THE ROLE OF FELLOWSHIP GROUPS IN CHURCH DEVELOPMENT IN KENYA: A CASE OF AFRICA GOSPEL CHURCHES IN AINAMOI SUB-COUNTY, KERICHO COUNTY, KENYA.

DAVID K. JUMA

THIS DISSERTATION IS SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTERS IN DEVELOPMENT STUDIES (MDS) FROM

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SEPTEMBER 2019

DECLARATION

This is a product of my own work and is not a result of anything done in collaboration. It has not been previously presented to any other institution. I consent that this dissertation may be available for reference at the discretion of the University.

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This dissertation has been submitted for examination with our approval as the university supervisors.

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DEDICATION

I dedicate this dissertation to my family for their support and understanding during the time I was undertaking this study.

ABSTRACT

The focus of the study was to investigate the role of fellowship groups in church development. Africa Gospel Church (AGC) places emphasis on establishment of fellowship groups as a growth strategy since its inception in 1905.The focus was on fellowship group leadership, culture and interpersonal relationship. The specific objectives of the study were: to examine the role of fellowship group leadership, investigate the influence of fellowship group culture and to assess the effects of interpersonal relationship on church development. The study was built on Lewin's theory of change and Stakeholders theory by Freeman. Descriptive research design was used to determine the effects of variables. The target population was the fellowship, church leaders and members of fellowship groups in AGC churches Anaimoi sub-county, Kericho County, Kenya. Anaimoi is divided into 6 wards with each having an average of 10 AGC churches. The fellowship groups in 18 churches were used as a sample. Strata random sampling was used to select the respondents. Data was collected using structured questionnaires and interviews. The study was analysed through descriptive statistics with the help of SPSS and presented in pie charts, tables and graphs. Interpretation was made based on research objectives. A pilot study was carried out by choosing one small group fellowship to determine the reliability and validity of research instruments. Cronbach's alpha technique was also used to test the reliability of the questionnaires' items. Multiple regression models were used to test the relationships between the study variables. Conclusion and recommendation were thereafter made based on all research objectives and questions. Results indicated that there was a positive relationship between the dependent and independent variables in church development in Kenya as the reported p value is higher than the critical value. They also showed that the goodness of fit was adequate which means that a high percentage of the variations in church development units were explained by variables such as leadership, culture and interpersonal relationships. The analysis of variance (ANOVA) demonstrated that leadership, culture and interpersonal growth are good predictors of church development in Kenya. The study found that leaders in the fellowship involved members in decision making, though the process for the final decision may be varied depending on the leadership style employed by the leaders. The study also established that most of the AGC churches in Ainamoi have had leadership changes occasionally. According to the study, the leaders engaged the members on decision making process by encouraging participation and collaboration with the members. As a result, the members worked together as a team to help in implementing the development programs in their group as well as in the main churches. The members collaborated as they were united in purpose, in evangelism, participation in community work which also translated into increased membership and participation in the church development. Another aspect that was observed was that the fellowship groups had manageable number of members in the fellowship that blended easily and form trust among themselves. The working together as a team was greatly enhanced where a member of the fellowship groups was involved in the operations. The fellowship groups act as cornerstones of progressive management for the foreseeable future. There was synergy in working as teams; ideas by individuals encouraged healthy discussions that creating adoption and acceptance of ideas which initially seemed strange. The study therefore, recommends a study on the internal and external factors that affect the decision-making process in church development in Kenya. This will analyse critical factors that leaders ought to consider in order to make their decisions on certain factors in the church development. The study was expected to benefit church organizations, and specifically Africa Gospel church leadership, fellowship groups and future researchers.

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LIST OF ABBREVIATIONSAND ACRONYMS

AGC – African Gospel Church

ANOVA – Analysis of Variance

PAG- Pentecostal Assemblies of God

WGM- World Gospel Mission

OD- Organization Development

GLCC- Glorious Life Celebration Church

SPSS- Statistical Package for Social Sciences

CHAPTER ONE
INTRODUCTION TO THE STUDY

1.1 Background of the study

Africa Gospel church (AGC) traces its origin to the work of Willis Hotchkiss missionary in 1905 and World Gospel Mission. Since then, the church has witnessed remarkable growth and development in rural and urban areas in Kenya, Uganda, Tanzania, and South Sudan. The church embraces small fellowship to do ministry and carry out her mission. These groups play major role AGC's ability to continually grow and transform communities. The church is a sponsor to a number of institutions in the country including Kenya Highlands Evangelical University, Tenwek Hospital, Tenwek School of Nursing, bible colleges, Ministry Training Institutes, Primary and Secondary Schools and community development projects (Africa Gospel Church, 2018).

According to Rick Howerton (2014) fellowship groups is a micro-community of 3- 12 followers of Christ doing life together. Rick Warren (2018) defines fellowship groups as a collection of Christians working on some common goals where they learn and share experiences together in a free atmosphere. According to Gerald (2014), the groups exist to stimulate the development of Christians to love God, connect to people relationally by serving, supporting, encouraging and to glorify God by make disciples of all nations (Matt 28:19-20). Carl George (2012) noted that the fellowship group work so effectively in large churches and should be adapted to work in any size church in North America or overseas.

The pace of change in organizations today is increasingly becoming fast and unpredictable. According to Markus (2015) organizations that are looking for the pace of change to slow are likely to be disappointed. Organizations have to cope with changes in technology that has caused a revolution in the way business contact each other, sources for goods, information and even expertise knowledge. As the organization grows it requires restructuring of the systems to accommodate the growth.The convectional levels of customer satisfaction are changing. As the world evolves, customer needs has changed.Stronger economies are emerging leading to increased demand for products and services (Bellany, 2015). This means that companies must consider expansion that may involve addition of staffs and new facilities. These changes offer opportunities for staff to develop but also create more problems as companies find themselves needing to make difficult decisions, that can impact employee salaries and benefits and even threaten their jobs.There is need for ability to manage both ends of the spectrum. The Organizational dymamics is important particulary for

organizations that want to maintain a strong brand and strong relationship with customers and employees.

In order to achieve the level of capability demanded from organizations today, organizations must embrace development as part and parcel of their proccesses. Organizational development (OD) according to Abraham, (2014) is the study of successful organizational change and performance. The concept emerged from human relations studies in the 1930s. This was after the realization that organizational structures and processes influenced worker behaviours and motivation. The concept has later on expanded to focus on aligning organizations with rapidly changing and complex environements. Key concept in organizational development is what influences collective behaviours, a key area of focus in the current study.

The study seeks to investigate the role of fellowship groups in church development in Kenya. Around the world one of the signs of hope in the Christian church has been the renewal being brought to individual and other Christian communities through fellowship groups culture (Masaki, 2013). A study by Joe Comiskey observed that throughout the church history, God has used fellowshipgroup formation to draw his followers. He observed that since 1950 the global house church movement has resulted in an impulsive multiplication of churches that has proven to be one of the most important influences of the today's church (Comiskey, 2015).

The China house fellowship centered groups have been the key to the remarkable growth of the church despite the suppression and persecution of the church since the Cultural Revolution.They are also wide spread in South, East Asia, New Zealand and South Africa. Many pastors have made pilgrimages to David Cho's church in South Korea hoping to bring back the results to North America (Chiu,2006). For the last 30 years, American Christian authors seeing the potential of small groups for Christian growth produced a multitude of literature.

According to Kevin (2010) the study observed that the effect of group involvement does not differ by congregation size. He argued that the extent of groups involvement positively relates to commitment and participation. Fellowiship groups may not solve all the problems but they do represent a potent source of vitality in congregations big and small. He also observed that fellowship groups are the basic building blocks of the life of the local congregation and are fundamental to individual and corporate Christian lifestyle. The groups

have always been a significant force for renewed growth in the christian church but its place is being rediscovered in our times.

From existing literature, the work of Kurt Lewin,(1939), (1898-1947), who is widely recognized as the father of organizational development. Lewin (Ibid) came up with the idea of group dynamics in an organization, a concept that has since become a piller in driving the processes of organizational development. It is perhaps because of the percieved benefts of group dymanics that formation of fellowship groups in churches has particulary become a reknown practice in our times. According to Myers, (2005) the groups in organizations provide an opportunity for members to have shared decision making, resources and diversity that enhance exposure. Myers also notes that within the groups, laws can be introduced to help members build cordial relationships just like how members countries do. On the same concept, Weimer, (2008) argued that groups provide an avenue in which solutions to many issues may be found without affecting member in a negative way.Many churches in Kenya have given the concept of fellowship group preminence.

Gerald, (2014) while describing the role of fellowship groups in church indicates that small groups in ministry mirror the original small groupsdemonstrated by God. She observed that Jesus begun the first fellowship group when he called the disciples, in Matthew (4:18-22), New international version. Jesus trained the disciples and then sent them out to the lost sheep. The effectiveness of a group thus according to Gerald, follows the theological construct, as illustrated in this example. According to Murray (2008) the work of disciples increased leading to development of house churches. The fellowship group ministries encouraged, trained and spiritually nourished believers helping them to reach outside the walls of the church and begin multiplication. From this biblical illustration, one can note that the early church grew as a result of fellowship groups. This puts into focus the relevance of assessing the role of fellowship groups in development of church projects. According to the Old Testament the principle of groups was used:the story of Jethro's advice to Moses. Prior to this Moses was handling all the work of administration alone, Jethro cautioned him to look for capable men to help him in other words build a team of leaders to assist him (Exodus 18:21-22).

It is common to find that administration through small groupsis a reliable system of management employed by many countries in the world. In the US there are 50 states, in Kenya we have 47 counties (Baird, 2018). Likewise in all productive organizations such as

factories, companies, government universities and churches work through a system of groups for effective performance. In the African set up we have families, age groups/sets which discusses issues related to them and which affect the entire communities. Thus fellowship groups which is a kind of small group is an important strategy for churches to development like other organizations where matters such as evaluation of projects, accountability issues, support, training and development and other important matters related to leadership can be easily identified and problems resolved.

In the book, Transformational Groups by Ed Stetzer and Eric Geiger share their personal stories of group experiences and proclaim that groups truly matter in church growth. They believe that groups in various forms are essential to the Christian life. They observe that disciples can't be fully formed apart from community and that Blind spots will remain in our lives unless we allow those we trust to look closely at us and tell us exactly what they are seeing. In order for this to happen leaders must spend considerable time with people we love and serve.

Stetzer and Geiger also share research conducted by LifeWay that supports the need for fellowship groups. In addition, they share research that supports the "why" of small groups, steps for choosing the right group strategy for your church culture, the importance of leadership development multiplication of small group and tips for application questions any group can use. The researcher reports that people "who attend group meetings at least four times a month show a significantly higher score in every area of discipleship compared with those who do not attend." They are more likely to share their faith, repent of sins regularly, give sacrificially, serve faithfully, read their Bibles regularly and witness”

Stetzer and Geiger also noted that what's really important is that groups are gathering together to do a few key things: practice spiritual disciplines, care for one another during life transitions, connect between meetings, have fun together, serve together, eat together, invite unchurched friends weekly.

Consequently, Stetzer and Geiger argue that transformation is a communal experience, not an individual exercise. Jesus, God on earth, understood this fact. His model of disciple making must be ours. Jesus chose twelve, a type of a fellowship group. The synergy that occurred in that group of twelve aided greatly in the process of making these men mature disciples. The conversations they engaged in, the time they served Jesus together. Doing life together is an unquestionable essential in the disciple-making process.

On small group leaders Stetzer and Geiger lay out a plan for finding the right leaders and developing them. Their research revealed that the number one factor that group members looked for in their leaders was the ability to help people feel comfortable sharing in the group. Rather than looking for leaders who know it all or can teach especially well, they look for those who love people. When leaders have personally experienced the blessing of community, they're able to draw others into community of believers.

According to Capes, (2013) many churches have smaller groups that operate under the unmbrella of the main church. These groups are reffered as fellowship groups, cell groups, home groups depending on the choice of the churches. These groups are meant to enhance the development of churches through utilizing synergies associated withgroups. There is however limited research efforts on the role played by groups in church development.

AGC as one of the largest evangelical denomination in Kenya has a stucure which has discipleship leaders in charge of fellowship groups from the national level to the local churches(AGC Kenya, 2017). From its registration as an autonomus entinty in August 1961 the church has grown to over 1700 congregations spread in different parts of the country (African Gospel Church, 2018). This has seen remarkable growth and development in rural and urban areas as well as sending missionaries to least reached communitites in Kenya, Uganda, Tanzania and South Sudan. While the groups concepts seem to be fragmenting churches, the AGC church seem to be growing stronger through fellowship groups. It's however imporatnt to note that the extent of contribution of these groups towards church development has not been given much attention. It is therefore against this background that this study seeks to evaluate the role offellowshipgroupsin church development, with a focus on Africa Gospel Churches (AGC).

1.2 Problem statement

Gikungu (2007), notes that the church is expected to be a community of unity, harmony, love and concern for each other coupled with common goals. Fragmentation of churches into small groups is mainly aimed at enhancing growth, through utilization of advantages that are associated with small groupings. Accoding to Murray, (2008) the growth of the church as an organization is achieved by adoption of the small group concept that inculcates similar culture, objectives and shared vision among group members. Fellowship groups in Kenyan churches however seem to be deviating from the objectives to achieve growth and development of the main churches to formation of new individual entities. It however

becomes a cause of concern when fellowship groups become avenues of fragmentation creation of discord and distorting the future of churches. Bellany, (2015) noted that the fragmentation into smaller groups leads to unsustainable organizational development and ultimately death rather than development of the said organizations for lack of good relationships.

Due to leadership wrangles, administrative structures, lack of leadership skills and mismanagement of resources,fellowship groups in many churches, seem to lead to more strained relationships than cementing values and vision together, which is core to the concept of groupings (Gichuki,2015). The focus of evaluation of the role of fellowship groups and how they can be used to enhance Church development is critical. This study seeks to evaluate this role with a focus on AGC churches in Ainamoi Subcounty, Kericho county, Kenya.

AGC while on its path to growth has adopted small group formations, which has seen it grow branches in Kenya and outside, while this effort can be commendable, inadequate research and focus given to the area, threatens the gains that the church has made in organizational development. The need for effective small group ministry is implied in the New Testament. If the local church is to truly develop the spiritual gifts of its members, and mobilize the terrific power of the Holy Spirit to work through a trained and experienced laity, if it is to facilitate true relationship-based community, it will need to organize smaller groups where these can be fostered.

1.3 Objectives of the study

The study was guided by the following objectives

1.3.1 General Objective

To evaluate the role of fellowship groups in church development in Kenya and specifically of Africa Gospel churches (AGC).

1.3.2 Specific objectives are to:

i. Examine the role of fellowship groups' leadership on church development.

ii. Investigate the influence of fellowship groups' culture on church development.

iii. Examine the effect of fellowship groups' interpersonal relationships on churchdevelopment.

1.4 Research Questions

i) What is the role of fellowship groups in churchdevelopment?

ii) What are the influences of small fellowship group culture on church development?
iii) How does fellowship group interpersonal relationships affect the church development ?

1.5 Significance of the Study

The study benefits the following:

1.5.1 Church Leadership

Conflcits arising as a result fellowship groups pose challenges in churches today. As a result church leaders are constantly establishing ways in which they can drive the visions of their organizations while holding their members together, by providing exploring ways in which leaders of fellowship groups affect church development, the study provides a guide to church leadership on how to effectively utilize leadership skills for the benefit of their congregations.

1.5.2 Leaders of fellowship groups and their Members

Both leaders and fellowship members have roles to play in ensuring the successful implementation of church projects that enhance development. The leaders may use this study to examine and evaluate the leadership dynamics that contribute to succcess of the fellowship groups as well as the contribution of leaders towards the overall vision of the organization. Fellowship group members, may use the study to understand their role in promoting group cohesion and spearheading the growth and development.

1.5.3Future studies

The issues of organizational development particulary in churches has not been highly focused by past studies , this study therefore contributes to the existing literature on fellowship groups and organizational development particulary with reference to church development. The study findings may thus be used as a source of reference for future studies.

1.5.4 Justification of the study

The findings of this research offers insights on the significance of fellowship groups in church growth and development.Adoption of fellowship groups help in running church programs, understanding the vision and goals and moreover improves participation in church and community service. The study is also of great importance to future researchers as it forms future basis for research as well as provide literature review in church development using fellowship groups.It also shows how conflicts can be resolved and managed in small group leaders without necessarily getting to the senoir leaders. The members are able to use their

tallents and skills to foster church development. It also create a free environment where members and leaders collaborate in the church activities hence synergy in discovering and using the talents and skills for personnal developmement as well as church development.

1.6Scope of the study

The study was carried out to evaluate the role of fellowship groups in church development. The unit of analysis was African Gospel Churches (AGC), Ainamoi, Kericho county, Kenya.The study focused on AGC Ainamoi sub county which has 6 wards.The areas of focus were the role of fellowship group leadership,resources, culture and interpersonal relationships in church development. The target population was fellowship groups leaders , church pastors and fellowships group members of AGC. Most of these churches had fellowship groups. The study was carried out in March and April 2019.Therefore, this study location was relevant to the study as AGC has adopted fellowship group formation as a strategy for growth and development.

1.7 Assumption of the Study.

First the study also assumes that the sampled data clearly represents the larger AGC Church population.Next it assumed that there is a connection between leadership,culture and interpersonal relationship in church development. Thus, the more creative and effective leadership strategies that a church engages in, the better the results. Specifically ,the study assumed that the respondents would be readily available and that permission from NACOSTI and the AGC administration would be obtained on time.

1.8 Definition of terms

Collaboration: according to Merriam Webster dictionary collaboration means to work jointly with others or together to achieve a common goal

Culture :the customs,arts, social institutions,and achievements of a particular nation or social group. Thus communication must be relevant to the fellowship members in their own context. The message must be contextualized

Development: This is the process by which the members of the society increase their personal and institution capacity to mobilize and manage resources to produce sustainable and justly distributed improvement in their quality of life.

Leadership: This is the ability to guide, direct,or influence people.

Organization: an organized group of people with a particular purpose such as business or government.

Participation: Being able to be invoved or take part in a particular activity.

Project: Planned intervention for achieving one or more objectives.

Resource: is a source or supply from which a benefit is produced

Fellowship groups: It is a collection of Christians working on some common goals where they learn and share experiences together in a free atmosphere.

Resource: An economic or productive factor required to accomplish an activity, or as means to undertake an enterprise .

Management: The organization and coordination of the activities of a business in order to achieve defined goals and objectives

Small group: A micro-community of 3 to 12 with common purpose, doing the Christian life deeply together with honesty and vulnerability,transparancy and accountability with aim of promoting growth among members and churchas outlined in Acts 2:42-47.

Teams : A group of people with a full set of complementary skills required to complete a task, job, or project. Teams are characterized by interdependence, accountability, collective performance, responsibility and sharing authority and responsibility towards achieving common goals.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter provides the theoretical review, empirical review, conceptual framework as well as summary of the research gap.

2.2. Theoretical Review

The study was based on Kurt Lewin theory of change (1947) and stakeholders theory by Freeman (1984), cited in Freeman, (2013).

2.2.1. Lewins theory of change

According to Kurt Lewin's theory of change (1947) methodology for planning, participation and evaluation is all aimed at creating social change. The study considered the model as relevant in church development because it provides practical ways of solving many social problems in an organization. The model is based around three stages namely, Unfreeze, Change and refreeze. The model provides a practical way for planning, participation and evaluation of the development process. This study was based on this model since it assesses the processes in the church development through fellowship groups. Another reason is that it elaborates and communicates the assumptions for the process of the anticipated change in an organization. The theory helps in defining and predicting the long and short term goals and identfies intervention at every stage necessary for change. Below is the explanation of what happens at evary stage.

Unfreezing stage

Cummings & Worley (2005) argue that a church or group might resistance if its members suffer discomfort making them to resist the change. This is the start of the unfreezing stage. Here the members try to understand the terms for the new change in the organization. To counter the resistance, the leaders should focus on reducing the barriers that might hinder the development in the church. This concept of change relates to the theory which argues that human behavior is established by past observational learning and cultural influences. At this stage, necessary intervention should be taken like removing the existing factors that propagate the behavior and employing other intervention that are necessary to effect the change.

Similarly, churches and fellowships groups undergo leadership changes occasionally which may affect the performance in bringing the change for development. This ranges from the

programs, leadership and logistics. The church and fellowship members go through the same process to adjust to the news change for church development. Ruona &Choi (2009) argues that the concept of unfreezing relates to the concept of creating readiness for change. They propose the abolishment of existing structures and building new ones that supports the change. The church and fellowship leaders in the same way should facilitate the change process in way their members fully understand the need, the process and the results. In this way, it will reduce the friction and encourage members to support the change.

Movement

The moving stage is where the leaders and members are engaged in actions and process for the creation of a smooth change in the church. When there is clear understanding of goals and objectives members will collaborate and work together towards the goal. According to Wirtenberg, Abrams, and Ott (2004) leadership development and teamwork are significant in implementation of change. The leaders engage the members on the decision-making process which may include brainstorming of ideas and discussing the need for change by clearly communicate the vision. It will in turn reduce hostility and resistance and create motivation toward the development. It will inspire confidence and encourages participation.

Refreezing

The old ideology maybe stuck in the members' mindset and may find way back. The main focus is to create ways that instill new ideas by creating support teams and encouraging members to help each other. The module in the change model demonstrates the need for the organization to be steady and adopting change after the movement stage. Kotter (2012) noted that implementation stage is the final step for change and it determines its sustainability. The members work together as a team to help in implementing the change process. They support each other in explaining the importance of the change to those who may not have understood the change. This will help avoid going back to the old ideologies that may hinder church development. The model encourages leaders to emphasize change and stay focused on the development agenda of their churches. It acts as a motivation to many leaders who wants to transform their churches from stagnation to thriving. Through this model church leader will be able to lay down practical steps necessary for planning, evaluation and interventions needed. It is also useful for creating initiative by helping them to think strategically as they lead the organization in realizing their goals and objectives.

2.2.2 Stakeholders Theory

The stakeholder's theory was pioneered by R. Edward Freeman in 1984. Its role was to help in the management of organizations. According to Freeman et al. (2010) stakeholder theory attempts to provide an understanding of the principle of who really matters in an organization. The theory helps the managers answer two critical question about the organization: what is the purpose of the organization and what is the responsibility do managers have to the stake holders? Harrison& Wicks (2013) argue that thetheory presumption is that managers should concentrate on molaritynand ideas in running organization. It propels managers to generate an outstanding perfomance and to articulate what kinds of relationships they want and need to create with their shareholders to deliver on their purpose. In relation to the study the fellowship members are stakeholders and they play important roles in implement changes for church development. In most Kenyan churches,fellowship groups are important stakeholders, it's a strategy for growth and develoment. As mention earlier, AGC adopted fellowship groups as a growth strategy to grow its members and for planting churches.The theory helps in understanding the contribution made by fellowship groupsin church project development process. However the theory has been critiqued especially on conceptualization. Key (1999), critiqued the theory for not meeting the requirements of scientific theory and thus does not satisfy its conceptual requirements.

Applying this approach to this study implies that small groupsare part of the main church and therefore have a significant role on churchdevelopment. According to Patton (2008) the participant method has been labelled as an influenctial way of accepting the firm in its surrounding. While Mansuri&Rao, (2004) observed that the method is anticipated to increase administration's vison of its parts and duties further than income maximmization function and investors recognized in input-output models of organization. Patton (2008) also expounded that the stakeholders ideal involves all individuals with genuine interests contributing in an initiative to acquire profits and maker sure thathere is no stipulated precedence of a solitary set of interests and profits over another (Karl, 2002).This model underlines the importance of the correlation among the top leadership management with the stakeholders. The stakeholders will contribute depending on the association they adopt and how they have been engaged by their leaders.

2.3 Empirical Review

The empirical review details the three variables: leadership, culture and interpersonal relationships on church development.

2.3.1 Fellowship group leadership on church development

Leadership

In any organization leaders play key roles in leading the organization to achieve the objectives and goals. Saim, et al (2015) observes that human beings are species created to live in groups. It is natural to find people interacting and communicating in their day to day life as they carry out their activities. Structuring work around teams has over in the past becomes a fact for a successful organizational life. Most organizations tend to focus their work around teams because it helps in maximization and achieve efficiency within the organizations. According to Morgeson, et al, (2010) leaders are individuals who establish direction for a working group of individuals and who gain commitment from this group of members to established direction and who then motivate members to achieve the direction's outcomes. The term leadership can be viewed through multiple angles and concepts. Traditionally leadership is a set of features owned by the leader or it is a social phenomenon that comes from relationship with groups. These concepts can give different opinions about the definition of leadership. It is a continuous debate that whether the leadership comes from the personal qualities of a leader or a Leader makes followership through what she/he does or believes (Abraham B, 2014). He further highlights position problems associated with the leadership. With the true authority to decide or implement, or it is only a person in front who takes his/her directions for someone. Recent reviews take leadership as a process whereby an individual influence a group of individuals to achieve a common goal (Northouse 2014).

Any organization which is ready to move towards achieving its intended goal requires strategic leadership with ability to predict the essential alterations and changes in advance. This kind of leadership should cultivate the required commitment and a good working environment for worker and teams to understand and adopt the changes successfully. According to Cooper et al 2014, the action by leaders is decisive not only for the effectiveness of the organization but also for its very survival. As the business goals can't be achieved without adopting any strategic business process, likewise the organizational success and sustainability also can't be accomplished without a strategic role of leaders. From allocation of resources to alignment, from perception of thing to decide future focusing, form

commitment and motivating the teams to get the goals of an organization, to confirm the sustainable growth, it's a leadership whose footprints are everywhere (McGuire, 2013).

Cameron (2012) argues that leadership is about leading the organizations and organizational teams to go somewhere. If the leaders and its people don't know where to go, then leadership means nothing. Vision is very important for leaders because if gives a clear picture of where the organization desires to go. If we try to put the light on word vision, it may have different pictures and angles. He defines vision is as the ability of a leader to predict and perceive future, in a precise and accurate way along with defining the road map that shows how to get into this future successfully. In summary like every human being every leader must have some vision, but vision of two leaders could be different even while managing the same organization or same matter, because the vision is a perception of unseen things. Two leaders may perceive differently. Moreover, as we can't say that this leader is innovative or this is not, before we can see h/her action, decisions, steps taken and their results, for a certain matter. Likewise, we can't say that this leader is visionary or this is not before seeing the results of his perceptions. In relation to the study, the church pastors and fellowship leaders need to communicate the goals and the objects in a clear way so that their members may understand and participate. Clear communication helps in the mobilization of resources necessary to carry out the required projects.

Fellowship Groups brings Transformation

Donahue & Willow Creek Community (2002) observe that small groups have the power to change people's lives. They are significant route to discipleship and mobilization. A good place for members to learn biblical truth, apply and provide a way for building healthy relationships. To belong to a fellowship group helps members to experience warmth of the togetherness and create a sense of belonging. It is in the fellowship group meeting where members experience community and transformation. Explaining further Donahue and Robinson used Willow Creek Community Church where small groups contribute more in their organizational strategy. The groups provide the kind of life-giving community that builds and empowers their members to impacts their community and the entire world. According to Donahue, (2012) fellowship was an integral part of the early church structure. They fellowship groups were small enough to help members minister to one another experience sense of belonging, for accountability, support, a place for leadership development as well as learning and identifying gifts. As a result, the churches were vibrant

enough to transform communities. Fellowship groups not only built up the church as the first living examples of biblical community but were vehicles for reaching a lost world for Christ Thus explaining the church's growth strategy (Cloud & Townsend, 2003).

Moreover, Acts2:45-47 demonstrates that the use of fellowship groups helped those early church members develop their spiritual gifts. McCallum (2012) suggest that in order to facilitate true relationship based on community members should be divided into small fellowship. The fellowships group has been a place of evangelistic activity, training, loving one another and serving together.

Small Groups A Place of Reconciliation

Many Christian authors emphasize that forgiveness and reconciliation can more easily be fostered in a small group than in large gatherings of people. The Christians who struggle with forgiveness may feel uncomfortable to share their problems in a large group of people, in search a case small fellowship group provide a safe environment where they feel safe and can open up and talk about their hurts and issues.

Schwartz (1995) describes the benefits that believers receive from fellowship groups, such as intimate community, help, spiritual interaction, discussion of daily issues, and Bible study. Growing churches have developed a system of small groups where individual believers can find intimate community, practical help, and intense spiritual interaction. In these groups, people not only discuss biblical texts and listen to their leader's interesting explanations, but they apply biblical insights to the questions the participants have about everyday life issues. Schwarz, (2013), fellowship groups meetings is considered as a place where members receive counsel and advice on all types of topics. And even more important is the fact that people who join these group do so voluntarily because they want to grow.

According to Arnold, J.& Black, S. (1992), The big book on small groups, a small group is an intentional gathering of three to twelve people who commit themselves to work together to become disciples of Jesus Christ. The key words in this definition are emphases of commitment, working together and discipleship. Within the broad context of this definition, small groups assume a variety of formats and focuses. Through fellowship groups members learn and grow in an atmosphere of love and acceptance. That atmosphere is Christian community. Community is not one aspect of group life; it is the very structure within which the group operates. A healthy community will produce healthy disciples.

Stetzer & Eric Geiger (2014) observes that groups truly matter in church growth and development. They believe that groups in various forms are essential to the Christian life. Both argue that disciples can't be fully formed apart from community and that blind spots will remain in our lives unless we allow those we trust to look closely at us and tell us exactly what they are seeing. In this case group members and leaders must spend considerable time together. In support of the need for churches to have groups, Stetzer & Eric Geiger shared research conducted by Lifeway. The findings of the research showed that group that develop culture and good leadership easily blend and accomplish more together. They underlined the steps for choosing the right group strategy for church culture, the importance of leadership development and multiplication, and tips for application questions any group can use. The need to show serve the community and neighbourhood. The research also reports that people "who attend a group at least four times a month show a significantly higher score in every area of discipleship compared with those who do not attend. The people in fellowship groups are more likely to share their faith, repent of sins regularly, give sacrificially, serve faithfully, and read their bibles regularly. God is uses groups to create people who look more and more like Christ to transform their world. What's really important is that groups are gathering together to do a few key things: practice spiritual disciplines, care for one another during life transitions, connect between meetings, have fun together, serve together, eat together, invite un churched friends, and meet weekly. Outside of these practices, the right group model for your church is the one that best matches your context. According to the New Testament, Jesus led his group of twelve disciples. So often we focus on all the amazing things they did together. Transformation is a communal experience, not an individual exercise. The synergy that occurred in that group of twelve disciples of Jesus aided greatly in the process of making these men mature disciples who accomplished great things during their days. The conversations they engaged in, the time they served Jesus together. Doing life together is an unquestionable essential in the disciple-making process of great leaders. On choosing leaders Stetzer and Geiger emphasize the need to choose the right people for leadership position. The church leadership and fellowship members should come up with a workable strategy for finding the right leaders and developing them through training and mentorship programs. Stetzer and Geiger research revealed that the number one factor that fellowship group members looked for in their leaders was the ability to help people feel comfortable sharing in the group. Instead of looking for leaders who know it all or can teach and preach well they were interested with the ones who love people and were available for fellowship group

meetings. The leaders who personally experienced the blessing of community are able to draw others into community.

A Place to Build Relationships between believers and Unbelievers

A fellowship group is the right place where members build relationships with other people in the community who are not may not be going to church and may not be Christians yet. In the fellowship group there is a good environment which is non-threatening and in a natural way allows for members to get to build relationships with each other and have the opportunity to ask questions. Fellowship groups also create accountability and openness based on trust.

The New Testament model demonstrate that disciples are best made in relationship with other disciples in fellowship with each other, which thereby indicates that ideally all new believers should be made a part of a small group and all small groups should consist of both believers and unbelievers. Involvement in the group must be seen as a part of the evangelistic process. No longer must we evangelize in isolation, for disciples are made in relationships. (Icenogle,1994). According to McCallum (2012), the need for effective small fellowship group ministry is implied in the New Testament. And churches should truly develop their members, and mobilize them to facilitate true relationship-based community and create free atmosphere to organize smaller group can be fostered. It is in the fellowship groups where members learn together and can be mobilized to take part in realising the vision and mission of their church and group fellowship.

Agreeable from existing literature showing the work of Kurt Lewin (1898-1947) widely recognized as the father of organizational development and who also developed the idea of group dynamics in an organization, a concept that since become a pillar in driving the processes of organizational development. It is probably because of the perceived benefits of group dynamics that formation of small groups in organizations has particularly become a renowned practice. According to Myers, (2005) small groups in organizations provide an opportunity for member to have shared decision making, resources and diversity that enhance exposure. Myers also notes that within the groups, laws can be introducing to help members build cordial relationships just like how member's countries do. On the same concept, Weimer, (2008) argued that groups provide an avenue in which solutions to many issues may be found without affecting the member in a negative way. Group members help in the expansion of social networks which gives them opportunity to access resources for their development. Churches in Kenya have given the concept of fellowship group prominence.

Larson (2010), notes in group's members are able to sharpen each other, as they learn, serve and share the available resources.

In church organizations, the concept of small fellowship groups has particularly been given a lot of dominance in many churches. Gerald, (2014) describing small groups in church indicated that small groups in ministry mirror the original small groups demonstrated by God. She adds demonstrated that Jesus begun the first small group when he called the disciples, in Matthew 4:18-22, New International version. Jesus trained the disciples and then sent them out to the lost sheep. The effectiveness of a small group thus according to Jerald, follows the theological construct, as illustrated in this example. According to Murray (2008) the work of disciples increased leading to development of small house churches. The small group ministries encouraged, trained and spiritually nourished believers helping them to reach outside the walls the church and begin multiplication. From this biblical illustration, one can note that the early church grew as a result of small groups. This puts into focus the relevance of accessing small groups and organizational development.

According to Capes, (2013) churches have been hit by divisions that have led to splits a sad scenario that has become too common. Kenya in particular, incidences of church split has become common place. Gakio (2014), reports that the worshippers of African Independent Pentecostal church of Africa in Nyahururu, boycotted Sunday service over highhandedness of the clergy. They sat in groups outside to discuss the problem. In a study to examine conflict in Pentecostal churches, Gachuki (2015) noted that there was unprecedented fragmentation of the churches into smaller groups as a result of weak administrative structures, leadership wrangles, lack of leadership skills and mismanagement of finances.

The Pentecostal assemblies of God (PAG) have also been hit by the split trend. This has led to formation of splinter churches that have no allegiance to the original PAG church. While this can be seen as good move towards occasioned by organizational development, formation of splinter groups out of an organization seems to violate the core concept of organizational development through small group. According to Capes, (2013) small fellowship groups should be used to help in cementing the larger vision of an organization by ensuring that all members of an organization are growing and are in tune with the top leadership through small groups. It however becomes a cause of concern when small groups become avenues of fragmentation creation of discord and distorting the future of an organization. Bellany, (2015) noted that the fragmentation into smaller groups leads to unsustainable organizational

development and ultimately death rather than development of the said organizations for lack of good relationships.

The Africa Gospel Church (AGC) is one of the largest evangelical denominations in Kenya (AGC Kenya (2017). From its registration as an autonomous entity in august 1961 the church has grown to over 1700 congregations spread in different parts of the country. This has seen remarkable growth and development in rural and urban areas as well as sending missionaries to areas and unreached tribes in Kenya, Uganda, Tanzania and South Sudan. While the concepts of small groups seem to be fragmenting churches, the AGC church seem to be growing through small groups. It is however important to note that the extent of contribution of these groups towards organizational development have not been given much attention. This is particularly true for church organizations. It is therefore against this background that this study to evaluate the role of small groups in organizational development, with a focus on AGC churches.

In democratic leadership style, leaders involve people in decision making, though the process for the final decision may vary from the leader having the final say or facilitating consensus in a group. This form of leadership is appreciated by the people especially if they are used to autocratic decision making. The style has a disadvantage especially in situation where there is clear way of reaching and equitable final decision.

Though there are two major categories of groups (formal and informal) that exist, they can be grouped into smaller divisions which are not completely autonomous in nature. Each of these types is unique in their own ways but to a large extent related in various aspects. Examples of groups that we have include: formal groups (groups formed by the specific organization and whose limits of discussion subjects are pre-determined); Informal groups (these are groups formed to meet the social needs of the members and the goals are not pre-determined); Control group (these are groups which are controlled by a manager and where each member account before the manager); Task groups (these are groups formed to perform a particular task which is laid down at the formation stage); Interest groups (formed by people who are interested in a given common topic); Friendship groups (these are groups formed by individuals who are interested in a common topic, become close to each other and who find the most lowest common denominators).

The success or failure of any organization depends largely on the leadership in that particular organization. As such, it is evident and true to say that leadership has a lot of effects on the

development of projects. The first major advantage of having small groups is the management benefit of these groups. As opposed to big groups whose management is sometimes a challenge, small groups consist of a relatively small number of people and co-ordinating such a team is much easier. The leader of the group is able to effectively manage the group and co-ordinate each and every function of the group because of this small number of members. Likewise, the fellowship groups in churches consist of a manageable number of people in a fellowship. Another key benefit of operating small groups to the organization is the fact that small groups facilitate teamwork and trust (Nagel, 2006).

Because of the small number of members in the fellowship group involved, they are able to blend easily and form trust among themselves. Working as a team is greatly enhanced because everyone is involved in the operations of the group. The team approach to managing organizations is having diverse and substantial impacts on church project and individual members of the congregation. Members of fellowship groups in churches act as cornerstones of progressive management for the foreseeable future. If the recent development in leadership is anything to go by, tomorrow's organizations will be flatter, focused on information and organized around teams. This means virtually all members of an organization will need to polish their team skills. Fortunately, the trend toward teams has a receptive audience today. Both women and younger employees, according to recent studies, thrive in team-oriented organizations.

One of the key functions of any group and leaders, small fellowship groups included, is decision making (Nagel, 2006). The members of the fellowship group are expected to make deliberations and come up with decisions that will stir the organization forward in terms of success. Fellowship groups not only facilitate faster decision making, but also make decisions which is uniting. This is because each and every one of the group members is able to give their opinion during the decision-making process. Collecting different opinions from the group members does not prove to be a difficult task since they are few.

Decision making can be very problematic when dealing with large teams due to lack of consensus and divergent opinions. As such it is easy to find members feeling like they are not part of the group. According to another view, suggesting the different opinions by the individuals in the group causes the discussion of different ideas and adoption and acceptance of such ideas which initially seem strange by the group members. His/her idea is important for each individual; in this regard, the group decisions are taken in the idea denominator

closest to the group depending on the moral, ethic, norm and rules. According to another view, the group in the decision-making process tends toward the convincing ideas.

The different decisions or ideas are proportionate to the individual's ability to convince the group members (Davies, 2010). In addition, small groups help in the personal development of the members. According to a research by Saim et al. (2015), they discovered that individuals do more in groups as compared to what they are able to do by themselves as individuals. This argument can even be demonstrated using the animal kingdom. Feeling the existence of people around, we are motivated to work harder and become more productive in the process. The increased productivity of individuals results to increased development of the organization as a whole. According to an experiment by Kurt Lewin (1939) there are three different style of leadership particularly around decision making. These are: autocratic, democratic and laissez- faire. In autocratic leadership style, the leader makes decisions without consulting with other, this leadership style according to Lewin caused a lot of discontent, the style of leadership works when there is no need for input on decision, or where decisions would not change as a result of input, and where motivation of people to carry out subsequent actions is not affected whether they were or not involved in the democratic decision- making.

In democratic leadership style leaders involve people in decision making, though the process for the final decision may vary from the leader having the final say or facilitating consensus in a group. This form of leadership is appreciated by the people especially if they are used to autocratic decision making. Democratic has some critique because it may cause discomforts for failure to come up with amicable solution.

In laissez- faire kind of leadership, leaders' involvement is minimized to decision making and thus allows people to make their own decisions though they may be still responsible for outcomes. The style works best when people are capable and motivated in making their own decisions and where there is no requirement for central coordination for example in sharing of resources across a range of different people and groups. Style of leadership theory is important in explaining the effects of group leadership dynamics and overall contribution towards organizational development. It is well anticipated that the effectiveness of leadership style adopted by fellowship groups leaders have effect on the overall contribution of the fellowship groups to church development. The result showed that the most effective style was democratic which encouraged participation from members as in to fellowship leaders.

Management of resources

In order for any group to effectively perform its duties - which may vary, resources need to be there for them. The resources used by different groups vary depending on the purpose of the group and the members of the group therein. One of the greatest factors that influence the success of any organization, whether big or small is the availability of resources such as skills, finances and professional expertise (Davies, 2010). Resources are used to achieve the bigger visions of the organization by the members and leaders as well. Small groups consist of few members who share a common goal among them. As a result of these common goals and vision, there is a high likelihood that the resources they may require are similar or related. Having the same need enables the fulfilment of that particular need to be easier. A large group has so many people and in as much as they have common goals themselves, the means of achieving those specific goals is likely to vary greatly among the many of them. Thus, having a small group will facilitate the process of acquiring resources which are common. If several small groups exist but have similar needs, they can still use the same resource. This is cost effective and promotes the development of the organization (Mulej, 2008).

Another way to look at the effect of fellowship groups is considering how members come with different ideas on resources required to perform particular tasks. When there are different resources from different sources, the knowledge base is expanded and there is likelihood that new ideas will be generated. This enhances innovation. New ideas when effectively put into practice will ensure that the members of the organization become more productive. New ideas also provide alternatives to traditional ways and methods of doing things. Small groups can be critical during utilization of economic resources (Devaux, 2014). When groups are small, the resources needed in terms of numbers are also small. This in turn means that there can be sharing of resources among the members of the small group. For example, six students can use three books for a whole semester. This becomes effective since each book will be shared by just two students. A group of 60 students many not effectively use three books for a full semester. Sharing of resources not only has financial implications but also helps to create a bond and collaboration among the group members. Sharing of resources ensures that the organization is able to grow by channelling the remaining resources elsewhere where they can be used to perform other tasks of similar or greater importance for the organization. Small groups help in ensuring that resources are not strained (Nagel, 2006). As opposed to a case where there are many people in a group, small groups

ensure that resources are used within accepted limits without overstretching them. Nagel farther observes that there's a general tendency for resources to be strained where people involved are many which can be solved perfectly well by having small groups. In addition to this, there is a high level of responsibility and accountability in small groups. When resources are given out, the members and the leader are able to ensure that they account for everything entrusted upon them. They tend to take it upon themselves to ensure that the resources are properly utilized and that they can account for each and everything that was entrusted to them. This sense of responsibility and accountability is good for the development of the organization as a whole. When people are accountable, they do not tend to misuse resources that they have been given to use.

Management of resources is greatly enhanced when a small group is involved. Some resources are very costly and most of the resources involve spending in order to acquire them. There is a high degree of management in small groups because each member feels they belong and they share common goals and objectives. Resources that are well managed by the groups help the organization to develop since they will not be required to do constant repairs and/or purchases each and every time. Management is significant for the success of any group, leader or individuals.

When a group is small, they are able to use the available resources without anyone being left behind. There are high chances that by the end of the semester, some students will have not interacted with the books. Conversely, a group of six student sharing two books means that each and every student will get a chance to interact with and use the book within the semester. The feeling of some people feeling that they have been left out is eliminated. When the members are satisfied, their performance output is enhanced too and this positively contributes to the development of the organization (Devaux, 2014).

Because of the sharing, an organization is able to save on costs. The expenditure incurred to meet the needs of a small group is way lower compared to that for a bigger group. When the organization is able to save on the expenditure, they are able to maximize on income and the difference of the two is the profit. The lower the production cost, the higher the chances of having high profit returns. This will be of great benefit to the organization.

2.3.2 Fellowship group culture on church development

According to Gallos & Bass, (2003) groups involve different people coming together for a common purpose. Since these are different people with different personalities, getting them to gel and work together is an important aspect of the group work. The fellowship members in each group need to cultivate a specific culture for their group that will be a common ground to blend their differences in personalities. While it is right to say that some personalities match, a majority of these people need to understand one another and create a culture in the course of the group's operations. There is no common definition of culture that has been agreed upon. Different authors have defined the concept differently.

Masaki Yuki, (2013) defines culture as a complex whole which includes knowledge, belief, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of society. Chen, (2006) observes that culture is the software of the mind, similar to a computer program that controls behaviour. Chiu (2006) defined culture as a series of important values and beliefs that are characteristic for the members of a particular society and are relevant to their view of the world as well as to the ideals worth to strive for. On the other hand, Traven (2000) believes that culture cannot readily be expressed directly, for example, as a rule or pattern of behaviour, but indirectly in our functioning and our relations to ourselves as well as to the environment – human beings, nature.

A common feature of leadership groups of all kinds is the fact that they exist for some time. Organizations appoint or elect leaders for a specific period of time. Groups tend to develop their own culture over time. This is based on the knowledge, practices and behaviours that their members hold in common (Baird, 2018). Once a culture has been built among the group members, there is a sense of increased and common trust, cohesion and safety among the group members. This plays a key role in furthering collaboration in the group. It is important to note that the impact of culture on the development of the organization should be taken as being in addition to the effect of contextual variables such as technology, organization size and external competition (Yuki,2013).The theoretical argument regarding the aspect of group culture is that when different aspects are combined, e.g. reward systems, history, environment and leadership, a set of norms and values will then be established rewarding how things ought to be working and the expected behaviour of people (Chen, 2006). Depending on the specific group, some aspects of group culture may likely help performance while others may act as a hindrance to performance. For example, a university with strong cultural values towards

research tends to develop behaviours and processes that aid research work and thus becomes very productive in research output.

Another university may develop strong values concerning teaching and this will promote teaching in class. The two universities will definitely have different performances over time. The performance of any organization depends directly on the culture that has been set by that specific organization. As such, it is important for an organization to focus on positive culture that will enhance performance. The culture cultivated by groups has an influence on the relations of the members of the group and the organization as a whole. Since an organization has different people, the need to interact cannot be overemphasized (Ritchhart, 2015).

When the culture is based on values that support interactions, there is likely to be high levels of teamwork among the stakeholders and this will play a part in developing the organization. Interaction among different departments and individuals of a group is a sure way of keeping the organization strong and united thus increasing output. Communication is key for any organization in terms of development. The culture adopted by the organization has a direct influence on the communication patterns of the members of that particular organization. There are different types of communication channels that an organization may employ. Values relating to communication play major role in the organization (Mulej & Lynn, 2008).

Another aspect of organization that is affected by the group culture is conflict resolution. Whenever there is a group of people, the question is normally a matter of when, and not if, a conflict will arise. The differences in personalities are a sure contributor to conflicts. Conflicts may hamper the development of an organization. There are various conflict resolution methods that exist, each unique in its own way. The values cultivated by an organization may promote conflict resolution or hamper the same. An organization focused on development should ensure that they develop values that ensure limited conflicts as well as clear guidelines relating to conflict resolutions once they occur (Mulej & Lynn, 2008).

2.3.3 Fellowship groups interpersonal relationships and church development

Interpersonal relationships in the group are an inescapable reality for all those working in organizations. While they have often been studied from a negative perspective, for many these relationships may facilitate a context in which working individuals can fulfil their "need to belong" (Saim, et al, 2015)). Performance of members of any organization depends on the ability to effectively interact with their superiors, subordinates and co-workers within the organization and consumers, suppliers and general public outside. Interpersonal relations,

therefore is a very important issue involving any organization. Most organizations have people problems rather than business problems. People problems are due to faulty interpersonal relations, which hinder the attainment of organizational goal (Patricia, 2016). Good communication within fellowship group helps members to avoid misunderstanding. The theories mentioned above have been quite successful in defining a number of potential variables and processes that characterize effective leadership. However, these models have not applied a multilevel approach to leadership, assuming that the process of leadership is relatively similar at all group echelons.

According to Gallos & Bass (2003) poor communication within groups may lead to broken relationships hence hindering the spirit of participation and collaboration. On the other hand good communication increases understanding within the group members even as they serve together. One of the main benefits of having fellowship groups is that these groups are able to meet the interpersonal needs. This is because members feel included in the process of decision making. If there are carrying out certain projects in the church, they fully participate at every stage because the own it. In this case they work is done smoothly, where each member of the group is playing their role because they feel they belong. It is also important to note that people have always lived in group. A good example is families, friends, working groups who share the same values systems, loving, caring and providing for each other for the purpose of strengthening each other for the benefit of the group. This brings about unity and harmony in the fellowship groups. The other positive element of fellowship group is that each member has the opportunity to share their views. This brings in the value of each member feeling that they have something to offer, use their talents, gifts and skills to serve. Some people join the group because they want to serve, other wants to be supported to use their time and other resources for the welfare of their fellowship groups. It is in the fellowship meetings where the members discover and grow their talents as they serve together. Patricia (2016) argues that some people with the similar issues may join the group not for financial support by more because they are seeking emotional support. In the same way apart from fellowship members serving together they provide emotional support in fellowship meeting where they support, encourage and share their experiences together.

Baird (2018) found out that being part of a small group helps in reducing stress since members share their needs in a free environment and help each other. There are many actors in this system and they all are correlated with each other by many relationships. Positive leadership approaches are defined by their focus on positive capabilities that can be

measured, developed and which lead to performance improvement, and by the inclusion of the positive group context that leaders foster (Luthans and Church, 2002). Leaders play important roles in enabling extraordinary performance through positively deviant behaviours. It is not just to create positive emotions in people. Positively deviant leadership places an emphasis on "what elevates individuals and groups (in addition to what challenges them), what goes right in groups (in addition to what goes wrong), what is life-giving (in addition to what is problematic or life-depleting), what is experienced as good (in addition to what is objectionable), what is extraordinary (in additions to what is merely effective), and what is inspiring (in addition to what is difficult or arduous)". Positively deviant leadership is associated with the promotion of outcomes such as interpersonal flourishing, meaningful work, virtuous behaviours, positive emotions, and energizing networks (Cameron, 2012, p. 2). In relation to the study, both church and fellowship leaders and have great influence on interpersonal relationships even in their different roles

That sense of belonging is key and helps people to live a stress-free life. If there is a good interpersonal relationship between the individuals in the group, then the members will have a good time. For example, leaders that are perceived to be good listeners have been associated with employees feeling a sense of togetherness, belonging, social significance as well as inclusion (Alvesson & Swevingsson, 2003). A group with good interpersonal relationships will enhance unity among the members. Unity in turn promotes teamwork which aid in the development agenda of the organization (Reich & Herschcovis, 2011).

Members who relate well with each other will work together in unity and will most of the time consult each other. This is aided by understanding among the members.

It is common to find that fellowship groups with poor interpersonal relationship being rocked with conflicts most of the time and this slows down the development process in church organization. A good interpersonal relationship among group members also contributes more in the decision-making process of the group members. In an organization decision making is a process that most of the time requires more than one person. When members of the team have good interpersonal relationships, it follows that they freely express their views which will aid decision making process. Decision made will be objective and for the common good of all in the organization. These decisions will have been thoroughly thought through and will be made after careful considerations and deliberations. Such decisions help churches to move forward towards attaining their goals and objectives.

Contrary, poor interpersonal relationships negatively affect the decision-making process thus affecting productivity of the organization (Patricia, 2016). The decision making will take long time and will be marred with conflicts hence the development objectives may not be realized in good time. Interpersonal relationships play a part in either motivating or discouraging members. Members who relate well will be able to offer emotional support to each other and thus boost the morale of the team. A morally boosted group is more effective as they work with a lot more enthusiasm as opposed to a group which is not motivated at all. Another area where the effect of interpersonal relationships is felt is when it comes to accomplishment of tasks (Patricia, 2016). Teams with good interpersonal relationships accomplish tasks in time as compared to the reverse group. Inter personal relationship create harmony among members and the leadership team by enhancing clear communication throughout the organization. In relation to the study the fellowship members and the leaders will have clear understanding in relation to which role each group needs to perform to promote church development. This enhances members to meet deadline as each member will be working and playing their own part so that by the end all people will have substantially contributed for the good of all. Group communication ensures that each person is doing the right thing at the right time and they help one another. This in turn promotes the development of the organization.

According to Levi, (2001) culture has three levels, the surface, deeper and deepest levels. On the surface culture depicts symbols and rituals, while on the deeper level, it is displayed in the styles and approaches used by group members when they interact with each other, for the examples how they solve conflicts whenever they arise. In the deepest level culture consist of core ideologies, values and beliefs held in common by members. Levi farther argued that the measurement of group dynamics is essential in understanding the behaviour of individuals as well as that of the group as a whole (Levi, 2001).

While arguing on the same, Toseland and Rivas, suggests that communication involves members being encouraged to communicate among themselves other than leaders alone which promote healthy discussion among them. It also ensures that members have input in the agenda of the group meetings and the direction in which they group needs to take. This enhances collaboration and recognition of special skills and talents. In this way members are rewarded for active involvement through appreciation and recognition (Toseland, R.W., & Rivas, R.F. (2001).

2.4 Conceptual Framework

A conceptual framework provides the relationship between study variables as viewed from the researcher's perspective (Kothari, 2013). In the current study, the relationship between the dependent and independent variables have been provided in figure 1.

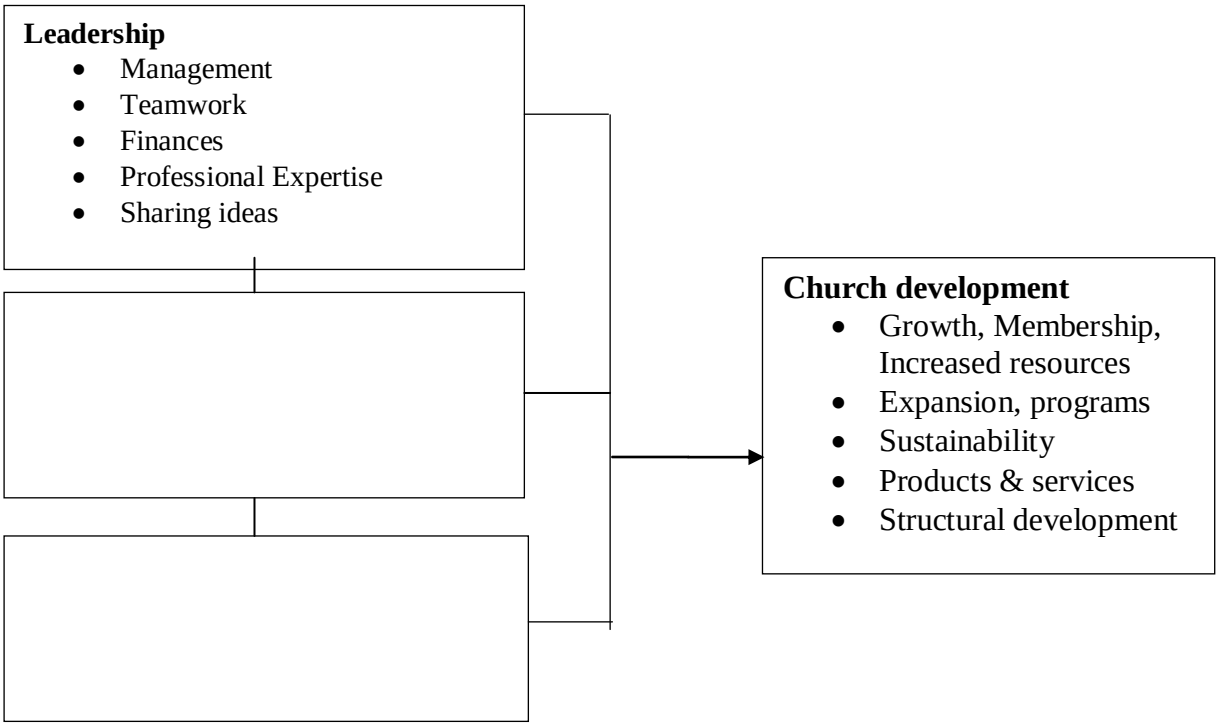


Figure 1

Conceptual Framework

The study was of the view that the development in churches is subject to contribution of fellowship group leadership, resources, culture and interpersonal relationships. Group leadership styles may be autoctratic, democtratic or laissez- faire. The effectivenes of group leadership style may affect overall effectiveness of church project development. Group resources are indicated by finances, profesional expertise as well as social networking. The development of church organizations may depend on the willingness of groups to utilize their resources towards enhancing development. Group culture defines group's way of doing things. These could have been shown by the values they uphold, customs and traditions as well as how the group is governed. Group interpersonal relationships define how group members behave towards each other and what binds them together.These interelationshipsmay be based on love, social commitments and business interactions.

2.5Summary of the chapter

The chapter provided an understanding of past studies on the role of small fellowship groups in development of church organizations in Kenya. Various theories explainedorganizational development includes change management theory and stakeholder's theory. There was a general view on studies covered that organizational development have scantly focus on the study of small fellowship groups in church setting. Thus little focus is given to the role of small fellowship groups in church development. Since the literature review that small groups contribute to the development of the larger organization and that their contributions are vital and contextual then it is important to explore the actual role of fellowship groups in AGC Ainamoi Kericho county.

CHAPTER THREE
METHODOLOGY

3.1 Introduction

The chapter reviewed the research design, target population, sampling frame, data collection instruments, data collection procedure, data analysis and presentation.

3.2 Research Design

The current study adopted a descriptive research design. Kothari (2010), states that a descriptive research design examines a research phenomenon as it naturally occurs. The design was suitable in survey studies that entail getting a sample of population from a wide population range. This design suited the current study since it facilitated sampling respondents in small fellowship groups in AGC Ainamoi sub-county.

This design ensures that the objectives of the study were addressed effectively and in a logical and systematic manner (Creswell, 2007).

3.3 Target Population

The study covered the entire group of individuals in which the researcher was interested in undertaking of the study William (2010). The population has varying characteristics and is also known as theoretical population. The target population for this study was the fellowship members, their leaders and AGC pastors of Ainamoi. According to the data at AGC office Ainamoi has 60 churches with each church having an average of 3-4 small groups. The researcher took 30% of the total chances for sampling. This gave the sample size of 18 churches from the entire region. The sampled churches were in 6 wards of Ainamoi constituency which have fellowship groups.

3.4. Location of the study

The study focused on AGC churches in Ainamoi sub-county, Kericho County which has 6 wards according to office data. As per the records in AGC Ainamoi area AGC churches are well spread in the six wards and forms the majority among other denominations. Another factor is the strategy used in planting and establishing churches in the area Ainamoi. The churches have the potential of spreading very fast and building permanent churches building beside their enormous contributions to the communities. AGC church was chosen as a sample because their strategy involves use of fellowship groups in church planting and development in every ward. So, the church was relevant in analysing the role of the fellowship group in church development. Most of the churches were planted through fellowship groups.

3.5 Sample frame and sampling procedure

The stratified sampling method used to sample the fellowships groups in 18 AGC Churches. It gave proper representation of the study population.

Sampling frame is defined as a complete list of all members of the population that the researcher wishes to Study (Creswell, 2007). It provides the researcher with a wide range selection of elements with his or her target population (Kothari (2010. The sampling frame will contain the list of fellowship group's members in AGC in Animi sub-County, Kericho County. Anaimoi - Sub County has 60 AGC churches spread through the 6 wards. The study sampled 30% of the churches that is 18 churches as the sample target. Each AGC church has an average of 3-4 small fellowship groups. The researcher further divided the number by the 6 wards to find the sample churches per ward giving 3 churches per ward. The study used the following formula to find the number of respondents to be sampled.

This considered the standard normal deviation set at 95% confidence level (1.96), percentage or response (50% = 0.5) and the confidence interval (0.05 = ±5).

The formula is:

n = z 2 (p) (1-p) C 2

Where: z = were normal deviation at 95% confidence level

p = those who were aware of the importance of small fellowship groups

c = confidence interval 1.96*1.96 (0.9) (0.1)/0.05*0.05=138 138/5=27.6 / 28 138- The study population 27.6 rounded up to 28-the study population per church.

The total respondents were 138. The sample respondents per ward were 23 respondents. Therefore, among the three churches per ward, each church had approximately 3 respondents.

3.6 Sample Size

Sample Size is defined as the number of units or population elements in a study sample (Evans, 2000). Sampling technique on the other hand is concerned with choosing a subset of individuals from a statistical population to estimate the characteristics of a whole population. The study used random sampling to pick the sample churches per ward. This was done by listing down on a paper the names of the churches per ward and randomly picking 3 samples. This study used systematic random sampling to select sample small fellowship group per

church. The researcher picked these by having a list of the small groups per church and randomly picked one fellowship group at intervals. The leader of that selected small fellowship group was interviewed. This formed a sample size of 138 respondents.

3.7 Data Collection Instruments

The study used both quantitative and qualitative type of study. Data collection instruments refer to a device for collecting data including such as paper generated questionnaires or interview schedules (Creswell, 2012). For the quantitative study, structured questionnaire was used to collect data. The advantages of questionnaire according to Kothari (2010), is that they are quick and easy to collect information in a non-threatening manner. The disadvantage however is that the researcher may not have an opportunity to probe for more questions in case of self-administered questionnaire. Questionnaires were the best suitable for study since it was easy to construct standard questionnaires. The researcher also used key informant interviews for the small fellowship group pastors. Interviews which were part of qualitative study were used to give an elaborate narrative of the study.

3.7.1 Pilot Study

A pilot study is a replication of the larger study on a smaller scale (Kothari, 2010). It is carried out before the actual study so as to establish and readdress in case there is a need, the reliability or validity of data collection instruments. For the sake of this study, the sample size for the pilot was 10% of the study sample, as recommended in Connelly (2008), 20 respondents not in in the main study sample will participate in the pilot study. The researcher used the responses provided to examine the reliability and validity of the questionnaire items. The main aim was to verify the questions to find out whether they match with the expected outcome. The researcher analysed the answers to find out whether they supply the appropriated information. At the same time the researcher was able to look critically at the wording of the questions and made some necessary adjustment. The pilot study helped the researcher to prepare adequately making sure the questions were clear and specific. The pilot study was conducted at Malava Glorious Life Celebration Church (GLCC) on March 17th, 2019. The information collected was useful in carrying out the research at AGC Ainomoi, Kericho County between March and April 2019.

3.7.2 Validity

Validity describes the extent to which a research instrument measures what it purports to measure. According to Twycross (2004), it is the extent to which the interpretations of the results are warranted which depends on the particular use the test is intended to serve. For the

sake of this study, content and construct validity will be used. The researcher carried out a pilot study by administering a few questionnaires to respondents who will not form part of the respondent for the study. The pilot study conducted in Malava helped to clearly show that the research instruments were clear and perfect for the study. There were zero complains noted and all the respondents in the pilot study easily understood the content and the structure of the research instruments. Furthermore, the study yielded positive results which served as a baseline of comparison with our main study.

3.7.3 Reliability

Reliability evaluates the stability of measure, internal consistency of measurement processes and reliability of instrument scores. In order to produce useful results, the researcher ensured that the research instruments are reliable. Cronbach's alpha technique was used to test the reliability of the research questions. An alpha value of 0.7 and above was used to decide on the reliability of the questionnaire items

3.8 Data Collection

The study collected both primary and secondary data. According to Kothari (2004), Primary data was directly obtained from the respondents or through direct observation by the researcher. Secondary data is obtained from existing sources such as textbooks, journals and previous research reports (Yin, 2010). It was suitable for creating a comparison between the primary findings to establish any similarities or differences.

3.8.1 Data Collection Procedure

On the secondary data, the researcher read journal articles, text books and related reports as guided by the study objectives. All relevant information was documented based on various study themes to be later compared with findings from the primary data. For primary data, a self-administered questionnaire was used. The research applied for research permit from NACOSTI which was used to obtain relevant letter authorizing the study in Anaimoi sub-county. The researcher got a letter of introduction entailing the objectives of the study from the institution before embarking on data collection before delivering questionnaires to the different respondents. The researcher distributed and administered the filling of the questionnaires. Thereafter the researcher collected them in the same order. The study also used interview method where more information was obtained. Selected pastors from the churches gave relevant information which supported the data obtained. The data collected was coded and recorded in Statistical Package for Social Sciences (SPSS).

3.9 Data Analysis and Presentation

Data analysis process involves systematic application of statistical and or logical techniques to describe, illustrate, condense, recap and evaluate data (Ader, 2008). After data collection, data was coded and put into SPSS computer program. It then was cleaned and assessed for any double entries, wrong spellings of data labels or unmatched codes. An analysis was conducted to generate both descriptive and inferential statistics. Under descriptive statistics, parameters such as mean, standard deviation, frequency and percentages were generated.

Under inferential statistics coefficients of regression was obtained to determine the relationship between data variables.

Quantitative data analysis entailed summarising of study responses using numerical figures to generate statistical parameters such as mean, percentages, frequency, standard deviation and correlation analysis. Pearson chi square was used to find the significant level. Qualitative data was analysed through grouping the study responses into themes and discussion common themes emanating from the responses. The output of the study findings was presented in form of tables, graphs and charts. The results of the numerical data were then interpreted based on the research objectives and thereafter conclusion and recommendations were made.

3.10. Ethical considerations

The study focused on certain ethical considerations. The researcher ensured confidentiality during and after the research. The researcher obtained permission from the relevant authorities before starting the research. The respondents were also assured that the study was purely for academic purposes. Confidentiality and privacy were considered. The researcher also avoided academic fraud by ensuring that the quoted literature was properly cited or documented. The researcher provided necessary information to the participants in order to give a solid outlook of the research. The participant consent was sought before commencing with the research. The researcher assured the respondents that the information given shall be held with utmost confidentiality and anonymity throughout the study. During the data collection, the privacy of the participants was upheld by ensuring that third parties do not have access to the information provided. Authorization to undertake the study was sought from AGC head office, area office and National Commission of Science and Technology Innovation (NACOSTI).

3.11Summary of the chapter

This chapter covers the general approach used in accomplishing the research objectives. The approach selected was suitable in facilitating the study of the variables as they naturally occur. The sample study population was 138respondents from 18 churches in Ainamoi Sub County in Kericho County. The study used random sampling to select the churches and systematic random sampling to select the small fellowship group. Quantitative data was collected using structured questionnaires for the small fellowship group members. Qualitative data was collected using key informant interviews. Ethical considerations such as privacy and consent were considered.

CHAPTER FOUR
DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.1 Introduction

This chapter shows how the data was analysed and shows how data was presented in order to achieve the objective of the study of determining the role of fellowship groups in church development in Kenya. The interpretation of the findings from the data analysis is also contained in this chapter.

4.1.1 Response rate

The study was able to achieve an 88% response rate. 138 questionnaires were handed out and the researcher was able to collect all 121 of the questionnaires from the respondents.

According to Mugenda and Mugenda (2003) response of 70% works well. Moreover, all the questionnaires were dully filled and the data was used for analysis.

4.2 Demographic Information of Respondents

4.2.1 Gender composition of the respondents

The researcher sought to determine the gender composition of the respondents who participated in the study. This information captured the heterogeneity of the fellowship's groups in AGC Ainamoi. Both male and female were well represented. The study came up with the findings as expressed in the figure below:

Table 4.2 1Gender composition of the respondents

GENDER	FREQUENCY	PERCENTAGE
MALE	54	44.6%
FEMALE	67	55.4%
TOTAL	**121**	**100%**

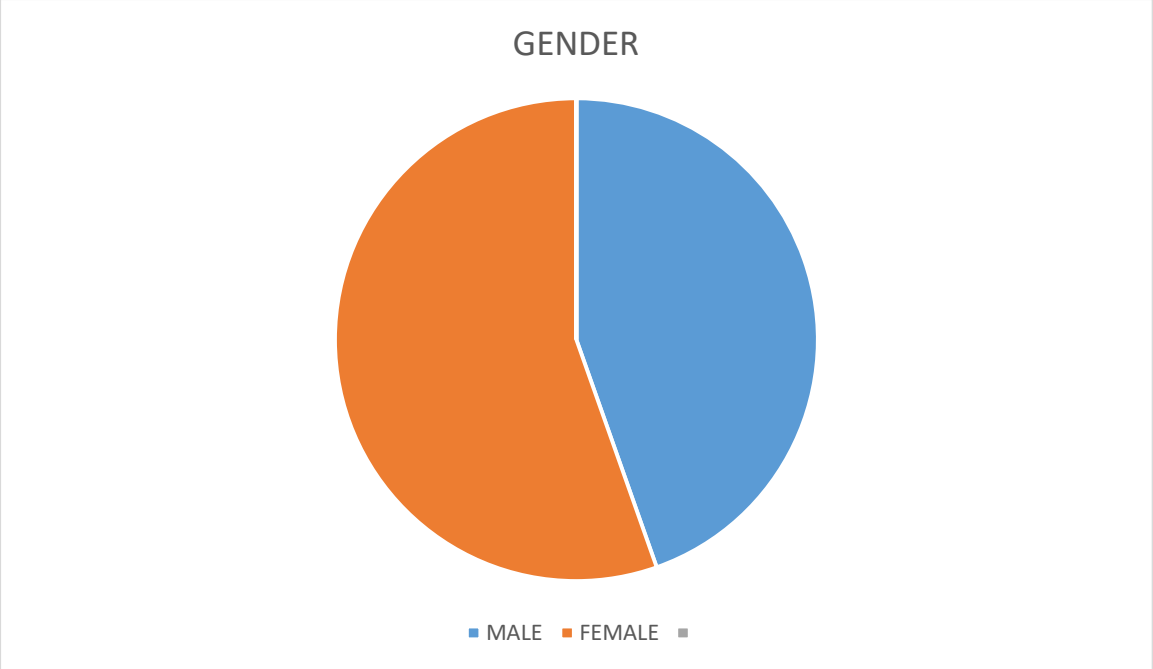


Figure 2– Gender

Source: Researcher 2019

The researcher sought to determine the gender of the respondents involved in the study and from the findings, 44.6% of the respondents were male while 55.4% were female. This implies that both genders were well represented in the fellowship groups.

Table 4.2 2Age of the Respondents

The researcher was also interested in determining the age bracket of the respondents and the findings were as shown in the table below;

Age Bracket	**Frequency**	**Percentage %**
18-25	6	5%
26-30	32	26%
31-35	42	35%
36-40	17	14%
41-45	12	10%
45 &Above	12	10%
Total	**121**	**100%**

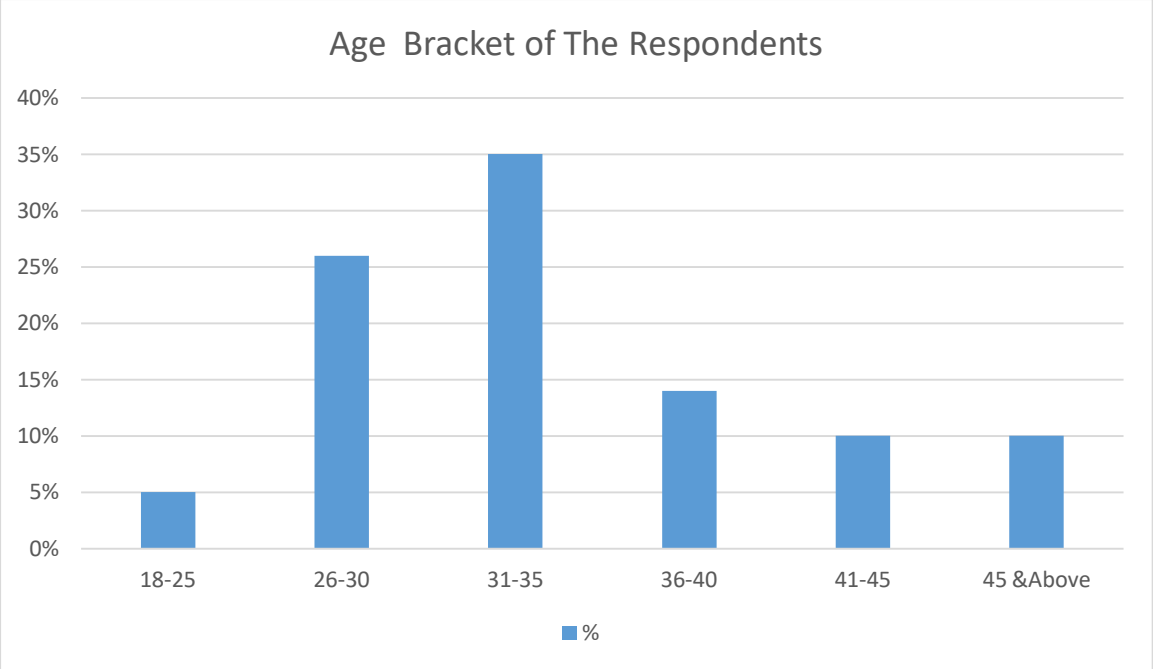


Figure 3- Age

Source: Research Data (2019)

The findings revealed that 5% of the respondents were aged 18-25 years, 26% were in the age bracket of 26-30 years, 35% were aged 31-35 years, 14% were aged 36-40 years, 10% were aged 41-44 years while 10% were aged above 45 years. This shows that most of our respondents were aged between 25-29 years and were well represented.

Table 4.2 3Position of Respondents in the Church

The researcher sought to find out the position of the respondents who participated in the study and the findings are as shown in the table below

Position in church	**Frequency**	**Percentage (%)**
Leader in the main church	36	30%
Fellowship group leader	36	30%
Fellowship member	49	40%
Total	**121**	**100%**

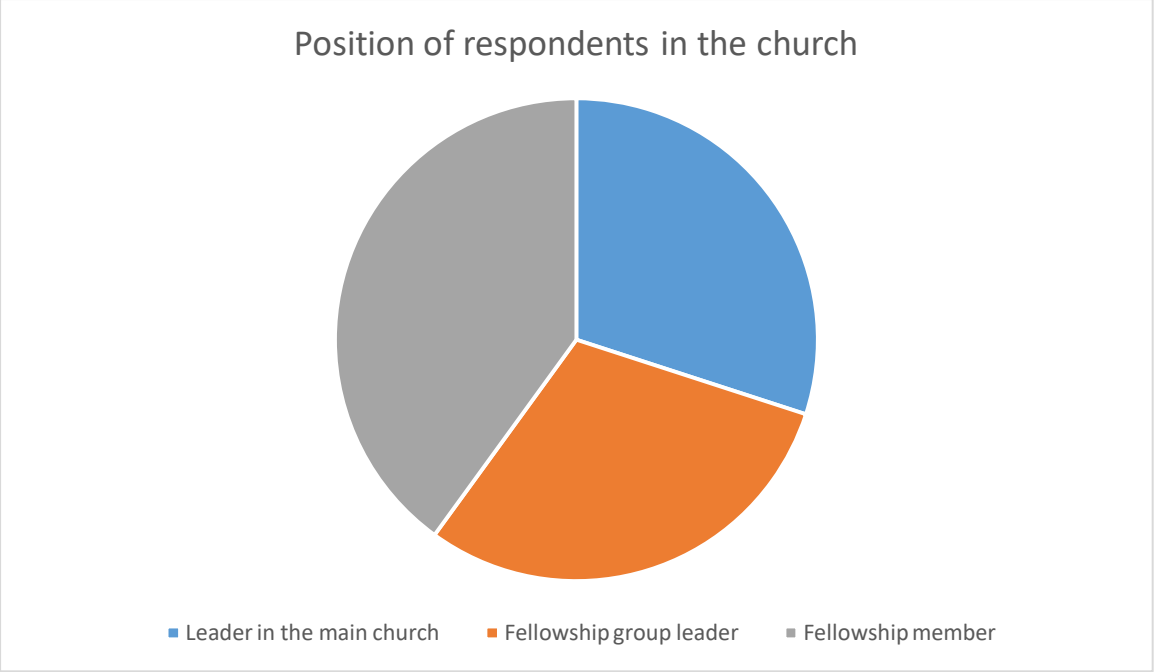


Figure 4- Position in the Church

Source: Research Data (2019)

From the findings, it was established that 30% were leaders in the main churches, 30% were fellowship group leaders and 40% were fellowship members which indicated that the correspondents were well represented to respond to study questions.

Table 4.2 4Time period of fellowshipping in the church

Duration	**Frequency**	**Percentage**
0-5 YRS	104	86%
6-10 YRS	7	5.8%
11-15 YRS	4	3.3%
OVER 15 YRS	6	5.0%
TOTAL	**121**	**100%**

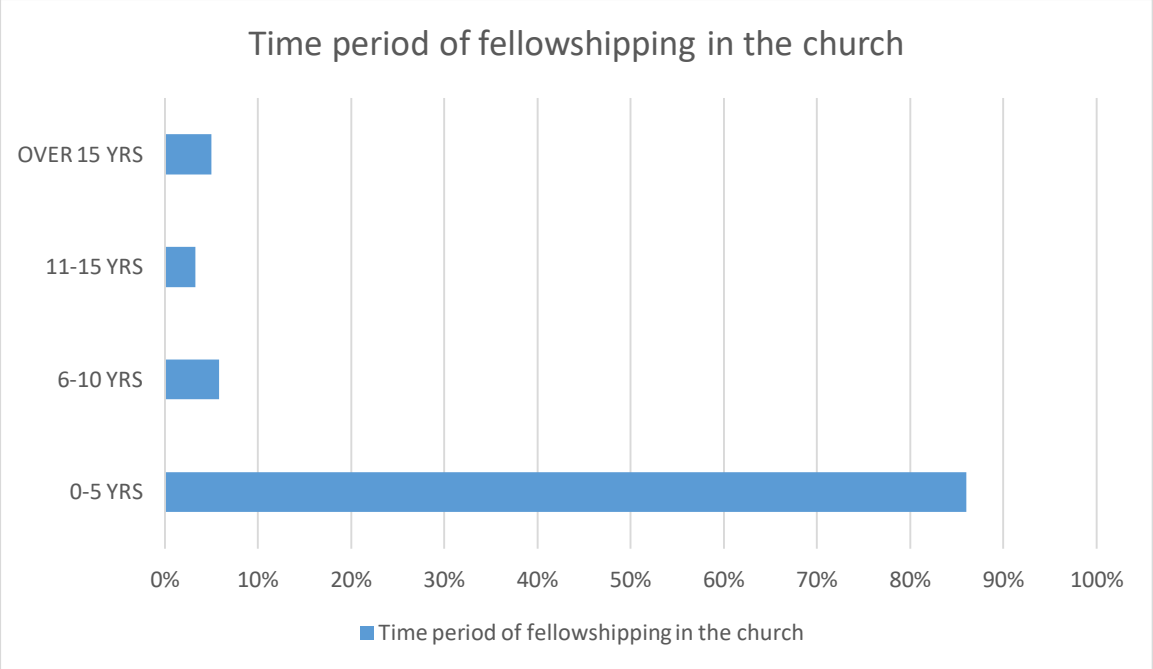


Figure 5- Time period of fellowshipping in the church

Source (Researcher, 2019)

From the findings, it was established that 3.3% of the respondents had fellowshipped between 11-15 yrs., 5% were over 15 yrs., 5.8% of the respondents between 6-10 yrs., and 86% 1-5yrs. This implies that most of the respondents had fellowshipped from 0-5 years which indicated that the service time was convenient for the study and their response would offer significant insight.

KEY:

1 - No relationship (Insignificant Results).
2 - Very Weak Relationship
3 - Weak Relationship
4 - Strong Relationship
5 -Very Strong Relationship (Perfect Findings)
The key above is to help in interpretation of the mean values.

Table 4.2 5Toexamine the role of fellowship groups leadership on church development

Fellowship group leadership on church development	1-SA		2-A		3-N		4-D		5-SD		M	SD
	F	%	F	%	F	%	F	%	F	%		
Group members contribute more to the larger church when they have freedom to express opinions	106	87.6	14	11.6	1	0.8	0	0	0	0	3.57	0.974
Group members feel constrained when the leader is the one in charge of everything	68	56.2	40	33.1	11	9	2	1.7	0	0	3.57	0.974
Democracy among group leaders stops participation in the larger church	3	2.5	1	0.8	13	10.7	75	62	29	24	3.57	0.974
Group leaders have high level of self-control and therefore their actions are self-driven	60	50	52	43	7	5.3	2	1.7	0	0	3.49	1.353
We ensure all new ideas generated from the church are implemented	71	58.7	47	38.8	3	2.5	0	0	0	0	3.61	0.904
Fellowship leadership have positively affected the overall development of the church	93	76.9	28	23.1	0	0	0	0	0	0	3.61	0.904

Source: Researcher 2019

As a result of works focusing on the emotions of human and work group, not on the efficiency principle in the organizations; the emotions, which are not considered in the factions, small groups and rational models, are mostly discussed (Saim, et al, 2015). Structuring work around teams has over the past become a fact for a successful organizational life. Majority, if not all, organizations tend to focus their work around teams in order to maximize on success and achieve efficiency within the organizations (Morgeson, et al, 2010).

On fellowship having positively affecting the overall development of the church, 42% strongly agreed, 25% agreed, 27% were neutral, 6% disagreed and there was no one who disagreed. In democratic leadership style, leaders involve people in decision making, though the process for the final decision may vary from the leader having the final say or facilitating consensus in a group. This form of leadership is appreciated by the people especially if they are used to autocratic decision making. Differences may arise particualy in situation where there is no clear way of reaching equitable final decision. This contribute to set back which hinder the achievement of goals and objectives. In such a caseleaders need to involve people in decision making, though the process for the final decision may vary from the leader having the final say or facilitating consensus in a group. This form of leadership is appreciated by the people especially if they are used to autocratic decision making. One of the disadvantage of the style is that group may fail to agree particularly if there is no clear way of reaching equitable final decision (Nagel, 2006).

Table 4.2 6 To investigate the influence of fellowship groups' culture on church development

Group culture	1-SA		2-A		3-N		4-D		5-SD		M	SD
	F	%	F	%	F	%	F	%	F	%		
We have values that define how we do things	105	86.8	16	13.2	0	0	0	0	0	0	3.57	0.974
Our actions are based on our customs and traditions	59	48.8	44	36.4	13	10.7	3	2.5	2	1.6	3.57	0.974
Fellowship group has rules that guide aspect of their operations	66	54.5	46	38.1	8	6.6	1	0.8	0	0	3.57	0.974
Fellowship values have facilitated growth of the main church	36	29.8	48	39.6	36	29.8	1	0.8	0	0	3.49	1.353
Fellowship customs and traditions have hindered growth of the main church	3	2.5	6	5	9	7.4	73	60.3	30	24.8	3.61	0.904
Fellowships ways of doing things have positively contributed towards growth of the church	97	80	24	20	0	0	0	0	0	0	3.49	1.353

Source: Researcher 2019

Groups tend to develop their own culture over time. This is based on the knowledge, practices and behaviours that their members hold in common (Baird, 2018). Once a culture has been built among the group members, there is a sense of increased and common trust,

cohesion and safety among the group members. This plays a key role in furthering collaboration in the group. It is important to note that the impact of culture on the development of the organization should be taken as being in addition to the effect of contextual variables such as technology, organization size and external competition (Yuki,2013).The theoretical argument regarding the aspect of group culture is that when different aspects are combined, e.g. reward systems, history, environment and leadership, a set of norms and values will then be established rewarding how things ought to be working and the expected behaviour of people (Chen, 2006). Depending on the specific group, some aspects of group culture may likely help performance while others may act as a hindrance to performance. For example, a university with strong cultural values towards research tends to develop behaviours and processes that aid research work and thus becomes very productive in research output. On the overall fellowships way of doing things, who have positively contributed towards growth of the church, 66% strongly agreed, 24% agreed, 8% were neutral, 2% disagreed and 0% strongly disagreed. When the culture is based on values that support interactions, there is likely to be high levels of teamwork among the stakeholders and this will play a part in developing the organization. Interaction among different departments and individuals of a group is a sure way of keeping the organization strong and united thus increasing output. The culture adopted by the organization has a direct influence on the communication patterns of the members of that particular organization. There are different types of communication channels that an organization may employ. Values relating to communication are very key in the organization (Mulej & Lynn, 2008).

Interaction among different departments and individuals of a group is a sure way of keeping the organization strong and united thus increasing output. Communication is key for any organization in terms of development.

Masaki Yuki, (2013) defines culture as a complex whole which includes knowledge, belief, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of society. Chen, (2006) observes that culture is the software of the mind, similar to a computer program that controls behaviour. Chiu (2006) defined culture as a series of important values and beliefs that are characteristic for the members of a particular society and are relevant to their view of the world as well as to the ideals worth to strive for. On the other hand, Traven (2000) believes that culture cannot readily be expressed directly, for example, as a rule or pattern of behaviour, but indirectly in our functioning and our relations to ourselves as well as to the environment – human beings, nature.

The performance of any organization depends directly on the culture that has been set by that specific organization. As such, it is important for an organization to focus on positive culture that will enhance performance. The culture cultivated by groups has an influence on the relations of the members of the group and the organization as a whole. Since an organization has different people, the need to interact cannot be overemphasized (Ritchhart, 2015).

According to most of the pastors of AGC, most of the churches were planted as a result of identifying the needs in the community and planting a fellowship groups in the identified location. As the fellowship grew, a church would then be started. There were about four churches in every ward that were started using fellowship groups.

Table 4.2 7To examine the effect of fellowship group's interpersonal relationships on churchdevelopment

Fellowship Group interpersonal relationship	**1-SA**		**2-A**		**3-N**		**4. D**		**5-SD**		**m**	**SD**
	F	%	F	%	F	%	F	%	F	%		
Fellowship based in common shared interest has enhanced overall growth of the church	98	81.2	22	18	1	0.8	0	0	0	0	3.57	0.974
The interrelationship between group members is based on love	70	57.9	47	38.7	2	1.7	2	1.7	0	0	3.49	1.353
Fellowship is based on a combination of love, social commitment and business interaction	67	55.3	46	38	6	5	2	1.7	0	0	3.61	0.904
Fellowship group has enhanced growth and development in the church	85	70.3	31	25.6	4	3.3	1	0.8	0	0	3.61	0.904
Interpersonal relationships have affected the level of influence towards church activities	81	67	38	31.4	1	0.8	1	0.8	0	0	3.61	0.904
Type of interpersonal relationships largely contribute towards church development	81	67	38	31.4	1	0.8	1	0.8	0	0	3.49	1.353

Source: Researcher 2019

Interpersonal relationships in the group are an inescapable reality for all those working in organizations. While they have often been studied from a negative perspective, for many these relationships may facilitate a context in which working individuals can fulfil their "need to belong" (Saim, et al, 2015)). Performance of members of any organization depends on the ability to effectively interact with their superiors, subordinates and co-workers within the organization and consumers, suppliers and general public outside. Interpersonal relations, therefore is a very important issue involving any organization. Most organizations have people problems rather than business problems. People problems are due to faulty interpersonal relations, which hinder the attainment of organizational goal (Patricia, 2016). Some bad experiences may be experienced due to miscommunication between the groups and their leaders. But with good communication process members are expected to work with minimal instructions.

On the general type of interpersonal relationships and how largely they contribute towards church development, 52% strongly agree, 34 agree, 12% were neutral on the findings while 2% disagreed and 0% strongly disagreed. This is because members feel included in the process of decision making. If there are carrying out certain projects in the church, they fully participate at every stage because the own it. In this case they work is done smoothly, where each member of the group is playing their role because they feel they belong. It is also important to note that people have always lived in group. A good example is families, friends, working groups who share the same values systems, loving, caring and providing for each other for the purpose of strengthening each other for the benefit of the group. This brings about unity and harmony in the fellowship groups.

The other positive element of fellowship group is that each member has the opportunity to share their views. This brings in the value of each member feeling that they have something to offer, use their talents, gifts and skills to serve. Some people join the group because they want to serve, other wants to be supported to use their time and other resources for the welfare of their fellowship groups. It is in the fellowship meetings where the members discover and grow their talents as they serve together. Patricia (2016) argues that some people with the same issues may join the group not for financial support by more because they are seeking emotional support. In the same way apart from fellowship members serving together they provide emotional support in fellowship meeting where they support, encourage and share their experiences together. Baird (2018), found out that being part of a small group

helps in reducing stress since members share their needs in a free environment and help each other.

According to Gallos & Bass (2003) poor communication within groups may lead to broken relationships hence hindering participation and collaboration. On the other hand good communication increases understanding within the group members even as they serve together. One of the main benefits of having small groups is that these groups are able to meet the interpersonal needs. This is because members feel included in the process of decision making. One of the main benefits of having small groups is that these groups are able to meet the interpersonal needs. This is achieved through giving the members access to inclusion, control and support. In terms of inclusion, people have a fundamental drive to be a part of a group and to create and maintain social bonds. Humans have always lived and worked in small groups. Family and friendship groups, shared-interest groups, and activity groups all provide us with a sense of belonging and being included in an in-group. People also join groups because they want to have some control over a decision-making process or to influence the outcome of a group.

Being a part of a group allows people to share opinions and influence others. Conversely, some people join a group to be controlled, because they don't want to be the sole decision maker or leader and instead want to be given a role to follow. Just as we enter into interpersonal relationships because we like someone, we are drawn toward a group when we are attracted to it and/or its members. While these groups may also meet instrumental needs through connections and referrals to resources, they fulfil the interpersonal need for belonging that is a central human need. While procedural and substantive conflict may be more easily expressed because they do not directly address a person, interpersonal conflict may slowly build as people avoid openly criticizing or confronting others. This is because members feel included in the process of decision making. If there are carrying out certain projects in the church, they fully participate at every stage because the own it. In this case they work is done smoothly, where each member of the group is playing their role because they feel they belong. It is also important to note that people have always lived in group. A good example is families, friends, working groups who share the same values systems, loving, caring and providing for each other for the purpose of strengthening each other for the benefit of the group. This brings about unity and harmony in the fellowship groups. That sense of belonging is so key and helps people to live a stress-free life. If there is a good interpersonal relationship between the individuals in the group, then the members will have a

good time. For example, leaders that are perceived to be good listeners have been associated with employees feeling a sense of togetherness, belonging, social significance as well as inclusion (Alvesson & Swevingsson, 2003).

Unity of group members promotes teamwork and aids the development agenda of the organization. Members who related well with each other had good working relationship. The fellowship groups were marked with love for one another and collaboration which helped churches to realize their goals for growth. Every member participated in the outreach programs organized within fellowship groups as well as by the main church.

A group with poor interpersonal relationship on the other hand, will most of the time be rocked with conflicts which slow down the development process of the organization. A good interpersonal relationship among group members also aid in the decision-making process of the group members. Decision making is a process that most of the time requires more than one person. When members of the team have good interpersonal relationships, they will be able to make decisions which are objective and for the common good of the organization. These decisions will have been thoroughly thought through and will be made after careful considerations and deliberations. Such decisions help the organization as it works towards attaining its goals and objectives (Reich & Herschcovis, 2011).

Table 4.2 8Correlation Matrix

	FACTORS AFFECTING YOUTHS BEHAVIOUR
Factor 1	**LEADERSHIP**
Factor 2	**CULTURE**
Factor 3	**INTERPERSONAL RELATIONSHIP**

Source: Researcher 2019

A correlation matrix is a statistical test undertaken that is used to measure the strength in the relationship between the variables in a study so as to establish the positivity or negativity in their relationship i.e. linear relationship.

Table 4.2 9 Correlation Matrix Indicating the Relationship Between the Independent Variables

FACTORS	**F1**	**F2**	**F3**
F1	1.000	0.587	.498
F2	.587	1.000	.601
F3	.498	.601	1.000

Source: Author, 2019

High correlations were noted between leadership and culture at 0.587. The study also noted that there were high correlations between culture and interpersonal relationship as shown by coefficients 0.601.

The variables obtained by the correlation analysis clearly indicated a strong positive relationship between our variables which can safely help us conclude that they have a positive relationship. This means an increase in the value of one variable means an increase in value for the other variable. In a graph, this would be shown by a line indicating a positive linear relationship.

4.3 Multiple Regression Analysis

Our study employed multiple regression analysis to determine the estimating of the relationships among variables. We also used it to understand which among the independent variables are related to the dependent variable, and to explore the forms of these relationships.

Table 4.3.1 Multiple Regression Analysis

Regression Statistics						
Multiple R	0.089582802					
R Square	0.802507837					
Adjusted R Square	0.605015674					
Standard Error	0.444400903					

Observations	5					
	Df	SS	MS	F	Significance F	
Regression	2	1.605015674	0.802507837	4.063492063	0.047492163	
Residual	2	0.394984326	0.197492163			
Total	4	2				
	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	0.896551724	0.764398064	1.172885918	0.361624318	-2.39238769	4.185491139
LEADERSHIP	0.33646818	0.422703764	0.79599038	0.509506953	-1.482279374	2.155215634
CULTURE	0.020898964	0.013113794	0.159363815	0.888021498	-0.054334235	0.058513964
INTERPERSONAL RELATIONSHIPS	0.32646818	0.012489654	0.045908765	0.678923005	-1.328976054	2.144678905

Source: Researcher 2019

The above gives the overall goodness-of-fit measures:

R2 = 0.8025

Correlation between y and y-hat is 0.8958 (when squared gives 0.8025).

Adjusted R2 = R2 - (1-R2) *(k-1) (n-k) = .8025 - .1975*2/2 = 0.6050.

Using the p-value approach

- Do not reject the null hypothesis at level .05 since the p-value is > 0.05.
- Do not reject the null hypothesis at level .08 since the p-value is > 0.05
- Do not reject the null hypothesis at level .06 since the p-value is > 0.05
- Do not reject the null hypothesis at level .08 since the p-value is > 0.05

Our study was working to disapprove the following null hypothesis

H^0 – Fellowship group's leadership on church development

H^1 – Fellowship groups' culture on church development

H^2 – fellowship group's interpersonal relationships on church development

The table above indicates that our study got a P- value > 0.05 which would mean our findings support the current existing hypothesis. This means that we found that the existing

relationship between our independent and dependent variables. Hence, we can conclude that fellowship groups play a role in church development in Kenya.

4.4 Anova (Multiple Comparisons)

Table 4.4.1 Anova Multiple Comparisons

	Mean Differences (A-D)	Standard Error	Sig	Lower 95%	Upper 95%
Intercept	0.896551724	0.764398064	0.461624318	-2.39238769	4.185491139
LEADERSHIP	0.011646818	0.422703764	0.509506953	-1.482279374	2.155215634
CULTURE	0.020898964	0.013113794	0.888021498	-0.054334235	0.058513964
INTERPERSONAL RELATIONSHIPS	0.026468184	0.012489654	0.678923005	-1.328976054	2.144678905

Source: Researcher 2019

Multiple linear regression attempts to model the relationship between two or more explanatory variables and a response variable by fitting a linear equation to observed data. Every value of the independent variable x is associated with a value of the dependent variable y. Second, it can be used to forecast the effects or impacts of changes. That is, **multiple linear regression analysis** helps us to understand how much will the dependent variable change when we change the independent variables. The findings in our research project show a positive dependency between the dependent and independent variables which in analysis shows a positive linear regression.

CHAPTER 5
SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The aim of the study was to evaluate the role of fellowship groups in church development in Kenya. The chapter summarizes of the results of the study.

A total of 138 questionnaires were distributed to 18 church leaders and members of Animi AGC. Out of these 121 questionnaires were duly filled and returned. Regression analysis was carried out to determine the relationship among the different issues affecting fellowship groups in churches in Kenya. Results indicated that there was a positive relationship between the dependent and independent variables in church development in Kenya as the reported p value is higher than the critical value.

Results also indicate that the goodness of fit was adequate which means that a high percentage of the variations in church development units was explained by variables such as leadership, culture and interpersonal relationships. An Analysis of Variance (ANOVA) indicated that the overall model was significant. The ANOVA results demonstrated that the aspects such as leadership, culture and interpersonal growth are good predictors of church development in Kenya.

5.2 Summary of Findings

The study has established that most of the AGC churches in Ainamoi have had leadership changes occasionally affecting the programs due to leadership style. However, most leaders supported participation and collaboration. As a result the members worked together as a team to help in implementing the change process. This brought unity of purpose , in evangelism, participation in community work which also translated into increased membership and participation in the church development.

The team spirit was encouraged in the groupwhich made them comforatable and participate in the activities. Also members with skills and experience prove to be better team performers.

The study found out that there was improve relationship due to more association and mutual understanding. Due to this members did their assigned roles effectively and effectiently. The church goals as well as fellowship goal were realised on target.

Fellowship groups collaborated hence there was no domination within the team. Every member participated in the group discussions.The member followed the wheel circles of network of communication. Majority of the respondents have freedom to share opinion

within the fellowship freely. It was also established that there was low frequency of conflict among church membersbecause members solved their issues in the fellowship meetings.Lack of clarity in ideas and communication gap are the major reason for conflicts.

The study also observed that people are attracted to join the type fellowship groups that correspond to their own passion and giftedness. They want to be a part of a group that affirms what they feel is most important.

The leaders were intentional on setting of strategies and structures for growth which were highly encouraged through group evangelism and community services. This created motivation and encouraged participation. The fellowship members participated more in activities which led to the increased membership.

There was a strong sense of community among fellowship members embracing all generations, different cultures and diverse ways of being human - creating a sense of belonging, ownership, managing conflict and working towards reconciliation, healing, and renewal. High levels of involvement in the fellowship groups and the main churches were witnessed in the churches with fellowship groups.

Good leadership inspired members especially in listening to members' ideas and encouraging them to discover their gifts and use them. Those with roles received adequate levels of support. The study also established that members invited their friends and relatives to their fellowship meetings hence numerical growth in the fellowship groups lead to church growth. This translated into more participation in church programs and development activities. The following positive observations were also made:

1) An outward focus among leaders and members expressed in both a concern for evangelism and for wider social engagement in the community.

2) High levels of participation, as shown by worship attendance, small group commitment and involvement in leadership and ministry.

3) A strong sense of belonging as shown by high levels of satisfaction among members, a growing sense of commitment, healthy relationships and low levels of conflict.

4) A clear sense of direction. Members regard their congregation as having a sense of direction and purpose. Leadership has a strong sense of vision for the growth of the

congregation, both numerically and in other dimensions, to which the members are committed and willing to change to accomplish.

5) Effective leadership which is inspiring and directive, but listens to members and empowers them to use their gifts and skills.

5.3 Conclusion

The study findings (as shown by positive R, and R-Square) established that there was a strong positive correlation between the selected dependent variables and church growth. Moreover, the coefficients corresponding to the selected variables were positive meaning that the growth in the selected variables positively affects church growth. Therefore, this study concludes that there is a strong positive relationship between the selected variables and church growth. In addition, the study concludes that leadership, culture and interpersonal relationships individually influence the growth of the church in the country.

5.3.1 Fellowship Group Leadership

In conclusion, the members in the fellowship group involved are able to blend easily and form trust among themselves since is small enough to manage. Working as a team greatly enhances everyone involved in the operations of the group.

5.3.2 Group Culture

In conclusion, regarding the aspect of group culture is that when different aspects are combined, e.g. reward systems, history, environment and leadership, a set of norms and values will then be established rewarding how things ought to be working and the expected behaviour of people (Chen, 2006). Depending on the specific group, some aspects of group culture may likely help performance while others may act as a hindrance to performance. For example, a university with strong cultural values towards research tends to develop behaviours and processes that aid research work and thus becomes very productive in research output.

5.3.3 Group Interpersonal Relationship

In conclusion, the fellowship groups have values, that guide the way they operate where each member have the opportunity to share their views. Members feel that they have something to offer, use their skills to serve. It is in the fellowship meetings where the members discover and grow their talents as they serve together. Baird, (2018) found out that being part of a

small group helps in reducing stress since members share their needs in a free environment and help each other.

5.4 Recommendations

The study has established that in order to increase church growth, leaders need to allow their congregation to express their views in a free environment. Church leadership should support and allow members to use their gifts, talents and skills to serve both in the church and fellowship groups meetings. Also more emphasis should be given to culture and interpersonal growth as this will contribute to the growth and development of the church which will be a win for both the worshippers and the church at large.

5.5 Limitations of the study

One of the limitations of the study was that the study did not consider the effects of culture in certain activities in the church. There are people who prefer spontaneity. The study did not also analyse internal and external factors that affect church growth when deciding on the various norms in the church.

5.6 Suggestions for Further Research

Suggested areas of study should be on internal and external factors that affect the decision process in church development in Kenya. This will analyse critical issues that leaders should consider in order to make their decision on certain factors in the church. This enable churches implement projects and programs that will be achieved within a given time frame.

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APPENDIX I: QUESTIONNAIRE

Dear respondent

My name is David Juma, a Masters student at St. Paul's University. I request you to fill in the questionnaire below which is aimed at collecting data on the role of fellowship Groups in Church Development in Kenya: A Case of Africa Gospel Churches (AGC) in Ainamoi Sub County, Kericho County. Your participation in the provision of information for the study will be highly appreciated. Please note that the information you provide will be treated with utmost confidentiality and will be used for the purpose of accomplishing research goals.

PART A: BACKGROUND INFORMATION

Male ☐ Female ☐

1. What is your age bracket?

   18-25Years ☐ 6-30 Years ☐ -35 Years ☐ -40 Years ☐ -45 Years ☐

   Over 45 years ☐

2. What is your position in the church?

   Leader in main church ☐ Fellowship group leader ☐ Fellowship member ☐

   4. How long have you served in your position in 3 above?

   0-5 Years ☐ 6-10 Year ☐ 11-15 years ☐ Over 15 Years ☐

PART B: Effect of fellowship groups on church development.

PART B1 Role of Fellowship group leadership

1. Kindly indicate in your opinion how the leadership of fellowship groups have affected the overall leadership of your church

i. ……..

ii. …….

iii. …….

2. In a scale of 1-5, please indicate the extent to which you agree that the following innovation oriented strategies have affected performance of your church? **Use 1- Strongly Agree (SA), 2- Agree (A), 3- Neutral (N)4- Disagree (D) 5- Strongly disagree(SD)**

Fellowship group leadership	**1-SA**	**2-A**	**3-N**	**4 D**	**5-SD**
Group members contribute more to the larger church when they have freedom to express opinions					
Group members feel constrained when the leader is the one in charge of everything					
Democracy among group leaders stops participation in the larger church					
Group leaders have high level of self-control and therefore their actions are self-driven					
We ensure all new ideas generated from the church are implemented					
Fellowship leadership have positively affected the overall development of the church					

3. Which other ways do you think leadership of fellowship groups can contribute towards the development of church?

i. ……..……

ii. ……..……

iii. ……..

Effect of fellowship group resources towards church development

4. Kindly indicate in your own opinion how your group has utilized the resources within themselves to enhance development of your church.

i. ……

ii. ……..……..

iii. ……..……..

5. In a scale of 1-5, please indicate the extent to which you agree that fellowship group resources have contributed towards development of your church? **Use 1- Strongly Agree (SA), 2- Agree (A), 3- Neutral (N)4- Disagree (D) 5- Strongly disagree (SD)**

	1-SA	**2-A**	**3-N**	**4-D**	**5-SD**
We mobilize fellowship group members towards participation in church activities					
Fellowship group members volunteer their professional expertise towards church activities					
We use fellowship group decision to promote change in our church					
Every member of our fellowship group is obligated to participate in overall development of the church					
Fellowship group members refer the church to their networks for the purpose of growth.					
Fellowship group members easily provide financial resources towards the church					
The church has developed as a result of the resources from fellowship groups					

6. In what other ways do you think group resources have contributed towards overall development of the church?

i. ……

ii. ……

iii. ……..

PART BII: Effect of fellowship group culture on church development

7. Kindly indicate how fellowship groups ways of doing things have affected the overall development of your church?

i. ……..

ii. …….

iii. …….

8. In a scale of 1-5, please indicate the extent to which you agree that the following process aspects of group culture and their contribution towards the overall growth of the church? **Use 1- Strongly Agree (SA), 2- Agree (A), 3- Neutral (N) 4- Disagree (D) 5- Strongly disagree (SD)**

Group culture	**1-SA**	**2-A**	**3-N**	**4-D**	**5-SD**
We have values that define how we do things					
Our actions are based on our customs and traditions					
Fellowship group has rules that guide aspect of their operations					
Fellowship values have facilitated growth of the main church					
Fellowship customs and traditions have hindered growth of the main church					
Fellowships ways of doing things have positively contributed towards growth of the church					

9. Which other ways do you think fellowship group's culture can contribute towards church development?

i. ……

ii. ……

iii. ……..

PART BIII: Effect of fellowship group interpersonal relationships on church development

10. Kindly indicate in your opinion how interrelationships between group members affect church development?

i. ……..

ii. …….

iii. ……

11. In a scale of 1-5, please indicate the extent to which you agree that the following aspects as far as interpersonal relationships between fellowship groups is concerned **Use 1- Strongly Agree (SA), 2- Agree (A), 3- Neutral (N) 4- Disagree (D) 5- Strongly disagree (SD)**

Fellowship Group interpersonal relationship	**1-SA**	**2-A**	**3-N**	**4. D**	**5-SD**
Fellowship based in common shared interest has enhanced overall growth of the church					
The interrelationship between group members is based on love					
Fellowship is based on a combination of love, social commitment and business interaction					
Fellowship group has enhanced growth and development in the church					
Interpersonal relationships have affected the level of influence towards church activities					
Type of interpersonal relationships largely contribute towards church development					

12. Which other ways do you think interpersonal relationships have affected development in your church?

i. ……

ii. ……

iii. ……..

End

Thank you for your responses

APPENDIX II: INTRODUCTION LETTER

ST. PAUL'S UNIVERSITY

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National Commission for Science, Technology and Innovation
Off Waiyaki Way, Upper Kabete
P.O Box 30623, 00100
Nairobi, KENYA.

Dear Sir/Madam,

RE: JUMA DAVID KIMELI- MDSNKR457317

This is to confirm that the above named is a final year student of St. Paul's University registered for Master of Arts degree in Development Studies.

The final year consists of a major research work leading to a dissertation comprising 20,000 words. The student's selected topic is:

THE ROLE OF FELLOWSHIP GROUPS IN CHURCH DEVELOPMENT IN KENYA: A CASE OF AFRICA GOSPEL CHURCHES IN ANAIMOI SUB-COUNTY, KERICHO COUNTY, KENYA

The research will take place in ANAIMOI, KERICHO County from March 2019 to May 2019.

Kindly grant the student the required permit.

Yours Faithfully,

Dr. Sammy Githuku
Director, Postgraduate Studies

APPENDIX III: NACOSTI AUTHORIZATION LETTER

NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION

Telephone:+254-20-2213471,
2241349,3310571,2219420
Fax:+254-20-318245,318249
Email: dg@nacosti.go.ke
Website : www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No. **NACOSTI/P/19/78524/28928** Date: **3rd April 2019**

David Kimeli Juma
St. Pauls University
P.O. Private Bag - 00217
LIMURU.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on ***"The role of fellowship groups in church development in Kenya: A case of Africa Gospel churches in Ainamoi Sub County Kericho County Kenya."*** I am pleased to inform you that you have been authorized to undertake research in **Kericho County** for the period ending **1st April, 2020.**

You are advised to report to **the County Commissioner and the County Director of Education, Kericho County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

DR. STEPHEN K. KIBIRU, PhD.
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Kericho County.

The County Director of Education
Kericho County.

APPENDIX IV: RESEARCH CLEARANCE PERMIT

THIS IS TO CERTIFY THAT:
MR. DAVID KIMELI JUMA
of ST. PAULS UNIVERSITY, 0-200
NAIROBI,has been permitted to conduct
research in *Kericho County*

on the topic: *THE ROLE OF FELLOWSHIP GROUPS IN CHURCH DEVELOPMENT IN KENYA A CASE OF AFRICA GOSPEL CHURCHES IN AINAMOI SUB COUNTY KERICHO COUNTY KENYA*

for the period ending:
1st April,2020

.....
Applicant's
Signature

Permit No : NACOSTI/P/19/78524/28928
Date Of Issue : 3rd April,2019
Fee Recieved :Ksh 1000



.....
Director General
National Commission for Science,
Technology & Innovation

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The Grant of Research Licenses is guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014.

CONDITIONS

1. The License is valid for the proposed research, location and specified period.
2. The License and any rights thereunder are non-transferable.
3. The Licensee shall inform the County Governor before commencement of the research.
4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
5. The License does not give authority to transfer research materials.
6. NACOSTI may monitor and evaluate the licensed research project.
7. The Licensee shall submit one hard copy and upload a soft copy of their final report within one year of completion of the research.
8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice.

National Commission for Science, Technology and innovation
P.O. Box 30623 - 00100, Nairobi, Kenya
TEL: 020 400 7000, 0713 788787, 0735 404245
Email: dg@nacosti.go.ke, registry@nacosti.go.ke
Website: www.nacosti.go.ke

REPUBLIC OF KENYA

NACOSTI

National Commission for Science, Technology and Innovation

RESEARCH LICENSE

Serial No.A 23825

CONDITIONS: see back page

APPENDIX V: CHURCH AUTHORIZATION

AINAMOI AGC AREA OFFICE

P. O. BOX 366 – 20200, KERICHO.

Mobile +254 728 933 050

27th March 2019.

TO: National Commission for Science, Technology and Innovation

Off Waiyaki Way, Upper Kabete

P. O. BOX 30623, 00100

Nairobi, Kenya

Dear Sir/Madam,

RE: JUMA DAVID KIMELI – MDSNKR457317

This is to confirm that the above named student has been granted permission by Ainamoi Africa Gospel Churches to carry out research on: **THE ROLE OF FELLOWSHIP GROUPS IN CHURCH DEVELOPMENT IN KENYA: A CASE OF AFRICA GOSPEL CHURCHES IN AINAMOI SUB-COUNTY, KERICHO COUNTY, KENYA.**

The director and the Ainamoi leadership team shall accord him the necessary support in the entire process of data collection between March and May 2019. He is allowed to collect data from pastors, fellowship leaders and church members. It is our belief that the research shall benefit AGC churches in realizing their mission and vision of transformation.

We wish him all the best.

Thank you.

Yours sincerely,

Rev. Samuel Mutai.

AINAMOI AREA DIRECTOR

AFRICA GOSPEL CHURCH
AINAMOI AREA
P.O.BOX 425-20200
KERICHO.

27th March 2019.

APPENDIX VI: MINISTRY OF EDUCATION AUTHORIZATION

MINISTRY OF EDUCATION

STATE DEPARTMENT OF EARLY LEARNING AND BASIC EDUCATION

Email:cdekerichocounty@gmail.com
When Replying Please Quote:

County Education Office
P.O BOX 149
KERICHO

REF: KER/C/ED/GC/2/VOL.II/

16TH APRIL, 2019.

TO WHOM IT MAY CONCERN.

RE: RESEARCH AUTHORIZATION.
DAVID KIMELI JUMA.

The above student has been authorized by National Commission for Science, Technology and innovation to undertake research on " ***The role of fellowship groups in church development in Kenya***; A case of Africa Gospel Churches in Ainamoi Sub-County, Kericho County, Kenya" for a period ending 1st April,2020.

Kindly accord him the necessary assistance.

COUNTY DIRECTOR OF EDUCATION
16 APR 2019
P.O. BOX 149-20200 KERICHO

ZACHARY MUTUIRI
COUNTY DIRECTOR OF EDUCATION
KERICHO COUNTY.

APPENDIX VII: COUNTY COMMISSION LETTER



THE PRESIDENCY
MINISTRY OF INTERIOR AND CO-ORDINATION OF NATIONAL GOVERNMENT

Telegrams: .....
Telephone: Kericho 20132
When replying please quote
kerichocc@yahoo.com

COUNTY COMMISSIONER
KERICHO COUNTY
P.O. BOX 19
KERICHO

REF: MISC.19 VOL.III (191)

16th April, 2019

David Kimeli Juma
St. Pauls University
P.O. Private Bag-00217
LIMURU

RE: RESEARCH AUTHORIZATION

I am pleased to inform you that you are authorized to undertake research vide letter Ref. No. NACOSTI/P/19/78524/28928 dated 3rd April, 2019 on ***"The role of fellowship groups in church development in Kenya: A case of Africa Gospel Churches in Ainamoi Sub County, Kericho County"*** for a period ending 1st April ,2020

Any assistance accorded to you is highly appreciated.

Moses Mbaruku
COUNTY COMMISSIONER
KERICHO COUNTY

CC: County Director of Education
KERICHO COUNTY

APPENDIX VIII: TURNITIN REPORT

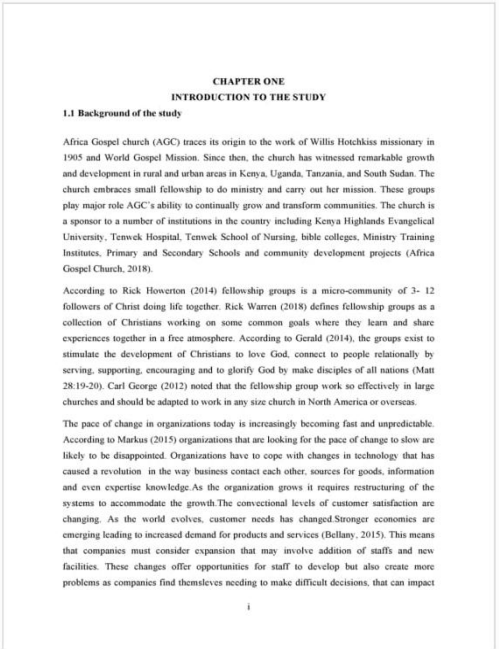
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Assignment title:	Proposal/ Dissertation
Submission title:	THE ROLE OF FELLOWSHIP GROU..
File name:	Kimeli_dc_final_turn_it_in_chpter_1..
File size:	233.26K
Page count:	59
Word count:	19,464
Character count:	104,532
Submission date:	04-Jun-2019 08:22PM (UTC+0300)
Submission ID:	1080802863



CHAPTER ONE
INTRODUCTION TO THE STUDY

1.1 Background of the study

Africa Gospel church (AGC) traces its origin to the work of Willis Hotchkiss missionary in 1905 and World Gospel Mission. Since then, the church has witnessed remarkable growth and development in rural and urban areas in Kenya, Uganda, Tanzania, and South Sudan. The church embraces small fellowship to do ministry and carry out her mission. These groups play major role AGC's ability to continually grow and transform communities. The church is a sponsor to a number of institutions in the country including Kenya Highlands Evangelical University, Tenwek Hospital, Tenwek School of Nursing, bible colleges, Ministry Training Institutes, Primary and Secondary Schools and community development projects (Africa Gospel Church, 2018).

According to Rick Howerton (2014) fellowship groups is a micro-community of 3- 12 followers of Christ doing life together. Rick Warren (2018) defines fellowship groups as a collection of Christians working on some common goals where they learn and share experiences together in a free atmosphere. According to Gerald (2014), the groups exist to stimulate the development of Christians to love God, connect to people relationally by serving, supporting, encouraging and to glorify God by make disciples of all nations (Matt 28:19-20). Carl George (2012) noted that the fellowship group work so effectively in large churches and should be adapted to work in any size church in North America or overseas.

The pace of change in organizations today is increasingly becoming fast and unpredictable. According to Markus (2015) organizations that are looking for the pace of change to slow are likely to be disappointed. Organizations have to cope with changes in technology that has caused a revolution in the way business contact each other, sources for goods, information and even expertise knowledge.As the organization grows it requires restructuring of the systems to accommodate the growth.The convectional levels of customer satisfaction are changing. As the world evolves, customer needs has changed.Stronger economies are emerging leading to increased demand for products and services (Bellany, 2015). This means that companies must consider expansion that may involve addition of staffs and new facilities. These changes offer opportunities for staff to develop but also create more problems as companies find themsleves needing to make difficult decisions, that can impact

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