researcher sought to establish the major challenges that posed threat to team leadership in Christian Church International, Diocese of Murang'a, Data from the field was analyzed and results presented in figure no. 11

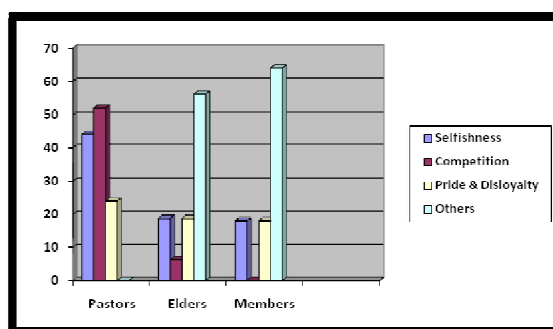


Figure 11: Distribution of Respondents Concerning Major Challenges That Pose Serious Threat to Team Leadership

The results revealed that selfishness and competition. According to the analysis in case of Pastors, 52% cited competition, 44% cited selfishness, while 4% cited pride and disloyalty. In case of elders, 56.25% cited other challenges, 18.75% cited pride and disloyalty, and 18.8% cited selfishness, while 6.3% cited competition. In case of church members, 64% cited other challenges, 18% cited selfishness, while 18% cited pride and disloyalty.

4.6. Church Team Leadership Challenges Mitigation

The researcher sought to know how the mitigation measures that Christian Church International Diocese of Murang'a was undertaking to deal with the challenges cited in figure No.11 above. The study found out that there was willingness on part of leadership to address the challenges of team leadership. However, as seen in pastors' responses, there was need for more input from the Diocese leadership.

The study sought further to establish the steps taken in mitigating the challenges and identified. Results of the Data obtained from the field is presented in figure no. 12.

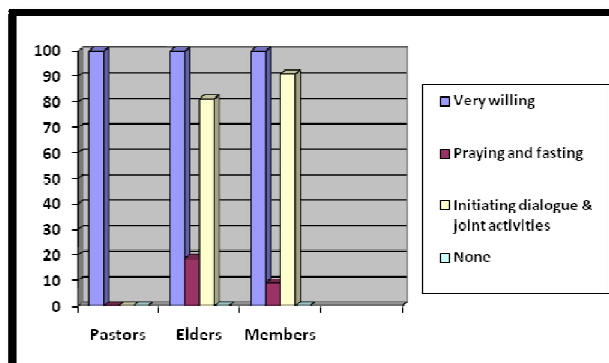


Figure 12: Distribution of Respondents about Mitigation of Challenges

In regard to willingness to address challenges 100% of Pastors felt that the Diocese leadership demonstrated the willingness to address the challenges. In case of elders, 100% felt there was willingness, while 100% of church members felt there was willingness. In regard to steps taken, 81.25% of elders cited dialogue and joint activities, while 18.75% cited praying and fasting. In case of church members, 91% cited dialogue and joint activities, while 9% cited praying and fasting.

The study sought to also establish the progress made in addressing the challenges of Team Leadership. The summary of the responses about the progress made in addressing the challenges of Team Leadership indicated that the progress made was very good and very encouraging. The Elders seemed to be the people who were very pleased with the progress. The figure below shows the distribution of respondents about their responses.

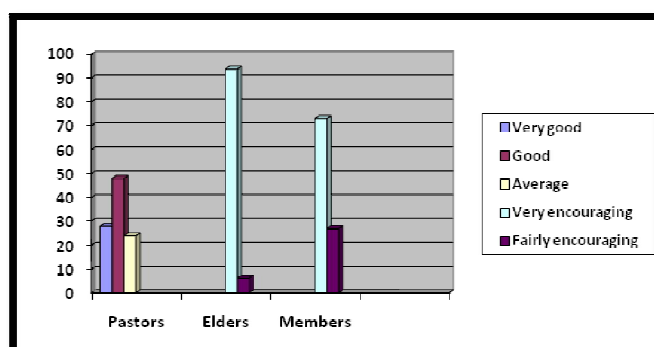


Figure 13: Distribution of Respondents in Regard to the Progress Made

According to analysis in case of pastors, 48% felt that the progress made was good, 28% felt the progress made was very good, while 24% felt the progress was average. In case of elders, 93.75% felt it was very encouraging, while 6.25% felt it was encouraging. In case of church members, 73% felt that it was very encouraging, 27% felt it was encouraging.

5. Discussion of the Results

Every research presents a chapter on discussion of the results section whose purpose is to present the results of the data analysis in systematic way (Mugenda and Mugenda, 2003). The discussion section of the report consequently expresses the implication of the findings to the reader and make available an essential connection to other sections or components of the report such as objectives, suppositions, research questions or theoretical frame works and current literature.

6. Practice of Team Leadership

Looking at the responses 88% of the pastors felt that in C.C.I Diocese of Murang'a team leadership was practiced. In case of church elders, 100% felt team leadership was practiced, while in case of church members, 73% were also of the view that there was team leadership. A major evidence cited was the sharing of responsibilities with the results indicating that 100% of pastors, 100% of elders, and 91% of church members were in support. Only 9% of church members disagreed.

That showed that the leadership of C.C.I Diocese of Murang'a understood the importance of Team Leadership. Summitt (1998) says teamwork is a lot like being part of a family. It comes with obligations, entanglements, headaches, and quarrels. However, the results are worthy the cost. Probably the leadership of C.C.I Diocese of Murang'a must have considered the above truth, thus embracing the idea of Team Leadership. The C.C.I Diocese of Murang'a must have understood that the church is founded on the Apostles and the Prophets from whom we learn about Team Leadership. As seen in Literature Review the early church did things in common (Acts 2:42-47). Their effectiveness came because of team leadership.

7. Factors, Which Might Have Contributed to Team Leadership

It was also clear from the study that team leadership could be influenced by some factors such as education, maturity, good leadership and environment. Education (whether secular or religious) plays great role in determining the behavior of any group of people. From the study, it is apparent that it also helped in the practice of team leadership. In case of Pastors, 8% had attained degree level (ministerial education), 60% had attained college level, 20% had attained Secondary level, while 20% had attained Primary level. In case of Elders, 43.75% had attained college level, 43.75 had attained Secondary level, while 12.25% had attained Primary level. In case of members, 60% had also attained College level, 40% had attained Secondary level, while 10% had attained Primary level

From the study, it was apparent that maturity helped in the practice of team leadership. In case of Pastors, 24% were in the age between 25-35, 16% were in the age between 36 -45years, 52% were in the age between 46-55, while 8% were in the age between 56 and above. In case of church elders, 31.25% were in the age between 25-35, 16% were in the age between 36 - 45years, while 43.75% were in the age between 46 -55years. In case of church members, 20% were in the age between 25-35 years, 30% were in the age between 35- 45, 30% were in the age between 46-55, while 20% were in the age between 56 and above. This aspect of maturity was also strengthened by the fact that 92% of Pastors, 93.75% of Elders, and 90.5% of the members were married.

Team leadership is one of the marks of good leadership. In every good leadership, there is delegation. Stanley (2010) says delegation is one of the factors that influence effective teamwork. The study indicated that 88% of pastors, 100% of elders and 73% of members felt there was sharing of responsibilities in C.C.I. Diocese of Murang'a

The locality from which a group operates sometimes dictates its conduct. In Kenya for example, people living in rural areas will embrace team leadership easily since the culture emphasizes communal sharing. From the study, this could have come into play. 88% of Pastors, 62.5% of Elders, 54.5% of church members lived in rural areas.

8. Challenges of Team Leadership

In case of pastors, 72% felt there were not many challenges of team leadership 37.5% of elders felt there were not many challenges of team leadership, while 62.5 of church elders felt the challenges were very few. In case of church members, 36% were also of the same view that challenges were not many, while 45% felt the challenges were very few. The major challenges cited by respondents that needed to be addressed were competition and selfishness. The study showed that the C.C.I., Diocese of Murang'a had taken steps to address the challenges. The process of mitigation was through dialogue and joint activities. The leadership of C.C.I. Diocese of Murang'a must have understood that dialogue and joint activities would create a sense of togetherness.

9. Conclusion and Recommendations

Team leadership as observed from the study, was practiced in Christian Church International, Diocese of Murang'a. It was being evidenced through the sharing of responsibilities, decision-making and working relationships. Although the study revealed that in C.C.I. Diocese of Murang'a, team leadership was practiced, there was room for improvement. It was also clear from the study that team leadership could be influenced by some factors such as maturity and education. In that regard, it is imperative that maturity and education be emphasized, especially when it comes to recruitment pastors and church leaders.

The church leadership should therefore reinforce its criteria of admitting to leadership those who express interest to leadership positions. Those who are to serve both in pastorate or church eldership must be mature and possess good education. For pastorate, theological and Biblical training has to be a requirement. In addition to education, the candidates for pastorate and other leadership positions must also be team players

10. References

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