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Effect of Internal Team Environment on Church Growth in Pentecostal Churches in Kenya

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Abstract:

The aim of this study was to evaluate the effect of internal team environment on church growth in Pentecostal Churches in Kenya. Empirical literature in this study provided the basis for the study gap. The philosophy that guided the study was pragmatism research philosophy, that leans towards dealing or solving practical issues in the real environment rather than focusing on procedures (Zukauskas et al., 2018). This philosophy puts researchers at liberty to choose appropriate procedures, techniques and processes with the understanding that integration of different research methods is critical in gaining deeper understanding of any given issue (Zukauskas et al., 2018; Creswell, 2014; Saunders, et al. 2012). Two theories: Shared Leadership Theory (Conger & Pearce, 2003) and Mead's Theory of Church Growth (1993) underpinned this study. The descriptive survey design targeted 1235 pastors and 1210 church elders in Pentecostal churches in, Kajiado, Machakos, Nakuru Murang'a and Nairobi Counties under the umbrella of Evangelical Alliance of Kenya (EAK). Simple random, purposive and stratified sampling techniques were used. The research was comprised of 245 respondents. It used convergent mixed method design approach with open ended and closed ended questionnaires. Focus group discussion was also engaged for the purpose of gathering qualitative data. Descriptive, correlation and multiple regression analysis used Statistical Package for Social Sciences (SPSS) and STATA. The results revealed that internal team environment had significant relationship with church growth with a correlation coefficient of 0.235, $p < 0.05$. Regression analysis results revealed that internal team environment significantly affected church growth in Pentecostal churches in Kenya. The inference of the outcomes was discussed and proper pastoral leadership practice recommended to enhance the work of Church leaders in Kenya.

Keywords: Numerical church growth, pentecostal churches, internal team environment, sharing of responsibilities

1. Introduction

In some parts of the globe the church has been performing dismally in terms of numerical growth (Paas, 2017; Jordan, 2019; Burdick, 2018; Butcher, 2015). However, there are regions such as Kenya where the church of our Lord and Saviour, Jesus Christ has been doing well (Nkonge, 2013). Even though the growth of the church may be credited to many contributing factors, organizational leadership environment is one of the central causal effects (Christopherson, 2014). Regrettably, church growth has not been scrutinized thoroughly from such a viewpoint (Brooks, 2018). That being the case, some researchers see need for more studies on leadership aspects critical in ensuring that the church experiences remarkable numerical growth (Mutia, K'Aol & Katuse, 2016). Leadership has been suggested as the cure in addressing the issue of numerical church decline witnessed in some parts of the globe (Christopherson, 2014). No wonder, Brooks (2018) sees the need for studies that would evaluate the effect of leadership styles on numerical church growth. Without doubts, internal team environment is one of the greatest powerful influences required in a structural configuration in order to spur establishments not only for growth, but for functional effectiveness. Favorable internal team environment will put a church in an advantageous position where significant numerical growth and development of church members who are faithful and committed to God and church programs (Owusu, 2016).

The study was guided by the following key questions:

- What does internal team environment refer to?
- Is there internal team environment in Pentecostal churches in Kenya?
- To what extent does internal team environment affect church growth in Pentecostal churches in Kenya?

2. Literature Review

Internal team environment refers to an environment that allows people to interact and work interdependently and adaptively towards a common and most significantly valued objective (Salas et al., 2014). It is an environment composed of multiple individuals, characterized by interdependence and sharing of a common goal or objective. A team is

defined as a group of individuals who due to an identified common need, purpose or objective agree to work together looking forward to celebrating the group's outcome (results) at the end. A team is more than a group of people. A group may not necessarily have a common goal or goals. Teams comprise of individuals from diverse backgrounds. A team is characterized by concerted effort towards the realization of its objective (Sohman, 2013).

In today's competitive environment, there are numerous challenges associated with performance in terms of growth in organizations. These challenges do not appreciate or encourage cooperation or team work. Developing and discovering ways of inspiring teams is necessary if an organization is to grow and compete effectively. In the development of a competitive team, it is important that it be clearly underscored from the onset that organizational players need to appreciate the need for interdependence unless they are not keen on achieving success. Organizations can enhance the idea of interdependence through some activities such as team building, conflict management exercises, ventures that allow individuals to assume responsibilities, providing opportunities for growth through individual and group creativity (Sohman, 2013).

Any organizational environment that allows people to interact and work interdependently and adaptively towards an organization's common goals is anchored on a well formulated organization's mission statement. In formulating a mission statement, an organization seeks to highlight or describe what the organization stands for or purpose of existence, direction for employees, other stakeholders, future progress, values, beliefs, philosophy and the desired means of attaining the desired target (Papulova, 2014). It captures the values that the organization holds dear, key decisions, vision and future direction (Tankovic, 2013). An internal team environment incorporates specifics about the organization that make it different from similar organizations. It describes what the organization hopes to achieve, scope of operation and target population or customers.

Internal team environment is one of the most influential factors needed in an organizational configuration in order to stir organizations for growth and operational competitiveness. In order for a church to experience significant growth and develop members who are committed to God and church programs, there is need for a conducive internal team environment (Owusu, 2016). The leadership of the 12 Apostles found in Acts chapter one allowed the gospel to extend to many parts of the world including Africa (Becerra, 2017).

The environment was critical in assisting the Church to rise above the national outlook into a worldwide undertaking with widespread range body reach, a shared effort driven by common purpose, sense of direction, mission and objectives (Becerra, 2017). That was made easy by organizational structure that had less official processes, flexible, adaptable and devoid of inflexible hierarchy (Caron, 2013). There was presence of team leadership. Team leadership encouraged interpersonal engagements within, collaboration, crisis management, positive response to peoples' needs and the modeling principle (Becerra, 2017).

Future sharing of important ideas, networking exchange of ideas, making contacts, establishing internal cooperation, negotiation and shielding people against potential environmental challenges was encouraged (Dreyery, 2012). In shared leadership there are shared responsibilities. All the people involved participate as opposed to a leadership model where the leader does almost everything as other people play the spectators' role (Makoena, 2017). The focus is not on one person, the knowledge and skills that he/she may be holding, but a participatory process whereby individuals interact with one another in the leadership process (Goksoy, 2016)). The interaction results to more and better results. When individuals bring together their resources, there is a high probability that more and better results will be achieved compared to what a single individual would achieve (Drescher et al., 2014).

Other terms associated with shared leadership are collective and distributive leadership. There seems to be a thin line in establishing the difference between the three concepts. In that case, one can be excused if he/she uses the three concepts interchangeably. Both collective and distributive leadership denote the involvement of teams or group related processes. For team effectiveness, sharing leadership stands out. In the concept followers are said to be leaders and leaders to be followers (Makoena, 2017). The leadership style if supported has the potential of inspiring greater involvement and contribution of the entire team membership in whatever the organization endeavors to undertake including feedbacks (Russo, 2012). It reflects a culture of working in unity, based on collective convictions held by the individuals, involved (Goksoy, 2016). Some of the descriptions for the increased importance in team work shared leadership responsibilities is encouraged can be explained by observing the rapidly changing conditions facing today's organizations where churches are not exempted.

As it has been observed the world over, not every kind of leadership style and models can produce results that generate creativity (Bosiok, 2013). The purpose or reason for sharing leadership responsibilities is to increase efficiency, develop other leaders and empower team members. Shared leadership is for encouraging the development of leadership gifts and talents, without which an organization will not be able to function competitively in a business environment characterized by scramble for meager resources. Organizations that encourage delegation of responsibilities and involve followers in decision making benefit a lot (Kasemsap, 2016).

To encourage a conducive and effective workplace environment needed to practice collective or common leadership style there are various essential leadership styles such as transformational, servant and authentic leadership. A transformational leadership is presumed to arouse interest among followers, inspire a transformed view point on the work, create awareness of an organization's purpose of existence, its goals, develop other leaders and followers to superior levels of competence and cultivate a sense of valuing the significance of the team's welfare over their own comforts (Batool, 2013). The responsibility of those in leadership is to ensure that there is a structure that nurtures leaders and followers' constant interaction, which has the capacity to raise an atmosphere conducive for mutual shared understanding and respect. It is in such an atmosphere that followers can rise and take responsibilities. When close

relationship among employees and management is achieved, attitudes change and employees begin to demonstrate a higher sense of commitment, hard work and productivity (Northouse, 2013).

The reason why sharing of leadership responsibilities can possibly have a positive effect on Church growth is because researchers have argued that sharing denotes an aspect of mutual recognition respect which ideally predicts increased employees and sense of security (Clarke & Mahadi, 2015). Shared recognition, respect in the workplace and healthy relationships are essential ingredients needed to ensure that employees or followers are constantly motivated to perform. In shared leadership approach, the team members share a sense of purpose and responsibility through social interaction for the overall good of the organization. Different people lead different aspects of the team's work although ultimately all team members are in charge (Fitzsimons, 2016).

Effective communication in the workplace is a moderating factor. It is very critical for effective sharing leadership responsibilities. It helps followers, employees and those at the top to form highly efficient, motivated and energized workforce devoid of unhealthy competition within departments. There is interrelationship between communication, motivation and followers' performance (Raijams, 2012). In that case, those at the top will need to exercise clarity and consistency when it comes to stating or giving followers directives in order to have the latter comprehend what is expected or needed from them.

Effective communication proactively deals with chances of mistrust, which can make working together a nightmare or difficult (Jones & Barry, 2016). Sharing leadership responsibilities requires value for respect among the team mates or between the leader and the followers. The respect will come about because of emotional intelligence. Emotional intelligence makes the leader to be vulnerable and not to be afraid of showing emotions (Goleman, 2014). As a result, the team mates' or followers' morale is boosted. Besides respect, trust is very essential if leadership responsibilities are to be distributed effectively. Trust is critical in every relationship, both professional and personal.

Trust has the potential to create unparalleled success. A business or organization that builds trust in its employees, followers, products and services attracts investment, commitment and customer allegiance or loyalty. Shared leadership is distributing leadership practices (Malloy, 2012). This leadership approach has to do with the participation of many people. It is about distribution of work, function, power and authority. The ultimate product or outcome of such leadership is not the work of a single individual, but rather the effort of a combined force. Shared leadership style, embraces mutual, friendly, deliberate interaction and cooperation where individuals, their capabilities and talents are valued and appreciated. There is sense of ownership (Goskoy, 2016).

Shared leadership concept reflects a culture of distribution control, knowledge and decision making among team members rather than centralizing control and decision-making power on the shoulders of one person. In such an environment, stakeholders' practice and encourage active participation, which is characterized by openness to change and innovation (Malloy, 2012). In general, the understanding in this concept is that the individuals serving in a leadership capacity mutually and collectively share responsibilities (Friendrich et al., 2011). That aspect of sharing, involvement and interaction of all stakeholders in decision making intrinsically nurtures a common sense and feeling of belonging to organization. The leaning towards shared leadership practices has become a necessity. Today's organizations (church included) need effective leadership which is well informed about the complexities of the rapidly changing work environment. The competitive worldwide business environment urgently requires effective leadership styles in order to promote employee performance, productivity and address issues associated with the reduction of the attrition rate.

The changes are clear indicators that in present day organizational work environment, decisions emanating from a single leader, whether a Bishop, elder, supervisor or director will contend with being declared insufficient (Nanjundesarraswa my & Swamy, 2014). According to the study by Herbst (2017), there are benefits associated with shared leadership. They include: outstanding performance, enhanced decision making, ability to deal with challenging issues, creativity and innovation, stable work environment, sense of belonging and cohesion. That means that in order for an organization to realize the gains that go with shared leadership there is need to ensure that collective governance arrangements and practices are dependable, reliable and employee focused (Kezar & Holcombe, 2017).

There should be constant focus on employee enabling, reassuring, leader - employee exchange, collective resolve or purpose, training, structures that encourage accountability, interdependence and fair structures of rewarding. In shared leadership, responsibilities and functions are responsibly shared within the group with the aim of discouraging the idea of one leader holding the leadership functions single handedly. The leadership concept allows for the generation of shared ideas and development of new information. Shared leadership style is increasingly gaining consideration from managerial positions and the academic world (Ulhoi & Muller, 2014). People interaction, work interdependence and sharing of a common goal or objective has to become the culture of the organization. Organizational culture is about what the organization stands for. It is about principles, ideals and agreed operating standards, which are accumulated by employees during their practical activities in relation with their work and social environment (Nguyen, 2014).

Organizational culture is defined as corporate ideologies, standards and principles practiced by an organization repeatedly until they produce behavior customs, which usually are adapted and applied in handling eventual organizational issues (Mujeeb, Masood & Almad, 2011). Organizational culture is also described as commonly held ethical practices and principles within the institution which shape the behavior patterns of employees or followers and acts as a guide throughout the organization's operations (Osibanjo & Adeniji, 2013).

Belief system, assumptions, values, attitudes and behaviors of members is considered as corporate or organization's culture. It is valuable source for an organization's competitive advantage (Mujeeb, Masood & Almad, 2011). The organization's culture and reputation are essential resources that organizations could effectively use in order to intentionally position themselves as organizations of choice in a competing business environment (Wanjiku, 2014).

Through the organizational culture, an organization can shape its organizational procedures, bring together administrative competences into a unified entity and make available solutions to problems faced by the organization. By so doing, the organizational culture facilitates in achieving the organization's achievement of objectives and goals (Mujeeb, Masood & Almad, 2011).

An organization characterized by value-based set of rules, convictions and proper support systems will without doubt perform exceptionally even where other organizations have failed. There is need for an organization to define itself and identify culturally through clear values, conviction and support systems. Followers prefer a culture that allows supportive environment of individual's innovation and creativity (Wanjiku, 2014). A supportive culture is a valuable asset. It enables the organization to carry out business well. It also ensures achievement in all its undertakings (Osibanjo&Adeniji, 2013).

3. Theoretical Framework

Two theories: Shared Leadership Theory (Conger & Pearce, 2003) and Mead's Theory of Church Growth (1993) underpinned this study. The Conger and Pearce (2003) theory put forward need for a management grace where leadership is not the responsibility of single individual, but rather distributed to persons within a group. Mead's Theory of Church Growth (1993) is of the view that although numbers are not all that there is in church growth, they foretell the direction the church is going. That means that numbers can guide a pastor or a church leader in assessing the performance of the church. The reality is that numbers do not lie. They point to a particular direction; increase or decline. Performance or non-performance.

3.1. Philosophy

This study was anchored on pragmatism, a world view or paradigm typically connected with mixed method approaches. Pragmatism is a theory that leans towards dealing or solving practical issues in the real environment rather than focusing on procedures (Zukauskas et al., 2018). It puts researchers at liberty to choose appropriate procedures, techniques and processes simply because, integration of different research methods is critical in gaining deeper understanding of any given issue (Creswell, 2014; Saunders, et al. 2012).

3.2. Research Design

As a mixed method research, the study employed both descriptive survey and exploratory designs. These two sought to determine whether internal team environment has effect on church growth in Pentecostal churches in Kenya. In addition, the study engaged convergent mixed method design style where quantitative and qualitative data was gathered and analyzed separately. The outcomes of the study were then compared with the view of establishing whether the outcomes support or object each other.

3.3. Target Population of the Study

In study, population is used to denote to the total number of fundamentals in the world (in this circumstance all the Pastors and Church elders in the world). Target population denotes to all the contributors who meet the certain standard stated for a study enquiry (Alvi, 2016). The target population for the current study was 2445 individuals. It included all 1235 Pastors and 1210 Church elders in the Pentecostal churches in Nairobi, Machakos, Kajiado, Nakuru and Murang'a Counties under the canopy of Evangelical Alliance of Kenya (EAK).

3.4. Sampling Technique

The study engaged simple random, purposive and stratified sampling techniques. Through random sampling ten percent (10%) out of forty-seven counties in Kenya were sampled (Mugenda&Mugenda (2003). The particular counties were; Kajiado, Nakuru, Murang'a, Machakos and Nairobi. Purposive sampling was employed to classify Pentecostal churches under Evangelical Alliance of Kenya umbrella organization within the five Counties. Stratified sampling technique was engaged to collect opinions from a representative sample of the real target population. The strata were composed of Pastors and Church elders, the cluster that is regarded as being accountable for instituting, encouraging and upholding organizational features that inspire or dispirit collective effort (Madu, 2012).

3.5. Sample Size

There are numerous procedures of coming up with the sample size of a study. They comprise formulations and use of tables (Bryman, 2016). Mugenda & Mugenda (2003) propose that 10% of a large populace is satisfactory for the study. The study targeted one church elder per church totaling to 1210. In order to determine the sample size of church elders, the study followed Mugenda and Mugenda's (2003) recommendation (10%), the same case with Pastors. The 10% calculation was based on number of pastors and church elders per County. Therefore, the sample size for pastors was 124, while that of church elders was 121. The total sample size for both pastors and church elders was 245. The distribution was based on 10% of each denomination.

Denomination	Pastors		Church Elders	
	No.	Sample Size	No.	Sample Size
Kenya Assemblies of God	432	43	426	43
Redeemed Gospel Church	340	34	432	34
Deliverance Church International	352	36	329	32
Christian Church International	111	11	113	11
Grand Total	1235	124	1210	121

Table 1: Sample Size Distribution

3.6. Data Collection Methods

The instrument for data collection was a semi - structured questionnaire with both open and closed ended questions because it was a Mixed methods research. As a mixed method research, it had both quantitative and qualitative features of research. The study engaged one focus group discussion in order together qualitative data for the sake of triangulation. Triangulation in research reduces the occurrence of any possible research errors that occasionally embroil single study approaches (Creswell, 2014). Beside addressing the issue of investigation errors, focus group discussions help in obtaining comprehensive understanding regarding individuals' attitudes, insights and opinions in connection a particular topic (Then, Ali & Rankin, 2014).

The aim of the Focus Group Discussion (FGD) in this study was to investigate the Pastors' and church elders' attitudes, perceptions, beliefs and opinions in regard to the effect of internal team environment on Church growth in Pentecostal churches in Kenya. Based on the suggestion of Sahaya (2017) that the size of an ideal focus group is between 6 and 10 participants, the current study went for 8 participants from Nairobi County, which was randomly picked. The one focus group discussion involving of eight (8) members was picked through purposive and random sampling. As indicated below, the distribution of respondents was based on population or the size of the denomination.

In order to allocate the sample size scientifically, the investigator employed the subsequent formular: number of churches, multiply by the ideal number of focus group, divide by total number of churches for the four denominations. Apart from Kenya Assemblies of God (KAG) that contributed 2 pastors, the others contributed 1 pastor per denomination. In case of church elders, from each denomination the researcher got one church elder, apart from Christian Church International, which did not contribute a church elder.

3.7. Reliability and Validity

The study engaged the Cronbach's Alpha to estimate internal consistency reliability. Basically, this was to assess the extend the items of the instruments related to each other and to the entire study instrument. According to Field (2009) Cronbach's Alpha value as follows of between 0.5 and 0.6 is fair reliability, 0.6 and 0.7 is satisfactory, 0.7 and 0.8 is good while 0.8 to 1.0 is very good reliability. Since Cronbach's Alpha of 0.6 and 0.7 is satisfactory, the current study considered reliability of Cronbach's Alpha value of 0.6 and above as acceptable. Face, construct and content validity was established by inputting the supervisors, other experts' suggestions and input from the pilot testing to revise and improve the questionnaire (Taherdoost, 2016).

3.8. Data Analysis Plan

Since this study was a mixed method research, it combined quantitative and qualitative research techniques into a single study. As Combs and Onwuegbuzie (2010) observes, analyzing data is one of the thought-provoking stages in the mixed research procedure. The basis for conducting the mixed analysis in this study is for triangulation, that involves comparing results from qualitative data with the quantitative outcomes. The study had one quantitative and qualitative analysis. The study employed content analysis technique to analyze qualitative data collected using open -ended questions and the focus group. The data was grouped into themes based on the research objective.

Quantitative data from the questionnaires was coded, assigned scores and entered into the computer for the computing of descriptive statistics in order to appreciate the fundamental issues and the essentials affecting the causative correlation (Loeb et al., 2017).

The study used SPSS to run descriptive statistics like frequency and percentages to present quantitative data in the form of tables based on the research questions. The SPSS has ability to recall the setting of variables and the setting it offers fast and detailed data analysis (Bryman & Cramer, 2012). The particular inferential statistics were correlation and regression analysis. Correlation analysis helps to establish the relationship between the independent and dependent variables. In correlated data, the variation in the scale of one variable is related to the variation in the scale of another, either in the positive or the negative direction (Schober, Boer & Schwarte, 2018). The regression model's role was to explain the extent and direction of relationship between the variables (independent and dependent) of the study using co - efficient like the co - efficient of determination and the level of significance.

4. Results and Discussion

4.1. Descriptive Analysis

The study sought to understand the three aspects that formed internal team environment (The first sub - variable in shared leadership). These are: Involvement of church leaders and members in establishing the goals for the church; encouragement of church leaders and members to have a say in deciding how the resources such as money are used in regard to churches' objectives; and, sharing of leadership responsibilities between pastors and church members so as to ensure that the church fulfills its God given mandate of spreading the good news of the Kingdom of God. The data obtained from the field regarding internal team environment was statistically analyzed and results presented in Table 2. The following is the explanation of the abbreviations in Table 2: 1 = Strongly Disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree, 5 = Strongly Agree.

Description			SD	D	U	A	SA	Total	Mean	SD
Internal Team environment	Pastor involves church leaders and members in establishing the goals for the church	Freq.	2	5	2	95	103	207	4.4106	.72439
		%	1.0	2.4	1.0	45.9	49.8	100.0		
	Pastor encourages church leaders and members to have a say in deciding how the resources such as money are used in regard to the church's objectives	Freq.	4	4	9	115	75	207	4.2222	.78139
		%	1.9	1.9	4.3	55.6	36.2	100		
	Pastor gives church members some leadership responsibilities to ensure that the church fulfills its God given mandate of spreading the good news of the Kingdom of God	Freq.	1	0	2	59	145	207	4.6763	.54556
		%	0.5	0	1.0	28.5	70.0	100		

Table 2: Internal Team Environment Descriptive Statistics Analysis

As indicated in Table 2, the results of the study showed that the aspect of internal team environment that was rated highly by the respondents was that the pastor gives church members some leadership responsibilities to ensure that the church fulfills its God given mandate of spreading the good news of the Kingdom of God with a mean of 4.6763 and a standard deviation of .54556. Majority of the respondents observed that pastors gave church members some leadership responsibilities to ensure that the church fulfills her God given mandate of spreading the good news of the Kingdom of God. The Mean and Standard Deviation of 4.6763 and .54556 respectively leaned towards the direction that in Pentecostal Churches in Kenya, pastors give church members some leadership responsibilities to ensure that the church fulfills its God given mandate of spreading the Good news of the Kingdom of God.

The aspect that came second was that the pastor involves church leaders and members in establishing the goals for the church with a mean of 4.4106 and standard deviation of 0.72439. The aspect that came third and last in the order was that pastors encourage church leaders and members to have a say concerning how church resources were used with a mean of 4.2222 and standard deviation of 0.78139. It is important to note that the three aspects of internal team environment assessed were dominant with an overall mean of 4.43. Majority of the respondents were of the view that the three aspects assessed in internal team leadership were dominant in Pentecostal churches in Kenya.

The findings of the study are in line with the study of Boakye (2015), which established there was significant positive impact of teamwork on organizational performance. According to Boakye (2015), an environment characterized by teamwork has the potential to give followers a strong sense of direction, workable plans and solutions, and powerful sense of belonging.

The following is the explanation of the abbreviation:

SD = Standard Deviation

The study sought to understand the activities in the church that showed internal team environment, church members' empowerment, collaboration and knowledge sharing. The data obtained from the field regarding the three sub variables was statistically analyzed and results presented in Table 3.

Description			Yes	No	Total	Mean	SD
Activities in church showing presence of internal team environment	Involvement of various departments and committees in church activities	Freq.	184	23	207	1.11	.315
		%	88.9	11.1	100		
	Delegating some responsibilities to church leaders and members	Freq.	176	31	207	1.85	.358
		%	85	15	100		

Table 3: Internal Team Environment: Open Ended Questions Analysis

In regard to the activities in church showing presence of internal team environment as shown in Table 3, the respondents cited involvement of various departments and committees in church activities with 88.9% of the respondents supporting it and delegation of some responsibilities to Church leaders and members with 85% of respondents supporting it. The means were 1.11 and 1.85. The standard deviations were 0.315 and 0.358 respective

4.2. Correlation Analysis

In data analysis, Karl Pearson's coefficient of correlation is used to assess the strength of a linear relationship between a predictor (independent variable) and outcome (dependent variable) (Kothari, 2004; Schober, Boer & Schwarte, 2018). The relationship may be positive or negative. As Kothari postulates, the Pearson correlation coefficient has a value that ranges from negative one (-1) to positive one (+1). In that case, it is important to note that any value that comes close to zero reveals or shows that there is no relationship between the predictor and the outcome. Kothari further suggests that any value that is greater than 0.05 indicates a positive relationship. This means that variables have effect on each other. The symbol used for the Pearson's correlation coefficient calculated from any sample is r , whose value ranges from -1.0 to +1.0. To calculate Pearson's correlation coefficient a researcher can use a formula, scientific calculator or any statistical software like SPSS, Excel or Minitab (Razak et al., 2017).

The objective was to investigate the effect of internal team environment on church growth in Pentecostal Churches in Kenya. Data from the field was analyzed and the outcomes presented in the Table 4 below.

Correlations					
		Church Growth	Internal team environment		
Church Growth	Pearson Correlation		1	.235**	
	Sig. (2-tailed)			.001	
	N		207	207	
	Bootstrapped ^c	Bias		0	.004
		Std. Error		0	.087
		BCa 95% Confidence Interval	Lower	.	.071
			Upper	.	.419
Internal team environment	Pearson Correlation		.235**	1	
	Sig. (2-tailed)		.001		
	N		207	207	
	Bootstrapped ^c	Bias		.004	0
		Std. Error		.087	0
		BCa 95% Confidence Interval	Lower	.071	.
			Upper	.419	.

Table 4: Internal Team Environment: Correlation analysis

The results of the Table 4 indicate that the predictor variable: internal team environment had a positive relationship with the outcome variable (church growth). That meant that Church growth was significantly correlated with internal team environment, $r = .235$ [.071, .419].

Thematic analysis of the focus group also showed that the themes of sharing of responsibilities and involvement of church leaders and church members in decision making and church programs were very dominant in the discussion.

4.3. Regression Analysis

The objective in the study aimed at gauging the comparative significance of the predictive variable, internal team environment against church growth. Data obtained from the respondents was statistically analyzed and outcomes of the same presented in Table 5

Model Summary ^d										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.235 ^a	.055	.051	.13266	.055	12.009	1	205	.001	
a. Predictor: (Constant), Internal team environment										
b. Dependent Variable: Church Growth										

Table 5: Model of Fit on Internal Team Environment and Church Growth

The results in Table 5 indicate that, the effect of internal team environment on church growth can be regarded statistically significant because P - value is below 0.05. The results further show that internal team environment correlates with church growth with an R - value of 0.235. This means that the Predictive Variable accounts for 23.5% in church growth. R² demonstrates that internal team environment explains 5.5% variation of church growth. The rest is explained by other variables that are not factored in this model. The proportion that is explained by internal team environment was statistically significant (12.009, p<0.05).

The ANOVA statistics on internal team environment were done. The data obtained from the field was statistically analyzed. The results are presented in Table 6.

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.211	1	.211	12.009	.001 ^b
	Residual	3.608	205	.018		
	Total	3.819	206			
a. Dependent Variable: Church Growth						
b. Predictors: (Constant), Internal team environment						

Table 6: ANOVA Statistics on Internal Team Environment

ANOVA speaks of whether the model is significantly better at predicting the result than using the means as the best guesses. The F ratio in the ANOVA model typically signifies the proportion of progress of predicting the outcomes from fitting the model comparative to inaccuracy that exists in the model. F ratio should be greater than one at significant p - value. If the p - value is significant then the model has significantly improved. The ability to predict the outcome value compared to not fitting the model (Field, 2013). In the ANOVA model Table 6 (b) above, there is a significant relationship between the internal team environment and church growth. The F - test results (1, 205) = 12.009 was positive at p = 0.001 < 0.05.

Therefore, there was significant relationship between internal team environment and church growth in Pentecostal churches in Kenya. The findings of the study are in agreement with some studies. Owusu (2016) proposed that in order for a church to experience significant growth and develop members who are committed to God and church programs, there is need for a conducive internal team environment. The findings have backing from another study by Becerra (2017), which established that in a team leadership environment, there is promotion of internal relational actions such as coaching, collaboration, conflict management, encouraging response to peoples' needs and modeling principle. Further support comes from a study by Dreyery (2012) which saw that internal team environment allows opportunity for the exchange of information, networking, forming of coalition and compromise for the benefit of the organization.

5. Conclusion

Organizational growth is a major focus and emphasis of every organization; whether profit or non-profit making organization. This study examined the possible consequence or effect that internal team environment has on church growth in Pentecostal Churches in Kenya. Based on the study results, it can rationally be settled that internal team environment to some extent contributes to church growth in Pentecostal Churches in Kenya. The effect of internal team environment was found to be significant. That meant that pastors, church elders and other church leaders have to appreciate the central role played by the internal environment when it comes to church growth. In that regard, Pastors and church leaders should learn to cultivate an environment of teamwork, sharing and involve of all stakeholders. They have to rise above selfishness, individualism, pride and other vices and deny many organizations the benefits that come with teamwork. That will be made possible by the appreciation that internal team environment allows for the exchange of information, ideas, networking, gives followers a common sense of direction, effective strategies and solutions, and commanding sense of belonging. The results suggest that involvement of all members in church programs, decision making and sharing of responsibilities contributes to church growth.

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